

INNOSEE PROJECT
518703-LLP-1-2011-1-BG-LEONARDO-LMP
European Commission - Lifelong Learning Programme



RESEARCH DRIVEN CLUSTERS

Exploitation Strategy

IPS (P1)

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1. INTRODUCTION

This document was elaborated for the project “InnoSee: Seeding InnovationCom - Training for Research-driven Clusters” (518703-LLP-1-2011-BG-LEONARDO-LMP) funded by the action Leonardo da Vinci, Development of Innovation, within the framework of the Lifelong Learning Programme.

This deliverable for project partners and the Commission outlines an overall project exploitation and valorisation strategy and explains how various activities will be used to widely exploit and valorise the results with a number of identified stakeholders. The exploitation strategy contains details about objectives and planned activities. To enable exploitation, this strategy includes all the most important aspects: the results to be exploited, the stakeholders, the possible models of exploitations and analysis of the fit between these results, the needs and requirements of project stakeholders, and the exploitation models. Finally, exploitation strategy aims to create a common view for all InnoSee partners of these exploitation activities. It states how the outcomes should be promoted to support the adoption and use of the product in different academic, educational, and commercial environments. The document is updated at yearly intervals to ensure its relevancy.

2. GUIDELINES FOR EXPLOITATION OF EU PROJECT

The present document defines the exploitation strategy for the InnoSee project targeting development of innovation and the sustainability of the project results. In this context, the partnership adopted the following definitions:

“Innovation: *Innovative results are those which represent some new and distinctive features, distinguishing them from others with similar characteristic, and adding value in relation to conventional solutions”.*

“Sustainability *is the capacity of the project to continue its existence and functioning beyond its end. The project results are used and exploited continuously. Sustainability of results implies use and exploitation of results in the long term.”*

“Exploitation mechanism *Exploitation embodies the act of employing results to the greatest possible advantage. Exploitation needs appropriate mechanisms to make results more attractive for use to the target group; tailor the results to the needs of specific target groups, sectors or organisations; transfer results that could be used by new target groups or sectors; sustain results and keep them in use and existence; influence and change mainstream practice and policy”*

“Exploitation Plan: *A plan for exploitation indicates those activities that are going to be carried out during a project’s lifetime. The plan has to be drafted at the very beginning of a project (often at proposal stage) and must contain activities to be carried out continuously until the project’s end (and possibly afterwards), (...) answering the following questions: What is the expected project result? What kind of needs does the project respond to? Who are the final or potential users or beneficiaries of the project’s outcomes?*

European Commission – Directorate-General for Education and Culture, Glossary Terms

Whenever we speak of exploitation of project results we refer to activities that are designed to ensure that these results are appropriately recognised, demonstrated and implemented on a wide scale.

The European Commission defines exploitation into two distinct categories: mainstreaming and multiplication, assuming that “*mainstreaming is the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems*” and that “*multiplication is the planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives*”.

Full exploitation can happen only when it becomes possible to transfer what has been learnt into new policies and improved practices. Furthermore, the project manager and all the key actors need to view exploitation as a process that reaches beyond the life of the project so that its results are sustained

Considering the scope of exploitation the term valorisation is also used to encompassing all activities that maximise the achievements of a project.

In summary exploitation aim to achieve following objectives:

- To successfully transfer the results to appropriate decision-makers to achieve their sustainable promotion and support;
- To convince individual end-users to adopt and/or apply the results, also after the project and support by its partnership has ended.

Two key aspects for the successful exploitation of project results:

- Producing relevant results of sufficient quality to satisfy the demands of providers, policy-makers and ultimately society more generally;
- Ensuring that results reach the right target audiences in a format and at a time, which enables them to benefit from them.

3. INNOSEE PROJECT OUTLINE

The InnoSee project will contribute to key competences development and harmonisation of common educational standards in the field of research-driven clusters (RDC). Such competences are not defined yet in the EU. Learning modules will be developed and tested as they will be based on the specific RDC needs and will provide the necessary skills and competencies for successful RDC planning and pilot implementation in six countries of Europe.

3.1. Aim of the project

The long-term objective of the InnoSee project is the enhancement of life-long learning, exploitation of the Competence framework and Curriculum on research-driven clusters training, better quality of research-driven clusters proposals submitted to authorities managing the EU funds, improved planning, implementation and coordination of related projects.

Specific objectives of the project include created platform for harmonized and improved quality of learning of research-driven clusters managers and staff. The trainings provided by different institutions offer uniform set of knowledge and skills.

3.2. The partnership

The project embraces an extensive European network involving 6 countries and 7 institutions:

Table 1 InnoSee partners

	Institution	Acronym	Role	Country	Contacts
P1	The Institute for Postgraduate Studies	IPS	Applicant Organisation (Responsible for WP 1 and WP 8)	Bulgaria	Prof. Ivan Stoychev Tel.: +359 2 862 1069 Email: i_stoytchev@yahoo.com www.ips.bg
P2	Institute for Training of Personnel in International Organizations	ITPIO	Core Partner (Responsible for WP 2)	Bulgaria	Mr. Ludmil Kovachev Tel.: +359 886 736920 Email: lkovachev@itpio.eu www.itpio.eu
P3	Foundation for Development Innovation and Technology	FUNDITEC	Core Partner (Responsible for WP 4)	Spain	Mr. Isac Matamoros Tel.: +34 93 266 70 91 Email: funditec@funditec.es www.funditec.org
P4	Swedish TelePedagogic Knowledge Centre AB	STPKC	Core Partner (Responsible for WP 5)	Sweden	Mr. Kenet Lindquist Tel.: +46 155 214 222 Email: kennet.lindquist@pedagogic.com www.pedagogic.com
P5	Agenzia per lo Sviluppo Empolese Valdelsa Spa	ASEV	Core Partner (Responsible for WP 7)	Italy	Ms. Giulia Rigoli Tel.: +39 057176650 / ext 239 Email: Giulia Rigoli www.asev.it
P6	INTELSPACE	INTELSPACE	Core Partner (Responsible for WP 3)	Greece	Mr. Nicos Komninos Tel.: +30 2310 995581 Email: komninos@urenio.org www.urenio.org
P7	FH JOANNEUM - University of Applied Sciences	FH JOANNEUM	Core Partner (Responsible for WP 6)	Austria	Mr. Rene Wenzel Tel.: +43 316 5453 6828 Email: Rene.Wenzel@fh-joanneum.at www.fh-joanneum.at

3.3. Target audiences

The InnoSee learning environment is intended for professional practicing of people involved in cluster organisations, cluster initiatives and those within the policy arena, who desire to acquire hands-on skills in research-driven cluster management. They need to know which skills are essential for managing such clusters and to have an opportunity for development. The key competences and skills are identified and structured in Competence Framework:

- **Managers and staff of research-driven clusters.** The InnoSee platform will enable them to gain harmonised relevant and quality training with an opportunity to choose from various modules according to their needs. This will increase the performance of staff involved in

research-driven clusters management and will directly influence the chances of organisations to put their ideas into practice and make a positive change through their clusters.

- **Managers and trainers from educational institutions** providing education and training to people involved as managers in research-driven clusters. These organizations will benefit from the membership in the training platform. The network will maintain the communication exchanging the ideas and sharing the best case practises. They will be able to provide high quality education on the continual basis and thus gain higher credibility of their clients. The platform is planning to grow and to invite new partners to join.
- **Managers of institutions, supporting research-driven clusters** in the EU, who develop, establish, finance and/or co-ordinate cluster organisations within a region or at a national level (e.g., ministries, regional development agencies, banks, business agencies, innovation agencies, employer associations, consultancy companies, etc.). We expect the communication of the research-driven clusters managers and the supporting organizations to be improved. From long term perspective we aim for better quality of submitted proposals and moreover, into better implementation of the projects of research-driven clusters. Thus the EU funds in support for research-driven clusters will be allocated and used more effectively.

3.4. Project scope of activitiess

The project is structured in eight Work Packages, namely:

Table 2 InnoSee work packages

	Work Package	Calendar	Participants	Responsible(s)
WP1	Project management	1 – 24 Month	All	P1, IPS
WP2	Quality Assurance of the project implementation and results	1 – 24 Month	All	P2, ITPIO
WP3	Training needs assessment	2 – 7 Month	All	P6, URENIO
WP4	Training content development	7 – 14 Month	All	P3, FUNDITEC
WP5	E-learning platform development	8 – 16 Month	All	P4, STPKC
WP6	Pilot Testing of On-line Training	19 – 23 Month	All	P7, FH JOANNEUM
WP7	Dissemination	1 – 24 Month	All	P5, ASEV
WP8	Exploitation and Sustainability	2 – 24 Month	All	P1, IPS

Work Package 8 includes exploitation activities to be completed during and beyond the lifetime of the project and is supervised by the Bulgarian Applicant organization, IPS. All partners are involved in the activities to ensure that project results are transferred to the target groups at international, national and local level.

4. CREATING THE EXPLOITATION STRATEGY

4.1. Approach for developing the exploitation strategy

The exploitation strategy contains partners' ideas about how to use the project product and results at local, regional, national and European, and/or international levels. When talking about products and results, we mean all the products from the InnoSee project, whether they are tangible or intangible.

A mixed approach for developing the exploitation strategy was followed:

- Partners were asked about their ideas and individual plans for the exploitation of the InnoSee products or results.
- Some gaps in the sector/topic that InnoSee e-learning platform is dealing with were identified. The platform has some strong and innovative characteristics compared to similar computer-supported collaborative learning tools that can be used to support learning of research-driven cluster managers.
- We investigated what to keep, what to add, and what to change. We tried to match key strengths with opportunities to create capabilities that can be developed into competitive advantages.

Active approach was adopted by identifying the most attractive opportunities for exploitation and then planning to investigate these opportunities.

This strategy starts by presenting the core products that could be exploited. It continues with a diversification of the target groups within the global audience and concludes with a list of activities to undertake to reach the optimal audience at the right time. These activities spread the results among the internal and external communities to ensure sustainability during project implementation and after the official end of the project. The exploitation strategy pins down the main activities that will ensure sustainability. This is achieved by establishing indicators for the exploitation of project results which are set at the start of the project in the Exploitation Strategy. Project performances measured against these indicators is to be constantly monitored and regularly reported on.

4.2. Purpose and objectives of InnoSee exploitation strategy

The purpose of the exploitation strategy is to outline the future of the InnoSee project and the use of the valuable knowledge gained from it. It aims to set up the successful exploitation of the results both during the project lifetime and in particular after the project has concluded.

For the INNOSEE project, the exploitation strategy has been planned as a series of consecutive processes to ensure that interim results arising from project activities are put to best use for the development of subsequent project deliverables and to maximize the potential for mainstreaming and multiplication of the project end-products.

Specific exploitation activities and tools incorporated into the project design include:

- The development of an exploitation strategy for the project describing the actions each partner is to carry out.
- Apply research methodology for analyzing state-of-play and research-driven cluster managers training needs assessment in partner countries.
- Consolidating country research results into overall training needs of research-driven cluster managers.
- Holding a international workshop with cluster managers and stakeholders that are potential users of the INNOSEE e-learning platform. The workshop provided opportunities to

disseminate and discuss the research results and analysis of country surveys carried out under the project, to refine the input to learning system design and to establish contacts with stakeholders and their buy-in to the project.

- Developing content with which to demonstrate the functionalities, possibilities and usefulness of the INNOSEE platform to research-driven cluster managers and stakeholders.
- Holding pilot training with representatives of all target groups in each of the six project partners' countries to introduce the INNOSEE platform to stakeholders and train them in its installation and use.
- An international conference to demonstrate and promote the INNOSEE platform to representatives of research-driven clusters, educational authorities, associations of educational institutions and networks and other RDC stakeholders.
- Continuous monitoring of exploitation activities and reporting on the degree of achievement of exploitation goals through interim and final exploitation reports.

5. EXPLOITATION ACTIVITIES

5.1. Anticipated Project Results

A number of deliverables are expected for each of the InnoSee 8 Work Packages. The complete set of these deliverables is shown in Table 3 – Project Deliverables together with their due dates and the project partner responsible for ensuring their delivery.

From these deliverables, a set of principal exploitation activities has been drawn which are expected to have specific exploitable results. These may be either interim results which will then be used to improve the value of further project deliverables or as end results of the project which directly benefit users. Annex 1 - Exploitation Activities lists these in conjunction with the interim results which they exploit and the exploitable results which they produce. It provides the set of indicators which can then be monitored to ensure that full exploitation of project results is taking place.

5.2. Post-project Exploitation Activities

Further exploitation activities are anticipated after the project has been completed. These are:

- Broadening of the InnoSee training content and updating of the e-learning platform.
- The project website will be maintained at least 2 years after the end of the project.
- Organizing of information webinars in each partner country in order to be achieved more end users of the project products.
- One year after the end of the project the stakeholders that were involved in the projects research and testing phases will be contacted in order to gain feedback on the platform.
- Establishment of European association of Trainers of research-driven clusters that will start during the International conference in Sofia.

The results of the InnoSee project in chronological order are as follows:

Table 3 InnoSee deliverables

No	Date	Result	Work Package
D1	15.10.2011	Management tool	WP1
D2	19-22.2011	Kick-off Meeting	WP1
D3	Every 3 months	Steering Committee minutes	WP1
D4	10.01.2013- 20.09.2013	Interim and Final overall management monitoring report	WP1
D5	15.11.2011	Monitoring Plan	WP2
D6	After month 2, 9, 14, 22	Steering committee minutes	WP2
D7	31.07.2012 - 06.09.2013	Interim and Final Monitoring reports	WP2
D8	30.09.3012- 06.09.2013	Interim and Final External evaluation & valorization report	WP2
D9			
D10	28.02.2012	Analytical report on the state-of-play	WP3
D11	31.03.2012	Methodology for needs assessment	WP3
D12	31.03.2012	Analytical report on needs assessment	WP3
D13	31.03.2012	Competence Framework for RD Clusters Management	WP4
D14	31.03.2013	Training Toolkit RD Clusters	WP4
D15	31.03.2013	Pool of Trainers on RD Clusters	WP4
D16	31.01.2013	E-learning platform (Training platform)	WP5
D17	30.04.2013- 30.08.2013	Pilot training	WP6
D18	31.12.2011	Communication Strategy	WP7
D19	31.12.2011	Graphic design of logo	WP7
D20	30.11.2011	Website of the project	WP7
D21	31.05.2012	Project Brochure	WP7
D22	31.03.2013	Common Certificate Layout	WP7
D23	31.03.2013	Media Publications	WP7
D24	31.09.2012	Spaces allocated on Facebook & LinkedIn	WP7
D25	31.03.2013	Information meetings	WP7
D26	30.08.2013	International dissemination conference	WP7
D27	30.11.2011	Exploitation Strategy	WP8
D28	28.02.2012	Analysis of the state of play	WP8
D29	28.02.2012	Methodology of needs assessment	WP8
D30	30.04.2012	Analysis of needs assessment	WP8
D31	31.01.2013	E-learning platform (Web-based Training platform)	WP8
D32	31.01.2013	International workshops	WP8
D33	30.08.2013	International dissemination conference	WP8
D34	30.08.2012- 30.08.2013	Monitoring Reports	WP8

6. DOCUMENTATION AND REPORTING

The Exploitation Strategy provides the basis for monitoring and reporting on the exploitation of project results. The Exploitation Strategy is developed at the start of the project, an Interim Exploitation Report is due in August 2012 and a Final Exploitation Report is due in August 2013. The exploitation reports will reflect the degree to which the Exploitation Strategy has been fulfilled and progress achieved amendments to exploitation strategy and preview of forthcoming exploitation activities.

7. CONCLUSIONS

This deliverable describes the exploitation and sustainability opportunities of the InnoSee project. The document lists and discusses the possible products, target groups, and exploitation models. It offers a common overview about the planned exploitation options and a set of activities to execute and discuss after the project ends.

The main exploitable tangible result of the project is the InnoSee e-learning platform. Its exploitability is largely dependent on further development. Training seminars and consulting services could be organized and further exploited by InnoSee partners.

8. ANNEX

8.1. Schedule of exploitation activities

	Work package/ Deliverable	Task Name	Exploitation of (input)	Exploitable result(output)	Responsible Partner	Date
1	WP8	Exploitation and sustainability			P1	30.10.2011-30.09.2013
2	WP8/D1	Exploitation Strategy	Project documentation	Exploitation strategy	P1	30.11.2011
3	WP8/D2	Methodology of needs assessment	Partners expertise	Methodology of needs assessment	All partners	28.02.2012
4	WP8/D2	Analysis of the state of play (Bulgaria)	Methodology of needs assessment	Country research results	P1 & P2	28.02.2012
5	WP8/D2	Analysis of the state of play (Spain)	Methodology of needs assessment	Country research results	P3	28.02.2012
6	WP8/D2	Analysis of the state of play (Sweden)	Methodology of needs assessment	Country research results	P4	28.02.2012
7	WP8/D2	Analysis of the state of play (Italy)	Methodology of needs assessment	Country research results	P5	28.02.2012
8	WP8/D2	Analysis of the state of play (Greece)	Methodology of needs assessment	Country research results	P6	28.02.2012
9	WP8/D2	Analysis of the state of play (Austria)	Methodology of needs assessment	Country research results	P7	28.02.2012
10	WP8/D3	Methodology of needs assessment	Analysis of the state of play	Approach and algorithm	P1	28.02.2012
11	WP8/D4	Analysis of needs assessment (Bulgaria)	Methodology of needs assessment	Country research results	P1 & P2	30.04.2012
12	WP8/D4	Analysis of needs assessment (Spain)	Methodology of needs assessment	Country research results	P3	30.04.2012
13	WP8/D4	Analysis of needs assessment (Sweden)	Methodology of needs assessment	Country research results	P4	30.04.2012
14	WP8/D4	Analysis of needs assessment (Italy)	Methodology of needs assessment	Country research results	P5	30.04.2012
15	WP8/D4	Analysis of needs assessment (Greece)	Methodology of needs assessment	Country research results	P6	30.04.2012

16	WP8/D4	Analysis of needs assessment (Austria)	Methodology of needs assessment	Country research results	P7	30.04.2012
17	WP8/D4	Analysis of needs assessment (consolidated report)	Country research results	Overall research results	P6	30.04.2012
18	WP8/D5	E-learning platform	Training content System design	InnoSee E-learning platform	All Partners	31.01.2013
19	WP8/D6	International workshops (Greece)	Overall research results Stakeholders input	RDC managers training needs	P6	30.04.2012
20	WP8/D6	International workshops (Spain)	Training content design System design	Appropriate training content and E-learning system design	P3	31.01.2013
21	WP6/D1	Pilot training	Untested system	Robust system Trained users	All partners	30.04.2013- 30.08.2013
22	WP8/D7	International dissemination conference	System/content/users	Use & development intentions	All partners	30.08.2013
23	WP8/D8	Interim monitoring report	Exploitation strategy	Interim monitoring report	P1	30.08.2012
24	WP8/D8	Final monitoring report	Exploitation strategy Interim monitoring report	Final monitoring report	P1	30.08.2013
25	PP1.1	Broadening training content and updating E-learning platform	System/content/users	Future use and development	P1	Future
26	PP1.2	Post-project maintenance of project website and E-learning platform	System/content/users	Future use and development	P1, P2	Future
27	PP1.3	Feedback from stakeholders involved in the project implementation in 1 year post-project	System/content/users	Future use and development	All partners	Future
28	PP1.4	Information webinars in each partner country	System/content/users	Future use and development	All partners	Future
29	PP1.5	Establishment of European association of Trainers of research-driven clusters	System/content/users	Future use and development	All partners	Future