

EMBRACE FINALE EVENT

CAPITALISING ON EMBRACE PROJECT'S RESULTS

DEFINING KEY EXPLOITABLE
RESULTS

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META: 25+ years of «Knowledge To Market» Experience



META Group is an active member of international organizations such as:

- INSME (International Network for SMEs);
- EBN (European Business centres Network);
- BAE (Business Angels Europe);
- IASP (the Worldwide Organization of Science Parks);
- GEN (Global Entrepreneurship Network, partner of Kauffman Foundation)
- ITALIA Startup
- AIFI (Italian Private Equity, Venture Capital and private Debt Association)
- APRE (European Research Promotion Agency)

Knowledge to market:

- **investing** in early stage knowledge intensive companies
- **delivering** advice and **innovation support** on regional innovation strategies and **S3** and interregional investments across Europe;
- **engaging** with a wide variety of **stakeholders** from Public agencies to early stage investors (business angels and seed and start-up funds) across Europe.
- **bringing knowledge to market**, helping researchers and entrepreneurs in better exploiting the results of their project as well in better commercialising their ideas.
- **running European level research-support services** as Horizon Results Booster, IP Booster, ESIC, SSERR and CSSERR framework contracts (DG RTD);
- **training and coaching** on how to communicate and pitch knowledge based research **results, spin-offs** and **scale-ups** at international level;

1'000 research and technology organizations, SMEs supported in exploiting research results

More than 200 SMEs TT audited

More than 10'000 R&D projects participants coached and tutored

Invested since 2005 in 80 companies (including 66 startups/spin offs)

Background

- Thousands of **projects** funded by the EC and other donors ended or will approach their end in the years to come.
- Very few results stemming out from such projects are **used** or reach the market.
- Results are to be valorised both for their better **external uptake**, for **policy making**, as well as assessing the **impact** of results of R&I Projects.

Impact is linked to results and their use



The **bullet** is the “**result**”

The **target** is the “**challenge**” (societal, economic, etc.) and its “actors” (customers)

“**impact**” is the “**effect**” of the **USE** of the **result** by the “**customers**” on the **challenge**

Use is linked to Exploitation

“derive a benefit (**effect**) from/make a **USE** of”

Make use of – exploitation - is a value driven process

Value has different meanings:

- generate **revenues** if there are customers available to pay for the new technology/product;
- **fulfill an existing gap**;
- increase the organization's/community's **distinctive skill set** and **improve processes, quality (of life, of products, of services, etc.), policies, standards, etc.**

Using not just a result but a key exploitable result (KER)

KER:

- A Result selected for **USE** and/or **market** introduction
- Responding to specific **needs**, to a demand of a well-defined group of **customers/users**

Not just a “**deliverable**”:

- A product or process...
 - A new service...
 - New standard...
 - New training courses...
 - Input for a new project...
- **It is not the patent** or the spin-off

CAREFUL!



«AMAZING» PROJECT RESULTS (KERs)

≠

«AMAZING» IMPACT



No use no impact

Use

... can be

commercial, societal, political, or for improving public knowledge and action

Project partners can exploit results themselves,
or facilitate exploitation by others

Use can be

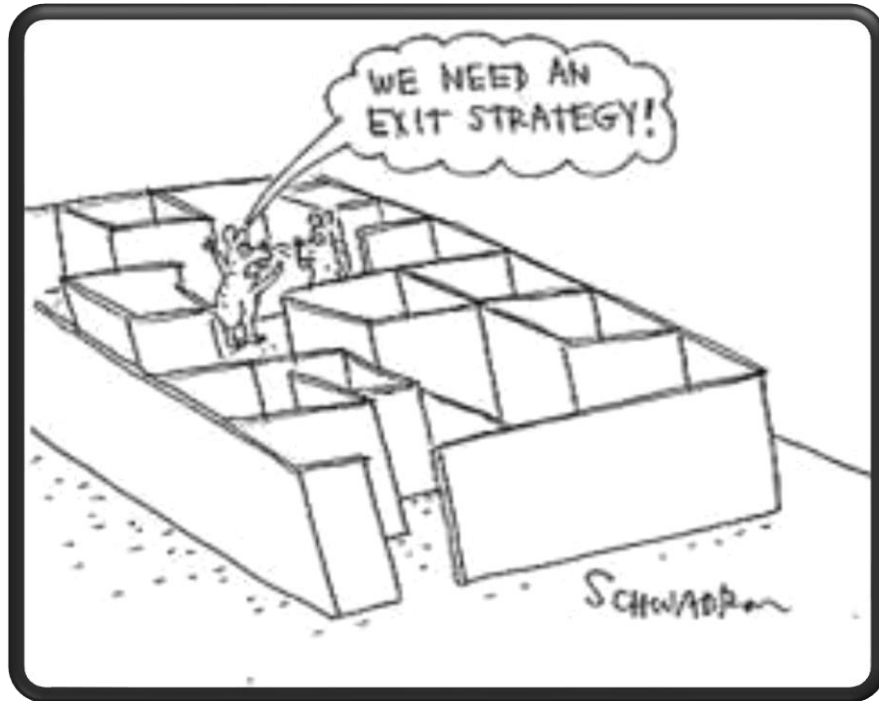
Direct:

- using results in **further research** activities;
- developing, creating or marketing a product or process;
- creating and providing services;
- using results in **standardisation** activities;
- Using the result in a new policy measure (if the partner is a policy maker)

Indirect:

- transfer of results;
- licensing;

A spin-off is always linked to an indirect use



Exploitation
is not
Dissemination

Dissemination vs Exploitation

Dissemination	Exploitation
Describing and making available results so that they can be used	Making use of results , for scientific, societal or economic purposes
Audiences that may make use of results	Groups and entities that are making concrete use of results
All results which are not restricted due to the protection of intellectual property, security rules or legitimate interests	All results generated during project Participant shall make best efforts to exploit the results it owns, or to have them exploited by another legal entity
Grant Agreement Art. 29	Grant Agreement art. 28



Horizon results booster

- **Access** to the platform <https://www.horizonresultsbooster.eu>
- Services are **delivered** to **FP7 and H2020 projects** (ongoing and closed) at **no cost** to the beneficiary and fully supported by the European Commission.
- Services can be requested "**à la carte**" from the list when completing the application form.
- Services are delivered remotely and virtually.

HRB services

- **PDES-A** (entry point of dissemination services): identify a PG for dissemination. Prepare a portfolio of results for joint dissemination.
- **PDES-B**: support the PG with the preparation of a joint dissemination plan.
- **PDES-C** (entry point of exploitation services)
- **BPD**: to draft/finalize the business plan (action plan for exploitation).
- **G2M**: to address specific aspects for the implementation of the Business/Action plan:
 - **Pitching** (capacity to present in front of interested stakeholders)
 - **IPR support** (orientation in the IPR landscape)
 - **Innovation Management** (specialised training)
 - **Exploitation options** (exploration and in-depth analysis of the different options)
 - **Business services** (one among commercialisation plan, evaluation of business plan potential, creation of start-up)
 - **Access to non-EU funding** (analysis of funding options for follow-on financing)



Intellectual Property Booster

A specialized professional IP service for public research organizations looking to realise value out of their results.

Supported by
the European
Commission



Characterisation table

- problem addressed and alternative solutions
- unique value proposition
- description of the KER.

Profiling a KER 1/3

Problem	The problem you are addressing (the problem your " customer " has). "Customer" is meant here as the people, companies, organisations, etc. who will use/adopt the result.
Alternative solution	How your customer has solved the problem so far.
Unique Value Proposition UVP	The competitive advantages , what your solution does better (innovative aspects), what distinguishes it from the competition/current solutions?
Description	Your solution (i.e. product, service, process, standard, course, policy recommendation, publication, etc.). Illustrate how your solution solve "customers" problem/s.

Profiling a KER 2/3

"Market" – Target market	The market in which your product/service will be used/can "compete", answer the following questions: <ul style="list-style-type: none">- What is the target market?- Who are the customer segments?
Go to Market – Use model	Explain what is your "business model", how the KER will be put in use (made available to "customers" to generate an impact).
Go to Market – Early adopters	- Who might be the early adopter (those you might address first)?
Go to Market – Competitors	Who are your " competitors " (note: they are the ones offering "alternative solutions")? What are their strengths and weaknesses comparing to you?

Profiling a KER 3/3

Go to Market – IPR	<p>What is the Background (type/partner)?</p> <p>Provide information considering also what already agreed in the Consortium Agreement.</p>
Go to Market – IPR	<p>What is the Foreground (type/partner)?</p> <p>Provide information considering also what already agreed in the Consortium Agreement.</p> <p>Need to sign further agreements?</p>
Go to Market – timing	<p>What is the time to market?</p>

Exploitation Roadmap

Actions – Description	Actions planned 3-6 months after project end.
Actions - Roles	Roles of partners involved.
Actions - Monitoring	Milestones and monitoring parameters within a specific timeframe.
Financials - Revenues	Revenues you will expect to collect by exploiting the novel solution. They generate the cash flow that will make the use of the result sustainable over time.
Financials – Costs	Costs and investments needed to bridge the end of the project to the next steps (see activities; you may need to cover costs to employ a consultant or to perform more R&D; you may invest in a patent or in a prototype, etc.).
Financials - sources of coverage	Financial resources (and their sources) needed to cover costs incurred before collecting the first revenues (during the “time to market” – see costs). They should be consistent with estimated investment and time to market. Sources can be partners 'own budget, other project grants, national/regional incentives, risk capital, loans, etc.).

**You do not really understand something
unless you can explain it to your
grandmother
(A. Einstein)**



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