

Rules of the competition



Business Ideas in Air Traffic Management Competition 2024

Call open until December 15th, 2025



Basis of participation

Air Traffic Management Business Idea Competition (4th edition)

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1. The Organization

ENAIRe is the company of the Ministry of Transport, Mobility and Urban Agenda which manages air navigation in Spain. It provides **aerodrome control** services **at 21 airports**, including those with the largest traffic, and **en-route and approach control**, through five control centers: Barcelona, Madrid, Gran Canaria, Palma and Seville. Besides, **45 air traffic control towers** receive communication, navigation and surveillance services from ENAIRe.

CRIDA (a Spanish acronym referring to the Research, Development and Innovation Reference Center ATM A.I.E.) has the mission to **improve the efficiency and performance of the Spanish air traffic management system** through the development of ideas and R&D&I projects that provide quantifiable solutions through system performance indicators, considering the Spanish system as an integral part of a global system.

CRIDA is a fundamental support for ENAIRe's R&D&I activities, and one of the activities delegated to it is to **promote open innovation** as a means for solving the future challenges posed by the evolution of the ATM (Air Traffic Management) system. CRIDA and ENAIRe are committed to open innovation as a fundamental lever for maintaining its position as an international benchmark.

Being aware that the business of providing air navigation and air transport services is not known by the general public, it is necessary to manage different initiatives, among which is this contest of ideas.

For the **execution of this ideas competition**, CRIDA has the support of **Active Development SL and Science and Innovation Link Office (SILO) S.L.** hereinafter "UTE AD-SILO", companies specialized in the implementation of corporate innovation and entrepreneurship programs¹.

¹ The UTE AD-SILO is the company awarded the "Technical and Administrative Specifications. Open Innovation Support" published in the Public Sector Procurement Platform on 07/Aug/2024 with File Number 2024-07-18-01.

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2. The Competition

ENAIRe launches this year the 4th edition of the **Business Ideas in Air Traffic Management Competition**.

The goal of this Competition is to encourage the generation of ideas which, potentially, will crystallize in the creation of innovative companies in ENAIRe's field of action. Therefore, the business ideas contest will be a success if it serves to expand the innovative ecosystem of air navigation.

To this end, this contest aims to promote and develop ideas in initial phases. Ideas that take advantage of business opportunities in any sector of activity are welcome, as long as they focus on the **provision of air traffic/air transport services**.

Since this is a motivational initiative for bachelor's/master's students, graduates, doctoral students and potential entrepreneurs, the ideas submitted must not have been launched at the time of application.

This contest will offer business advice to participants in order to improve their innovative ideas and **will award cash prizes to the best ideas**.

3. Conditions of participation

Participation is open to all those who meet the following requirements:

- In the case of a natural person, they must be at least **18 years of age** on the closing date of registration for the competition.
- In case of a legal person, it must be considered a **microenterprise** according to Regulation (EU) No. 651/2014 of the European Commission.
- Duly complete the information required in the **registration form**, within the period established in these rules.
- Submit an **original project** that does not infringe industrial or intellectual property rights of third parties and that does not transmit or disseminate illegal, defamatory or offensive content or content that violates the values and dignity of people.
- Submit an idea that demonstrates a **significant degree of innovation**, either through the introduction of new concepts, creative approaches or substantial improvements on existing concepts in the field of Air Traffic Services. Partially innovative ideas will also be accepted, provided they present a unique combination of existing elements that generate additional value in the field of air navigation.
- **Not be an employee of CRIDA or ENAIRe.**

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Each participant may submit one or more ideas, provided they meet all the above requirements.

Shared ownership ideas may be submitted, provided that a representative is chosen to complete the entry form. The person registering on behalf of a group of participants is responsible for the accuracy of the information provided and must have the authorization of the other team members for the registration to be considered valid.

Each participant shall be **solely responsible** for any controversy that may arise due to non-compliance with the law regarding intellectual and/or industrial property rights.

The participants **grant the necessary rights** to film, photograph presentations, use the images of the participants and the presentations for communication purposes. They also **authorize the use of the material presented** and obtained during the competition for the elaboration and dissemination of newsletters, press releases, social networks, blogs, etc., for promotional and communication purposes.

The organization of the Business Ideas in Air Traffic Management Competition reserves **the right to exclude** from the competition all those ideas that do not comply with the requirements established in these rules or provide **false, incomplete or unauthorized data**, in particular, discarding those ideas that have no potential application in the field of providing air traffic or air transport services.

4. Documentation to be submitted

Each participant must submit their business idea following the first parts (Value and Customers) of the "**Business Model Canvas**", a tool for designing new business models created by Alexander Osterwalder in 2009, which has become the main tool used by early-stage entrepreneurs to validate their business ideas.

For this purpose, a document to be completed at ideas.enaireopeinnovation.com, where each participant must send the information related to his/her business idea, is available for those interested. This document will be the essential documentation to be submitted in the first phase of the competition, although other documents may be required at the request of CRIDA/ENAIRe.

5. Evaluation Criteria

The Selection Committee will evaluate the business ideas received according to the following criteria:

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- **Degree of innovation**, differentiation and originality of the idea presented.
- **Value** generation.
- **Realism of the concept** proposed in the environment where it is intended to be developed.
- **Validation of the proposed market**.
- Economic **viability**.
- **Growth** potential.

The proposed ideas must necessarily be related to ENAIRe's business model.

To provide maximum transparency to the participants, the following questions will guide the evaluation by the Selection Committee.

The following guide is offered to participants to help them understand the evaluation process of the first phase.

Section	Maximum score	Questions to answer
Value proposition	50	Has the problem or need that the product/service solves been defined? Has each customer segment of the product / service been taken into account? Are the characteristics of the product / service well defined? Has the competitive advantage been correctly defined? Is the value of the product / service greater than its cost?
Customer identification	20	Has it been adequately defined to whom value is being offered? Does the customer definition match the product/service?
Alignment with ENAIRe's business	30	Is there a good fit between the business idea and the competition (ENAIRe's business model)? Could ENAIRe exploit this business idea within its current business? Does ENAIRe have the capabilities to leverage the development of this idea?

The score for each idea will be obtained from the sum of the points obtained in each block and may reach between **0 and 100 points**. Once all the ideas have been evaluated, they will be ranked from highest to lowest score to choose the winning ideas. The organization will take into account to declare as winners the ideas that exceed 50 points.

The organization reserves the right to add or modify the evaluation criteria for the incubation phase; changes, if any, will be communicated to participants well in advance.

The evaluation will be **confidential** and will not be shared with participants.

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6. Selection Committee and Jury

Selection Committee: formed by a group of innovation consultants from the AD-SILO joint venture team, which has extensive experience carrying out programs to promote entrepreneurship and innovation and integrates profiles from the fields of strategy, business, innovation and technology. Its functions will be to collect information from the applications and pre-select those that meet the criteria for admission to the competition.

Jury: composed of professionals in the fields of entrepreneurship and innovation in the Air Traffic Services sector, both from UTE AD-SILO, as well as from CRIDA and ENAIRe.

7. Phases of the competition

7.1 Registration

Participants must submit their applications through the form that includes the questions of the "Business Model Canvas" available on the contest website ideas.enaireopeninnovation.com.

The deadline for completing the form is **December 15, 2025 at 23:59h CET (UTC+1)** (the organization reserves the right to extend the deadline).

7.2 Selection of finalist ideas

The Selection Committee will analyze all the proposals received and will verify that the criteria for admission to the competition are met. A sufficient number of interviews will be held with the participants with the best ideas to facilitate the selection by the Jury. The Jury will then evaluate the entries in accordance with the criteria set out in Chapter 5 of these rules. The Jury will select the **five (5) ideas that will participate in the incubation program, the five (5) of which will be awarded cash prizes.**

The Jury's decision will be announced in **January 2026**.

After the selection of the ideas participating in the incubation program, those selected will have a period of five (5) working days to respond to the e-mail expressing their willingness to accept the award.

7.3 Incubation

The incubation phase is a period of learning and development in which the five (5) selected ideas will receive personalized support to improve and consolidate their business proposals.

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During this stage, participants will have the opportunity to transform their initial ideas into complete business models, based on the Business Model Canvas tool.

The main objective of this phase is to help participants evolve from a value proposition and an initial definition of their customers to a comprehensive business model. Through the Business Model Canvas, they will analyze and define key aspects such as core activities, required resources, distribution channels, customer relationships, revenue streams and cost structure, among others. This will allow them to understand holistically how to create, deliver and capture value with their idea.

Incubation will take place between **February and May 2026** where the following activities will be carried out:

- **8 online training sessions of 2h each held via videoconference** where essential topics for the development of the business model will be addressed. Participants will be trained in the use of the Business Model Canvas to design and validate their business model, deepening in each of its blocks. These sessions will be interactive, relying on the active involvement of participants through questions and sharing experiences with other entrepreneurs.
- **9 hours of individual mentoring** via videoconference between each participant and his/her business mentor with the objective of preparing his/her business plan, which will be an improvement of the Business Model Canvas presented in the registration phase. They will be distributed as follows:
 - **1 roadmap preparation session.**
 - **4 incubation sessions with a specialized mentor.**
 - **4 sessions with specialist mentors** in the **areas identified** in the roadmap.

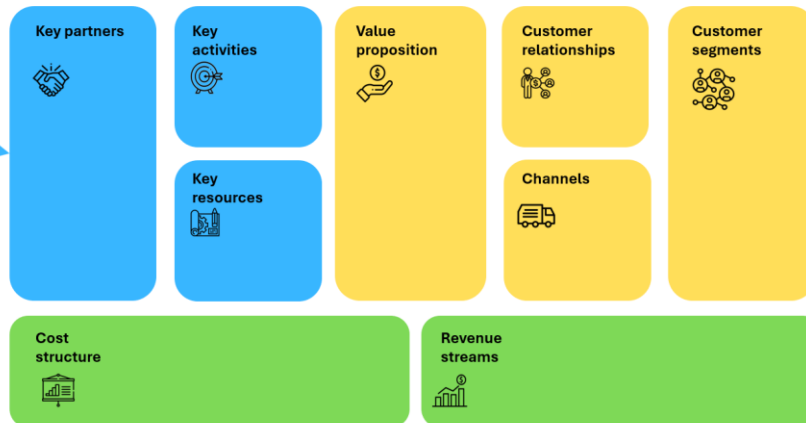
At the end of this phase, the participants will have developed a complete business model based on the Business Model Canvas, which will reflect in detail how the idea will become a viable and sustainable business.

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Feasibility

Can we deliver it?



Desirability

Do they want it?

Viability

Is it worth it?

The deadline for submitting the improved version of the business plan is **mid-May 2026 at 23:59h CET (UTC+1)** (the organization reserves the right to extend the deadline).

7.4 Selection of the winning idea

At the end of the incubation phase, the Selection Committee will analyze the business plans of each of the five (5) finalist ideas and will submit them to the Jury, for a re-evaluation of the criteria mentioned above, with the objective of choosing the **winning idea** of the competition.

The Jury's selection will take place during **June 2026** and will be announced via the contact e-mail.

After the selection of the winning idea, the winner will have five (5) business days to respond to the e-mail expressly stating his/her willingness to accept the prize.

7.5 Execution of the concept test

The best idea will receive **personalized accompaniment** with the objective of **executing a proof of concept, prototype or validation** of your business idea.

The proof-of-concept execution phase offers the opportunity to materialize the winning idea and demonstrate its potential in a real environment. This stage will allow the development of a prototype or initial version of the proposed product or service, which will facilitate the validation of its performance and attractiveness in the market.

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The execution of the proof of concept will take place between **September and November 2026** where the following activities will be carried out:

- **1 joint planning session.** A meeting will be held with the team of mentors and experts to define a clear and structured action plan. This session will establish the specific objectives of the proof of concept, the resources required and the deadlines for each milestone. A roadmap will be designed to guide the development of the prototype, considering priorities and possible constraints. This meeting will identify other forums with ENAIRe-CRIDA experts available to the entrepreneur to support the development of the idea.
- **10 hours of individual mentoring.** Ten (10) hours of individual mentoring will be available with experts in areas relevant to the project, such as technology, marketing, operations and finance. These mentors will provide technical and strategic support to overcome specific challenges, optimize resources and ensure the success of the proof of concept.

The entrepreneur will work on transforming the business model into a tangible solution. This will involve activities such as prototype design, software or hardware development, elaboration of operational plans and any other actions necessary to build the proof of concept.

ENAIRe will encourage interaction with the target market to obtain direct feedback on the proposal. This may include pilot tests, surveys, interviews or demonstrations, in order to gather valuable information that will allow adjusting and improving the product or service before moving to advanced development phases.

At the end of the phase, a comprehensive analysis of the results obtained during the execution of the proof of concept will be carried out. Learnings, achievements and areas for improvement will be documented, which will serve as a basis for future strategic decisions and for presenting the project to potential investors, partners or customers.

The ultimate goal of this phase is to develop tangible proof of the idea, demonstrating its technical and commercial viability. This will be the basis for the creation of a company with growth potential and ready to enter the market.

The deadline for submitting the proof of concept is **November 30, 2025 at 23:59h CET (UTC+1)** (the organization reserves the right to extend the deadline).

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8. The awards

This contest will offer three types of economic prizes depending on the stage of the contest. Of all the ideas presented in the pre-incubation phase, the representatives of the **3 best ones** will receive a financial award of:

- **First prize:** FIVE THOUSAND EUROS 5.000 €.
- **Second prize:** THREE THOUSAND EUROS 3.000 €.
- **Third prize:** ONE THOUSAND EUROS 1.000 €.
- **Fourth prize:** FIVE HUNDRED EUROS 500 €.
- **Fifth prize:** FIVE HUNDRED EUROS 500 €.

After the incubation phase, the representative of the idea that has created the most viable and interesting **business model** for the Jury will be invited to develop a proof of concept. The idea chosen to develop the proof of concept will receive a prize of FIVE THOUSAND EUROS 5.000€. This idea can be **any of the five selected in the previous phase**.

The idea that moves forward with the development of the proof of concept will be eligible for an additional prize of €10,000 separated into two milestones:

- Successful completion of the proof of concept according to the established criteria: FIVE THOUSAND EUROS 5.000 EUROS
- Incorporation of a company for the development and commercial exploitation of this proof of concept: FIVE THOUSAND EUROS 5,000

All prizes will be **awarded** by the UTE AD-SILO by **bank transfer**, on behalf of CRIDA, and their amounts will be subject to withholding, the responsibility of the representative of each winning idea.

The prizes may be declared void if the Jury so decides.

9. Acceptance of the terms and conditions

The participants, by their mere participation, declare that they **know and accept** these rules in their entirety. All participants expressly waive any right to challenge the decisions of the Selection Committee and the Jury.

Any participant may be **excluded from** the contest for **violation** of any of the rules contained in these rules.

10. Intellectual Property

The participants of the contest will be responsible for their idea and will keep the intellectual and industrial property of the ideas they present.

For its part, ENAIRe, for its activities within the framework of the provision of Air Navigation

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Services, could decide to continue the maturation in its development and subsequent

exploitation of the winning idea of the second phase of the contest. Preferably this activity will be developed in collaboration with the winner, and consequently, the ownership of the result will be joint.

However, if the winner of the contest decides **not to undertake** this task together with ENAIRe, **two years after** the date of announcement of the winner, ENAIRe will have the right to do so by **its own means**, by means of the assignment of this right made by the acceptance of the prize, with the resulting development **being owned by ENAIRe**. If ENAIRe has not exercised this right within an additional period of two years, this right **will lapse, reverting automatically** to the author of the idea.

In principle, ENAIRe may consider that **not submitting to** the air traffic management acceleration program that is part of this open innovation initiative within the two-year period mentioned above is **sufficient proof** that the winner has decided not to tackle the task together with ENAIRe.

10.1 Exoneraciones

ENAIRe/CRIDA shall not be liable under any circumstances for any claims arising from the use, copying, or misappropriation of ideas, projects, or proposals submitted by participants in the contest. Each participant declares and guarantees that the idea submitted is original and of their own authorship, and that it does not infringe on the intellectual or industrial property rights of third parties. If it is found that a proposal submitted infringes the rights of third parties, or that the idea has been copied in whole or in part without authorization, the offending participant shall assume full legal responsibility for such infringement, expressly exempting ENAIRe/CRIDA from any damage, harm, or claims by third parties. ENAIRe/CRIDA reserves the right to disqualify any proposal that infringes intellectual or industrial property rights, without prejudice to any legal action that may be taken by the legitimate owners of the rights affected.

11. Duty of information: data protection

In accordance with the RGPD and the LOPDGDD, UTE AD-SILO **will process the data** provided to manage your **registration and participation** in the Contest.

Your data will only be used by UTE AD-SILO and **will not be transferred to third parties**, except for the fulfillment of legally established obligations. However, the identification of the finalists and also the winners **will be published** on the **website** of the Contest, the UTE AD-SILO and CRIDA and its subsidiaries or partners, and on their respective social networks in accordance with the legislation on transparency. **Your image and voice** may also be **published** with your consent. Your data will be retained for the duration of the contest and as long as legal liabilities may arise from its implementation.

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The **consent** of the person concerned may be withdrawn at any time. In any case, interested parties may exercise their rights of access, rectification, deletion and others recognized by law, by **sending their request** in writing to the email address info@silocompany.com, or by mail to the address Claudio Coello 52, Planta 1ª 28001 Madrid.

Under the provisions of the General Regulation (EU) 2016/679 on Data Protection, we inform you that the personal data you may provide will be processed under the **responsibility** of SCIENCE & INNOVATION LINK OFFICE, S.L, with address at C./ de Claudio Coello, 52, Planta 1, 28001 Madrid, (Community of Madrid) in order to provide you with our professional services.

You may exercise your rights of **access, rectification, deletion, limitation, opposition and portability** at any time, by writing to raul.sanchez@silocompany.com or by e-mail to info@silocompany.com, accompanied by a copy of an official document that identifies you.

You can consult additional and detailed information on Data Protection on our web page <https://www.silocompany.com/>.

In the case of requests for rights, the data controller will make the **necessary and appropriate inquiries** to verify and ensure your identity.

In the event that you feel your rights have been violated with regard to the use of your personal data, you may file a **complaint** with the competent Data Protection Control Authority (**Spanish Data Protection Agency**), through its website: www.aepd.es.

You can request more information about the processing of your personal data by sending an e-mail to info@silocompany.com. For more information, please access the privacy policy available on the Contest website.

12. Withdrawal of selected candidates

In the event that, once selected, the candidate decides to leave the program, they will be obliged to reimburse all amounts received up to that point. All of this is without prejudice to the organization's right to claim damages resulting from said withdrawal.

13. Exposure and publication

Participants grant the necessary rights to film and photograph the presentations and to use images of the participants and presentations for communication purposes. They also authorize the use of the material submitted and obtained during the Contest for the preparation and dissemination of newsletters, press releases, social media, blogs, etc., for promotional and communication purposes. ENAIRe/CRIDA may disseminate all or part of the works submitted to the Contest as it deems appropriate through exhibitions and publications, citing their origin and authorship, except in those cases where participants have expressly requested in their application to remain anonymous if they do not win a prize. Similarly, ENAIRe/CRIDA may publish all entries submitted in digital format, under the same conditions established for the

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exhibition.