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Webinar 3

Exploitation strategy in research and innovation collaborative projects

Svetlana Klessova – inno TSD (France)

Alexandra Petkevich – ADANI (Belarus)

1st of December 2017

inno

Agenda

- **10.00-10.10 AM**: Introduction by Svetlana Klessova (inno TSD, Director) on the EaP PLUS project and the series of webinars
- **10.10-10.40 AM**: Exploitation strategy in H2020 projects – overview and step by step implementation example (by Svetlana Klessova)
- **10.40-10.55 AM**: Case study – MESMERISE project (by Alexandra Petkevich)
- **10.55-11.00 AM**: Conclusion and info on the next webinar
- **11.00-11.30**: Questions/answers

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Speakers

Svetlana Klessova

Director & senior innovation consultant
at inno TSD, France

Alexandra Petkevich

Chief Project Manager
at ADANI, Belarus

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1. EAP PLUS

- Launched in September 2016 – 3 year long Coordination and Support Action dedicated to EU-EaP STI cooperation
- Builds on previous projects addressing the region (Inco Net EaP, Bilat, BSH…)
- Includes partners from all 6 EaP countries and from several EU MS
- 3 main objectives:
  - Support EU-EaP Policy Dialogue
  - Foster interaction between EU-EaP researchers & boost EAP participation in H2020
  - Enhance the EU-EaP research-innovation partnerships

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1. EAP PLUS – Activities to come

- Info days and support to H2020 NCP networks in all EAP countries (training awareness campaigns for NCPs)
- Trainings for EaP technology managers
- Training seminars for policymakers in R&I policies (Athens 2018)
- Exploring cooperation and synergies with joint programming initiatives (JPIs, COST actions and EU/MS)
- Development of 3 more RDI related webinars
- Link to website: https://www.eap-plus.eu/

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1. EAP PLUS – RDI Webinars

- Six webinars on specific innovation related topics, exploitation paths and other horizontal issue simportant for the EU EaP RDI cooperation
- Webinars tailored to the needs of the EaP countries, based on a demand analysis that was conducted in January 2017
  - Innovation strategy
  - Research exploitation
  - Academia-industry collaboration
  - RDI internationalisation
- First webinar: April 2017: Innovation strategy in research and innovation projects – increasing the impact of your research
- Second webinar: September 2017: Innovation strategies and innovation management
- Third webinar today: 1st of December 2017: Exploitation strategy
- Next webinar: April 2018: Impact maximization

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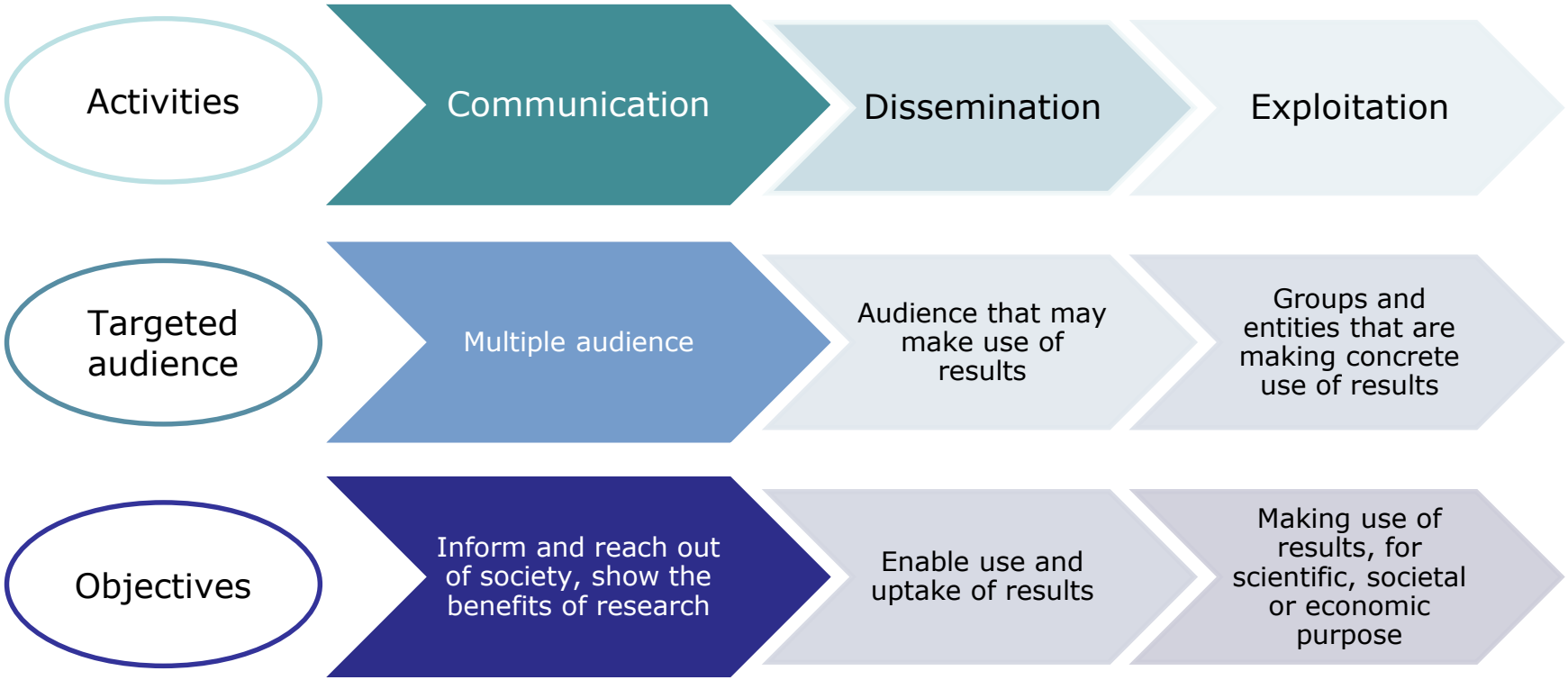
2. Key Terminology

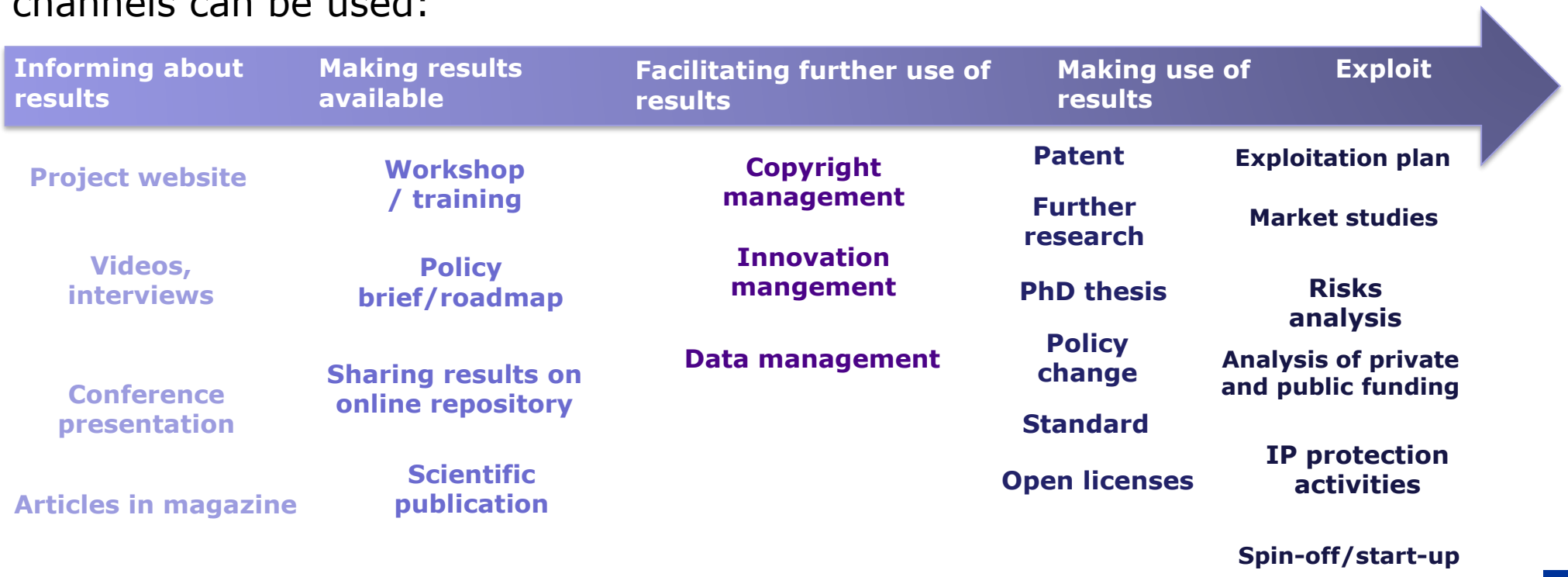
- **Innovation** : The process, including its outcome, by which new ideas respond to societal or economic needs and demand and generate new products, services or business and organisational models that are successfully introduced into an existing market or that are able to create new markets and that contribute value to society.
- **Innovation Management** : Overall management of all activities related to understanding needs, with the objective of successfully identifying new ideas, and managing them, in order to develop new products and services which satisfy these needs.
- **Intellectual Property Rights (IPR)**: The legal rights granted with the aim to protect the creations of the intellect. These rights include Industrial Property Rights and Copyright and Related Rights.
- **Dissemination** : Sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers.
- **Exploitation : The use of results in further research activities other than those covered by the project itself, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities.**
- **Communication** : Taking strategic and targeted measures for promoting the project itself and its results to a multitude of audiences.

2. Communication, dissemination and exploitation activities



2. Communication, dissemination and exploitation activities – example

- In order to create visibility for project achievements and to ensure knowledge spillover and access to a broader public, a broad variety of different dissemination channels can be used:



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2. Key questions to emphasize your exploitation strategy

What outputs will be created?

Where will the outputs be made available during and after the project?

In what area do you expect to make an impact?

Who are the potential users of your results?

What needs might the results of your project meet?

How will you contact them?

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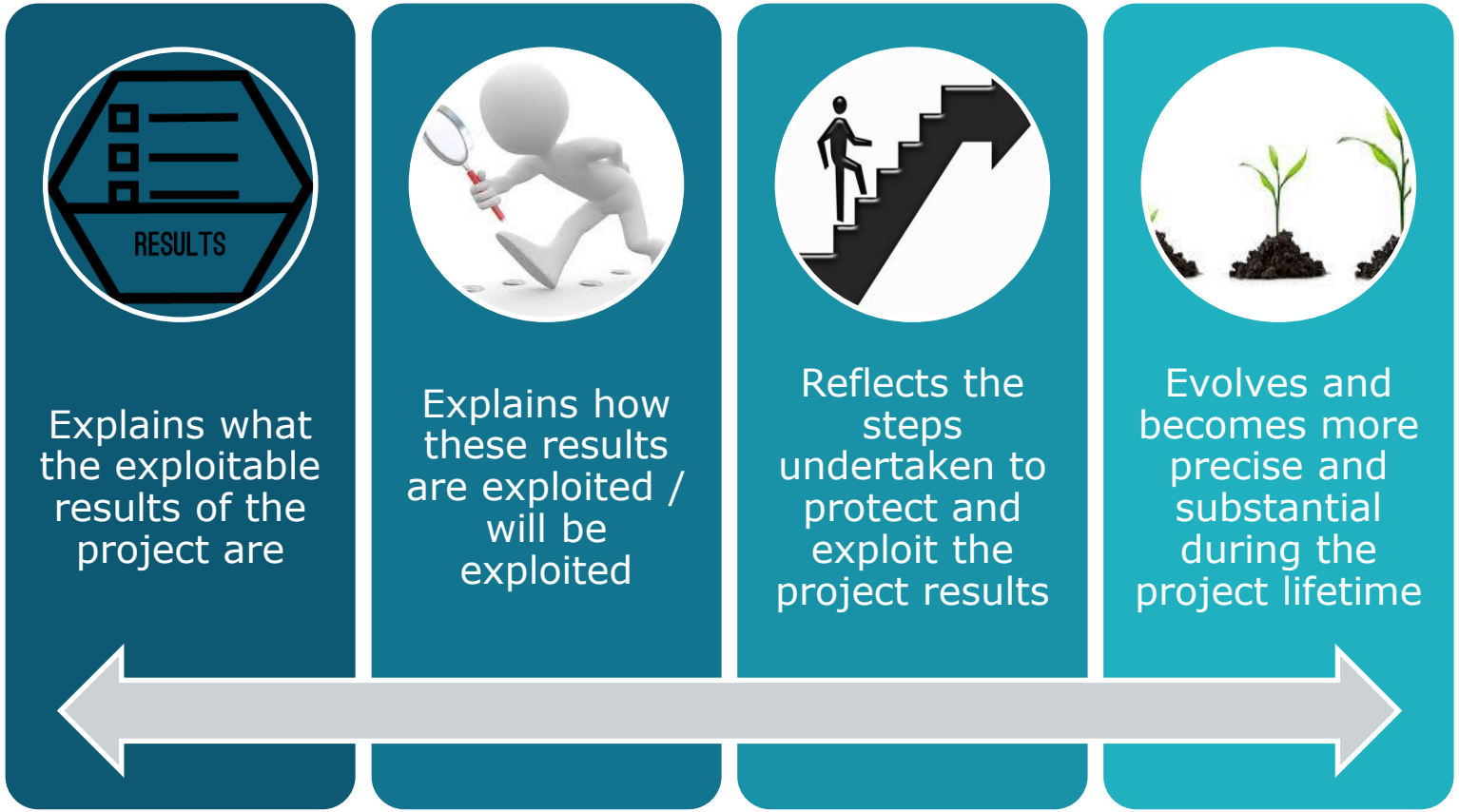
2. Exploitation Plan: What is it about?



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3. Example – CoPro: Improved energy and resource efficiency by better coordination of production in the process industries

- **Call: SPIRE-02-2016 (H2020)**
- **November, 1st 2016 –**
- **April, 30th 2020**
- 17 partners from 8 countries

EC funding : 6.06 M€

Industrial end users and use case providers

LENZING, covestro, Frinsa, INEOS, P&G

Technology providing SMEs

LeiKon, diis, asm, ORSOFT, PSE, sabisu

Universities

technische universität dortmund, Universidad de Valladolid, EPFL

Research institutes

CERTH, CSIC

SME

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3. CoPro – Contributions of the Project

1. The EU/ SPIRE needs

Improving energy and resource efficiency of production plants and chemical parks or clusters

2. The Project Solution

Methods and tools for

- process monitoring and optimal dynamic planning,
- scheduling and control of plants, industrial sites and clusters under dynamic market conditions

Decision support to operators and managers, heading for automated closed-loop solutions

4. How will this happen?

- Examples of use cases
- Algorithms and software
- Consultancy and engineering of solutions by SMEs
- Standardisation activities

3. Value to Customers

- Reduced environmental impact of production processes
- Reduced cost of energy & resources
- **By better coordination and control** (no investments into equipment)
- Improved transparency
- Coordination in chemical parks

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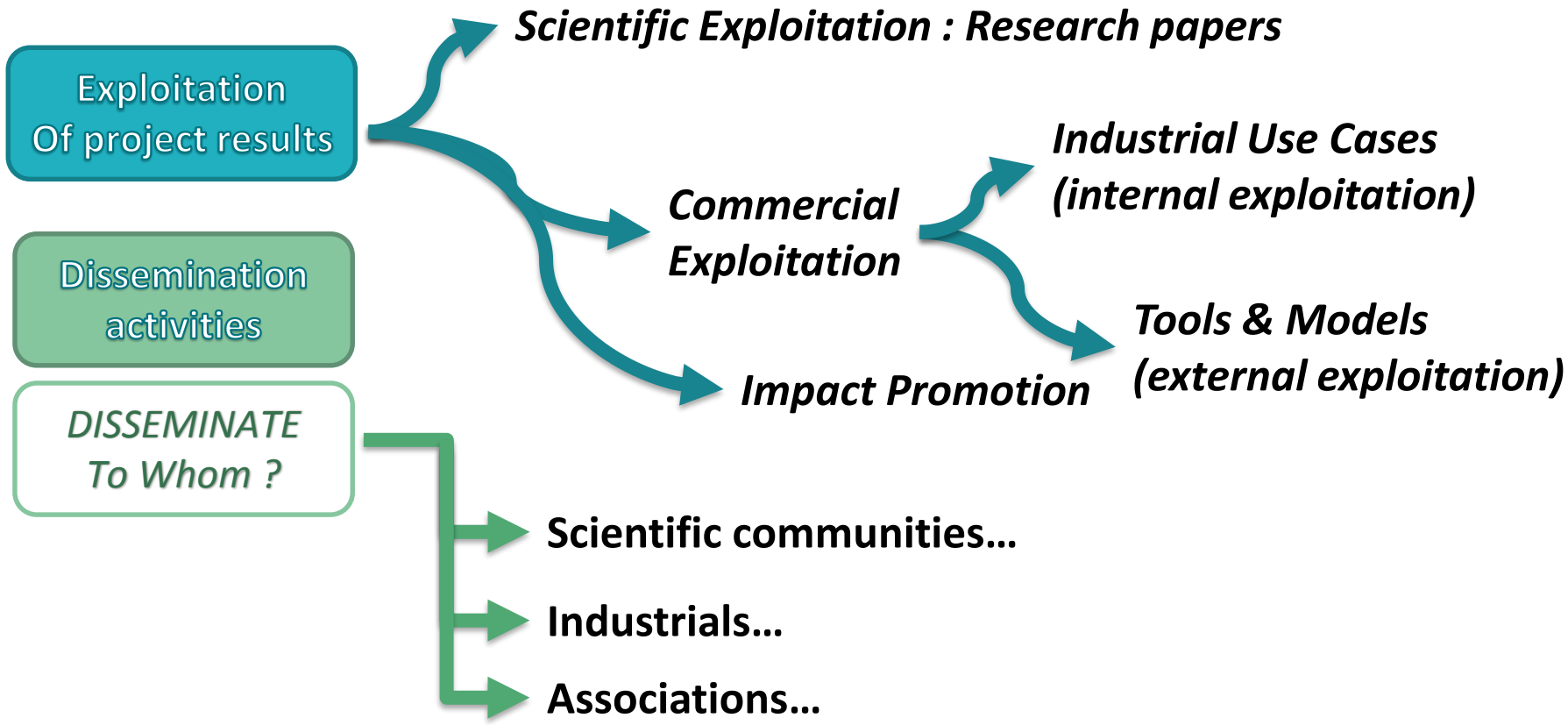
3. CoPro – Dissemination and exploitation



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3. CoPro – Exploitation timeline, example

Objective: Exploit the project results (up to three market studies and exploitation roadmaps)

until March 2018 (eventually until Aug. 2018): **Market studies/individual support upon demand**

until April 2018: **Exploitation Roadmaps developed by the partners with guidance by the exploitation manager**

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3. Exploitation Plan: Objectives

The exploitation plan shall:

Provide a comprehensive guideline for effective and industry oriented exploitation that will allow the project results (technologies/tools/models) to penetrate the market.

The main objectives are:

1. Coordinate the exploitation of the project results
2. Promote the deployment of the project results
3. Monitor and manage the relevant IPR

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3. Exploitation Plan: Why is it needed?

The exploitation plan:

- Summarizes information about the partners' exploitation roadmaps, about the exploitation results ➡ evolving document
- Reminds targets as well as the responsibles for the exploitation of each technology/tool/method
- Helps to make project periodic reporting , fill questionnaires about exploitation/impact etc.
- Demonstrates the (potential) project impact
- Is mandatory, indicated in the H2020 Grant Agreements

3. Exploitation Plan – Table of Content, example (1)

Executive summary

Chapter 1. Exploitation results of the project

- Overall target
- What is achieved during the period (e.g. first year)
- Which preparatory steps were done (e.g. market study etc.)

Chapter 2. Scientific exploitation and knowledge transfer

- Scientific dissemination
- Academic cooperation
- Project results in education
- Academia-industry cooperation: new training , programmes etc.

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3. Exploitation Plan – Table of Content (2)

Chapter 3. Preparation of commercial exploitation.

- Identify feasible strategies to transfer the results into productive application in industrial environments,
- Determine business models to exploit the technologies, methods and tools that will result from the project work,
- Ensure that project ideas and concepts are advertised and applied in industrial environments
- Get proactive feedback from the potential users (link to dissemination!)
- Define responsibles for exploitation of project results
- Prepare initial business plans by relevant partners…

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3. Exploitation Plan – Table of Content (3)

Chapter 4. Standardisation strategy and activities

Chapter 5. Commercial exploitation:
Roadmaps in the project - per each technology/method/ tool

- What is expected to be achieved in terms of exploitation by the end of the project? what is the success indicator?
- How will the technology get commercialized? (new product, part of an existing product, application in a use case, …)
- Who will commercialize the technology?
- How far will the project bring the technology? TRL?
- What IPRs will likely be created? By whom?
- Are additional resources needed for commercialization?
- Potential (anticipated) difficulties in exploitation ….

3. Exploitation Plan – Table of Content (5)

Chapter 6. Partners' exploitation roadmap
(only for those partners who did not have commercial exploitation in the previous chapter)

- Describe your exploitation plans
- Roll out of operations for industrials, possible investment, etc.

Chapter 7. *(if relevant)* Contribution to strategic road-mapping, future programmes development, interaction with policy makers…

Chapter 8. IPR strategy and overview of the IPR rules and regulations

Chapter 9. Next steps

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4. Intellectual Property rights : main principles in Horizon 2020

IP management in Horizon 2020

Goal : To better protect and reap commercial and economic benefits Horizon 2020 project.

- **Background** : Tangible or intangible input (data, knowhow, information) which is held by the project partners prior to their accession to the agreement. Includes IP as copyright, patents/ patent applications
- **Results** : All results which are generated under the project – whether or not protectable. Such results may include copyrights, design or patent rights, trademarks or others, and belong to the partners who have generated them.
- **Access Rights** : Each project partner has the right to request access rights to the other project partner's background and results as long as it needs them in order to carry out its work under the project or to use its own results.

Each consortium defines its own **consortium agreement.**

A comprehensive model Consortium Agreement (DESCA), available on-line, provides various options, with maximum **flexibility**.

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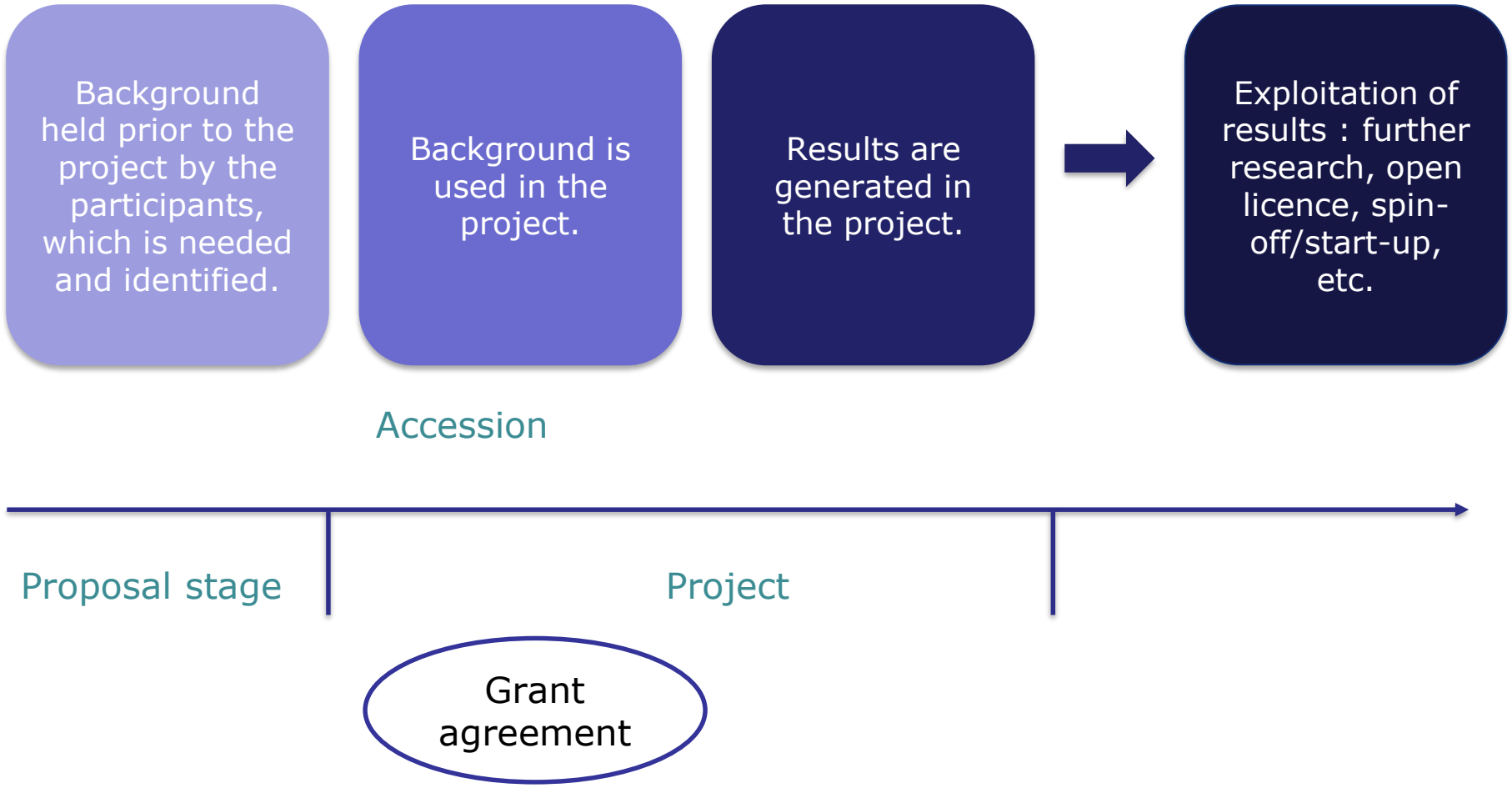
4. IP management in Horizon 2020 - Processus



4. IP management in Horizon 2020 – what to remember

Background: The consortium partners identify and agree on the background for the project and how to use this in the project.

Ownership of the results : In Horizon 2020, generally the grant agreement establishes that the results of the project belong to the participant generating them

General obligation to exploit : Each beneficiary must — up to four years after the project completion take measures aiming to ensure exploitation' of its results, in particular through transfer or licensing.

Costs of IP protection are H2020 project eligible costs:

Costs related to intellectual property which occured during the project implementation, can be eligible for reimbursement. Include them in the proposal budget!

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4. Sharing experience: critical issues

- **There should be results to exploit!**
- Exploitation manager to guide the workflow, partners to exploit and report results, critical issues etc
- Timely contributions of partners (eg. business plans…)
- Timely information to the project management if critical issues
- Flexibility of support – plan input but avoid fixed tasks (eg. market study or patent search etc.)

4. Example of market study template

- The product
  - Problem statement
  - Solution
  - Value proposition
  - Protection , IPR
- Market & competition
  - The market for this product/service
  - Customer
  - Market potential and development
  - Standards and regulations
  - Competition
- Marketing strategy recommendations

4. Example of business plan template

- Lead partner
- The product/service
  - Problem statement
  - Solution – product/service description
  - Value proposition – benefits
  - Protection and Intellectual Property Rights
  - Standards and regulation - compliance
- Market and competition
  - Competition analysis
  - Segmentation
  - Targeting – sales potential
  - Positioning
  - Pricing
  - Distribution & sales strategy
  - Sales potential
- Projections ; Risks, problems and success factors; Financing channels….

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5. Key messages about impact and exploitation in Horizon 2020

- Horizon 2020 has an impact oriented approach; impact is one of the three key evaluation criteria in the proposals
- Exploitation is one of the key elements to maximise impact: therefore it is crucial to have an exploitation strategy and to prepare a plan in advance
- Horizon 2020 encourages collaboration between researchers, industry and the citizens
- Maximising impact is key for the proposal and project success
- International cooperation partners add value to the impact and success of the proposals/projects in different ways
- Horizon 2020: open access to publications and research data

5. Main sources of information and supporting materials

- Intellectual Property (IP) Management at the Horizon 2020 proposal stage: https://www.iprhelpdesk.eu/Fact-Sheet-IP-Management-H2020-Proposal-Stage
- Your Guide to Intellectual Property (IP) in Horizon 2020: https://www.iprhelpdesk.eu/sites/default/files/documents/EU_IPR_IP-Guide.pdf
- The Plan for the Exploitation and Dissemination of Results in Horizon 2020 : https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf
- Open access and open data : http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf
- ARIaT –Innovation dimension in Horizon 2020 proposals: set of good practices to understand and write innovation related issues both in Research and Innovation Actions (RIA) and Innovation Actions (IA) - Horizon 2020 Annotated Research and Innovation Actions Template http://www.health2market.eu/results/h2020-annotated-template