



10 BEST PRACTICES

EXPLOITATION STRATEGY
FOR HORIZON 2020 PROJECTS

HOW TO TURN YOUR IDEAS
INTO BUSINESS



BEFORE STARTING

Be clear and focused: Your Plan for the Exploitation and Dissemination of Results (PEDR) includes different elements. Ensure that the differences between activities related to communication, dissemination and exploitation are clear. It could be helpful to draft separate documents on each and integrate them later.

Think strategically: Focus on the exploitation part and determine your exploitation strategy. Think of it as a strategic tool for the success of your project.

Have the right people around the table: do you involve end users and industrial partners in your project to have innovation which matches market needs? Have you appointed an exploitation leader? Do you have all you need to put an exploitation strategy in place and deploy it?



THE EXPLOITATION STRATEGY

1

Make it easy to read and to the point: Produce a straight-forward strategy which is comprehensive but not too long. Organise it in two parts: per 'innovation' (technology) and per 'partner' - so that all aspects are covered.

2

Time it well and update it: your exploitation strategy should be ready by the end of the first reporting period and updated well before the project ends - so that progress and potential issues can be discussed with all partners, potential users and INEA.

3

Highlight your innovation? Identify in the exploitation strategy the exploitable results per technology.

4

Intellectual Property Rights (IPR) are key: Determine well in advance the ownership of each innovation, including after the end of the project. Have you considered patents?

5

Show where your innovation is going: For each innovation, describe your plans on how it will progress from the research lab and into the market. Remember to describe the alternative exploitation routes for instance when another technological field could use this innovation.

- Describe the innovativeness of your solution compared to already existing products/services and its Unique Value Proposition (UVP)
- Assess the Technology Readiness Level (TRL) of each innovation
- Assess the Commercial Business Readiness Level (CRL) of each innovation
- Make an analysis of the market demand and competition
- Do a SWOT analysis and a risk analysis for each innovation. In particular think about the potential barriers and obstacles (regulatory risks...) and identify further conditions for market deployment (financial investment, regulatory aspects, marketing...)
- Make money from it. Depending on the maturity of the innovation, create a Business Model (assess your markets, clients and expectations for revenues) and/or a Business Plan (quantification of cash-flows and financing)

6

Describe what else your innovation needs: Identify the needs for further research and development before the commercialisation of each innovation.

7

Mention market uptake: Assess the time to market for each innovation.

8

Estimate the financial resources: How many financial resources will you need to bring the innovation to the market?

9

Don't give up when the project ends: Remember that the activities in the exploitation strategy continue after the project has ended.

10

Ask for guidance: Do you need more support? For each innovation, check if you need additional advice on exploitation or financial support from complementary funding instruments such as grants, loans, equity or venture capital (see the links below). Please contact your PO if you need any further guidance.



FURTHER READING

Factsheet on exploitation from IPR helpdesk:

https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf

Outline of various funding instruments: [INEA's website](#)

Investors guide from Trinomics:

<http://energytechnology-investmentcommunity.eu/wp-content/uploads/2018/05/Entrepreneurs-Guide-2018-05.pdf>

H2020 exploitation booster:

https://ec.europa.eu/research/participants/data/ref/h2020/other/comm/190906_d-e-booster_en.pdf