



EU CONEXUS
Research for Society



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EU-CONEXUS Research for Society

"ROADMAP TO ACCESS
INNOVATION COMMUNITIES"

2022

Abbreviations

AUA – Agricultural University of Athens
D – Deliverable
EIT – European Institute of Innovation and Technology
EU-CONEXUS – European University for Smart Urban Coastal Sustainability
FredU – Frederick University
IP – Intellectual Property
KU – Klaipeda University
KPI – Key Performance Indicator
KT – Knowledge Transfer
LRUNIV – La Rochelle Université
RFS – Research for Society
SUCS – Smart Urban Coastal Sustainability
T – Task
UCV – Universidad Católica De Valencia
UNIZD – University of Zadar
UTCB – Technical University of Civil Engineering Bucharest
WG – Working Group
WIT – Waterford University
WP – Work Package

Executive Summary

The establishment of an Innovation Hub, involved in the implementation of WP 5 “Knowledge Transfer and Innovation”, Task 5.1 “Developing an innovation management strategy in the area of Smart Urban Coastal Sustainability” of the project ‘EU-CONEXUS RESEARCH FOR SOCIETY’ — ‘EUCONEXUS-RFS’, will facilitate communication between the academia, research and industry. To ensure the sustainability of the Innovation Hub community and to strengthen trans-sectorial and transnational cooperation, a Roadmap to access Innovation Communities was developed.

The development followed a series of workshops on the development of Roadmaps, where workgroup members conversed on the Strategic Goals, the Hazards, the Good Practices and the Near-term objectives of the potential involvement in Innovation Communities.

Being a member of an Innovation Community provides access to a group of stakeholders which may assist in access to funding, provide highly specialized services and be involved in the creation of new businesses. Moreover, this group may contribute to the improvement of the entrepreneurial mindset in youth and to policy making on an international level.

Nevertheless, projected hazards include the financial and human resources requirements by the membership obligations, the inclusion of all disciplines (STEM and AHSS), as well as the national and institutional differences in intellectual property policies. The good practices that will facilitate the process include the already existing involvement of members in Innovation Communities and spin offs, the expertise of the partners in offering specialized courses and their established entrepreneurial support. Moreover, the Innovation Hub will also provide an efficient networking platform.

In order to move forward with accessing Innovation Communities, EU-CONEXUS members need to identify the Innovation Communities of interest, analyse the legal framework on intellectual property rights to find common ground and implement the Innovation Hub.

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1 Introduction

The implementation of WP 5 “Knowledge Transfer and Innovation”, Task 5.1 “Developing an innovation management strategy in the area of Smart Urban Coastal Sustainability” project ‘EU-CONEXUS RESEARCH FOR SOCIETY’ — ‘EUCONEXUS-RFS’, Grant Agreement No: 101017436, involves the development of an innovation management strategy. This strategy encompasses a common approach of EU-CONEXUS, after the analysis of existing tools and/or practices in the fields of:

- Inter-organisational knowledge transfer structure for efficient co-operation and co-creation within EU-CONEXUS;
- Integrated knowledge transfer model, that includes all disciplines equally contributing to the growth of an innovation ecosystem;
- Overview on policies relating to national knowledge transfer and innovation systems, that allows to establish transnational and cross-border links;
- Intellectual Property management policy, including background, foreground, side ground and post ground IP asset management principles;
- Ethical standards for bringing credibility and fostering trust (based on the work of WP1 Research Integrity Committee).

The aforementioned analysis aims to the introduction of an “Innovation Hub” which will be a website where information and services related to innovation and commercialisation will be provided. It will be a place where data related to innovations collected in the Research and Innovation Information System (WP1) will be interfaced to internal (students, researchers) and external (business, industry, social partners etc.) users. These data may include e.g. academic outputs, experts and knowledge profiles (WP3), research infrastructure and services (WP4). The Hub will be a virtual platform that will facilitate communication between the economic environment and the research field, like a social space where investors, entrepreneurs and researchers can identify opportunities and initiate new ideas. Moreover, the Innovation Hub will be interconnected with the applications such as Mentoring Platform, Virtual Library and University-Industry Platform planned within the EU-CONEXUS Smart Campus of the Erasmus+ project.

Specifically, it will be a solution for real-time interaction between different players within the innovation ecosystem, a “one-stop-shop” for business representatives looking for ready-made innovative products and a partnering tool for industry searching for interactive partners. For researchers it will be a place to advertise their academic outputs, for institutions research infrastructure and services available (WP4); for early career researchers it will be a place to meet trainers, coaches and mentors (EU-CONEXUS Mentoring Platform), for innovators it will be a place to team up with other co-creators and to pitch their ideas to investors/business angels.

To ensure the sustainability of the Innovation Hub community and to strengthen trans-sectorial and transnational cooperation, possibilities for partnership with other Innovation hubs, Innovation communities (such as EIT knowledge and innovation communities or Thematic Platforms for Smart Specialisation) and other European Universities were thoroughly discussed in Working Group 5.1. Following these discussions, a Roadmap to access these Innovation communities (D5.1) was developed and will be promoted within the

Alliance. The Innovation Hub will be used as a platform to promote benefits of Innovation Communities to the EU-CONEXUS partners and stakeholders.

2 Roadmap to Access Innovation Communities

After attending workshops aimed specifically at the development of Roadmaps, the structure and functions of known Innovation Communities were analysed (Annex 1).

The process for the implementation of the Roadmap consisted of four sections (Figure 1):

1. Initially, the **Strategic Goals**, which set the destination at the end of the project, needed to be identified. The question that had to be addressed, was how the EU-CONEXUS Alliance could benefit from joining an Innovation Community.

2. Investigation of the potential **Hazards**, that would be encountered along the way, followed.

3. Afterwards, the deployment of already established **Good Practices**, that would prove beneficial for the completion of the task, was assessed.

4. Finally, the **Near-Term Objectives** required were set, to provide the workplan for immediate actions.

The European Institute of Innovation and Technology (EIT), as well as other communities such as SUBMARINER, were the initial models for this analysis. The intent though was to not potentially exclude any other innovation community that may cover thematic areas described by the keywords - smart urban coastal sustainability (SmUCS). In particular, these topics might be related to the thematic fields, such as agriculture, food processing; aquaculture, fisheries, marine biotechnology; construction, coastal management, energy; data science, environmental and digital law; ports, tourism etc.

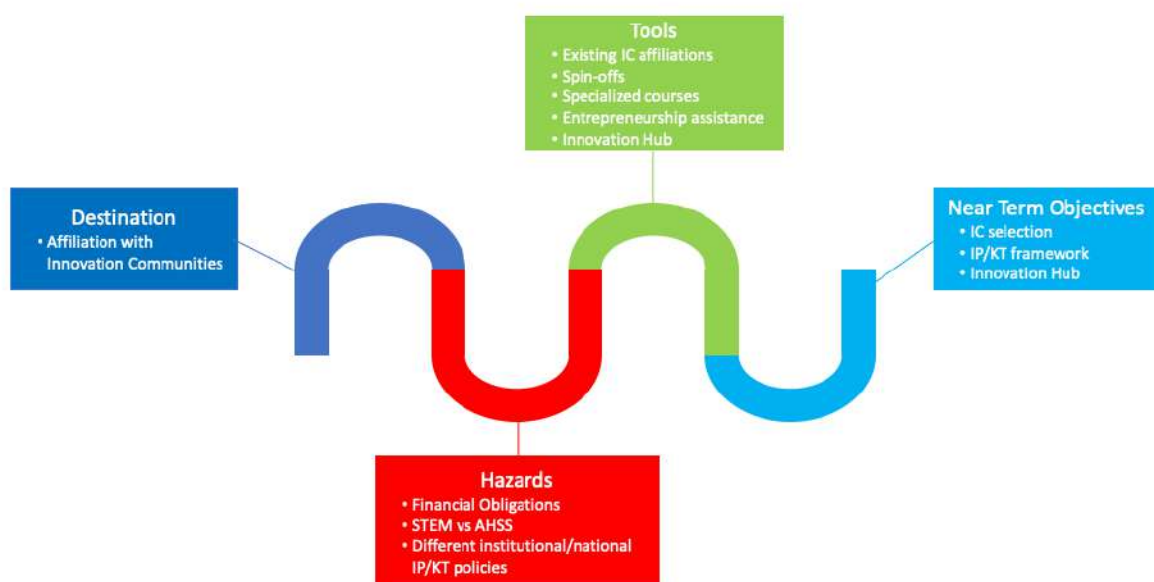


Figure 1: Roadmap to access Innovation Communities

2.1 Innovation Communities

2.1.1 General Description

The development process of the Roadmap to Access Innovation Communities required the familiarization of the participants with the term “Innovation Community”. Innovation involves the production of some new knowledge or creation/invention that can result in novel intermediate and/or final products and/or processes or services available in commercial markets. Innovation, then, necessitates the development of value from creativity. Nevertheless, to take an invention through to the market may require a degree of creative thinking at every stage in the process, from the generation of a new idea through to the manufacturing of the corresponding object or service, its delivery system, its marketing and its sales, and even the consumption process (Roberts, 2017).

The term “Innovation Community” (IC) was proposed by Lynn et al. (1996) to refer to the organizations directly and indirectly involved in the commercialization of a new technology. Moreover, according to Surman (2013) innovation is “what can happen when a diverse but connected community occupies a facilitative space. It happens when accountants talk to artists, when web developers talk to youth group coordinators, and when senior executives chat with junior administrative staff. It happens when perspectives collide in a collaborative environment” (p.192). Consequently, community is an integral ingredient for innovation to flourish.

Talking about the actors of Innovation Communities and their partnership, a concept of “Knowledge triangle” should be mentioned. It was affirmed by the European Council (2007) that a well-functioning knowledge triangle (education — research — innovation) plays a key role in boosting growth and jobs. This affirmation was followed by the statement that ‘education and training are prerequisites for a well-functioning knowledge triangle’ (2009). Since then, one of the most successful initiatives aiming at integration of education, research and innovation in a fully-functioning knowledge triangle is being implemented by the European Institute of Innovation and Technology (EIT).

The European Institute of Innovation and Technology (EIT), which was established by the European Union as an independent body to strengthen the ability of Europe to innovate brings together organizations from business, education and research, to develop dynamic, long-term partnerships by offering three main pillars of support: entrepreneurial education, developing innovative projects and business creation and acceleration. These partnerships come in the form of Knowledge and Innovation Communities. According to EIT (2022), Knowledge and Innovation Communities (KICs) aim at the cooperation of business (including SMEs), research organisations and educational institutions, in order to promote innovative products and services, the creation of new companies and the training of new entrepreneurs.

2.1.2 Knowledge Transfer within Innovation Communities

In general, Knowledge Transfer within ICs may be proceeded through courses (with physical or virtual presence) on the specific interests of each IC, coaching and guidance (through the Alumni Associations and the network of coaches established by the ICs), hackathons, idea incubators, various programs to promote entrepreneurship, programmes to

bridge the gap between academia, industry, government and civil society, school programs, public events, dialogues on digital platforms and think tanks.

Good Practice for Knowledge Transfer may be achieved via networking, matchmaking (e.g. between business and policy makers, or innovators and IC partners), brokerage events, events with representatives of ICs from all countries, strengthening connections and cooperation between academia, business and research, partnerships between institutions with expertise on business models, financial mechanisms, policy frameworks, technological and organizational solutions.

All of the above contribute to the successful operation of the ICs, which may be measured through quantitative and qualitative key performance indicators (KPIs) (2021). For a list of proposed KPIs, please refer to ANNEX 2.

2.2 Strategic Goals

From the above, the apparent advantages of EU-CONEXUS participating in Innovation Communities are underlined. Being a member of an Innovation Community provides access to a group of stakeholders which may:

- Assist in access to funding;
- provide highly specialized services:
 - laboratory analyses,
 - R&D for industrial partners,
 - Specialized courses and seminars;
- allow for being involved in the creation of new businesses:
 - spin-offs,
 - patent filling;
- contribute to the improvement of the entrepreneurial mind set in youth:
 - organization of hackathons,
 - mentoring and coaching;
- contribute to policy making on an international level.

2.3 Hazards

EU-CONEXUS needs to work towards the fulfilment of these goals, but beforehand there need to be adjustments, in order to overcome some acknowledged barriers.

The first identified hazard is the financial obligation that is required by most Innovation Communities. In the case of EIT KICs for example, memberships come at various levels, each with different corresponding fees and rights. For example, EIT Food features core and network partners, associates and project contributors. Each membership category has a different fee and allow for different participation rights in the partner assembly and funding programmes. Should EU-CONEXUS or any partner become a member, a financial provision, will be required as the fees need to be paid annually. Additionally, there should be a provision for human resources, as there are partnership requirements that demand for personnel responsible for operations.

Another hazard pointed out is the inclusion of all scientific interests, as Science, Technology, Engineering and Mathematics (STEM) and Arts, Humanities, Social Sciences (AHSS) fields may not be equally represented in the innovation community. In general, this is a misconception, due to the fact that by name, many ICs seem to be STEM-oriented. However, all fields may contribute to the community, as the range of activities (research, product development, economics, advertising, public relations, teaching etc.) may include all scientific disciplines.

Finally, the national and institutional differences of intellectual property handling between partners emerged. This gap may be bridged by the bilateral agreements, though it is advised to establish a framework that facilitates the work of legal departments to draft mutually beneficial agreements.

2.4 Tools (Good Practices and Alliances)

Nevertheless, the process of accessing Innovation Communities could benefit from the partners' expertise and already established good practices, as EU-CONEXUS partners are already affiliated with Innovation Communities, either as full-time members or associate member/subcontractor. For example, Klaipeda University is a member of the SUBMARINER network (<https://www.submariner-network.eu>), La Rochelle Université is a member of Aquitaine Science Transfert (<https://www.ast-innovations.com>) and the Agricultural University of Athens is a network partner of EIT Food, acting as the regional EIT FOOD Hub in Greece (<https://www.eitfood.eu>).

Moreover, partner Universities may offer their expertise, acquired through their involvement in spin-offs. Additionally, the offering of specialized courses through the Postgraduate (Masters and Doctoral) programmes, the vocational studies and the seminars, consists another valuable good practice. Moreover, partners may contribute to the development of entrepreneurial mind set of youth, by offering coaching, organizing hackathons and contests and overall assistance in the creation of a new company.

Finally, the EU-CONEXUS Innovation Hub, developed in frame of WP5 activities is expected to provide valuable dissemination and networking opportunities. As mentioned beforehand, the Innovation Hub will be a one-stop portal of all EU-CONEXUS research and innovation activities. This will facilitate businesses as well as individuals to browse for potential Innovation Communities.

Moreover, the Innovation Hub will be a tool fostering further development of the EU-CONEXUS Alliance into an Innovation Community by itself. This could be a mid-term potential for the Alliance, well worth pursuing.

2.5 Initial Direction (Near Term Objectives and Actions)

The near-term objectives for the EU-CONEXUS Alliance to access Innovation Communities are advised to be the (1) identification of Innovation Communities of Interest, the (2) analysis of the legal framework on intellectual property rights and the (3) implementation of the Innovation Hub.

The selection of Innovation Communities is of utmost importance, as EU-CONEXUS undertakes the obligation to be a member of an Alliance with financial requirements. This

decision should be inclusive, so that all members benefit from the membership. An indicative list of ICs is presented in Annex 1.

Different national and institutional laws on intellectual property rights should be taken into account, towards the establishment of a legal framework that normalizes the differences, facilitates and expedites the procedure of drafting mutually beneficial agreements. The case of IP Policy of AUA, presented in Annex 3, could be a starting point for the creation of the framework.

Finally, the Innovation Hub will be a website aiming to stimulate and enable communication between EU-CONEXUS, private companies and other interested organizations (research institutions, public authorities, NGOs etc), in order to encourage joining the existing Innovation Communities, expanding networking formation with the objective to boost innovations. The implementation of the Innovation Hub, which is part of T5.1 “Developing of innovation management strategy in the area of Smart Urban Coastal Sustainability” (Annex 4), will be a valuable tool for the dissemination of research and innovation, partnership opportunities within EU-CONEXUS and beyond.

3 References

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Annex 1: Innovation Communities Case Studies

When discussing the issues of Innovation Management Strategy and building the Innovation Roadmap, the WP5 partnership has revealed that the best way to contribute to the strategic long term goal “An inter-organisational knowledge transfer structure for efficient co-operation and co-creation within (and beyond) EU-CONEXUS” is to analyse already existing good practice.

The cases of EIT (European Institute of Innovation and Technology) and SUBMARINER Network were also considered as cases for Innovation Communities for having most evident expression of knowledge transfer between organizations, bringing innovations to the market via plenty of projects followed by collaboration and commercialization actions.

To better analyze how innovations are generated and shared along and through the networks, there was a template created to show how the organisation is structured, managed, what are the key performance indicators and benefits for joining the networks, etc.

Name of the <u>interdisciplinary</u> research organisation	European Institute of Innovation and Technology (EIT)
Web-presence	https://eit.europa.eu
Disciplines represented (Make clear which are S/T/E/M and A/H/SS)	https://www.climate-kic.org : Environmental sciences (STEM), finance (AHSS) https://www.eitdigital.eu : technology (STEM), data science (STEM), engineering (STEM), wellbeing (AHSS), finance (AHSS) https://www.eitfood.eu : food production (STEM), food supply (STEM), food economics (AHSS), education (AHSS) https://eithealth.eu : medicine (STEM), health economics (AHSS), healthcare management (AHSS) https://www.innoenergy.com : engineering (STEM), finance (AHSS) https://eitmanufacturing.eu : engineering (STEM), environmental sciences (STEM), finance (ASHH) https://eitrawmaterials.eu : engineering (STEM), finance (ASHH), education (ASHH) https://www.eiturbanmobility.eu : engineering (STEM), finance (ASHH)
Purpose of the interdisciplinary research organisation: Why was it set up? (What was the motivator/ need to create such a structure?) What does it aim to achieve?	The European Institute of Innovation and Technology (EIT) is an independent EU body. It aims to increase Europe's ability to innovate by nurturing entrepreneurial talent and supporting new ideas. EIT has a pioneering role in increasing European sustainable growth and creating jobs by

	reinforcing Europe's innovation capacity. The EIT brings together leading organisations from business, education and research, the so-called 'knowledge triangle', to form dynamic cross-border partnerships - EIT Innovation Communities. The ICs develop innovative products and services, start new companies and train a new generation of entrepreneurs.
Partners: Who is involved and what are their roles?	European Commission: plays a major role in the strategic and daily work of the EIT. The Commission appoints the members of our Governing Board and designates an observer to take part in their meetings. Commission staff also work with EIT on a day-to-day basis to ensure fluid communication and coordination. Innovation, research, culture, education and youth Commissioner is EIT's key partner in the College of Commissioners. The Commission's Directorate General for Education and Culture is EIT's main interlocutor on the institutional level. European Parliament: Two parliamentary committees have a particularly large stake in EIT's work: the Committee on Industry, Research and Energy (ITRE) and the Committee on Culture and Education (CULT). ITRE is responsible for EU research and innovation policy and the activities of various research-related institutions, including the EIT. CULT is responsible for cultural and educational policy, including policymaking for the cultural and creative industries. The Committee on Budgetary Control (CONT) is responsible for controlling and monitoring the correct use of the EU budget (EUR 169 billion in 2020). Its members scrutinise the implementation of the EU budget by and lead the annual discharge of all EU institutions and bodies, including the EIT. Finally, the Parliament's Panel for the Future of Science and Technology (STOA) deals with issues close to our work. The Panel is composed of 27 Members of the European Parliament who are nominated by 10 permanent committees of the EP. Their primary mission is to offer European policy-makers impartial and accessible information about developments in science and technology

	Council of the EU: The Council of the EU negotiates and adopts legislative acts and coordinates Member States' policies. Its Working Party on Research is an important preparatory body that discusses research and innovation-related programmes and instruments, including the EIT. The EIT is in regular formal and informal engagement with this Council preparatory body. At the invitation of the rotating Presidency of the Council of the EU, EIT Director has participated in a number of Working Party on Research meetings to present the EIT's activities and achievements. National Authorities: The Member States of the European Union are crucial stakeholders of the EIT. We work hand in hand with national, regional and local authorities to generate innovative products and services, propel trail-blazing ventures forward, and train the next generation of European innovation leaders.
Stakeholders: Who else is involved that helps to make the organisation function and how	Innovators from business, research, education, cities regions and more EIT Stakeholder Forum Stakeholders are involved in the aforementioned Knowledge and Innovation Communities (KICs). They may be private companies, universities, research institutes, NGOs and Public Authorities.
Governance and structure: How is it governed? What is the hieratical structure and decision making process?	EIT is governed by a governing board (GB). The GB is entrusted with the role of strategic leadership and the overall direction of the operational activities implemented by the EIT Headquarters. It is independent and autonomous in its decision-making and is responsible for the selection, evaluation and support of the Innovation Communities. The Governing Board brings together 12 members balancing prominent expertise from the higher education, research, business and innovation fields. The European Commission, represented by the Directorate General for Education and Culture, is an observer to the EIT Governing Board Current GB: https://eit.europa.eu/who-we-are/governing-board/meet-gb

Activities: What are the main activities? E.g. activities that support research stimulating technology/ knowledge development and subsequent adoption by another organisation. This can include awareness raising, collaborations/ contract research/ research commercialisation (licensing spinoff) etc.	Promotion of innovation, knowledge transfer, and entrepreneurship in the specific fields of the KICs.
General KT Mechanisms: How do partners/ stakeholders etc interact to make the structure meet its purpose and objectives? What is formal e.g. regular conferences or planned information dissemination. What is informal? e.g. post-seminar discussions, online forums, social gatherings.	Stakeholders interact through the projects they materialize in the specific fields of the KICs.
KT Mechanisms specific to the interdisciplinary nature: How are all disciplines involved so that they contribute equally to the growth of the innovation ecosystem? (Identify specific mechanisms that would not be needed for an organisation that was not interdisciplinary).	Within each KIC Knowledge transfer is achieved through courses (with physical or virtual presence) on the specific interests of each KIC, coaching and guidance (through the Alumni Associations and the network of coaches established by the KICs), hackathons, idea incubators, various programs to promote entrepreneurship, programs to bridge the gap between academia, industry, government and civil society, school programs, public events, dialogues on digital platforms, think tanks
Promotion of the profile: How do they promote their profile to different stakeholders groups (mechanism and channels)? Consider the mechanisms (e.g. news articles, sponsorship of events) and channels (e.g. website, email-shots to a subscriber list, Facebook, LinkedIn postings).	All KICs publish reports on their websites. Events are regularly held. There are dialogue groups and think tanks on digital platforms. All KICs are present in Facebook, Twitter and LinkedIn. There are KICs that utilize YouTube, Instagram, Flickr and Vimeo to promote their actions.
Key success factors for KT: (Distinguish between general comments on organisations involving multiple groups and aspects that come from the mix of STEM and AHSS). (This may require talking to the organisation as KSF are often not	EIT's KSF for KT include: • Active partners collaborating in the KIC • Sustainable and institutionalised partnerships between the organisations engaged with KICs • Number of higher education institutions involved in EIT and KICs activities

visible and could relate to the local conditions or the composition of the members. This may then appear under the Good Practice Transfer path).	• Number of entities / organisations participating in EIT and KIC activities from regions outside the KICs' CLC regions The full list of adopted KPIs can be found here
Good Practice Transfer paths for KT: Are there any prerequisites for successful transfer of GP e.g. framework conditions at the transfer location(s). Framework conditions can include regulatory practices, strength of the research and its output (IPR) and availability of funding. But it might also relate to the composition of the core members and stakeholders and the strength of the economy and market demand.	GP for Knowledge Transfer may be achieved via networking, matchmaking (e.g. between business and policy makers, or innovators and EIT KIC partners), brokerage events, events with representatives of EIT KICs from all countries, strengthening connections and cooperation between academia, business and research, partnerships between the three types of institution with expertise on business models, financial mechanisms, policy frameworks, technological and organisational solutions
Key Lessons for others (what might not come out of the analysis but might be known to the organisation internally). These can be based on both positive and negative experience. They can be characterised by someone saying '<i>You need to ensure that...</i>' Please distinguish between general comments on organisations involving multiple groups and aspects that come from the mix of STEM and AHSS.	EIT as an EU institution may offer a wide range of networking and collaboration opportunities for researchers, students, institutions, private businesses and authorities. Nevertheless, being partner in a KIC requires an annual fee that should be accounted for by the stakeholders. Fees vary according to the partnership level of each KIC (KIC Membership Overview)

Name of the inter-organisational knowledge transfer structure	SUBMARINER Network (established in 2013)
Web-presence	https://www.submariner-network.eu/
Main sources of information e.g. online/ prior knowledge/ discussions:	SUBMARINER Status Report 2020 SUBMARINER Roadmap beyond 2021 Final Draft / February 2021 6 https://submariner-network.eu/images/Newsletter/SUBMARINER_StatusQuoReport.pdf
Purpose of the inter-organisation: Why was it set up? (Did it response to a particular need or challenge for example?) What does it aim to achieve? (Look at achievements that	The SUBMARINER Network for Blue Growth EEIG, a flagship umbrella project of the EU Strategy for the Baltic Sea Region, was established in 2013. Since then it has developed into the leading transnational hub in the Baltics for promoting

link to KT. Think about what could be achieved with the expanded structure that could not have been achieved by the individual components/organisations alone).	sustainable and innovative uses of marine resources. The Network brings together authorities, research and innovation actors - both public and private - across the Baltic Sea Region, integrating perspectives from local to transnational scale and different scientific and economic spheres. All activities of the SUBMARINER Network are guided by the strong belief that innovative and sustainable use of marine resources can contribute significantly not only to Baltic Sea Region, but global, challenges – which have by now been framed within the UN Sustainable Development Goals.
Partners: Who is involved and what are their roles?	Starting off from an initial set of seven full members only, the SUBMARINER Network has by now attracted many new relevant institutions and individual experts to join currently counting for ten full members and 28 associate members. The composition of the core members encompasses: research institutions, public administrations, business parks, and private companies across the Baltic Sea Region. Full members/ Associate members: https://www.submariner-network.eu/about-us/members Full members: have right to vote in the Members' Assembly Associate members do not have right to vote in the Members' Assembly, but they are fully integrated into discussions during the Members' Assembly and actively contribute to them.
Stakeholders: Who else is involved that helps to make the organisation function and how?	Companies – as a primary target group As potential end-users and/ or clients for the start-ups and SMEs, companies – and especially also bigger companies - are the most important target group to be taken on board in the coming years of the SUBMARINER Network R&D Institutions (and their technology transfer / innovation offices) Next to continue to strengthen our collaboration with relevant researchers; we also have intensify our collaboration with the 'spin-off' and 'start-up' assistance offices, often being part of the universities, as to raise their awareness that they can send any relevant 'blue clients' to the SUBMARINER accelerator.

	Business Support Institutions and their Networks It is important to expand and strengthen our collaboration with these institutions / networks as they may have more potential clients in future, which they can transfer to the SUBMARINER accelerator, while in turn we can integrate their business development expertise in our service portfolio Investors / Business Angels Over the past months especially in running the Alliance+ programme, we have been able to substantially strengthen our knowledge on business angels, funding agencies and investors, which may provide the necessary finance to start-ups and SMEs involved in the blue bioeconomy.
Governance and structure: How is it governed? What is the hierarchical structure and decision making process?	Legal status - a not-for-profit European Economic Interest Grouping (EEIG) Annual members' assembly Right from the outset the SUBMARINER Network decided to install a permanent, central secretariat based in Berlin. The number of team members depends on project resources, but have over the past years included between 4-5 multi-lingual professionals with background in project coordination and communication.
Activities: What are the main activities that this organisation carries out <i>related to KT</i>? E.g. activities that support research and stimulate technology development and adoptions via: awareness raising, collaborations/ contract research/ research commercialisation (licensing spinoff), policy lobbying, legislative framework etc.	Strategic Cross-Cutting Action fields: ➤ Actors Mapping / Match-Making (Objective: Continuous identification and matching of public and private actors involved in new marine uses as to achieve better and faster results with less resources) ➤ Data / Tools / Environmental Monitoring (Objective: A structured approach to fill the gaps identified in SUBMARINER Compendium 2012 on blue biomass resources and the environmental impacts associated with their increased use.) ➤ Access to Pilot Sites & Facilities (Objective: establish more such pilot sites around the Baltic Sea Region to enable empirical research) ➤ Technology Development & Transfer (Objective: develop environmentally friendly and cost efficient technologies suitable for Baltic Sea conditions taking into account knowledge and technologies from terrestrial resources)

	➤ Regional energy solutions with marine resources (Objective: 'encourage appropriate consideration of marine resources in energy planning in order to create markets for climate friendly energy production') ➤ Introduce ecosystem service payments (Objective: 'develop an accepted approach to valuation of ecosystem services and propose compensation mechanisms for the provision of ecosystem services by new marine uses') ➤ Unlock financing for innovative uses of marine resources (Objective: 'Improve access to finance for collaborative projects involving private and public stakeholders.') ➤ Create better legal and regulatory conditions (Objective: 'Reduce vagueness in legislation and regulations for innovative uses of marine resources'.) ➤ Public Awareness (Objective: Create a market in which consumers are aware of the benefits of sustainable blue products and are motivated to contribute to solutions.) In addition, the permanent secretariat offers the following services that contribute to KT: • Promotion and representation of members' competences and interests in news and events via all SUBMARINER network channels; e.g. website, quarterly newsletter, social media • Exclusive member access to all internal information; funding opportunities; pitching and matchmaking events; annual members' assembly and specific workshops, study visits and searchable database including more than 3,000 blue bio-economy actors • Co-ordinated access and set-up of project development consortia, support, administration and facilitation of projects, thematic network working groups and set-up of project development consortia • Joint formulation and dissemination of policy-oriented position papers • Expert advice and coaching via the secretariat hub and/or direction to relevant network members.
KT Mechanisms: How do partners/ stakeholders etc interact to make the structure meet its purpose and	The main role of the permanent secretariat in knowledge management is disseminating knowledge. The web-platform plays a strong role in

objectives? What is formal e.g. regular conferences or planned information dissemination. What is informal? e.g. post-seminar discussions, online forums, social gatherings.	this as it is used to make available information, and knowledge that is emerging from the projects and activities, in many different ways. You also make people aware that this information is available. Collaborative research. Usually, Submariners are invited by the secretariat to take part in development of the project proposals for particular topics/calls (Horizon Europe, BSR, etc.). All Submariners are welcome to invite other partners whose contribution/expertize might be beneficial to proposal. Match-making services Accelerator Reports: Results of Submariner network's projects and partners projects
KPIs: How does the organisation measure its success? (N.B. This may require talking to the organisation)	Alongside disseminating information, the Secretariat is also very active in getting to understand members (including via surveys) and staying actively in touch with them and having feedback. It is important to have a 'live address book/ phone'. Trust is key to the success of the network and this is concretely demonstrated through the willingness of members to communicate with each other without NDAs (in most cases).
Promotion of the profile: How do they promote their profile to different stakeholders groups? Consider the mechanisms (e.g. news articles, sponsorship of events) and channels (e.g. website, mail-shots to a subscriber list, Facebook, LinkedIn postings).	<u>Collaborate and provide services to companies (future plans)</u> SUBMARINER Product / Company Catalogue (funded by Nordic Council): • Based on the list of 650 companies already identified in all Baltic Sea Region countries, we plan to extract a catalogue of innovative and sustainable products and services already available by companies from within the region. • The catalogue will enable us to shed a clearer picture onto the already existing 'blue bioeconomy' throughout the region. • The work shall be the entry point for attracting those companies to become member within the SUBMARINER network and co-create network and other service formats with them Future business canvas scenarios • Together with other SUBMARINER network partners, we suggest to facilitate an exercise to

	showcase 'future blue bioeconomy business canvas' pathways Hackathons / Ideations • Companies will be invited to submit concrete challenges faced by them to which they seek a solution. It is suggested that the SUBMARINER network should host on a regular basis (once / twice a year) • In addition, we should make more use also of short 'lunch time' webinars; where project results are made available on a voluntary basis by individual project members – as to increase the visibility as well as public discourse over project achievements.
Key success factors for KT (This may require a call to the organisation as KSF are often not visible and could relate to the local conditions or the composition of the members. This may then appear under the Good Practice Transfer path).	The secretariat arguably also plays a strong role in stimulating the generating of new knowledge by bringing together the different actors and stakeholders – partly to promote specific opportunities for collaboration but also by being aware of their interests and seeing opportunities to make valuable linkages. Current: "The network's functionality is a result of good tools but also the hard work and expertise of the blue detectives and mentors to reach out, expand, and invite their peers into the SUBMARINER network". The role of the Blue Detectives is to recruit for the network and this is done pro-bono.
Good Practice Transfer paths for KT: Are there any prerequisites for successful transfer of GP e.g. framework conditions at the transfer location(s). Framework conditions can include regulatory practices, strength of the research and its output (IPR) and availability of funding. But it might also relate to the composition of the core members and stakeholders and the strength of the economy and market demand.	The partners are involved in lobbying activities – particularly at EU level but you are also involved at national level. You make sure that implementing agencies receive reports and are invited to events. You also invite them in to activities as partners.
Key Lessons for others (what might not come out of the analysis but might be known to the organisation internally). These can be based on both positive and negative experience. They can be	<u>Continue to integrate outputs and results from specific research projects</u> It is vitally important to continue to jointly capitalise on knowledge generated across all blue bioeconomy projects, including topic-specific research, by integrating tools and findings into the

characterised by someone saying <i>'You need to ensure that...'</i>	knowledge base of the SUBMARINER Network members. The SUBMARINER Network, acting as an umbrella "blue cluster", leverages generated data and knowledge for empowering key actors to make knowledge-based decisions and identify future actions. Currently, the Blue Platform project (2018–2021, Interreg BSR), coordinated by the SUBMARINER secretariat, enables us to do so and to continuously maintain the 'SUBMARINER / Blue Platform' website hub. In future times, the SUBMARINER secretariat should be chosen as the regular communication and dissemination hub in each blue bioeconomy project or that SUBMARINER members automatically make the transferable results available – ideally not only at the end of the project duration, but continuously over the course of each project.
Named contact point:	Efthalia Arvaniti ea@submariner-network.eu

Annex 2: Key Performance Indicators for Innovation Communities

Quantitative KPIs:

Number of startups created

- Number of jobs created
- Number of affected networks
- Amount of investments attracted
- Number of external participants in projects
- Number of events, workshops, seminars, training, local community building events
- Number of educational activities
- Number of applications and of successful and/or approved applications and amount of financing received
 - Number of methodologies launched
 - Number of public policy interventions
 - Number of students/researchers trained in entrepreneurship / graduates / PhD's education programmes
 - Number of patents/first time patents (meaning new patent holders);
 - Number of projects co-funded by other regional funding sources
 - Number of research organisations connected to businesses for commercial research
 - Number of exits
 - Number of participants from industry and academia at events targeting them
 - Number of audience reach and engagement in communication (traditional and social media)
 - Number of increases in the regional innovation scoreboard results
 - Number of rise in regional GDP
 - Amount of additional funding attracted (suggested by several respondents)
 - Amount of financial revenue generated
 - Amount of investment raised by alumni start-ups of entrepreneurship programmes

Qualitative KPIs:

- Satisfaction with events;
- Ratio of satisfied SMEs compared to number of activities funded
- Positive/negative attitudes toward programmes, etc., measuring process rather than outcomes
 - Innovations from countries being known internationally
 - Evolution of clusters;
 - Vertical integration within countries and regions
 - Evidence of companies growing to scale
 - Structured approach to knowledge transfer
 - Easily adoptable methodologies
 - Alignment of the activities with local contexts/ecosystem needs (localisation of programmes, individual coaching/mentoring support by matching the needs with expertise)
 - Individual, tailored local ecosystem development plans for the regions involved

- Establishment of ecosystem development frameworks and methodologies
- influence of start-ups on their ecosystem
- Extent to which start-ups consolidate and even create around them more benefits than support previously received by using economic and other indicators
 - KIC activities' value to the local ecosystems and longer term follow-up for the start-ups and business collaboration, e.g. sustainability and liability
 - Extent to which activities are embedded in the regional innovation ecosystem as measured by healthy business and social impact entities
 - Impact on ecosystem growth, new collaboration, side and direct activities
 - Consolidation of new kinds of entrepreneurial capabilities able to challenge at the same
 - Time economic development, environmental sustainability and social inclusiveness
 - Diagnostic monitoring of progress in the implementation of strategies for smart specialisation in targeted domains, which has the advantage of adaptability
 - The (long to medium-term) evolution of relative specializations and other structural features
- Trends in (and the level of) the investment mix in research, innovation and industry
- Benchmarking innovation and entrepreneurship performance through various surveys.

4 Annex 3: Intellectual Property/Knowledge Transfer case study

Name of institution:	Agricultural University of Athens, Greece
Name of policy (e.g. IP policy, KT policy);	IP Policy, KT policy
<i>Identified main issues that would need to be harmonised for effective <u>transnational and cross-border</u> knowledge transfer e.g. ownership and confidentiality (publication) issues; remuneration levels; re-assignment of rights.</i>	All persons involved in a project are bound by confidentiality agreements and may not utilize knowledge and/or products deriving from the project for their own interests. 60% of the rights of inventions deriving from AUA funded projects, belong to the involved researchers and 40% to the AUA. 60% of the intellectual property rights belong to the involved researchers and 40% to the AUA, unless stated otherwise. Researchers at the Agricultural University of Athens are expressly prohibited from granting any rights to any third party, as well as from disposing of part or all of the work for any reason, without the prior written approval of the University. The commercial exploitation of the results produced in the framework of a research project of AUA by an existing commercial company is feasible, by signing a relevant technology transfer contract. There is provision for the establishment of spin-offs.
<i>Identified Good practices to promote <u>cross-border</u> knowledge transfer:</i>	Cross border knowledge transfer is not explicitly provided for, in the institutional regulation However, partners in international consortia regulate the exploitation of IP and KT in their signed Grant Agreements
Recommendations for possible change:	Provision for cross border knowledge transfer
Any additional comments relating to multidisciplinary aspects:	AUA is mainly a STEM institute, with the addition of a School of Agricultural Economics, which also addresses agriculture related social issues. While

	STEM research practices do not apply in these fields, there are ways to combine both (studies on the social/financial impact of research projects/products, feasibility studies etc). Additionally, AUA's economics and social science branch may contribute with academic offerings, such as seminars, workshops and/or Master's degrees.
Policy measure or instrument analysed (e.g. Innovation Policy/ Law on IP/ grant for research commercialisation):	IP Law in Greece (Law 2121/1993), Grant for research commercialization (Presidential Decree 17/2001)
<i>Identified barriers to transnational and cross-border knowledge transfer (e.g. lack of eligibility for non domestic partners to a grant scheme; need to register and/ or exploit IP/ results in the national country first; minimum remuneration for national inventors):</i>	There are no identified barriers related to a preferential national exploitation of IP.
<i>Identified Good practices to promote cross-border knowledge transfer:</i>	There is no limitation for non-domestic partners to file for a grant to establish a spin-off
Take away points for EU-CONEXUS:	The signing of Grant Agreements is regulating the rights of the partners on IP

Annex 4: WP5 Task 5.1 “Developing an innovation management strategy in the area of Smart Urban Coastal Sustainability”

Introduction to the task

To implement the task 5.1 “Developing an innovation management strategy in the area of Smart Urban Coastal Sustainability” of the project ‘EU-CONEXUS RESEARCH FOR SOCIETY’ — ‘EUCONEXUS-RFS’, Grant Agreement No: 101017436, the partners have developed an **innovation management strategy**. This addresses specific fields where existing tools or practices can be identified and analysed. A common approach has been developed.

The innovation management strategy is presented as an **Innovation Roadmap** that is designed to provide the guidelines for innovation management on the level of EU-CONEXUS during the project implementation period.

The Innovation Roadmap has been used to identify and agree on the long term goals to be achieved by implementing the strategy. They are linked directly to the 5 fields:

1. Inter-organisational knowledge transfer **structure** for efficient co-operation and co-creation within EU-CONEXUS consortium;
2. Participating knowledge transfer **model**, that includes all disciplines equally contributing to the growth of an innovation ecosystem;
3. Overview on **policies** relating to national knowledge transfer and innovation systems, that allows to establish transnational and cross-border links;
4. **Intellectual Property management policy**, including background, foreground, side ground and post ground IP asset management principles;
5. **Ethical standards** for bringing credibility and fostering trust (based on the work of WP1 Research Integrity Committee).

Each organisation has identified existing tools or practices that will support the consortium to achieve their goals and that could be shared, as well as barriers and hazards that might prevent the goals from being achieved.

Partners have identified actions that can now be taken either as topic based teams or as institutions that will contribute to achieving the common goals as well as actions that can be taken in partnership with other partner institutions.

Actions have been analysed in the context of the **Innovation Hub**. This has helped to identify where the Hub can help to implement an action and also to refine the concept for the Hub.

All partners have contributed to the roadmap to produce one strategy that captures joint and individual partnership actions and have indicated how the Hub should be designed and implemented to produce most impact from the strategy.

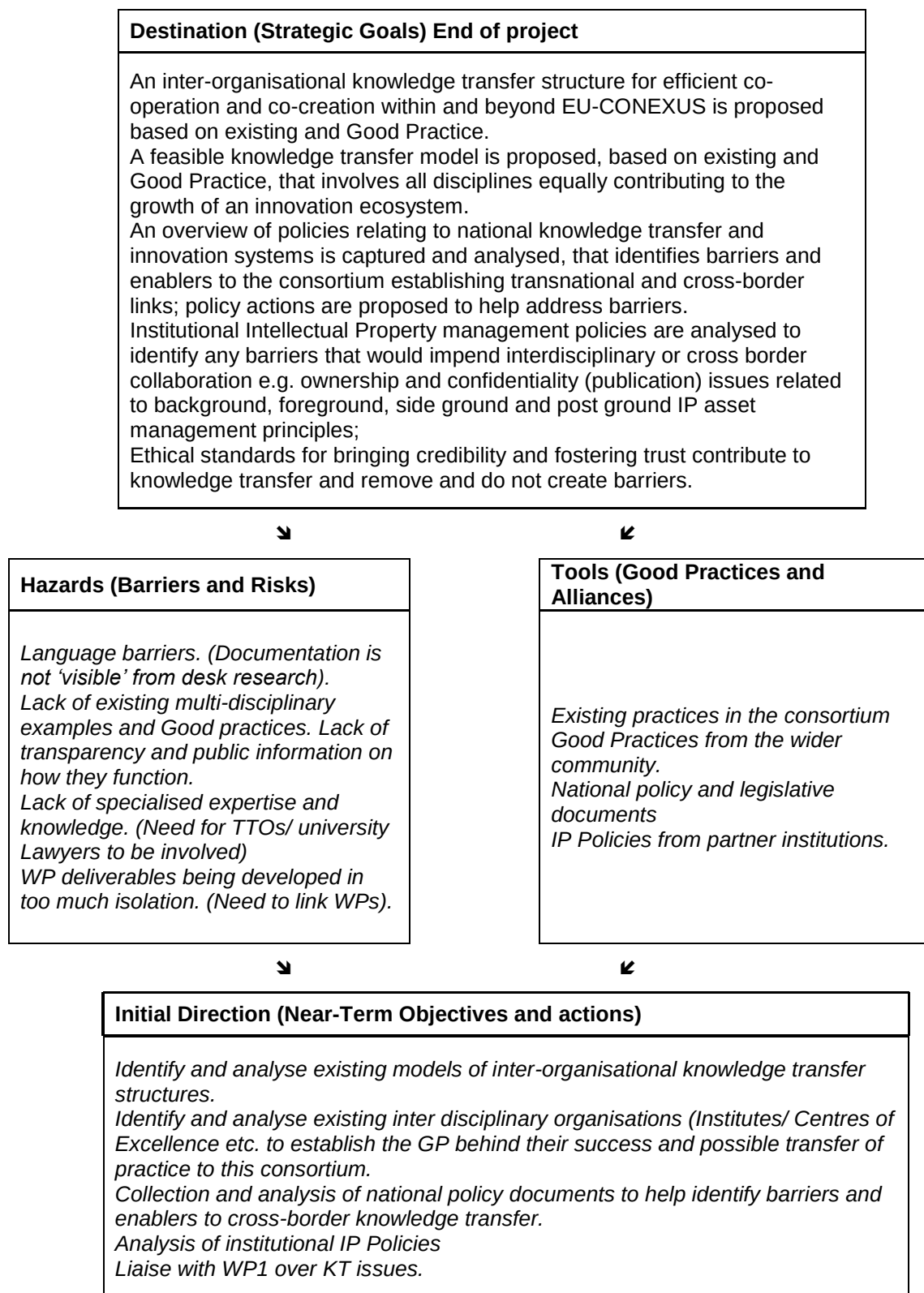
The roadmap was developed through 3 interactive workshops:

June: Part 1: Introduction to the approach and tool, goal setting and early identification of tools and hazards.

September: Part 2: Presentation of the first draft of the roadmap, introduction to the analytical tools and agreement on analytical tasks.

October: Part 3: Presentation of the final draft as a tool to be used when implementing the aims of consortium that are related to innovation management. Development of the concept of Innovation Hub.

Innovation Management Strategy Roadmap December 2021



Implementing the Roadmap

Strategic goal 1

An inter-organisational knowledge transfer structure for efficient co-operation and co-creation within and beyond EU-CONEXUS is proposed based on existing and Good Practice.

Recommendations for partner actions

Establish a Knowledge Transfer Committee

Based on the review of Good Practice in similar inter-organisational it is recommended that the EU-CONEXUS partners establish a **Knowledge Transfer Committee** composed of representative of the project partners. This committee will be responsible for implementing the Innovation Strategy. The committee should be chaired by a named individual from one of the partners. If the individual is not available to chair meetings then designated representative may be proposed from that partner. The chairperson should come from a partner who has good experience in implementing Knowledge Transfer actions. The designated chairperson should also have a strong background in KT activities.

Each project partner should be represented in the Committee by a named individual. These named individual should have previous experience in this area and have the competencies and authority be able to efficiently coordinate the work of others related to KT at their home institution.

The committee chair will be responsible for organising regular committee meetings, ensuring communication on KT matters between partners and in seeking out new connections/partners who will be interested in participating in KT activities including attending 'Open' meetings.

Monthly committee meeting should end with a clear set of actions related to KT to be undertaken at each partner. Individual partner representatives will be responsible for ensuring that work takes place with their members in their centres.

Organise regular 'Open' KT activities

The KT Committee chair, with the support of the partners, will have responsibility for organizing regular 'Open' meetings where partners will present their ideas/project results/research from recent months to each other and to invited external individuals and entities. These meetings will be used to promote knowledge exchange including by identifying and initiating new opportunities for inter-organisational knowledge transfer. The KT committee will also organise educational events including workshops on KT and TT (Technology Transfer); these may include specific workshops to promote more KT in the AHSS (see Goal No 2).

All KT activities should be organised in close cooperation with leader of the other Work-packages to make most use of activities that were already planned for EU-CONEXUS.

Set associated KPIs.

It is recommended that the partners set clear KPIs to measure **outputs, results, and impact** of these internal and open meetings. When setting KPIs it is recommended that the committee consider as a starting point those used by the EIT network. A sub-set of these that are most relevant to EU-CONEXUS are shown below. The committee should be selective in choosing indicators and make sure that it is feasible to collect them and that they fit to the envisaged activities in the project.

Plan for sustainability

It is recommended that the partners start to plan early for sustainability beyond the end of the project. This will mean developing a sustainable business model to enable a KT Committee to be retained in some form. Lessons from the SUBMARINER network may be useful.

Selection of KPIs based on those used by the EIT Network

Qualitative KPIs	Outputs Number of events, workshops, seminars, training, local community building events Number of educational activities Number of participants from industry and academia at events targeting them Number of audience reach and engagement in communication (traditional and social media) Results Number of partnerships between different organisations. Number of applications and of successful and/or approved applications and amount of financing received for partnerships Impact Number of startups created Number of jobs created Number of networks affected Number of public policy interventions Number of patents/first time patents (meaning new patent holders); Number of increases in the regional innovation scoreboard results Number of rise in regional GDP
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Strategic goal 2

A feasible knowledge transfer model is proposed, based on existing and Good Practice, that involves **all disciplines equally contributing** to the growth of an innovation ecosystem.

Recommendations for partner actions

Systematically promote examples and opportunities for inter-disciplinary activities

Based on the review of Good Practice in similar **inter-disciplinary organisations and initiatives** it is recommended that the EU-CONEXUS partners **systematically find ways to encourage partners from different disciplines and different parts of the ecosystem to participate in the meetings/project and to communicate regularly and exchange ideas.**

This will include identifying and promoting good examples of inter-disciplinary collaborations that have or might lead to innovation e.g. maritime and psychological departments joining forces to organize courses for seafarers about stressful situations on board ships analysis of an engine from the technological side (how it works), from historical side (the development over the years), from psychological side (how it influences the human development and behavior), from social side (how it connects people), from ecological side (how exhaust emission influences everyday life) and etc.

Further, it is recommended that that STEM /AHSS topics that are selected for promotion and actions demonstrate a real and practical relationship between knowledge generated at the university/ by the researchers (languages, technology, art, logic, ...) and the society close to the institution (teachers, students, local institutions or social collectives).

Establish a small inter-disciplinary KT working group (IDT)

To implement these actions it is recommended that a small **inter-disciplinary working group (IDWG)** be established under the umbrella of the KT committee. The IDT should systematically seek out and promote opportunities for inter-disciplinary actions. They should also capture examples of inter-disciplinary actions and disseminate them, including via the Innovation Hub. Their actions should be coordinated by the committee and they should be an active and highly visible presence at the open meetings.

Organise activities to raise awareness of KT in AHSS

The IDT should organising capacity building activities to stimulate more interest in KT from non STEM disciplines e.g. development of workshops on KT in the AHSS.

Set associated KPIs.

As for Goal 1, it is recommended that the partners set clear KPIs to measure **outputs, results, and impact** of activities focused on stimulating **inter-disciplinary** growth of the innovation ecosystem. The ones in the table above may provide a good starting point but the *inter-disciplinary aspect* should be present in all KPIs.

Strategic goal 3

An overview of policies relating to national knowledge transfer and innovation systems is captured and analysed, that identifies barriers and enablers to the consortium establishing transnational and cross-border links; policy actions are proposed to help address barriers.

Recommendations for partner actions

Ongoing identification of barriers to transnational and cross-border links (Legislation and Policy)

It is recommended that partners remain aware of and make attempts to identify any visible or 'silent' barriers to transnational and cross-border links from Laws and Policies.

These could include (silent barriers shown brackets)

- a lack of (explicit) eligibility to national funding schemes when a non-national partner is involved;
- particular terms and conditions relating to commercialisation of research funded through national funds e.g. a requirement to commercialise in the country funding before attempting commercialisation in other countries.

Where barriers are identified that would inhibit in interdisciplinary or cross border collaboration, partners should report the barrier to the KT Committee who may decide if action should be taken e.g. by lobbying the relevant national authority for change.

Documents to consider:

- Law (s)related to ownership of IP at Pubic Research organisations (PROs);
- Laws relating to IP protection and registration;
- Law(s) governing exploitation of research results including remuneration for inventors and exploitation inside/ outside the country;
- National policies related to TT/KT/ Innovation;
- Funding instruments for research commercialisation/ knowledge transfer.

Barriers may be identified via systematic review or based on direct experience over the duration of the project e.g. when there is a wish to initiate a inter-organisational or cross border KT collaboration and problems are encountered when the partners try to realise this.

Capture and dissemination of Good Practice

Where examples of enabling practices that support transnational and cross-border links are identified these should be captured, reported to the KT committee as contributions to KPIs (see below) and disseminated via the Innovation Hub.

The KT committee may also decide to use enabling practice as part of their lobbying for change.

Set KPIs

As for Goals 1 and 2, it is recommended that the partners set clear KPIs to measure activity towards this goal. These could include:

- Number of barriers/ enables identified;
- Number of enables captures and disseminated as a Good Practice;
- Number of lobbying actions by the Committee;
- Number of documented changes e.g. to regulation, legislation and policy instruments.

Strategic goal 4

Institutional Intellectual Property management policies are analysed to identify any barriers that would impend interdisciplinary or cross border collaboration e.g. ownership and confidentiality (publication) issues related to background, foreground, side ground and post ground IP asset management principles.

Recommendations for partner actions

Identification of barriers to KT from partner KT policies

It is recommended that partners analyse their KT related internal regulations and make attempts to identify and take action to remove any visible or 'silent' barriers to interdisciplinary or cross border collaboration. These could include an absence of direct and explicit references to transnational and cross-border knowledge transfer procedures in the internal RDI regulation.

Optimise KT policies

Where barriers are identified that would inhibit in interdisciplinary or cross border collaboration, partners should initiate internal action e.g. with their university management to try and improve the situation. This might include addition of explicitly text concerning the transnational and cross-border knowledge transfer procedures in the internal RDI regulation.

Where an instituting does not have a KT related policy (e.g. an IP policy) they are recommended to develop one and ensure that it explicitly addresses the issue of interdisciplinary or cross border collaboration.

Capture and dissemination of Good Practice

Where examples of enabling KT practices that are embedded in institutional policy and that support transnational and cross-border links are identified these should be captured, reported to the KT committee as contributions to KPIs (see below) and disseminated via the Innovation Hub.

Set KPIs

As for Goals 1,2 and 3 it is recommended that the partners set clear KPIs to measure activity towards this goal. These could include

- Number of partner KT related policies reviewed;
- Number of existing KT related policies revised/ Number of new KT policies developed;
- Number of KT 'supporters' captured and disseminated as a Good Practice.

Concept for the Innovation Hub

The Innovation Hub should be a place that will 'intriguing visitors and entice them in'. It should primarily be about stimulating and enabling communication and encouraging network formation with the objective of realising innovation. It should not just be somewhere to place information.

The Innovation Hub should be accessible from the main website by a simple Icon.

Two levels are envisaged: **Public and Registered** user.

The **Public** level should have information that will encourage visitors to register or to enter their account.

Registered users will be able to access tools and resources and interactive directly with other users and the platform.

Anyone should be able to create an account. If they already have credentials associated with another part of the main website e.g. the mentoring portal, then they should be able to use these.

Registration should be kept simple with the minimum amount of information requested to create an account.

Some 'terms of use' will need to be developed so that an account can be suspended or terminated if the rules are violated and the Hub is misused.

Information collected and stored will also need to be compliant with GDPR.

Once registered, a user should be able to make contact with others, create a team and set-up a 'project'. The sort of information published about a project could be based on the format of the CORDIS H2020 project website e.g. **Fact sheet and Results**.

If creating a team and setting-up a 'project' is the core activity then it will be important to have a way to promote ideas and opportunities around which a team can form.

The Hub should have a visible space, accessible and managed by each partner belonging to the consortium, for the publication of small videos showing results, information, small experiences, etc., on the projects generated in each of the centres. This suggestion is based on the observation that visual information can be very enriching and has a wider scope than strictly textual and academic information.

In order to better interconnect all disciplines, a collaborative digital repository should be established within the hub, where different tasks or activities can be created collaboratively among the partners. This should be done in such a way that, having a clear objective for the task, options can be added to it depending on the area or discipline that is to be promoted or complemented.

It may be also be beneficial to promote small activities for each individual Centre but generated from different disciplinary subjects that do not necessarily belong to the same centre.

The tools that can be used to interact, and create teams should preferably be based on the service tools already being use in EU-CONEXUS

It would be worth considering if what users 'see' once logged-in depends on their type e.g. researcher vs. enterprise vs. student.

To monitor the effectiveness of the portal it will be important to define clear KPIs. This could be based on the 'footfall' across the public pages and then metrics to assess progressive 'conversions' from interest to outcomes. This will need website analytics but also some metrics to be systematically collected e.g. how many ideas are posted, how many ideas result in a team, how many teams result in a joint project etc. Project KPIs could then also be defined e.g. Spinoff, patent, product/ service etc.