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# Impact, Innovation and Exploitation in Horizon Europe

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# Set your strategy

## Expected outcomes/impacts you want to achieve

### 1. Exploitation Strategy

Commercial? Non-commercial?

Protection of project results

### 2. Dissemination Strategy

Range of tools and channels

Feedback to policy measures

### 3. Impact Canvas

## Delivery of the outcomes/expected impacts

# What is Exploitation?

# Exploitation = Use of results

Use of the results in further research and innovation activities other than those covered by the action concerned, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation activities.



Is this a legal obligation coming from the Grant Agreement you sign as a beneficiary?

# Is exploitation a contractual obligation?

*Beneficiaries which have received funding under the grant must — up to ? years after the end of the action — use their best efforts to exploit their results directly or to have them exploited indirectly by another entity, in particular through transfer or licensing.*



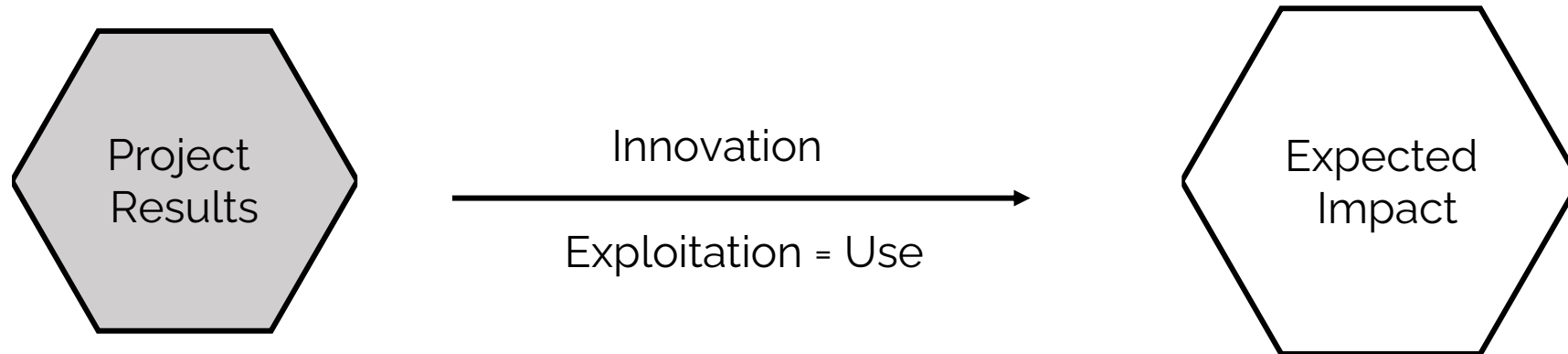
**Best effort obligation:** the beneficiaries must be proactive and take specific measures to ensure that their results are used (to the extent possible and justified)

# Approaching Exploitation

# Proposal Part B

## 2.2 Measures to maximise impact

### a. Dissemination and exploitation of results



You need to list the exploitable results knowing what benefits their use will generate



# Results, Assets = IP (Intellectual Property)

- Invention
- Software
- Report
- ??
- ??
- ??
- ??
- ??
- ...

Can you list any other?



# Exploitation Roadmap



Who will use them?  
 For what purpose?  
 How innovative are they?

How are results improving  
 partners' competitiveness?

What is going to happen to  
 them after the end of EU  
 funding?

Expected impacts

Project Results



Who will use them?  
For what purpose?  
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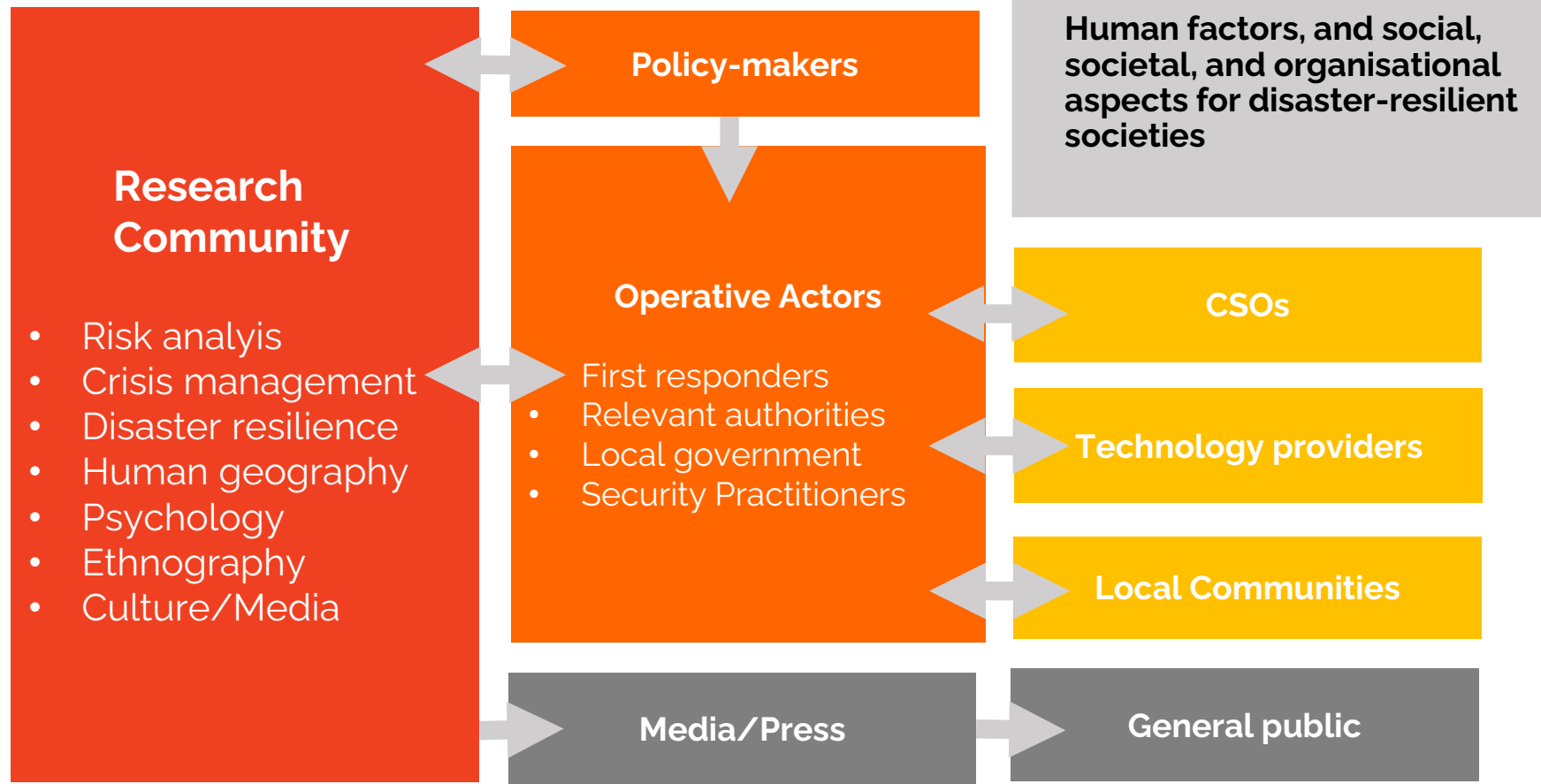
# Potential users

- Use of the results by **third parties** will be encouraged in Horizon Europe
- Identify for whom the results would be **relevant and beneficial**, responding to their needs (who wants them, who will use them)
- How are you going to **interact** with them?
  - Partner
  - Part of an “End-User Board”
  - Advisor
  - External participant in specific activities
- Consider the **full range of potential users and uses**: research, commercial, investment, social, environmental, policy-making, setting standards, skills and educational training, and across the supply and the value chain

→ *Link with the Dissemination and Communication Strategy*



# Value-Chain/Stakeholder map



  
**Methods, Knowledge**

# Consider innovation from several perspectives

- Are you meeting any specific needs of any specific end-users with this innovation?
  - Why is your solution better than any other existing one? Yes, maybe your solution is new, but why would the users choose to try/test/use your solution?
  - Societal benefit: Is your innovation also a **social innovation**?
- *Link with **Ambition***
- Consider scientific and technological innovation. Innovation can be based on new products and services as well as:
- Technologies and tools;
  - Processes, procedures and methodologies;
  - Improved networking, collaboration, synergies.
- Social innovation – societal benefits affecting the citizens' everyday lives, collaboration model, citizens' engagement



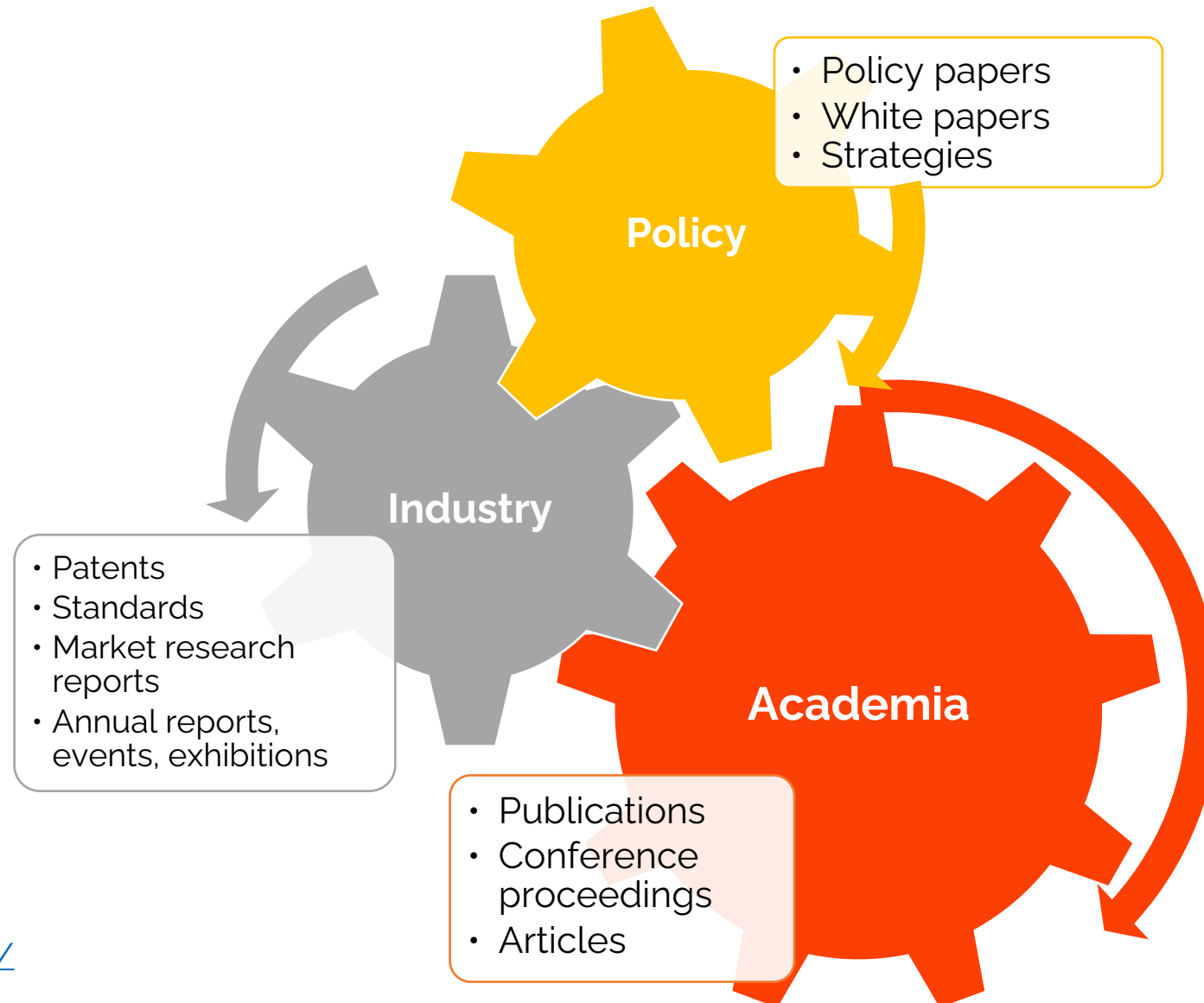


**State of the art:**

- Technology
- Market
- Knowledge
- Policy

**Key players:**

- Competitors?
- Partners?



<https://patentscope.wipo.int/>  
<https://worldwide.espacenet.com/>

<https://www.cencenelec.eu/research/tools/Horizon2020>





# Exploitation routes



Exploitable result	Partners involved	Exploitation route	IPR (protection)	End-users	Timeframe
Enzyme cocktails for ...	XY	Production, application and distribution of enzyme cocktails among...	Patent application	Municipalities and waste managers	6-12 M post project
Stakeholder platform	ZC	Licencing to users	Copyrighted code	Waste managers, producers, etc.	1-2 years post project
Methodology for process optimization and scale up of biological processes	ZY	Set-up of open infrastructure to produce novel bioproducts	n.a.	BioTech Companies, other RTOs and Univ	End of project
Integrated process model	XC	Engineering services for projects and companies	Know-how	Bio-based industries	1 year post project
Optimisation of characterization methods	SR	To be used internally	Industrial secret	SR	End of project

# Market uptake

Present a **market analysis**:

- Company
- C...?
- C...?
- C...?
- C...?

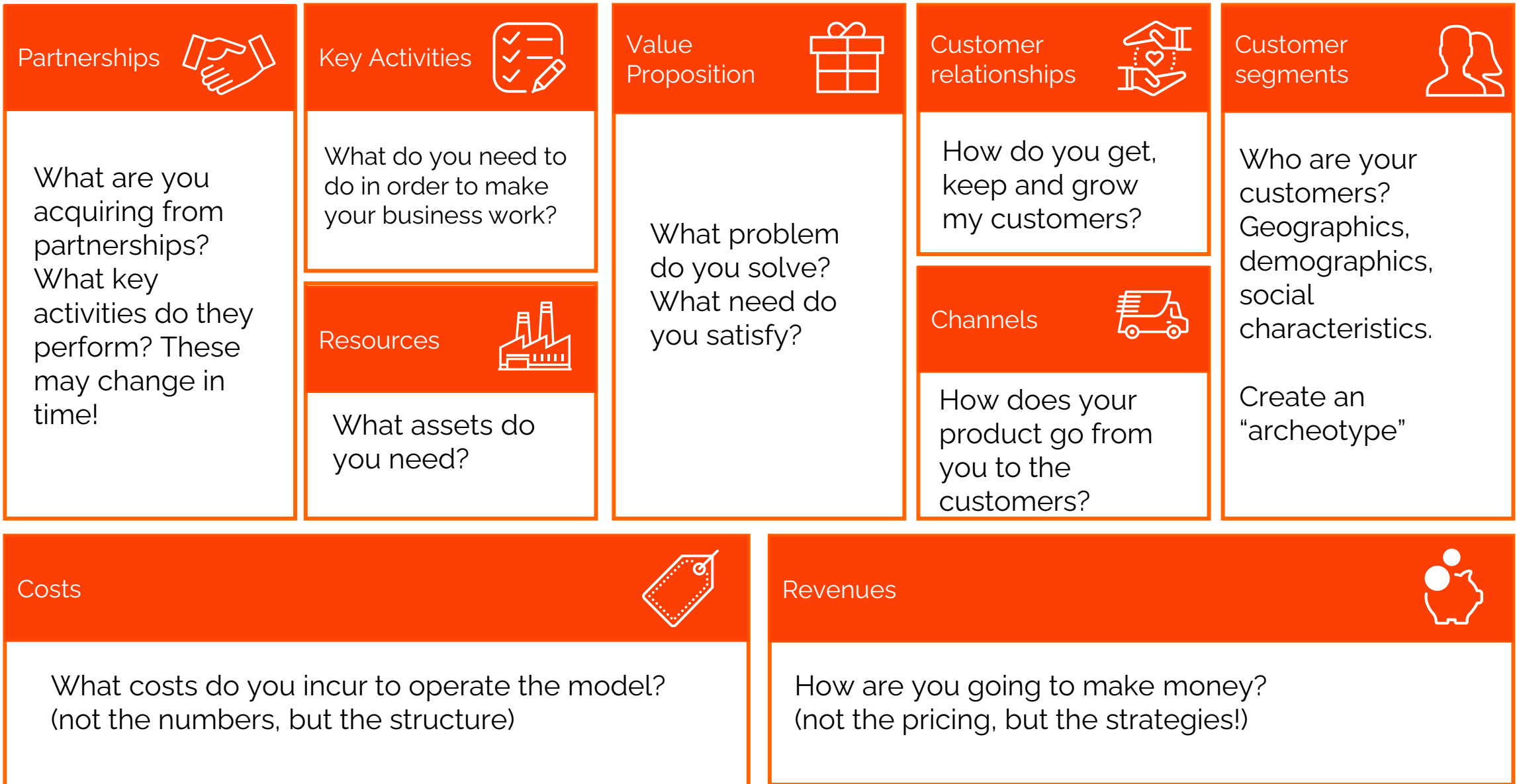


*Especially relevant for  
Innovation Actions*










Present a **business plan/case**, if requested

- Credible
- Specific
- Quantitative as much as possible







 <p><b>Key Partners</b></p> <ul style="list-style-type: none"> <li>Agro-industries</li> <li>Biopesticides companies</li> <li>Chemical industry</li> <li>Livestock farms</li> <li>Packaging industries</li> <li>Food &amp; Feed industries</li> <li>Waste Management Authorities</li> <li>Waste Management Industries</li> <li>Wastewater Management Industries</li> <li>Citizenship</li> <li>Distributors</li> <li>Licensees</li> <li>Public Authorities</li> </ul>	 <p><b>Key Activities</b></p> <ul style="list-style-type: none"> <li>Direct commercialisation</li> <li>Integration assessment/know-how transfer</li> <li>Application consulting</li> <li>Partnering processes</li> </ul>	 <p><b>Value Propositions</b></p> <ul style="list-style-type: none"> <li>High value biobased products</li> <li>Valorisation of urban biowaste and sewage sludge.</li> <li>No need to landfill or incinerate waste</li> <li>Scalable</li> <li>Low carbon footprint</li> </ul>	 <p><b>Customer Relationships</b></p> <ul style="list-style-type: none"> <li>Samples based trials for client engagement</li> <li>Free initial application assessment for client capture</li> <li>Direct marketing and Sales of the different products by the different partners</li> </ul>	 <p><b>Customer Segments</b></p> <ul style="list-style-type: none"> <li>Packaging end-users</li> <li>Agro-industries</li> <li>Food &amp; Feed industries</li> <li>Chemical industries</li> <li>Waste management industries</li> <li>Wastewater management industries</li> <li>Municipalities</li> <li>Environmental Engineering industries</li> </ul>
	 <p><b>Key Resources</b></p> <ul style="list-style-type: none"> <li>Production infrastructures among partners</li> <li>Engagement of end-users (citizens, municipalities and industrial sector) (WP2)</li> <li>Technical &amp; Sales force human capital</li> <li>Financial capacity</li> </ul>		 <p><b>Channels</b></p> <ul style="list-style-type: none"> <li>Specialised tradeshows</li> <li>Specialised events</li> <li>DEM (Direct Email Marketing)</li> <li>SEM (Search Engine Marketing)</li> <li>End-user engagement plan, with the support of municipalities</li> <li>Digital Marketing</li> <li>Direct targeting to current customers of the partner and new prospects</li> </ul>	
 <p><b>Cost Structure</b></p> <ul style="list-style-type: none"> <li>Sales structure costs (including technical assessment)</li> <li>Human capital costs</li> </ul>		 <p><b>Revenue Streams</b></p> <ul style="list-style-type: none"> <li>Sales of chemicals (alcohols and carboxylic acids), bioplastics, food and feed.</li> <li>Sales of enzymatic cocktails</li> <li>Royalties on licensing (of the processes developed in</li> </ul>		

### **2.1.2.2 EnDurCrete business cases, business models and provisional exploitation plan**

Along with the project evolution, exploitation routes for EnDurCrete products and services will be analysed, to achieve by the closure of the project, the definition of the most appropriate commercialization strategy to reach the target markets. The consortium will dedicate strong efforts to achieving, after project completion and a time-to-market of 3-4 years, commercial exploitation of the results and has thus foreseen in WP8 a horizontal activity aimed at the definition of exploitation models as well as plans for the specific systems and technologies to be developed and tested within the project and of a market entry strategy for the developed technologies, which will form the basis for the formulation of a final exploitation action plan by the consortium.

Yet, partners have already started a preliminary discussion about the best way to exploit the results and have taken preliminary agreements on a possible exploitation strategy.



# Sustainability mechanisms

- Include plans for activities to be carried out after the end of the project
  - Be realistic – find an agreement with partners
- Consider the possible follow-up of your project
- Need additional funding? Consider potential links and **synergies** with other funding sources (e.g. European Structural and Investment Funds, EIF, etc.)





The **key strategy** for the exploitation plan will be **involving the selected CEE start-up hubs in the implementation, creation of synergies and transfer of knowledge to the Balkans via an ad-hoc workshops and an Action Plan that CEE can follow after the end of the project.** In this way, the main target group of the MY-GATEWAY project will be highly engaged and opening the gateway to another region. All **the knowledge MY-GATEWAY is based on, the one accumulated along the project, adapted in CEE and transformed into an easily transferable training material pack,** will ensure the **sustainability of the exploitation model** after the duration of the project.



Expected impacts

Project Results



Who will use them?  
For what purpose?  
How innovative are they?

How are they improving **partners'** competitiveness?

What is going to happen to them after the end of EU funding?



# Individual exploitation plans

- Why have your partners accepted to be in the proposal?
- What's in it for them?
- What are the key results of interest for them?

GEO	Type of Organisation: SME
<b>Main results of interest:</b> <ul style="list-style-type: none"> <li>• OTTER Outdoor Lab adapted to Hungary</li> <li>• OTTER Learning Platform including practitioner's toolkit</li> <li>• OTTER brand</li> </ul>	<b>Motivation to exploit results:</b> Through OTTER, GEO will aim at facilitating the endorsement of the new EOC programme (adapted to Hungary) and of the toolkit. Furthermore, it will continue to act as reference point for new members of the EOC Hub in the region. Finally, as expert in dissemination and communication for research and innovation projects, GEO is interested in expanding its portfolio of graphic, IT and communication solutions.
<b>Main exploitation routes:</b> GEO will continue to promote the results and opportunities provided by OTTER through its normal business activities and through networking. It will further approach new actors interested in adopting EOC programmes and methods. The further maintenance of the platform (for longer than 3 years after finishing the project) shall be discussed and conditions agreed on. In case critical mass of users would use the platform then access fees or advertisement options could be considered. Otherwise the OTTER Learning Platform and the toolkit will be accessible openly.	

# IPR management

# IPR and innovation management

- Which knowledge are we exchanging?
- Under which conditions?
- Who will be the owner of the results?
- What happens in cases of joint ownership?
- Who will exploit the results, and how?
- How are we protecting confidential information?
- How will you manage IPR and innovation?

# 1

## Background

- = information/intellectual property rights necessary for the project;
- It remains the property of the participant that brings it into the project.
- Beneficiaries must give each other access — on a royalty-free basis — to background needed to implement their own tasks under the action.
- Beneficiaries must give each other access — under fair and reasonable conditions — to background needed for exploiting their own results.

# 2

## Results

- Results are owned by the beneficiary that generates them, but participants may agree on a different ownership regime
- Two or more beneficiaries own results jointly if: (a) they have jointly generated them and (b) it is not possible to: (i) establish the respective contribution of each beneficiary, or (ii) separate them for the purpose of applying for, obtaining or maintaining their protection (see Article 27).

Partner	Background	Foreground	Results of interest	Exploitation route
(all or most)	What is the partner bringing to the project?	Which results is the partner contributing to develop?	Which results is the partner interested in?	What is the partner planning to do with the results?



**Intellectual Property Rights (protection)**

- Patent (technical invention)
- Copyright (Software, written work, engineering drawing, etc.)
- Design rights (functional or aesthetic)
- Database rights (organising and querying and retrieving data)
- Trade mark
- Utility model
- Trade secret
- Plant varieties
- Etc.

Partner	Background	Foreground	Results of interest	Exploitation route
(all or most)	What is the partner bringing to the project?	Which results is the partner contributing to developing?	Which results is the partner interested in?	What is the partner planning to do with the results?
P1	Database Own software for data analysis	Improved database	Decision support tool	Further Research and publication
P7	Decision-support scenario analysis	Decision support tool	Decision support tool	Further Research and publication
P8	Decision-making programming	Decision support tool	Decision support tool	Protection and commercial exploitation



Do you see any ticking bomb?



# What are evaluators Looking for?

- Identification of **key exploitable results**, key **partners** and **means** of exploitation
- Quantitative indicators with **credible** justification – that your project will generate the necessary outputs and outcomes
- **Specific** figures, tailored plans
- New knowledge/innovation responding to specific end-user/societal **needs**
- Specific **tasks and structures** for exploitation and IPR management
- Measures to enhance **wider** uptake of results
- Extrapolation of impact to **EU/global level**
- **Sustainability** considerations
- Consideration of the **entire supply/value chain**





The background of the slide is a close-up photograph of a wall made of horizontal wooden slats. The slats are arranged in a pattern that creates a sense of depth and texture. A white rectangular box is overlaid on the lower half of the image, containing the text "Legal considerations".

# **Legal considerations**



# What would you do if....

You want to convince an organisation to join your consortium, but that organisation may already be in a competitive proposal

a.

You provide documents proving that your consortium is more competitive and has higher success chances

b.

You ask the organisation to sign a non-disclosure agreement before sharing any relevant information

c.

You invite the organisation on board as nothing restricts them from being a partner in two competing consortia

# What would you do if....

You want to ensure partners are on the same page as to who develops and owns what during the project

a.

The Coordinator has the authority to decide on the distribution of IP-related rights

b.

The HE MGA defines all rights and obligations relating to IP

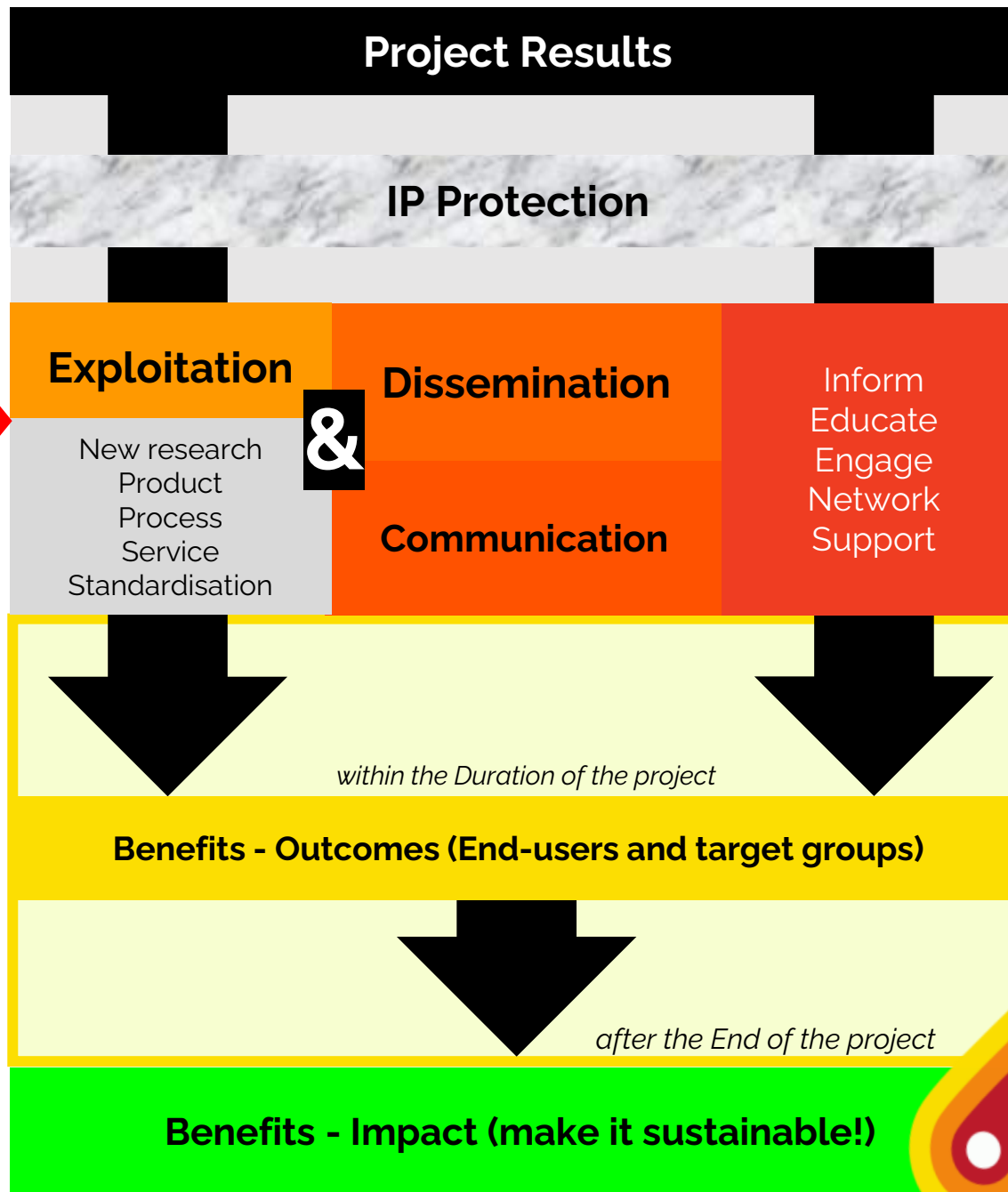
c.

You ask your partners to sign a Memorandum of Understanding on Background and Results

A close-up photograph of a person's hand holding a silver smartphone. The phone is held vertically, and the person's thumb is visible near the top edge. To the right of the phone, a white disposable coffee cup with a black lid is partially visible. The background is dark and out of focus, with some warm, bokeh light spots. In the top left corner, there is a small orange horizontal bar.

# The takeaways

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In summary:

- 1) Analyse your target groups
  - 2) Generate competitive results that respond to the needs of the end-users
  - 3) maximise the potential impact by implementing tailored communication, dissemination and exploitation
- = sustainable impact



Thank  
you

*for your attention*

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