Boost your impact

From Results to Impact through Exploitation

27/05/2025

Antonello Fiorucci

30 years of experience in «Knowledge To Market»

30+ years of experience in «Knowledge To Market»

The DG RTD main contractor to support funded projects with Exploitation and Dissemination services

www.horizonresultsbooster.eu

- **bringing knowledge to market**, helping researchers and entrepreneurs in exploiting the results of their project and commercialising their ideas

- **running European research-support services** as **Horizon Results Booster, IP Booster**, ESIC, SSERR and CSSERR framework contracts (DG RTD)

- **training & coaching** on how to communicate and pitch research **results**

- **engaging** with a variety of **stakeholders** from Public agencies to early-stage investors across Europe

Framework contractors of DG RTD since 2012

1.800 research consortia supported in exploiting research results

More than 16.000 R&D projects participants coached and tutored

Objectives

Deepen the understanding of how to translate results into tangible impact through effective exploitation strategies.

Explore tools and frameworks to design, implement, and monitor exploitation plans tailored to Key Exploitable Results (KERs).

Facilitate interactive learning and peer exchange through case studies and group exercises focused on overcoming barriers and maximizing impact.

Recap from Webinar 1 - Key Concepts

Key Exploitable Results (KERs): Research outputs with clear potential for use/adoption by developers or third parties.

Outcome: The short-to-medium term effects resulting from the adoption and use of KERs through dissemination and exploitation activities.

Impact: The long-term, tangible benefits to society, economy, and environment enabled by outcomes.

Exploitation vs **Dissemination**: Exploitation involves use or facilitation of use of results; dissemination focuses on spreading knowledge on the results to a specific tqarget of potential adopters.

Target Groups: Includes adopters/early adopters (those who adopt/use the KERs), user (groups using the KERs), beneficiaries (final actors receiving benefits).

Pathway toward Impact: A journey from generating KERs, to adoption (outcome), leading to societal, economic, or environmental impact.

What is an Exploitation Strategy/Plan?

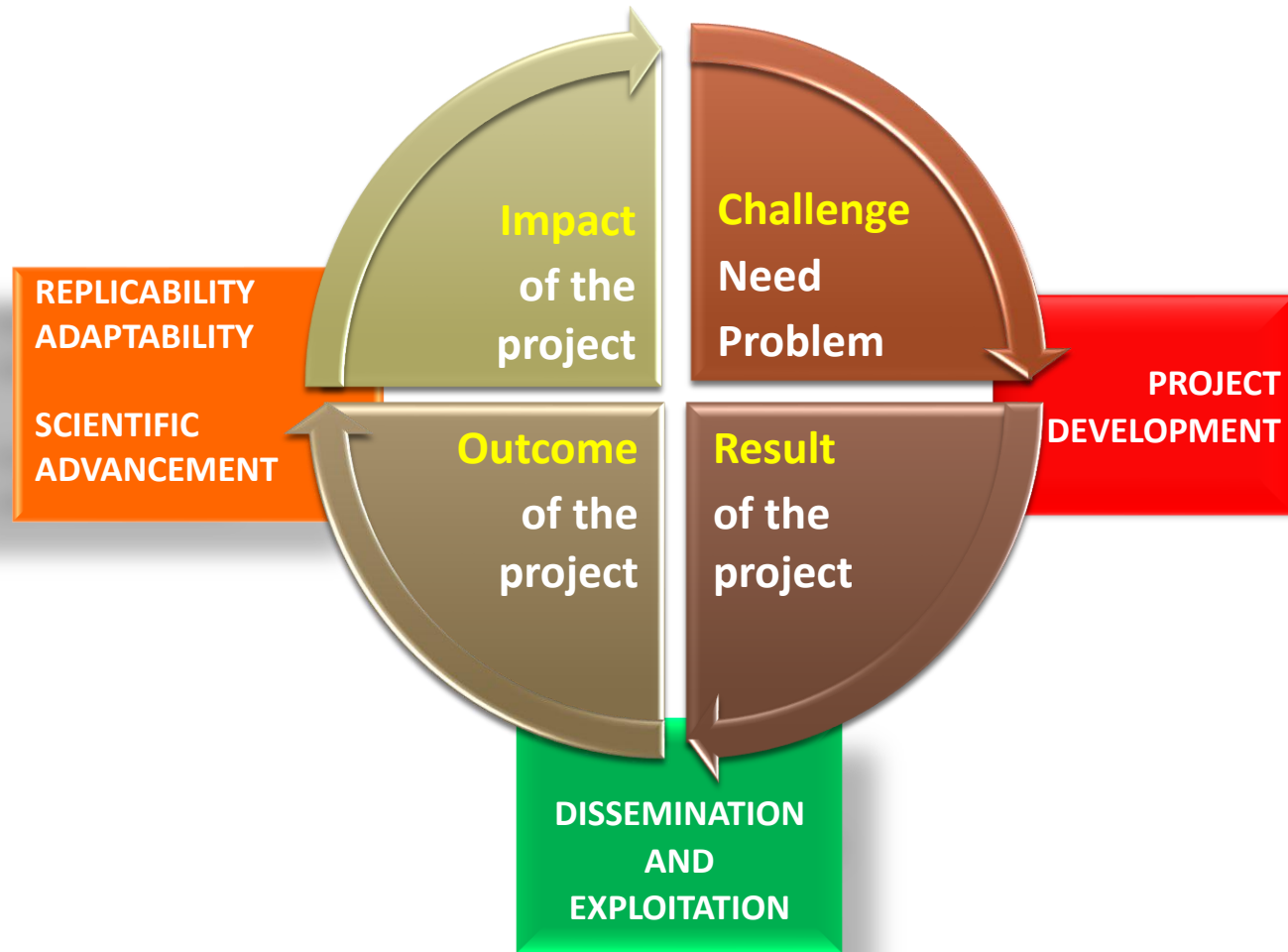A plan to ensure that Key Exploitable Results (KERs) are **used** to create real-world impact.

Example:
If a project develops a new solar panel technology (KER), the exploitation strategy defines *how* it will be taken up by manufacturers, adopted by energy providers, and eventually benefit consumers and the environment.

Key Elements:
- Identify **target adopters** and and other relevant target gorups
- **Define use** and dissemination paths
- Assess **readiness and risks**
- Plan **adoption** and **scaling** actions

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PATHWAY TOWARDS IMPACT THE LOGIC

REPLICABILITY
ADAPTABILITY

SCIENTIFIC
ADVANCEMENT

Impact of the project

Challenge Need Problem

PROJECT DEVELOPMENT

Outcome of the project

Result of the project

DISSEMINATION AND EXPLOITATION

META
knowledge to market

cet
Partnership

From **KERs** to **Value**: Matching with Societal, Economic, Environmental **Needs**

- 🎯 **Real value = real potential**

- 🔍 Align with societal, economic & environmental **needs**

- 💡 **UVP** drives adoption & use

- 🧭 **Demand**-driven & **problem**-led logic – IDENTIFY THE **RIGHT ADOPTER!**

- 🔗 Creates impact through **USE!**

Cycle of Innovation Alignment

1 Identify Societal, Economic and Scientific Needs
Recognize challenges and opportunities

2 Align KERs
Match innovations with identified needs

5 Contribute to Sustainability
Support environmental and societal, scientific and economic goals

4 Achieve Market Success
Gain adoption and market share

3 Deliver Value
Ensure innovations provide real benefits

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Target Group: Early Adopters,Users Beneficiaries

🏢 Early Adopters

- Demo case &feedback 💼
- ROI proof 📈
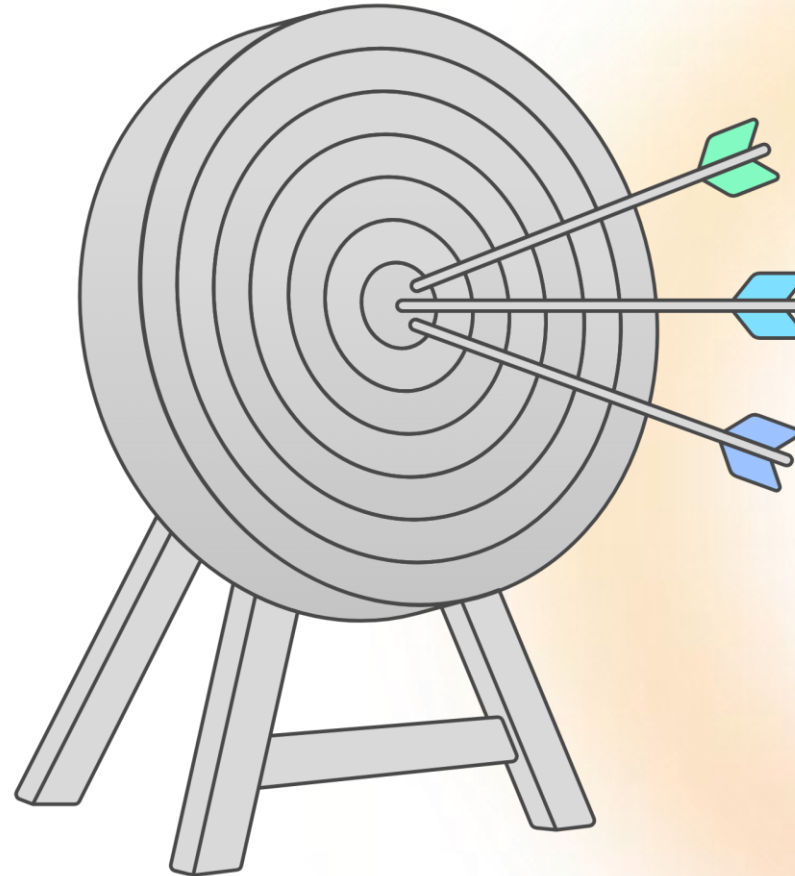- Strategic partnerships 🤝

👩‍🔬 Users

- Pilots, testing & feedback 🧪
- Usability focus 🧭
- Support & training 🎓

🌍 Beneficiaries

- Impact storytelling 📣
- Policy & public outreach 🏛️
- Long-term value 🌱

Relevant Target Groups in the Exploitation Strategy

Beneficiaries
Focus on broader impacts

Users
Emphasize usability and support

Early Adopters
Highlight UVP and partnerships

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Mapping the Exploitation Ecosystem

👥 Actors

- Core actors
- Innovators
- Funders
- Regulators
- Policymakers
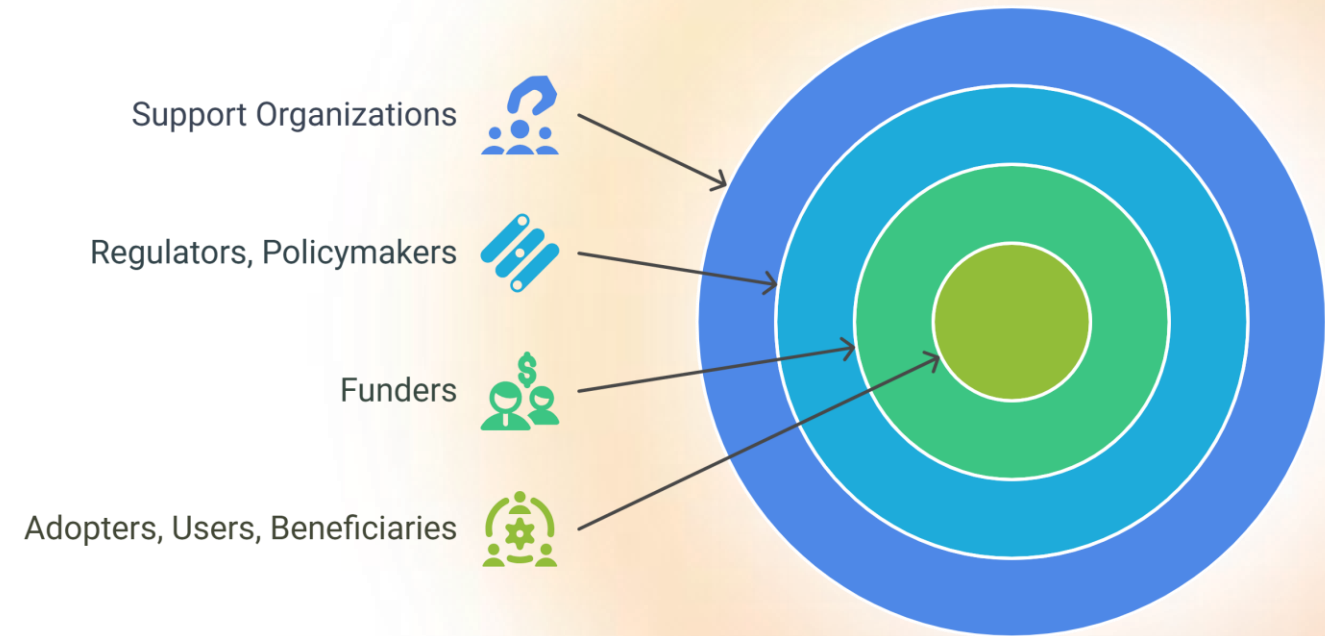- Support orgs

🔗 Connections that matter

- Who influences whom?
- Where are the dependencies?
- Who enables scale?

🧭 Why it matters

- Directs your exploitation strategy
- Helps allocate resources smartly
- Reduces risk through clarity

Exploitation Ecosystem Mapping

Support Organizations

Regulators, Policymakers

Funders

Adopters, Users, Beneficiaries

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Strategic Fit: Use Scenarios and Readiness

🧩 Use Scenarios

- **Where** & **how** will it be used?
- Does it **solve** a real **problem**?
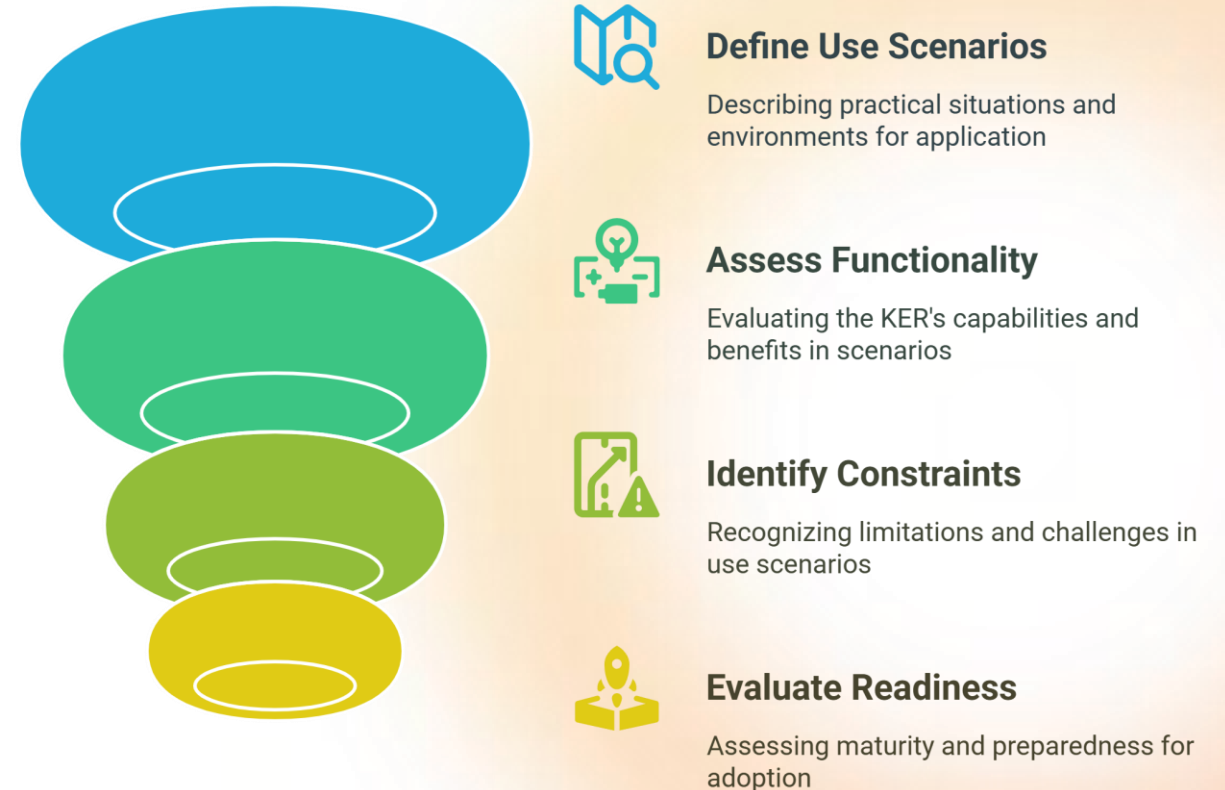- What are the **limits**?

📊 Readiness Check

- Is the solution **mature** enough?
- **Market** ready?
- **Organization** ready?

🎯 Why it matters

- Aligns **solutions** with **context**
- Anticipates **adoption** pathways
- Avoids misfit exploitation strategies

Achieving Strategic Fit for KER

Define Use Scenarios
Describing practical situations and environments for application

Assess Functionality
Evaluating the KER's capabilities and benefits in scenarios

Identify Constraints
Recognizing limitations and challenges in use scenarios

Evaluate Readiness
Assessing maturity and preparedness for adoption

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Requirements and barriers

- **Requirement:** existing / required positive aspects that are **needed** to achieve the Impact
- **Barriers:** existing / possible negative aspects that must be **removed / prevented** to achieve the Impact

Further R&I activity new funding
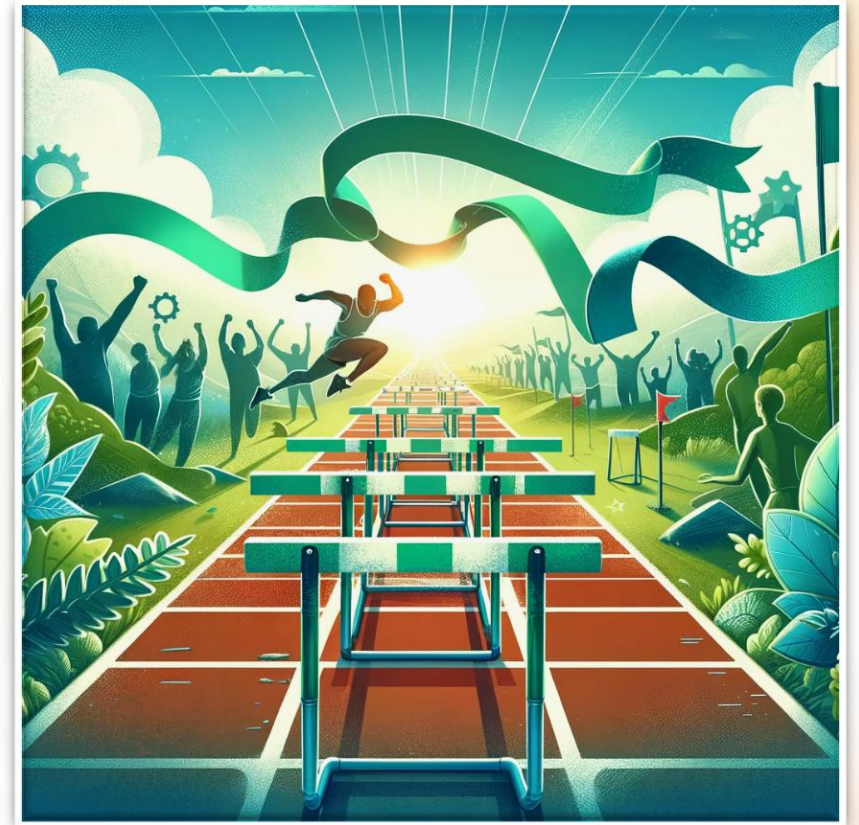
Markets readiness

Regulatory environment

User behaviours

Mitigating measures? What's your plan to meet requirements / remove barriers?

Case Studies Excercise

Exercise Instructions – Case-Based Exploitation Tasks

In the next slides, you will find two Slido-based exercises, each linked to one of the presented case studies.

- Join at slido.com with your smartphone

- Each question allows 3–5 minutes for reflection and input.

- Results will be discussed in group feedback after both exercises.

Focus on **strategic reasoning** — not technical details. Your answers will help shape an exploitation roadmap.
.

Case Study – Technical KER: Smart Energy Monitoring Sensor

Description:

A research team developed a smart energy monitoring sensor for industrial applications. It performs real-time diagnostics, high-frequency data capture, and integrates AI-driven anomaly detection.

Exploitation Relevance:

This KER has clear technical innovation but faces challenges in system integration and certification. Exploitation depends on its alignment with industrial standards and interoperability.

Strategic Angle:

The exploitation plan focuses on co-development with Original Equipment Manufacturers (OEMs), pilot installations in energy-intensive facilities, and certification pathways to ensure adoption and scalability.

Based on the Smart Energy Monitoring Sensor case, which of the following would you prioritize in the early-stage exploitation strategy

1 - Partnership with OEMs for joint development

2 - Industrial certification and regulatory alignment

3 - Piloting with large industrial users to validate ROI

4 - Building a strong UVP for system integrators

5 - Creating market awareness and early visibility

🧠 Choose the top 2 priorities and briefly justify in one sentence why.

Based on the Smart Energy Monitoring Sensor case, which of the following would you prioritize in the early-stage exploitation strategy?

5 (marked need) and 3 production capability

2 and 4

5. So to empower organisations; 3. To see how the results can have use in reality

Option 2 and Option 5. Once certified I know I will be out there in the market one day so why not prepare my audience

5 and 2

1. Industrial certification. It would probably solve the integration issue and 2 will tackle the regulatory aspect
2. UVP - (because of certification criticality), 3 (for integration) 1 (interoperability)

3 and 5

1 - OEMs wpuld be able to help me with the problems
2 - certification is crucial

5
2

Case Study – Business KER: Digital Platform for Energy Communities

Description:
The project created a digital platform enabling energy communities to track consumption, manage peer-to-peer energy trading, and optimize local production via data analytics.

Exploitation Relevance:
Though market-ready, adoption is slowed by regulatory complexity and unclear value perception from municipalities and cooperatives — despite high user engagement potential.

Strategic Angle:
The exploitation strategy focuses on defining a strong Unique Value Proposition (UVP) for public and semi-public adopters, demonstrating economic benefit, and pursuing partnerships with municipalities and DSOs.

ENERGY COMMUNITY PLATFORM

In the Digital Platform for Energy Communities case, wh... strategy would best support early adoption by municipaliti... cooperatives?

1 - Define a tailored UVP for different public actors

2 - Pilot the platform with a local energy cooperative

3 - Engage policymakers to address regulatory barriers

4 - Offer flexible business models and funding options

5 - Highlight environmental and social impact in communication

📌 Select 1 strategy and explain how it improves the exploitation potential.

In the Digital Platform for Energy Communities case, which strategy would best support early adoption by municipalities or cooperatives?

2. Provides validation and social proof of the platform's use

Option 5 seems more important than the rest in this case but not very sure. Option 4 is reasonable.

1 & 4

1 & 3

3 & 4|

3 to overcome regulatory barriers

3 regulatory barriers
2 pilot platform for validation

2. To show clear value
3. To address regulatory barriers

3 regulatory complexity was the key problem

3 and 4

1 and 3

Case Study – Policy/Regulatory KER: Guidelines for Local Energy Market Integration

Description:

The project produced a set of policy guidelines aimed at supporting the integration of local energy markets within regional and national regulatory frameworks. These guidelines address legal gaps, standardization needs, and institutional barriers.

Exploitation Relevance:

This KER does not target commercial use but plays a crucial role in shaping the enabling environment. Its value lies in influencing policymakers, regulators, and public administrators to adopt reforms that unlock innovation deployment.

Strategic Angle:

The exploitation plan focuses on stakeholder engagement, policy dialogue, and alignment with ongoing regulatory consultations. Partnerships with public bodies, think tanks, and standardization agencies are key to diffusion and uptake.
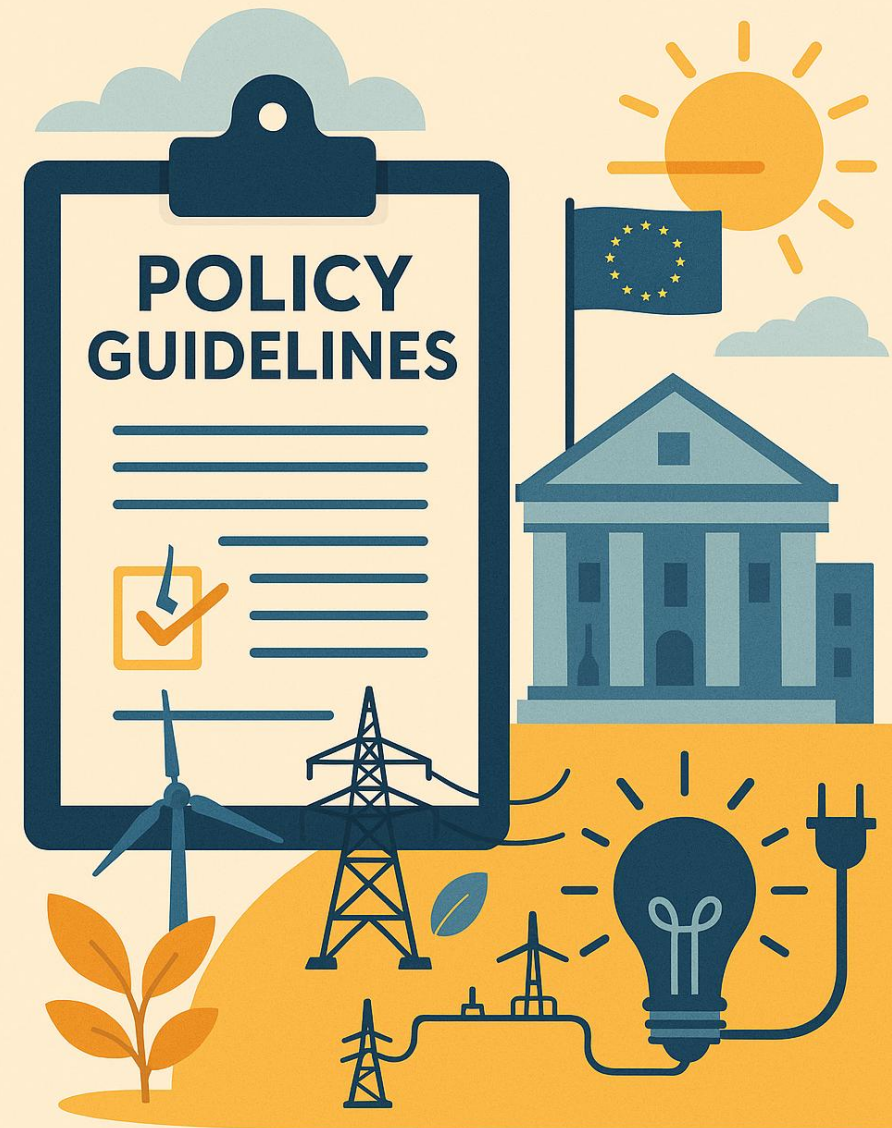
POLICY GUIDELINES

ENERGY REGULATION

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Which exploitation strategy would most effectively support the uptake and impact?

1 - Establish alliances with regulatory bodies and national agencies

2 - Publish white papers and policy briefs for high-level visibility

3 - Engage in working groups or consultations at EU/regional level

4 - Organize workshops with municipalities and public energy actors

5 - Translate recommendations into practical implementation roadmaps

📌 Select 2 strategic actions and briefly explain how they contribute to uptake and institutional impact.

Which exploitation strategy would most effectively support the uptake and impact?

1 and 4: you need more advocates (4) to influence 1!

1 and 4

1 and 4

1. Provides alignment

3.

2

5

1

4

1 & 5

1 & 5

5 is really important as 'catalogues' need to be practically achieved

Group Feedback Lessons Learned

Group exercise - Pathways towards Impact

Pathway towards impact – Applicant: University

The University received a grant for a research aimed at **developing and demonstrating solutions** capable of improving the **performance of the components** of the next generation of **battery electric vehicles powerdrive**.

The **expected impact** by the donor is to contribute to the transition towards climate-neutral and environmentally friendly road mobility through clean solutions in all modes of transport, while increasing the global competitiveness of the EU transport sector.

KER **Use model** (exploitation) **Protection** **Adopter** (target group) **Diss Channel** **Outcome** **Scale up activities** **Impact**

KER   Use model   Protection   Adopter   Diss Channel   Outcome   Scale up   Impact

              (exploitation)   (target group)   activities

Which of these results represents a meaningful KER?

1   "Policy Recommendation" for the reduction of CO2 emissions in road transport

2   New silicon carbide (SiC) module (TRL6)

3   Improved thermal performance (-30%) and resistance (+50%) of SiC modules

Which of these results represents a meaningful KER?

New silicon carbide (SiC) module (TRL6) ✓

67%

Improved thermal performance (-30%) and resistance (+50%) of SiC modules

33%

"Policy Recommendation" for the reduction of CO_2 emissions in road transport

0%

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KER	Use model (exploitation)	Protection	Adopter (target group)	Diss Channel	Outcome	Scale up activities	Impact

Silicon Carbide (SiC) Module (TRL6) →

Which of these use models best fits this KER?

1. Non-exclusive licensing

2. Creation of a pilot production line (demonstrator)

3. Open Access publication of an article in a renowned scientific journal
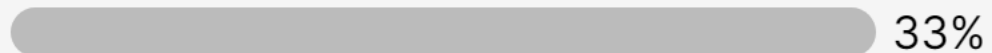
Which of these use models best fits this KER?

Non-exclusive licensing ⊘

67%

Creation of a pilot production line (demonstrator)

33%

Open Access publication of an article in a renowned scientific journal

0%

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KER	Use model (exploitation)	Protection	Adopter (target group)	Diss Channel	Outcome	Scale up activities	Impact
Silicon Carbide (SiC) Module (TRL6)	Non-exclusive licensing						

What knowledge protection measures do we plan?

1. Industrial secrecy

2. Patent

3. Copyright

What knowledge protection measures do we plan?

Patent ⊘

86%

Copyright

14%

Industrial secrecy

0%

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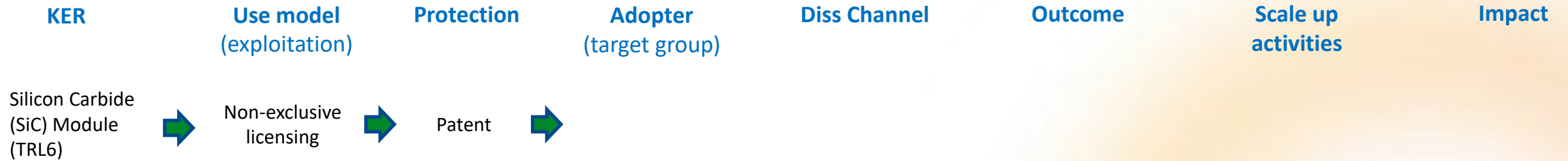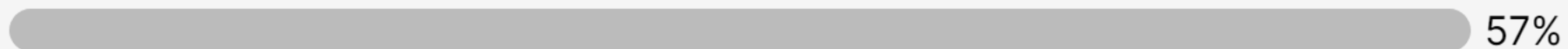| KER	Use model (exploitation)	Protection	Adopter (target group)	Diss Channel	Outcome	Scale up activities	Impact
Silicon Carbide (SiC) Module (TRL6)	Non-exclusive licensing	Patent					

Who are the early adopters?

1. Car manufacturers

2. Team of researchers in automotive/electrochemical engineering

3. Car drivers

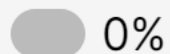4. Original Equipment Manifacturers

Who are the early adopters?

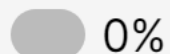Team of researchers in automotive/electrochemical engineering

57%

Original Equipment Manifacturers ✓

43%

Car manufacturers

0%

Car drivers

0%

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slido.com

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KER	Use model (exploitation)	Protection	Adopter (target group)	Diss Channel	Outcome	Scale up activities	Impact
Silicon Carbide (SiC) Module (TRL6)	Non-exclusive licensing	Patent	Original Equipment Manufacturers (EOM)				
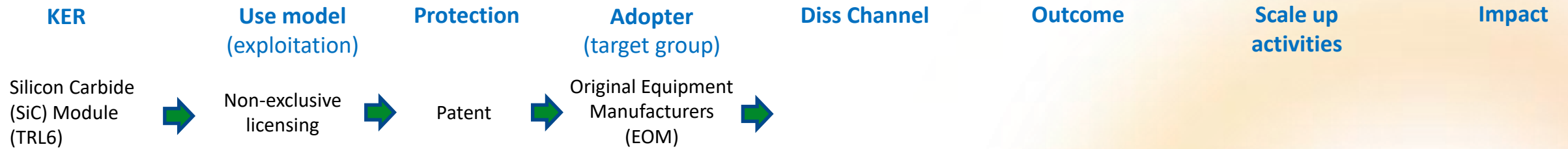
How can we reach early adopters effectively?

1 Publication of an article in "IEEE Transactions on Power Electronics journal"

2 Participation in the International Electric Vehicle Symposium conference

3 Direct contacts with the main operators in the sector

4 News in the "news area" of the project website

How can we reach early adopters effectively?

Direct contacts with the main operators in the sector ⊘

88%

Participation in the International Electric Vehicle Symposium conference

13%

Publication of an article in "IEEE Transactions on Power Electronics journal"
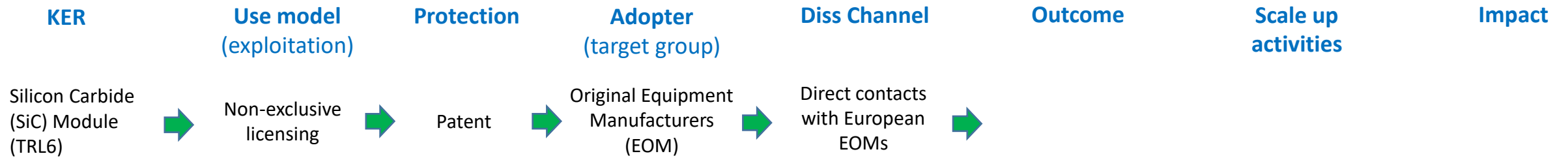
0%

News in the "news area" of the project website

0%

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KER	Use model (exploitation)	Protection	Adopter (target group)	Diss Channel	Outcome	Scale up activities	Impact
Silicon Carbide (SiC) Module (TRL6)	Non-exclusive licensing	Patent	Original Equipment Manufacturers (EOM)	Direct contacts with European EOMs			

What outcome do we intend to achieve considering the mentioned dissemination and exploitation activity pertaining to this KER??

1. A new generation of more economical and high-performance electric cars

2. Recognition to the University of belonging to the top 10 European players for research on electric vehicles

3. The new SiC module is adopted by 10 European component companies for the automotive sector

What outcome do we intend to achieve considering the mentioned dissemination and exploitation activity pertaining to this KER??

The new SiC module is adopted by 10 European component companies for the automotive sector ✓

88%

A new generation of more economical and high-performance electric cars

13%

Recognition to the University of belonging to the top 10 European players for research on electric vehicles

0%

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KER		Use model (exploitation)		Protection		Adopter (target group)		Diss Channel		Outcome		Scale up activities		Impact
Silicon Carbide (SiC) Module (TRL6)	→	Non-exclusive licensing	→	Patent	→	Original Equipment Manufacturers (EOM)	→	Direct contacts with European EOMs	→	New SiC module integrated into the product portfolio of 10 European EOMs	→			

Which scenario would best enable the expected impact?

1 Once the transfer of knowledge to the market has been secured, the University has completed its mission and can boast a contribution to achieving an impact

2 Having adopted a non-exclusive licensing use model, the University will continue to disseminate the KER, opening further market opportunities for the patent

3 The 10 "adopter" companies invest in sales networks to acquire market shares outside Europe / transfer the technology to other operators.

What outcome do we intend to achieve considering the mentioned dissemination and exploitation activity pertaining to this KER??

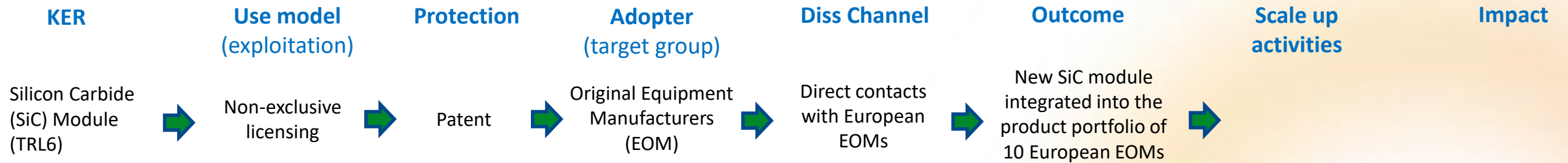The new SiC module is adopted by 10 European component companies for the automotive sector ⊘
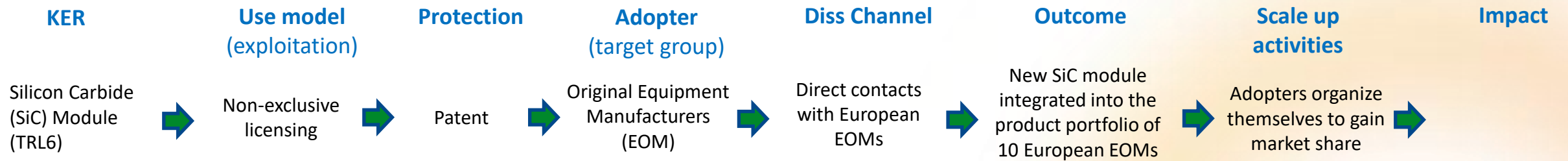
88%

A new generation of more economical and high-performance electric cars

13%

Recognition to the University of belonging to the top 10 European players for research on electric vehicles

0%

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KER		Use model (exploitation)		Protection		Adopter (target group)		Diss Channel		Outcome		Scale up activities		Impact
Silicon Carbide (SiC) Module (TRL6)	→	Non-exclusive licensing	→	Patent	→	Original Equipment Manufacturers (EOM)	→	Direct contacts with European EOMs	→	New SiC module integrated into the product portfolio of 10 European EOMs	→	Adopters organize themselves to gain market share	→	

What impact can I expect?

1 The European industry is gaining market share in the battery electric vehicle sector compared to global competitors in the US and China.

2 30% reduction in pollution from vehicular traffic in cities thanks to the contribution provided by road mobility solutions with zero exhaust emissions.

3 European citizens who use cars for their travels understand the importance of European investments in research and innovation to achieve the climate objectives set in the European Green Deal.
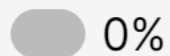
What impact can I expect?

30% reduction in pollution from vehicular traffic in cities thanks to the contribution provided by road mobility solutions with zero exhaust emissions. ⊘

57%

The European industry is gaining market share in the battery electric vehicle sector compared to global competitors in the US and China.
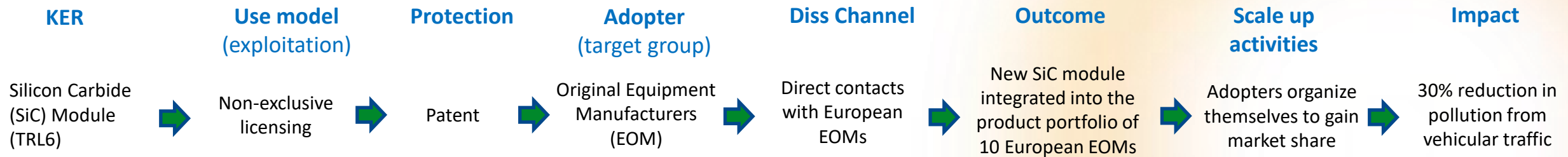
43%

European citizens who use cars for their travels understand the importance of European investments in research and innovation to achieve the climate objectives set in the European Green Deal.

0%

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This looks like a "Pathway Towards Impact"

KER		Use model (exploitation)		Protection		Adopter (target group)		Diss Channel		Outcome		Scale up activities		Impact
Silicon Carbide (SiC) Module (TRL6)	→	Non-exclusive licensing	→	Patent	→	Original Equipment Manufacturers (EOM)	→	Direct contacts with European EOMs	→	New SiC module integrated into the product portfolio of 10 European EOMs	→	Adopters organize themselves to gain market share	→	30% reduction in pollution from vehicular traffic

Common Pitfalls and Good Practices

Pitfall – Starting Exploitation Too Late:
Waiting until the project ends to consider exploitation limits strategic positioning and partner engagement.
✔️ *Good Practice:* Integrate exploitation planning from the earliest project stages.

Pitfall – Focusing Only on Users:
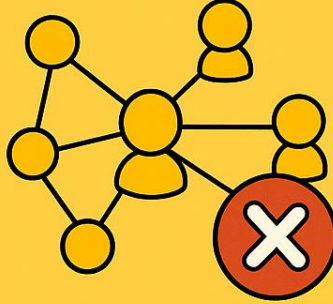Overlooking adopters and institutional gatekeepers can block market access.
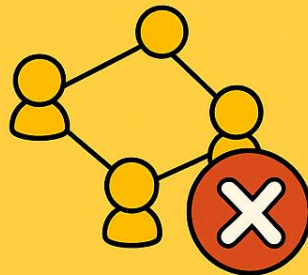✔️ *Good Practice:* Identify all relevant actors, including decision-makers and intermediaries.

Pitfall – Weak Value Proposition:
Failing to clearly articulate the UVP reduces attractiveness and clarity for uptake.
✔️ *Good Practice:* Define a strong, tailored UVP for each key group — users, adopters, policymakers.

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Conceptual errors

- General **underestimation of the Impact** related aspects and their relevance;

- **Meaning** of "Impact";

- Understanding the difference between **Dissemination/Communication/Exploitation**

Technical errors

- Neglecting, or renouncing to analyse, **Impact indicators**;

- Neglecting **Target Group analysis**;

- Design of tailored **Dissemination Strategy**;

- **Exploitation pathway** is not considered or prepared;

Attention!

Exploitation intentions

KER	Main developer	Partner/s intending to exploit	Protection	Exploitation Intentions (partners intending to exploit)	
				Use model	Early adopters

Dissemination table

KER	Activity	Target Group	Diss Chanel	Message and objectives	KPIs

Communication table

Activities	Target Group	Comm Channels	Message and objectives	KPIs

NO USE…
NO IMPACT!

Questions?

Glossary

- **KER** = Result of the research, which an entity intends to exploit

- **Outcome** = the effect generated by the exploitation and dissemination of the KER

- **Impact** = the benefit (transformation/change) enabled by the outcome

- **Problem Owner** = the person suffering from the problem to which the KER offers a solution

- **KER Owner** = Who develops the solution through research

- **Adopter** = The problem owner who will adopt the solution

- **Early adopter** = among the adopters, who will be the first to adopt the solution

- **User** = the entity that will use the solution on which the KER is based

- **Beneficiary** = The final actor that will see a benefit

Thank you for your attention!

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knowledge to market