Europa Media Trainings

Impact, Innovation and Exploitation in Horizon Europe proposals

Ömer Ceylan

Managing Director – Geonardo

Horizon Europe Academy – Part 1
Master of Proposal Writing in HE
18-19 March 2024 – Lisbon, Portugal

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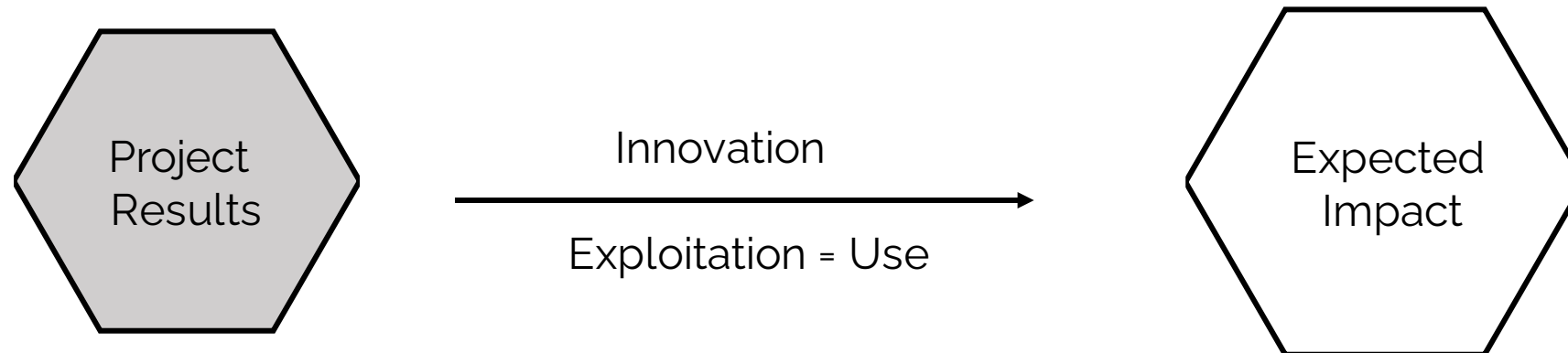
Best effort obligation: the beneficiaries must be proactive and take specific measures to ensure that their results are used (to the extent possible and justified)

Approaching Exploitation

Proposal Part B

2.2 Measures to maximise impact

a. Dissemination and exploitation of results

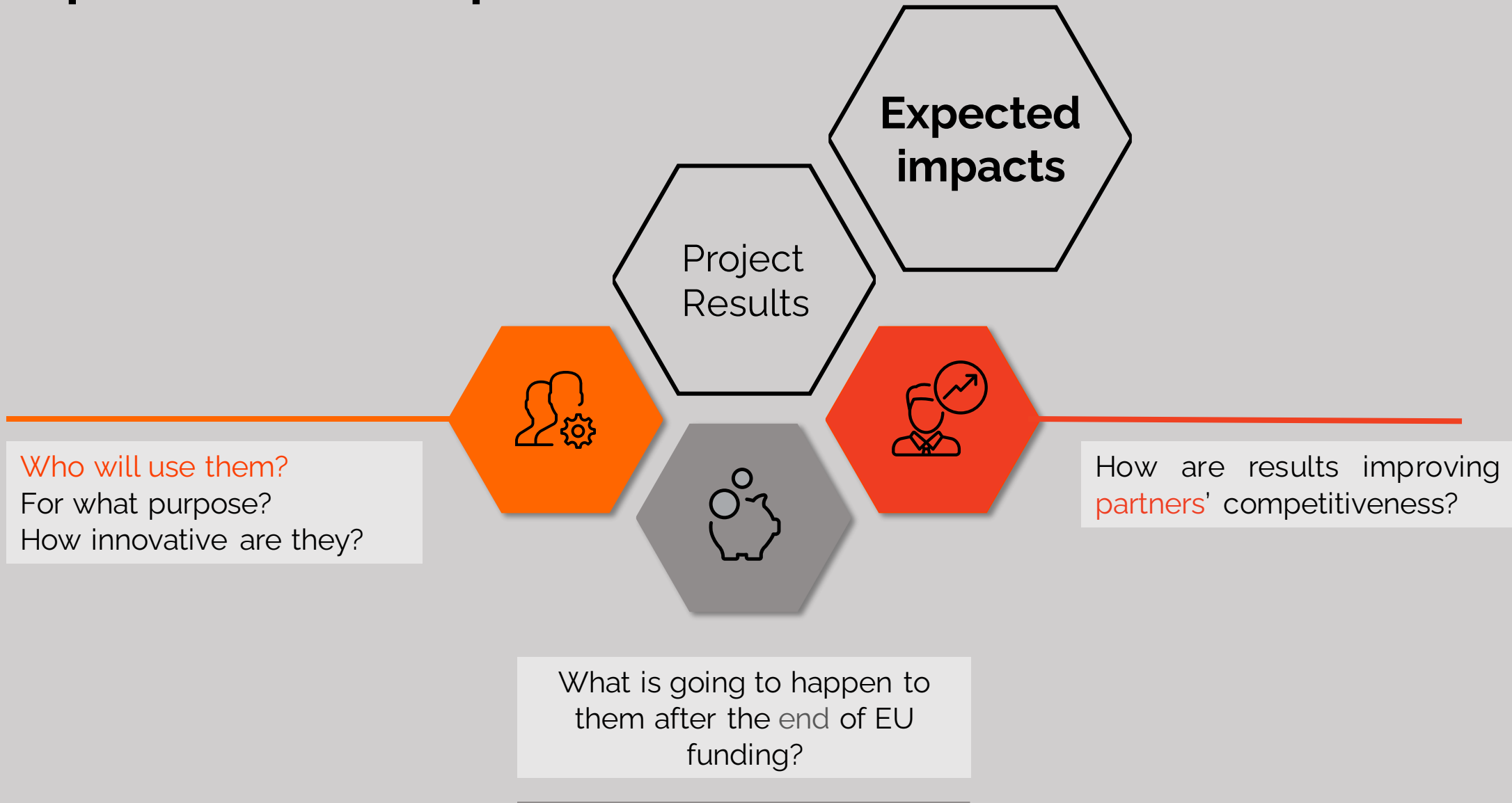You need to list the exploitable results knowing what benefits their use will generate

Results, Assets = IP (Intellectual Property)

- Invention
- Software
- Report
- **??**
- **??**
- **??**
- **??**
- **??**
- …

Can you list any other?

Exploitation Roadmap

Expected impacts

Project Results

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

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

How are results improving partners' competitiveness?

12

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

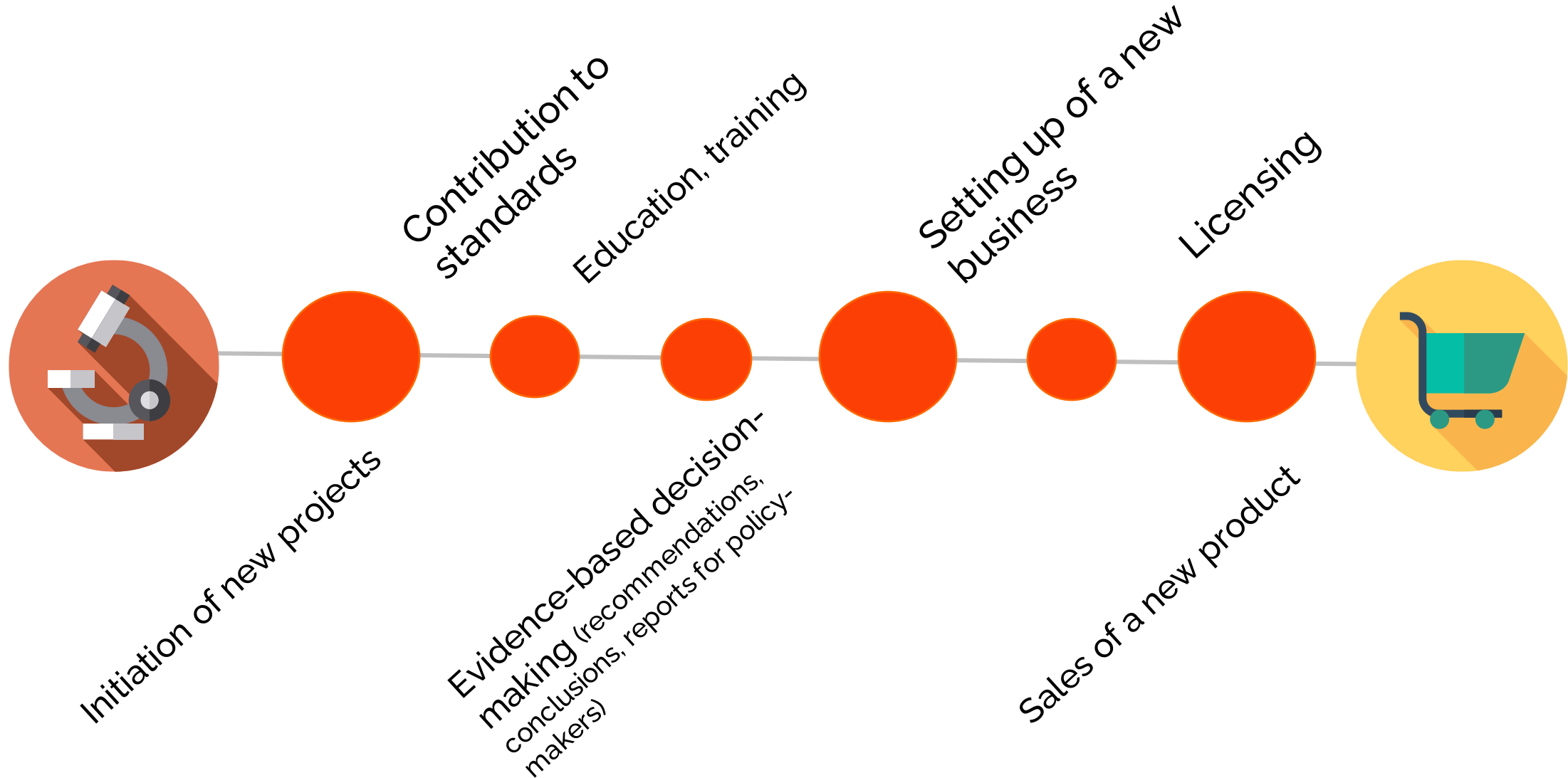→ *Link with the Dissemination and Communication Strategy*
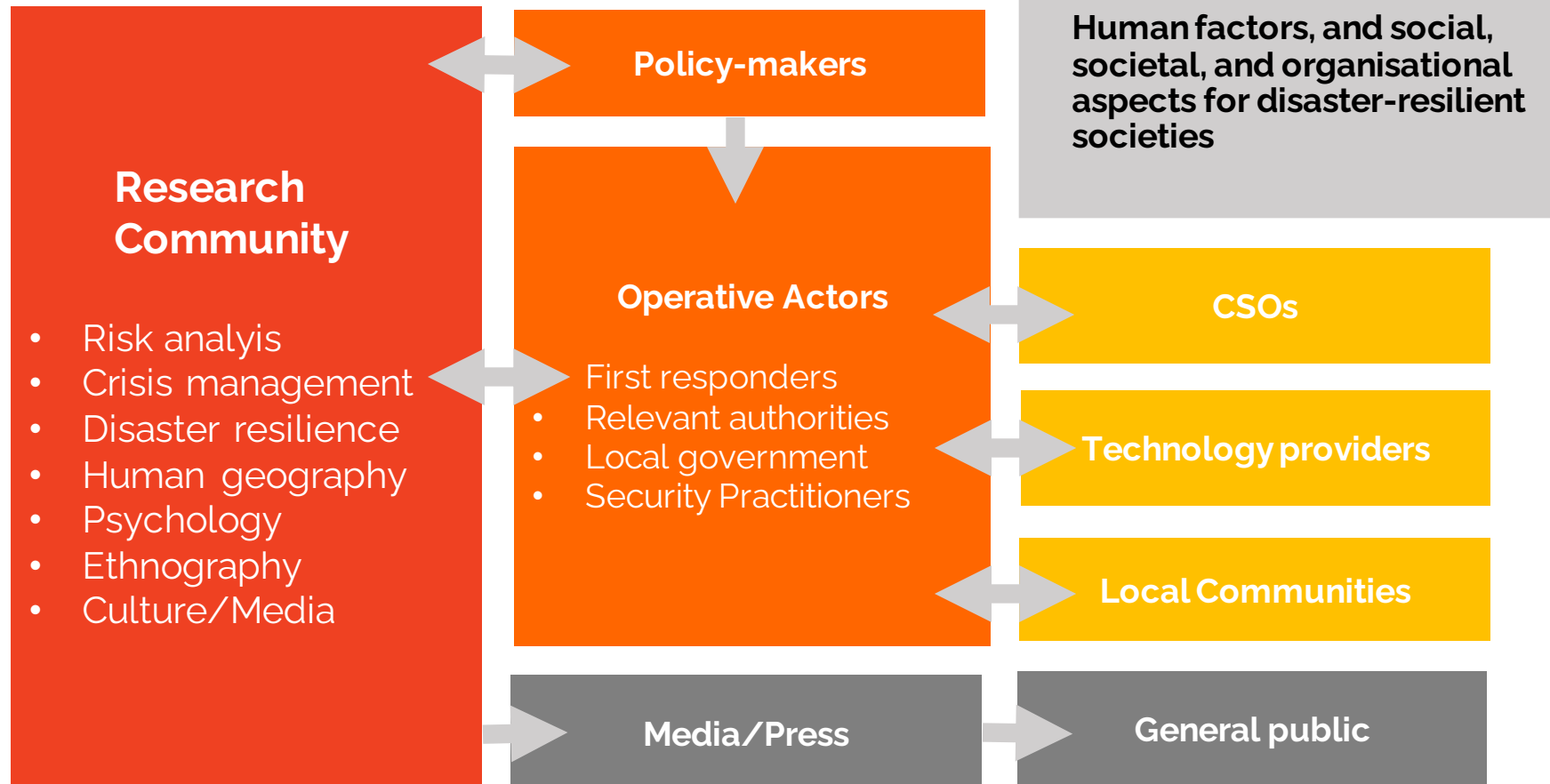
Exploitable result	Partners involved	Exploitation route	IPR (protection)	End-users	Timeframe
Enzyme cocktails for …	XY	Production, application and distribution of enzyme cocktails among…	Patent application	Municipalities and waste managers	6-12 M post project
Stakeholder platform	ZC	Licencing to users	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 comapnies	Know-how	Bio-based industries	1 year post project
Optimisation of characterization methods	SR	To be used internally	Industrial secret	SR	End of project

Result-driven exploitation table

Result	Digital risk mapping and forecasting tools
Partner(s)	PX
Exploitation, users, benefits	PX plans integrating ACRONYM's epidemiological model into PX' software modelling solutions and further develop it for commercial use: 1) Model output will be part of the ZTR platform; 2) data will be on the XYZ platform (standardised); and 3) if partners agree on algorithm sharing, PXcan further integrate epidemiological tools in the PX commercial suites. Development takes time, thus time-to-market is expected within 12-18 months after the conclusion of ACRONYM.
Interaction with users:	Spatial modelling services will be offered on a B2B basis. Commercial sales and marketing tools will be applied.
IPR Management:	Partners must share their algorithm to allow their integration into a commercial PX product. Agreement is needed. The code of the spatial decision support systems will be protected by PX, and a closed licence will be chosen. The epidemiological model is made under the VECMAP licence (ensemble modelling on species distribution: GLM, RF, BRF, NLDA, etc. Software can be made available during the project for partners who would require its uses for data collection and data management).

Market uptake

Present a market analysis:

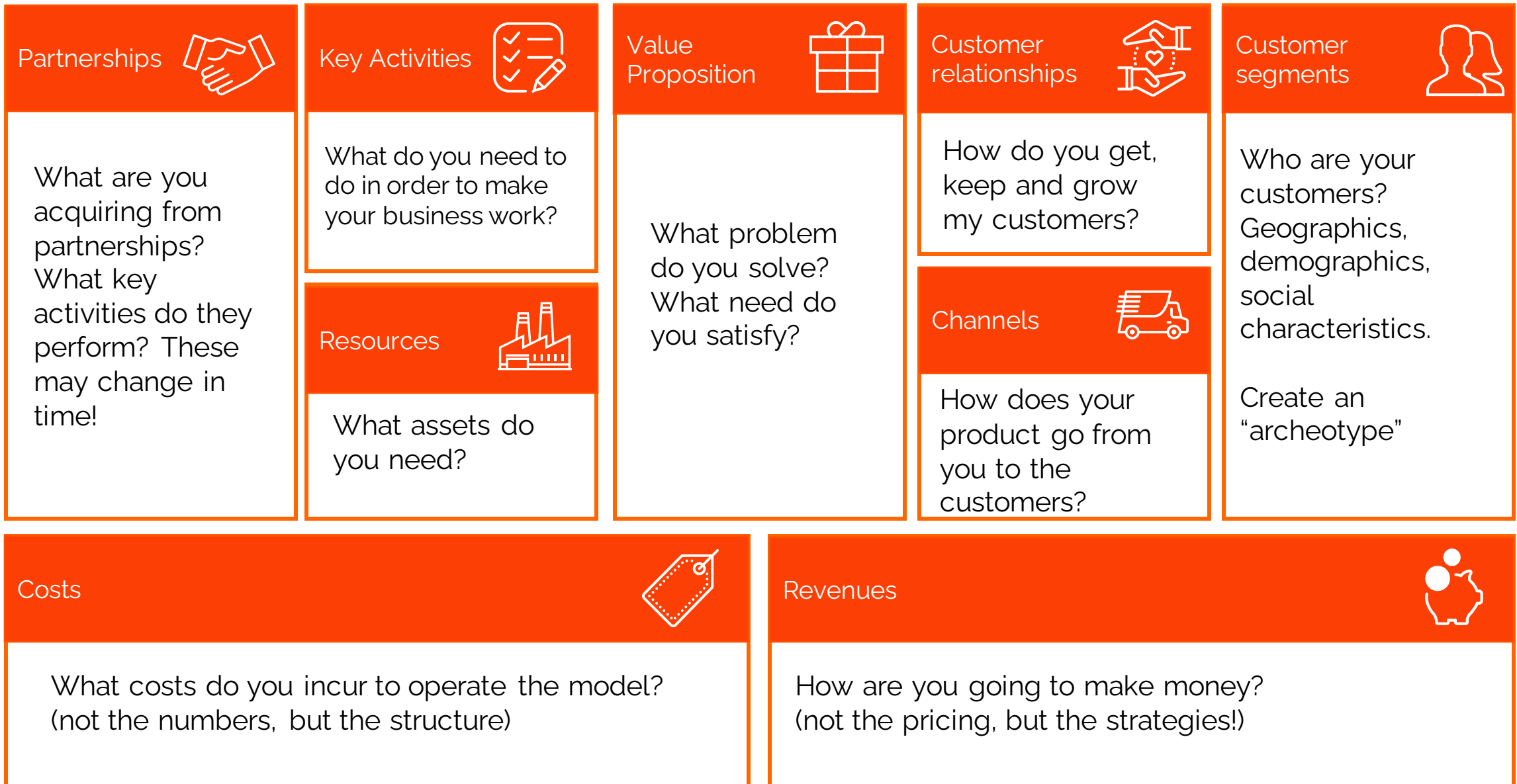- Company
- C...?
- C...?
- C...?
- C...?

Especially relevant for Innovation Actions

Present a business plan/case, if requested

- Credible
- Specific
- Quantitative as much as possible

TRAININGS

Partnerships

What are you acquiring from partnerships? What key activities do they perform? These may change in time!

Key Activities

What do you need to do in order to make your business work?

Resources

What assets do you need?

Value Proposition

What problem do you solve? What need do you satisfy?

Customer relationships

How do you get, keep and grow my customers?

Channels

How does your product go from you to the customers?

Customer segments

Who are your customers? Geographics, demographics, social characteristics.

Create an "archeotype"

Costs

What costs do you incur to operate the model? (not the numbers, but the structure)

Revenues

How are you going to make money? (not the pricing, but the strategies!)

20

Key Partners

- Agro-industries
- Biopesticides companies
- Chemical industry
- Livestock farms
- Packaging industries
- Food & Feed industries
- Waste Management Authorities
- Waste Management Industries
- Wastewater Management Industries
- Citizenship
- Distributors
- Licensees
- Public Authorities

Key Activities

- Direct commercialisation
- Integration assessment/know-how transfer
- Application consulting
- Tendering processes

Key Resources

- Production infrastructures among partners
- Engagement of end-users (citizens, municipalities and industrial sector) (WP2)
- Technical & Sales force human capital
- Financial capacity

Value Propositions

- High value biobased products
- Valorisation of urban biowaste and sewage sludge.
- No need to landfill or incinerate waste
- Scalable
- Low carbon footprint

Customer Relationships

- Samples based trials for client engagement
- Free initial application assessment for client capture
- Direct marketing and Sales of the different products by the different partners

Channels

- Specialised tradeshows
- Specialised events
- DEM (Direct Email Marketing)
- SEM (Search Engine Marketing)
- End-user engagement plan, with the support of municipalities
- Digital PR
- Direct targeting to current customers of the partners and new prospects

Customer Segments

- Packaging end-users
- Agro-industries
- Food & Feed industries
- Chemical industries
- Waste management industries
- Wastewater management industries
- Municipalities
- Environmental Engineering industries

Cost Structure

- Sales structure costs (including technical assessment)
- Human capital costs

Revenue Streams

- Sales of chemicals (alcohols and carboxylic acids), bioplastics, food and feed.
- Sales of enzymatic cocktails
- Royalties on licensing (of the processes developed in

21

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 <mark>key exploitable results,</mark> namely the OTTER EOC Hub, OTTER Outdoor Lab programme and the OTTER Learning Platform including the toolkits for practitioners will be jointly developed by several partners. The partners have the intention to <mark>provide open access</mark> to these results and will aim at ensuring their <mark>sustainability and exploitation</mark> based on the draft exploitation measures here and the final exploitation plan to be developed in WP6.

In view of their future exploitation, the OTTER Outdoor Lab, including its methodology, curriculum and materials, and the OTTER Learning Platform, including the toolkit for practitioners, will be protected under the <mark>Creative Commons</mark> license <mark>(CC-BY-NC-ND),</mark> which allows external users to download the work and share it with others, crediting the EU-funded OTTER project, but not to change it in any way or use it commercially. The OTTER Learning Platform as the host of the practitioner's toolkit material will be available for further use by all OTTER partners for <mark>three years after the end of the project free of charge.</mark>

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
Main results of interest: • OTTER Outdoor Lab adapted to Hungary • OTTER Learning Platform including practitioner's toolkit • OTTER brand	**Motivation to exploit results:** 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.
Main exploitation routes: 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 retreiving 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 the 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 takeaways
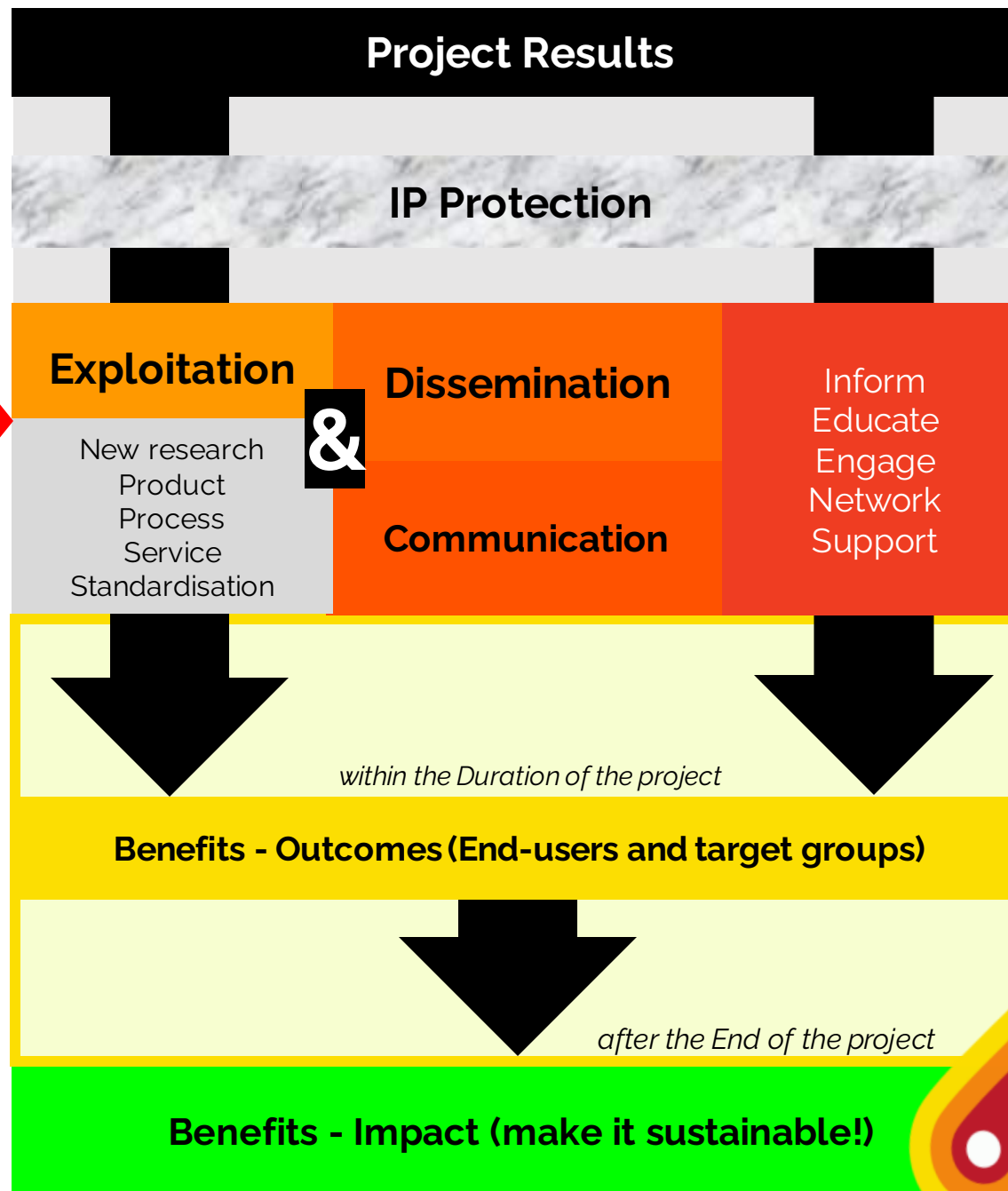
In summary:

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

End users (market)
Needs assessment!

Target groups
Including all stakeholders

Profiling: PEDR

Project Results

IP Protection

Exploitation

New research
Product
Process
Service
Standardisation

&

Dissemination

Communication

Inform
Educate
Engage
Network
Support

within the Duration of the project

Benefits - Outcomes (End-users and target groups)

after the End of the project

Benefits - Impact (make it sustainable!)

32

Thank you

for your attention

Ömer Ceylan
omer.ceylan@europamedia.org

FOLLOW US!
@EuropaMedia
@omereuropamedia