User-driven applications and tools for Climate-Informed Maritime Spatial Planning and integrated seascape management, towards a resilient & inclusive Blue Economy

D6.10 – Exploitation Strategy (version 2)

WP6 – Communication, Dissemination, and Exploitation of project results

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1 Executive Summary

The present document is one of the deliverables of the OCEANIDS project, which is funded by the European Union's (EU) Horizon 2022 Programme under Grant Agreement (GA) 101112919. This document presents the deliverable D6.10 entitled "Exploitation Strategy (version 2)" which was issued on month M20 of the project, and prepared under Task 6.3 "Exploitation activities, Intellectual Property Rights (IPR) management, and post-project sustainability", as part of Work Package (WP) 6 "Communication, Dissemination, and Exploitation of project results", led by MetisBaltic (METIS). The Exploitation Strategy comprises three iterations, the first delivered on Month M6 has been submitted and is part of the 1st Reporting Period (M1-M18), the second deliverable is the one presented here showcasing the updates from M6 to M20, and the remaining one (version 3) will be delivered at the final stage of the project by Geosystems Hellas (GSH).

The presented report of D6.10 documents updates and expands the preliminary strategy presented in D6.9, integrating the latest outcomes from technical development, stakeholder feedback, piloting, and business planning activities. This second version builds upon the initial framework of D6.9 and aims to provide a more detailed and actionable roadmap for the use and sustainability of project results. It is aligned with the overall objectives of the OCEANIDS project, which seeks to support climate-informed maritime spatial planning and integrated seascape management through user-driven applications and digital platforms. While the first version (v1) of the Exploitation Strategy focused on establishing a common baseline, this updated version **shifts attention to the consolidation and promotion of validated tools**, **stakeholder engagement strategies**, and **practical paths to impact**.

The deliverable incorporates insights from activities across the project, especially stakeholder mapping and feedback collected under WP2, technological advancements from WP3 and WP4, and communication and dissemination support from WP6. Importantly, the exploitation strategy also reflects the added value brought by the Horizon Results Booster services and anticipates further alignment with EU exploitation tools such as the Horizon Results Platform. These deliverables will be further enhanced once WP5 initiates its activities from September 2025, integrating feedback from the validation activities.

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Table 1. List of Acronyms/Abbreviations

Acronym Abbreviation	Explanation
AIRC	Air Center
BMC	Business Model Canvas
BRET	Région Bretagne
CAP	Climate Adaptation Planning
CC	Climate Change
CRETE	Region of Crete
D	Deliverable
DRPM	Regional Directorate of Marine Policies/Azores Region
EC	European Commission
EO	Earth Observation
EU	European Union
GA	Grant Agreement
GSH	Geosystems Hellas
HPA	Heraklion Port Authority
HRB	Horizon Results Booster
IP	Intellectual Property
IPR	Intellectual Property Right(s)
ISL	Institute of Shipping Economics and Logistics
KERs	Key Exploitable Results
KPI	Key Performance Indicator
M	Month
MLG	Ayuntamiento de Málaga/Malaga City Council
MMAIP	Ministry of Maritime Affairs and Insular Policy
METIS	MetisBaltic
O-DSP	OCEANIDS Decision Support Platform
PHEL	Helsingin Satama Oy/Port of Helsinki
PRAA	Raahen Satama Oy/Port of Raahe
PRAU	Rauman Satama Oy/Port of Rauma
SMEs	Small and Medium-sized Enterprises
SWOT	Strengths, Weaknesses, Opportunities, Threats
V-SML	Regional Council of Southwest Finland
WP	Work Package

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Table 2. Glossary of terms

Terminology	Explanation
Exploitation Strategy	The utilization of results in further research activities other than those covered by the action concerned, in developing, creating, and marketing a product or process, in creating and providing a service, or in standardization activities. (European Commission 2013, 2016b)
Stakeholder	A stakeholder is an individual, group of persons, or organisation that can affect or is affected by the decisions of another organisation. This definition also includes interest groups related to the organisation. A stakeholder's relationship with the focal organisation is generally determined by three main attributes: the power to influence the organisation; a legitimate relationship with the organisation; and an urgent claim on the organisation. (EuroFound, 6 August 2019)
Business Plan	A business plan is a formal written document containing the goals of a business, the methods for attaining those goals, and the timeframe for the achievement of the goals. It also describes the nature of the business, background information on the organization, the organization's financial projections, and the strategies it intends to implement to achieve the stated targets. In its entirety, this document serves as a roadmap (a plan) that provides direction to the business. (Horizon Europe Glossary)

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2 Introduction

Coastal regions are often characterised by strategic socio-economic assets (i.e., linked to tourism, fisheries, harbours, and shipyards). This makes coasts particularly sensitive to Climate Change (CC) impacts, which primarily expose infrastructure and the local population. Human activities are also responsible for additional pressures on coastal ecosystems, often generating more immediate impacts than those expected from CC by aggravating existing vulnerabilities. The need for CC adaptation in coastal areas is evident and is predicted to become progressively more significant over time due to the grim long-term forecasts of climate variables. Coastal area adaptation strategies should be iterative and dynamic, due to the evolving dynamics of coastal territorial systems. Furthermore, CC adaptation measures should consider local ecology, economy, society, politics, and technology. Therefore, the definition of Climate Adaptation Planning (CAP) must consider specific local socio-economic contexts. The OCEANIDS project aims to develop the tools and applications that enable a more resilient and inclusive society in coastal regions via better-informed and integrated seascape management. The central concept is to collect, harmonize, and curate existing climate data services, making data accessible, reusable, and interoperable for developing local adaptation strategies. To achieve the optimal exploitation of the OCEANIDS outcomes, a meticulously crafted exploitation strategy, which is directly connected to the project's dissemination plan developed under WP6 and T6.1.

The formation of an OCEANIDS exploitation team made up of qualified members from each partner organization is central to this strategy. This team will lead efforts to navigate challenges and seize opportunities, ensuring that the project's services are sustainable after their completion. OCEANIDS aims to forge long-term relationships and foster a vibrant ecosystem around its domain by actively engaging stakeholders both within and outside the consortium.

The role of WP6 “Communication, Dissemination, and Exploitation of project results” is to communicate widely the progress, achievements, and results through multiple channels, to produce and update the dissemination and exploitation plan, and to produce a business model, a business plan, and a marketing plan. WP6 consists of the following tasks:

- Task 6.1: “Dissemination, Communication and high impact collateral” [M1-M32]
- Task 6.2: “Liaising with other EU projects, initiatives, and lessons learned: Defining the role of OCEANIDS in the EU Mission” [M1-M32]
- **Task 6.3: “Exploitation plans, IPR management business models and post-project sustainability” [M1-M32]**

The outcomes of this task will be elaborated upon in detail in Deliverables D6.9 "Exploitation Strategy (version 1)," in the current version D6.10 "Exploitation Strategy (version 2)”, and D6.11 "Exploitation Strategy (version 3)." These deliverables, along with communication, dissemination, and exploitation reports, will provide a comprehensive overview of OCEANIDS' activities, ensuring a cohesive approach towards achieving its objectives.
This document is the report presenting the Exploitation Strategy (version 2) of the OCEANIDS project. It is one of the outputs of Task 6.3 “Exploitation plans, IPR management business models and post-project sustainability”. The following sub-sections present the scope and objectives, and the structure of the document.

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2.1 Scope and Objective of the deliverable

The purpose of this second version is to update and deepen the preliminary exploitation approach by incorporating new inputs from technical developments, pilot deployments, stakeholder feedback, and exploitation support services. Moreover, it aims to provide an actionable and evolving roadmap for the use, sustainability, and long-term impact of the OCEANIDS results. As the project progresses from early validation to wider deployment and institutional engagement, this document refines the key assumptions, identifies concrete pathways for uptake, and introduces tailored exploitation options per result and user/target group.

The main objectives of deliverable D6.10 are to:

- Reflect the technical maturity, validation status, and operational relevance of the project's tools and platforms;
- Define and characterise the **Key Exploitable Results (KERs)** produced by M18;
- Provide stakeholder segmentation and prioritisation based on updated engagement activities;
- Clarify the mechanisms for access, maintenance, and potential commercialisation of each KER;
- Integrate insights from the **Horizon Results Booster** services and outline next steps for business plan development;
- Prepare the foundation for the **final version of the exploitation strategy (D6.11)**, which will be delivered at **Month 32 (M32)**

This second version of the strategy continues to align with the overall ambition of the OCEANIDS project: to transform advanced Earth Observation (EO) and climate data services into robust, user-driven tools that support evidence-based maritime spatial planning and seascape governance in coastal regions across Europe.

2.2 Structure of the Deliverable

This document consists of the following chapters:

- **Chapter 1**: Executive Summary of the deliverable
- **Chapter 2**: Introduction, including scope, objectives, and structure
- **Chapter 3**: Methodological approach of the exploitation strategy and exploitation planning pillars
- **Chapter 4**: Intellectual Property Rights
- **Chapter 5**: Horizon Results Booster support and EU exploitation tools
- **Chapter 6**: Conclusions of D6.10
- **Chapter 7**: References
- **ANNEX 1**: SWOT Analysis visual

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2.3 Relation to other projects and tasks

In **Figure 1**, the OCEANIDS overall structure workflow and the connection among the WPs are depicted. WP6 is directly connected to all WPs as it serves as the main WP responsible for the dissemination, communication, and exploitation of the OCEANIDS project results. To this end, T6.3 is interrelated with all other Tasks and WPs, defining the strategies to be followed to achieve the most optimal business plan, which should be followed and applied by all OCEANIDS partners. The success of the OCEANIDS exploitation strategy depends on seamless collaboration among WPs. This deliverable builds upon the methodological and technical groundwork established across these WPs and defines a consistent exploitation framework that ensures continuity between technical development, end-user engagement, and policy relevance. It also draws on experiences from related EU-funded projects (as referenced in D6.7 and D2.1) to benchmark its approaches and validate the uniqueness and competitiveness of OCEANIDS tools.

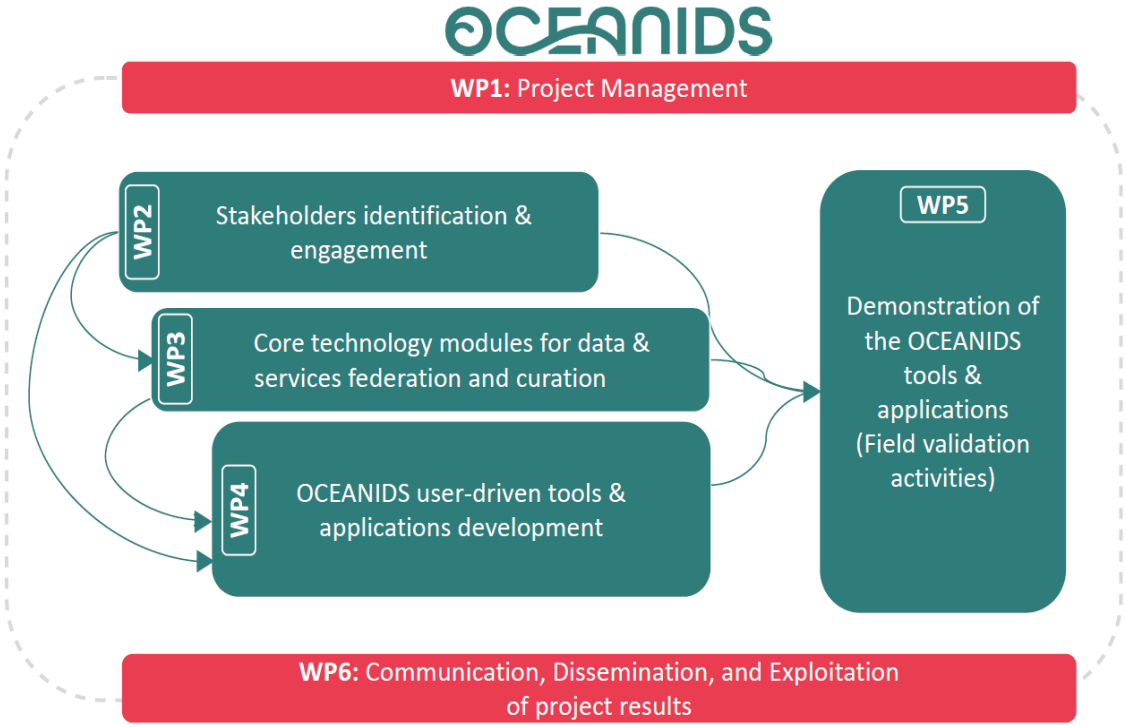

Figure 1. OCEANID'S WPs structure workflow

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3 Exploitation Strategy - (Updated since M6)

3.1 General background

The exploitation strategy developed in the previous years within the Horizon 2020[1] the framework has been updated and refined in the scope of Horizon Europe[2] in the EU's Framework Programme for Research.

To this end, in the context of Horizon Europe, the exploitation strategy entails:

- **Definition:** Using project results to address societal problems, inform policymaking, or for commercial purposes
- **Purpose:** To maximize the practical impact of research outcomes
- **Additional support**: The offered EU Exploitation Tools as described in **section 5**

The results of an EU project are any tangible or intangible output of the action, such as data, knowledge, and information, whatever their form or nature, whether or not they can be protected. They are the outputs generated during the action, which can create an impact during and/or after the EU funding procedure. Exploitation is defined by the EC (European Commission) as the utilization of results in developing, creating, and marketing a product and/or process, and/or in creating and providing a service, or/and in standardization activities.

The exploitation of the results of the research project has a double value:

1. Offers society ways to progress by utilizing novel methodologies and tools
2. Promotes research and development of the involved parties through the dissemination of their research work, as well as the financial resources that can be gained. Regardless of the perspective from which one examines the interaction between research and the application of its results, society must ultimately be the beneficiary.

The OCEANIDS project's **exploitation plan** is based on a thorough knowledge of how the project's results can be best used, both financially and societally. The first stage is to identify and protect Intellectual Property (IP) to build the groundwork for successful commercialization and diffusion efforts.

The strategic elements of the Exploitation Strategy can be defined as follows:

- **Identifying Key Exploitable Results (KERs)** and **Assets**: Analyzing OCEANIDS outcomes to identify those with high economic value or societal effect.

[1] Horizon 2020 - European Commission (europa.eu)
[2] Horizon Europe - European Commission (europa.eu)

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- **Market Position and Strengths:** Comparing the project's outcomes to the present market landscape to showcase OCEANIDS' competitive advantages in maritime spatial planning and climate adaptation technology.
- **Potential Customer Engagement:** Defining target audiences, including governmental bodies, environmental agencies, and maritime industries, to tailor distribution and marketing strategies.
- **Identifying Key Market Competitors:** Recognizing competitors who provide similar or overlapping services in maritime spatial planning and environmental data analysis. This stage is critical for OCEANIDS' strategic positioning in a competitive market, as it differentiates its solutions and highlights distinct value propositions.
- **Business Model Development:** Includes evaluating several business models to determine the most effective commercialization strategies, such as direct sales, licensing, or collaboration.
- **IPR Protection:** Creating a strong plan to safeguard IPRs while ensuring that consortium members benefit from their outcomes.
- **Dissemination and Real-World Application:** Organizing workshops, seminars, and direct engagements to validate and optimize project outputs for practical use.

This strategy approach ensures that all consortium members work together to identify and exploit the concrete and intangible results of OCEANIDS. WP leaders and consortium partners employ, and will continue to employ, structured meetings and targeted questionnaires to continuously improve the exploitation approach. This dynamic strategy not only helps to match project outputs with market and social needs, but it also responds to evolving possibilities and problems in the environmental and maritime planning sectors.

In addition to creating this strategy on paper, real-world application and **dissemination activities** will be carried out concurrently to maximize the reach and effect of OCEANIDS' results. Future workshops, seminars, and direct engagements with stakeholders will be critical in promoting a thorough understanding and implementation of the created approaches and tools (supported by WP5). This ongoing involvement with end-users and stakeholders guarantees that the project's outcomes are not only theoretically viable but also validated and optimized for practical deployment after the project.

The exploitation methodology of OCEANIDS has been designed to increase the **impact** and **sustainability** of the services and tools created during the project. This strategy seeks to leverage knowledge and technologies developed through co-creation and technical validation processes, and convert them into actionable, policy-relevant solutions. Inspired by user-centric approaches and aligned with EU exploitation frameworks (HRP, HRB), the strategy integrates business model development, licensing schemes, market readiness assessment, and stakeholder roadmaps.

To achieve this, the following **key pillars** have been addressed:

- Identification and refinement of Key Exploitable Results (KERs);
- Stakeholder segmentation and prioritisation;
- Definition of tailored exploitation models and sustainability pathways;
- Mapping of ownership, licensing, and IPR constraints;

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– Institutional embedding and upscaling strategies via pilots and networks.

This strategy is participatory, engaging all project partners through surveys, working meetings, and HRB workshops to co-define the project's core value propositions (See section 5).

3.2 Problem Stated vs. OCEANIDS Solution

Identified problem: CC is rapidly increasing the frequency and intensity of coastal hazards such as flooding, erosion, and storm surges. Planners, civil protection agencies, and local governments lack access to integrated, real-time tools to assess risks, plan adaptively, and justify investments. Most existing platforms work separately and aren't designed to provide an easy, complete view for real-world decision-making

OCEANIDS Solution: OCEANIDS delivers a suite of interoperable digital services—built on EO, socio-economic/exposure datasets and indicators, and participatory spatial planning tools—targeted at coastal and maritime stakeholders. Its EO and Spatial Data Platform, Decision Support Platform (O-DSP), and Risk Assessment Toolkit enable informed, scenario-based decision-making. The Climate-Informed MSP Framework adds a policy layer to integrate resilience into maritime spatial planning.

3.3 Value Proposition

The **OCEANIDS value proposition** lies in its ability to deliver evidence-based decision-making through EO-driven solutions/services that inform resilient infrastructure planning and spatial strategies. Its tailored tools are designed to adapt to specific regional and national contexts, ensuring relevance across diverse environments. By offering intuitive access to actionable data, OCEANIDS empowers stakeholders such as planners, emergency services, and port authorities to make informed choices. Furthermore, the platform aligns closely with EU climate adaptation frameworks and supports the objectives of Mission Ocean[3], reinforcing its role in policy-driven environmental resilience.

3.4 Market Analysis of the OCEANIDS Project

The market analysis in this second version builds upon the initial observations in D6.9 and integrates new insights from WP2 engagement and external events (e.g., European Maritime Day outcomes). It offers a clearer view of demand patterns, competitive positioning, and user needs. The final, extended market study will be presented in D6.11.

3.4.1 Strengths and exploitable assets of the project

The OCEANIDS project represents an innovation in addressing the complex difficulties faced by coastal regions as a result of CC and human-induced stresses. Using a multidisciplinary

[3] https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-missions-horizon-europe/restore-our-ocean-and-waters_en

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approach and cutting-edge technologies, OCEANIDS aims to provide coastal stakeholders with the skills and information they need to tackle and monitor the difficulties of climate adaptation and achieve sustainable coastal management.

Key Emphases of the OCEANIDS Project:

- Integration of socio-economic contexts into Climate Adaptation Planning
- Utilization of advanced technologies for data aggregation, processing, and analysis
- Facilitation of stakeholder engagement and participatory decision-making processes
- Promotion of multi-level governance procedures for effective policy implementation

According to the aforementioned, **the Key Exploitable Results (KERs)/exploitable assets** of the OCEANIDS project can be categorized into **four (4)** as described below. The KERs are intended for continued use beyond the project's lifetime and will serve as the foundation for institutional uptake and potential commercialisation.

i. **KER 1: EO and Spatial Data Platform**
A web-based interface that consolidates satellite imagery, climate indicators, socio-economic datasets, and geospatial infrastructure layers into a common visualisation environment. This platform is tailored for planners, analysts, port representatives, and emergency responders, offering functionalities such as thematic filtering, custom dataset downloads, and real-time access. It serves as the central entry point to the OCEANIDS ecosystem and ensures consistency in data handling and interpretation across use cases.

ii. **KER 2: OCEANIDS Decision Support Platform (O-DSP)**
This tool enables users to simulate various climate and development scenarios, evaluate associated risks, and analyze cost-benefit trade-offs of different planning strategies. Interactive dashboards allow comparison of adaptation options, while embedded guidance helps users interpret outputs. The O-DSP is particularly suited for regional and municipal authorities engaged in forward-looking coastal planning and investment prioritisation.

iii. **KER 3: Risk and Hazard Assessment Toolkit**
A flexible toolkit for evaluating vulnerability, exposure, and hazard probabilities (e.g., flooding, erosion, storm surge) in coastal zones. It includes both qualitative and quantitative indicators, population and asset overlays, and can be adjusted for localized inputs. The toolkit supports both strategic planning and emergency preparedness functions and can be integrated into operational workflows of civil protection agencies.

iv. **KER 4: Climate-Informed MSP Framework**
A structured methodology for embedding climate evidence and EO-based risk data into maritime spatial plans. It combines participatory planning approaches with technical guidance to assist in revising zoning designations, stakeholder consultations, and impact assessments. Unlike static planning models, this framework is built to

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evolve over time, offering adaptive capacity across different governance levels and transboundary contexts.

3.4.2 SWOT analysis – Updated since M6

In the list below, there is an updated **SWOT analysis** that examines both internal and external factors concerning the business aspect of the results of the OCEANIDS project. The SWOT analysis will be utilized to help the examination of different aspects of potential OCEANIDS team business and organize discoveries into a simple 2x2 grid template, as demonstrated in **ANNEX 1**. Each quadrant of the grid corresponds to one letter of the acronym SWOT, which stands for **Strengths, Weaknesses, Opportunities,** and **Threats**. Since the information is presented in an easy-to-read grid, SWOT analysis is a quick and straightforward assessment.

As the OCEANIDS project advances toward broader dissemination and exploitation, a reassessment of its strategic position is warranted. This **updated SWOT analysis** reflects new insights gathered through pilot activities, stakeholder interactions, technical validation, and alignment with EU policy priorities. It highlights both internal strengths and limitations, as well as external opportunities and threats that shape the project's trajectory.

Strengths: *(updated since M6)*

- ✓ Direct alignment with EU missions and regulatory frameworks, particularly the Climate Adaptation Mission, MSP Directive, and Marine Strategy Framework Directive.
- ✓ A modular and scalable architecture that enables both integrated and standalone use of tools.
- ✓ Co-designed solutions, developed in close collaboration with end users, ensuring relevance and usability.
- ✓ Strong visualisation capabilities and intuitive interfaces that lower barriers to adoption, even for non-technical users.
- ✓ Comprehensive integration of EO data, exposure indicators, and scenario planning tools into a unified environment.
- ✓ Leveraging cutting-edge technologies enhances the accuracy and effectiveness of interventions.

Weaknesses: *(updated since M6)*

- ✓ Innovative methodologies may require extensive training and expertise for effective implementation.
- ✓ Collection of different kinds of exposure data from the ports is a challenge.
- ✓ Integrating diverse data sources into the risk and hazard assessment platform may encounter technical and logistical challenges.
- ✓ The sensitivity of certain port-related data often leads to data holders being reluctant to share this information due to privacy and security concerns.
- ✓ Ensuring active participation from all stakeholders in decision-making processes has been proven challenging due to varying interests and priorities.

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- ✓ Limited in-house resources for long-term maintenance, support, and updates beyond the project period.

Opportunities: *(updated since M6)*

- ✓ Collaboration with other research initiatives and stakeholders could lead to synergies and knowledge exchange, strengthening project outcomes. [WP6/WP2]
- ✓ Opportunities exist to align project outcomes with existing and emerging policies and regulations at the regional, national, and international levels. [WP6]
- ✓ Collaboration with similar or complementary EU-funded projects to build a shared service ecosystem. [WP1/WP6]
- ✓ Alignment with Digital Europe and Green Deal initiatives that promote data sharing, operational integration, and environmental sustainability. [WP1]
- ✓ Potential for integration into regional spatial planning processes, civil protection systems, and national marine strategies. [WP6]
- ✓ Rising demand from financial institutions, insurance providers, and climate finance actors for spatially explicit risk modelling tools. [WP6]
- ✓ Investing in capacity-building efforts could empower local communities and authorities to effectively utilize project outputs for long-term resilience. [WP2/WP6]
- ✓ Increasing EU and national funding for digital twins, resilience platforms, and climate adaptation solutions. [WP6]

Threats: *(updated since M6)*

- ✓ Competing platforms with stronger visibility, legacy user bases, or institutional backing.
- ✓ Policy shifts or delays at national or EU levels that could affect the integration of OCEANIDS tools into decision-making processes.
- ✓ Dependence on voluntary engagement from end users and stakeholders beyond the project timeline.
- ✓ Evolving data privacy, access, and interoperability regulations that may impact platform operation or cross-border data exchange.
- ✓ Political instability or changes in government priorities could disrupt project implementation and hinder stakeholder engagement efforts.
- ✓ Uncertainties related to future climate projections may challenge the accuracy and reliability of risk and hazard assessments, affecting decision-making processes.

3.5 OCEANIDS route-to-the-market

3.5.1 Background and Planning

After selecting OCEANIDS' primary exploitable outcomes and assessing their merits, it is critical to determine how these innovations will be delivered to the market. OCEANIDS' path to the market entails determining the most effective sales channels for maximum engagement with its target audience. The final products are intended to cater to a diverse user population, and sales tactics must use a variety of distribution methodologies to fulfill the wide range of customer needs. Offering a function or service that does not meet the

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needs of a potential consumer can drive up expenses and, in the end, may not deliver value to the recipient. As a result, the **sales approach** must be adaptable enough to meet the individual needs of each potential buyer. Target groups form a central pillar in shaping these sales methods. Moreover, it is important to recognize the **competitors** of your products to clarify the project's value proposition and the competitor's advantage. Further details will be elaborated in the subsequent chapters concerning **Early Adapters** (3.3.2), potential **Target Audience** (3.3.3), **Competitor's list** (3.3.4), and **Distribution Plan** (3.3.5).

3.5.2 Early adopters

The consortium of the OCEANIDS project includes partners such as CRETE, HPA, MMAIP, VSML, PHEL, PRAU, PRAA, MLG, BRET, DRPM, ISL, and AIRC. These are twelve (12) organizations representing end users either directly or indirectly, such as ports, regions, cities, and relevant ministries, and also organizations that bridge the knowledge and information produced by the OCEANIDS project to related networks within their community. They are all actively involved in providing functional and non-functional requirements for the OCEANIDS tools and applications. Within the context of D2.1 (Stakeholder's engagement plan and existing applications or services report), this diverse group of end users-stakeholders-representatives, is called the **"Focus Group"**. They are the authorities responsible for activities relevant to OCEANIDS in their respective regions, communities, and infrastructures. As such, the consortium has all the capacity and authority needed to ensure that access to study areas and critical infrastructure is ensured for the successful implementation of all project activities. The end users' involvement and training will generate, as a by-product, the growth of a better awareness of the impacts and the need for effective adaptation policies. The Focus Group involved from the early beginning of the project, consists of the following entities, covering multi-divergent categories:

- Port authorities:
  - Heraklion Port Authority **(HPA)**
  - Helsingin Satama Oy/Port of Helsinki **(PHEL)**
  - Rauman Satama Oy/Port of Rauma **(PRAU)**
  - Raahen Satama Oy/Port of Raahe **(PRAA)**
- Public entities:
  - Ministry of Maritime Affairs and Insular Policy **(MMAIP)**
  - Regional Council of Southwest Finland **(V-SML)**
  - Region of Crete **(CRETE)**
  - Ayuntamiento de Málaga/Malaga City Council **(MLG)**
  - Région Bretagne **(BRET)**
  - Regional Directorate of Marine Policies/Azores Region **(DRPM)**
  - Institute of Shipping Economics and Logistics **(ISL)**
- Non-Governmental organization:
  - Air Center **(AIRC)**

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These users play a crucial role in the adoption lifecycle of a product for several reasons:

- **Requirement's identification:** The early adopters, as they follow the project from its early stages, are the most valuable source of information to set a solid baseline and plan the following steps.
- **Feedback and Testing**: Early adopters provide valuable feedback that can help developers identify and fix bugs, improve functionality, and refine the overall user experience. Their insights are essential for making iterative improvements before a product is released to the broader market.
- **Market Validation:** Their positive reception can signal potential success to other consumers, investors, and stakeholders.
- **Influence and Word-of-mouth:** Early adopters often have a high level of influence within their social and professional circles. Their recommendations can drive broader adoption through word-of-mouth and social proof.
- **Driving Innovation:** Early adopters often provide creative and unconventional use cases for new technologies, pushing the boundaries of what the products can do and inspiring further innovation.

3.5.3 Potential Target Audience

The success of the OCEANIDS project is dependent on properly involving a diverse range of stakeholders who are directly affected by or interested in maritime spatial planning and climate resilience. Our target audience is diverse, with each industry and group playing an important part in the execution and impact of our project outcomes. This section describes the **primary target groups** that OCEANIDS intends to contact and influence, including, among others, regulatory agencies and public authorities, private sector companies, academia, and civil society. Understanding these groups' requirements and behaviors will allow for more targeted communications and tactics to increase stakeholder engagement and project effectiveness. The following list shows the diverse and strategic groups in which OCEANIDS intends to work, showing the commitment to promote inclusive and effective collaboration across many sectors to improve the resilience of coastal and marine environments. This list has been carefully created by WP2" Stakeholder's identification & engagement", and more specifically by Task 2.1 "OCEANIDS stakeholders Community: Exchange of best practices, capacity building and networking between groups". Within this task, a Workshop was conducted, identifying the following **11 groups of potential target audience** (see D2.1" Stakeholder's engagement plan and existing applications or services report" for more information). The Potential Target audience has been separated based on the Importance and Influence, as follows:

- These groups must be ***closely managed and regularly engaged:***

  Group 1: Coastal Municipalities and Regions
  - ✓ *Mid-to-High Importance AND Mid-to-High Influence*

  Group 2: Port Authorities
  - ✓ *Mid-to-High Importance AND Mid-to-High Influence*

  Group 3: Earth Observation (EO)/Remote Sensing (RS) Solution Providers

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✓ *Mid-to-High Importance AND Mid-to-High Influence*

Group 4: Research Institutes, Think Tanks, Academia
✓ *Mid-to-High Importance AND Mid-to-High Influence*

- These groups must be ***closely managed and regularly engaged:***

Group 5: Networks of Municipalities, Regions, Ports
✓ *Mid-to-High Importance AND Low-to-Mid Influence*

Group 6: EU-funded Projects in Coastal Resilience and Adaptation
✓ *Mid-to-High Importance AND Low-to-Mid Influence*

Group 7: Banks and Insurance Companies
✓ *Mid-to-High Importance AND Low-to-Mid Influence*

Group 8: Private Sector (including SMEs)
✓ *Mid-to-High Importance AND Low-to-Mid Influence*

Group 9: Citizens and Residents
✓ *Mid-to-High Importance AND Low-to-Mid Influence*

- These groups must be ***kept satisfied, and ideally empowered, and their interest must be protected:***

Group 10: Policy-Makers, Government Institutions
✓ *Low-to-Mid Importance AND Mid-to-High Influence*

- These groups should not be prioritized (minimum effort):

Group 11: General Audience and Private Sector
✓ *Low-to-Mid Importance AND Low-to-Mid Influence*

3.5.4 Preliminary Competitor's/Collaborators list

In the context of maritime spatial planning in Europe, the OCEANIDS project operates within a dynamic and evolving field of initiatives and platforms, all of which contribute to the larger goal of sustainable and resilient use of marine resources. This section provides an overview of entities and programs that **mirror** or **significantly interact** with OCEANIDS' objectives. These **rivals or possible partners** are important in establishing our strategic approach since they represent continuing activities and established tactics in the field. Recognizing these entities not only helps OCEANIDS position itself effectively in the market but also helps to uncover potential for collaboration, innovation, and uniqueness.

Focusing on European-based initiatives and projects, some significant entities and projects might be viewed as competitors or collaborators with the OCEANIDS project:

- ✓ EMODnet serves as a foundational marine data infrastructure in Europe, offering harmonized datasets across multiple marine domains. However, it lacks decision-support features directly targeted at planners or port authorities.
- ✓ PlanBothnia, SIMCelt, BaltSpace, and ADRIPLAN are examples of region-specific MSP initiatives that contributed to cross-border planning practices and stakeholder engagement but are limited in scalability or technological scope.
- ✓ Climate-focused projects like CoCliCo and Mission Atlantic offer climate risk visualizations but fall short in operational planning integration or regional customization.
- ✓ Emerging Horizon projects such as MSP4BIO, NAUTILOS, and ILIAD address biodiversity, in-situ marine monitoring, and digital twin concepts respectively. While technologically advanced, their focus areas are adjacent but not overlapping with the integrated, EO-driven coastal planning support offered by OCEANIDS.
- ✓ Platforms like CMEMS, NextGEOSS, and e-SHAPE enable access to Copernicus and EO data, but are typically geared towards expert users and lack tailored interfaces for local authorities or civil protection agencies.
- ✓ Finally, projects such as euPOLIS, SEN4RUS, and HARMONIA demonstrate the importance of participatory planning and urban climate adaptation, aligning methodologically with OCEANIDS, though their domain remains largely urban and terrestrial.

In this landscape, OCEANIDS distinguishes itself by fusing EO-derived hazard information, tailored planning support, and user-centered design to enable operational, real-time decision-making across coastal and maritime regions. Its modular tools support compliance with EU climate policies and can be scaled or customized for different governance levels and geographies. These rivals or possible partners are important in establishing our strategic approach since they represent continuing activities and established tactics in the field. Recognizing these entities not only helps OCEANIDS position itself effectively in the market but also helps to uncover potential for collaboration, innovation, and uniqueness. **In particular, several of these initiatives could serve not only as benchmarks but also as strategic collaborators for joint service delivery, data integration, or outreach efforts in the post-project phase.**

3.5.5 Distribution Plan

The OCEANIDS **distribution approach** is based on a **Unified Solution Package** that includes the Integrated EO and Spatial Data Platform, the O-DSP, and a variety of new methodologies developed throughout the project. This comprehensive package is specifically created for urban planners, policymakers, and practitioners interested in marine spatial planning and urban coastal adaptation to CC. The major exploitable outcomes, available both as part of the Unified Solution Package and as standalone tools, increase OCEANIDS' credibility and reach by offering stakeholders cutting-edge solutions to improve resilience and sustainability in coastal towns.

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3.5.5.1 Objectives and Potential Customers

The goal of OCEANIDS is to deliver cutting-edge, cost-effective, and user-friendly digital tools to improve maritime spatial planning and climate resilience. The project's unique solutions address the demands of both the public and private sectors, including legislators and urban planners. OCEANIDS responds to market demand for improved, integrated tools for coastal management and climate adaptation, which will boost commercialization and strategic market positioning.

OCEANIDS **targets a diverse variety of stakeholders**, including marine industry experts, government organizations, environmental agencies, urban planners, university researchers, and coastal community leaders. The distribution techniques are carefully adapted to each target group's individual needs and interests, resulting in successful and positive interactions.

3.5.5.2 Channels of distribution for KERs of OCEANIDS

Unified Solution Package: OCEANIDS will provide a comprehensive, unified solution package that includes tools such as the Integrated EO and Spatial Data Platform and the O-DSP, as well as the overall methodology resulting from the project. This package will provide stakeholders with comprehensive tools for data-driven decision-making in coastal and maritime spatial planning. This all-inclusive package is designed for stakeholders who want a holistic approach to adopting sustainable urban development plans and climate adaptation.

Standalone Tools: Each KER can also be provided **as a standalone tool** for stakeholders with specific needs:

- ✓ **Integrated EO and Spatial Data Platform:** Ideal for users requiring comprehensive geospatial data access, supporting a range of applications from research to practical implementation in coastal management.
- ✓ **O-DSP:** Offers advanced decision-support tools for policymakers and regional planners, integrating various data sources into a unified system that supports strategic planning and operational optimization.

Commercial Methodologies: Additionally, OCEANIDS will market the methodologies developed during the project. These methodologies detail the processes used to create the project's key results, offering valuable insights to stakeholders interested in the scientific and practical foundations of the tools and platforms developed by OCEANIDS.

3.6 Risk Management

To ensure that the exploitation of OCEANIDS results proceeds smoothly and is resilient to foreseeable barriers, a structured risk management approach has been adopted, in collaboration with WP1 to ensure consistency. These risks have been extensively presented in D1.2 in the Risk Identification Management & Quality Assurance Plan. This includes continuous risk identification, likelihood and impact assessment, and adaptive mitigation planning.

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Key risks related to the exploitation of the OCEANIDS projects include:

- **Limited uptake by institutions**
  In D1.2 corresponds to: *Lack of engagement by stakeholders*
  Likelihood: **Medium**/Impact: **High**
  Mitigation: OCEANIDS will continue to organize targeted workshops, offer tailored training materials, and share pilot success stories that demonstrate value to local and regional planners.

- **Variation in readiness of tools**
  In D1.2 corresponds to: *Inability of technologies to perform as per desired parameters*
  Likelihood: **Low**/Impact: **Medium**
  Mitigation: Staged rollouts will prioritize KERs with higher TRLs. Continuous feedback from early adopters and end users will guide refinement and prioritisation.

- **Competing tools with stronger promotion or legacy networks**
  Likelihood: **High**/Impact: **Medium**
  Mitigation: OCEANIDS will position its tools as co-created with users, designed for direct operational use, and compliant with EU policy standards. Comparative strengths will be highlighted through policy briefs and targeted briefings.

- **Partners do not agree on the IPR of the results of the project**
  Likelihood: **Medium** /Impact: **Medium**
  Mitigation: From M18 onward, partners will update their IPR declarations for each KER. An IPR alignment meeting will be held with support from the Horizon Results Booster (HRB), and any conflicts will be addressed through the CA dispute resolution process.

- **Funding uncertainty after project completion**
  Likelihood: **Medium**/Impact: **High**
  Mitigation: The team is actively exploring co-financing options, including links to Horizon Europe Missions, Digital Twins for Climate Resilience, and regional procurement opportunities. Public-private partnerships and service-based revenue models are also being developed.

3.7 Business Plan overview - (Updated since M6)

The OCEANIDS Business Plan sets out the roadmap for turning the project's validated outputs into impactful, sustainable, and widely accessible services in the domain of maritime spatial planning and coastal climate resilience. The strategic business plan will detail a two-pronged sales strategy based on direct sales and partnerships, utilizing the OCEANIDS Integrated EO and Spatial Data Platform and the O-DSP. A specialist sales staff will push direct sales, taking a consultative approach to better satisfy the demands of urban planners, legislators, and environmental agencies, resulting in high adoption rates. This team will use constant market research to respond to changing consumer wants and modify consultations to improve client engagement. As the project progresses from development to deployment, this plan aims to

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ensure that each of the KERs finds a clear pathway to adoption and integration across different institutional and geographic settings.

The strategy outlined here is designed to reflect the project's dual ambition: **(i)** to deliver tools that are immediately operational in real-world contexts, and **(ii)** to secure long-term sustainability through structured market positioning, stakeholder engagement, and financing mechanisms. The business design of OCEANIDS is inherently flexible, accommodating different levels of digital maturity and functional needs among its users. Its modular service suite can be delivered as a unified solution or as targeted toolkits that support specific tasks in coastal planning, risk analysis, and adaptation policy.

Furthermore, the initiative will use a strong marketing strategy that includes digital marketing, participation in significant trade exhibitions, and focused public relations efforts to increase brand recognition and promote a community around sustainable marine practice. The business strategy will explain multiple revenue streams from consultant services, technology product sales, and possible savings achieved through enhanced environmental management, laying the groundwork for the OCEANIDS project's long-term financial performance.

With a focus on real use cases, validated project pilots, this business plan also builds on insights from project workshops, WP2 stakeholder mapping, and policy consultations from WP6. Moreover, it will receive additional feedback once WP5 feedback starts. It defines objectives, delineates distribution channels, articulates a sales and outreach strategy, outlines potential revenue sources, details cost structures, and sets forth the metrics by which success will be measured

3.7.1 Business Model Canvas

The OCEANIDS project's business model will be developed based on the **Business Model Canvas (BMC)** approach. This method will enable optimum market positioning through the development of an effective business cycle that includes all project partners and stakeholders. In **Table 3,** the preliminary version of Oceanids Business Model Canvas is depicted.

The OCEANIDS service provider will take advantage of the consortium's strengths, which include expertise in system and service development, service delivery, and existing operational services. The objective for the operational stage is to establish OCEANIDS as a prominent participant in the market for climate adaptation and coastal management services.

This BMC will be updated during the OCEANIDS project implementation to reflect continuing changes and insights gleaned from stakeholder interaction and market study. The BMC is depicted in **Table 3.**

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Table 3. Business Model Canvas (BMC)

<table>
<tr>
<td rowspan="2">Key Partners
Satellite downstream services developers
Space industry (downstream – upstream)
IT service and software companies
Critical infrastructure operations
Port Authorities, Companies, and managers
Port Construction Companies
Satellite Data Providers
Research Institutes
Public Entities and Authorities
Legal entities</td>
<td>Key Activities
Development of Decision Support Tools
Stakeholder Engagement and Capacity Building
Validation and Demonstration Activities
Data Curation and Standardization
Core Technology Modules for Data and Services Federation
Development of User-driven Tools and Applications
Demonstration and Validation of Tools and Applications</td>
<td rowspan="2">Value Proposition
Provider of integrated climate-informed maritime spatial planning and seascape management services.
Enhanced experience for regional authorities and stakeholders through a single-access platform.
Digitization and accessibility of climate data, supporting transformative innovations.
Environmental performance improvement in coastal regions via advanced decision support tools.
Public health improvement and resilience against climate risks through evidence-based assessments.
Sustainable coastal development and climate adaptation strategies.
Enhanced transparency and efficiency in coastal management and governance.
Support for investments in resilient coastal infrastructure and intermodal logistics under initiatives like the "Connecting Europe Facility".
Engagement and empowerment of local communities through inclusive governance and participatory tools</td>
<td>Customer Relationships
Motivation to act
Expertise contributes
Data provision
Tangible results
Personal interaction</td>
<td rowspan="2">Customer Segments
Regulatory Bodies & Policymakers
Earth Observation & Satellite Data and Services Providers
Maritime Economic Sectors
Climate Change Impact and Risk Assessment Specialists
Environmental Engineering & Other Engineering Firms
Financiers & Investors in Climate Change Services
Universities & Other Research Communities
Citizens & Social Organizations Active in Climate and the Environment</td>
</tr>
<tr>
<td>Key Resources
Remote sensing and EO experts
Software developers (ML/DL)
Data analysts
Legal and Compliance Support</td>
<td>Channels – Updated since M6
Unified Solution Package
Standalone Tools
Methodological Packages</td>
</tr>
<tr>
<td colspan="3">Cost Structure
Software
IT & infrastructure installation
System update and maintenance</td>
<td colspan="3">Revenue Streams
Subscription Fees for Access to the Decision Support Platform
Consulting Services for Climate Risk Assessment
Licensing Fees for Advanced Analytical Tools
Partnerships and Collaborations</td>
</tr>
</table>

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4 Intellectual Property Rights (IPR) - (Updated since M6)

The initial step in formulating an Exploitation Strategy for the OCEANIDS project involves securing the IP related to the innovative methodologies and digital tools developed. IP represents[4] the intangible creations of the human intellect, and their protection, are crucial for managing the exploitation strategy effectively (**Table 4**).

As the OCEANIDS project moves closer to the operational deployment, protecting and strategically managing its intellectual property has become a key component of its exploitation pathway. Building on the groundwork established in D6.9, this updated section reflects a stronger focus on the emerging foreground intellectual property, tools, methods, algorithms, and services that are being co-developed across the consortium.

IPRs[5] are vital business assets and are categorized as follows:

Table 4. Common IPRs

Type	Description
Trademarks	Used to signal the origin of products to consumers, distinguishing the services offered by OCEANIDS.
Patents	Rights granted for the project's inventions, which may include new digital platforms or algorithms for maritime spatial planning.
Designs	Protects the external appearance or the user interface of the developed software tools.
Utility Models	Protects technical solutions and innovations for a shorter period than patents, suitable for components with a shorter commercial lifecycle.
Copyrights	Applies to software, written materials, and other intellectual works produced during the project.
Trade Secrets	Protects valuable project information not intended for public disclosure, maintaining a competitive edge.

Within the first months of OCEANIDS's implementation, a systematic review was conducted using the Consortium Agreement (CA) to verify the background IP declared by each partner. In the following months, questionnaires will be distributed among partners in order to identify the "owner" for each KER produced by the project activities, and they will be documented in D6.11 "Exploitation Strategy (version 3)" at M32, when the products will be fully matured.

IPRs are not only protective measures for inventions, but they also help to preserve a balance between public and private information sharing. OCEANIDS intends to maximize the utilization of these assets as resources by identifying specific IP rights and incorporating them

[4] http://www.iphandbook.org/handbook/ch05/p01/
[5] https://europa.eu/youreurope/business/running-business/intellectual-property/rights/index_en.htm

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into strategic management. Tailor-made IPR standards for each exploitable component will be developed as the project progresses, particularly by M32, when the O-DSP and its subcomponents reach higher technical and operational maturity.

This proactive approach to IP management will help OCEANIDS navigate the complicated terrain of IP, establish a climate conducive to innovation, and secure the project's unique results.

Moreover, to enhance our knowledge and make sure that the EU exploitation tools, such as **Horizon IP scan**[6], will be used in the following months (**Figure 3**). Horizon IP Scan aims to empower SMEs by enhancing their IP knowledge and ensuring effective IP management in collaborative Research and Innovation endeavours. It is a tailored, free-of-charge, first-line IP support service provided by the EC specifically designed to help European start-ups and other small and medium-sized enterprises (SMEs)[7] involved in EU-funded collaborative research projects to efficiently manage and valorize IP in collaborative R&I efforts. More specifically, this tool offers:

- **IP Assessment**: The Horizon IP Scan team performs an individual, professional assessment of your intangible assets. This helps you understand your existing IP and identify potential ways to protect it.
- **Collaborative IP Strategy**: For projects with multiple partners, the service helps develop a shared strategy to manage and exploit new IP generated during collaborative research efforts.
- **Local Expertise**: The service leverages a network of local IP experts across EU Member States and associated countries. These experts provide jargon-free advice tailored to your specific needs.
- **Three Major Steps**: The process involves a preparation phase, a main interview (conducted in person or online), and the provision of a detailed report with recommendations.

Figure 2. Horizon IP Scan EU exploitation Tool

The Horizon IP Scan team will support the consortium with the following:

- Increase IP knowledge
- Get a clear picture of OCEANIDS' existing IP
- Identify potential ways to protect intangible assets
- Develop a joint IP management and exploitation strategy among partners
- Prevent potential IP conflicts
- Boost Plan for the Exploitation and Dissemination of Results

[6] https://intellectual-property-helpdesk.ec.europa.eu/services/horizon-ip-scan_en
[7] https://intellectual-property-helpdesk.ec.europa.eu/system/files/2021-03/HorizonIPScan_Guide-for-Applicants_fin_1.pdf

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The final version of this strategy (D6.11) will include a full registry of both background and foreground IP, each linked to specific KERs. It will also set out clear protection and licensing pathways to ensure that the project's innovations can be taken up and sustained by both public and private stakeholders. A full register of foreground and background IP, mapped to their respective KERs. This will be supported by ownership declarations, protection mechanisms, and suggested paths for post-project use, ensuring that OCEANIDS outcomes remain both protected and exploitable across institutional, commercial, and policy channels.

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5 European Exploitation Tools - (Updated since M6)

Apart from the IP Scan presented in the previous section, in the past few months, the OCEANIDS consortium has formally initiated collaboration with the **Horizon Results Booster (HRB)**[8] (**Figure 3**).

Figure 3. EU exploitation tool: Horizon Results Booster

The HRB is a European Commission initiative that aims to maximize the impact of research projects funded by FP7, Horizon 2020, and Horizon Europe. It consists of three individual Services:

Service 1: Portfolio Dissemination & Exploitation Strategies – To be utilized

Service 2: Business Plan Development – To be utilized

Service 3: Go to Market – To be utilized

The services include clustering of projects for common dissemination, enhanced exploitation plans, business plans for R&I results, and commercialization services for more mature results. HRB is a new package of specialized services to maximize the impact of R&I public investment and further amplify the added value of the Framework Programmes (FPs). It helps to bring a continual stream of innovation to the market and beyond. OCEANIDS will get support to increase the project results' exploitation potential and improve access to the market. The generation of an impact, at the end or even during the project's lifetime, strongly depends on the Dissemination and Exploitation strategy and implementation. A wrong basis could generate wrong strategies. Moreover, joining forces through common dissemination activities may increase the interest of relevant audiences or even policymakers and save resources from implementing activities.

Service 1: Portfolio Dissemination & Exploitation Strategy, Module C

Assisting projects to improve their existing exploitation strategy. This service will provide guidance and training to improve the existing OCEANIDS strategies towards effective exploitation of key exploitable results. The exploitation strategy will improve the following aspects:

- Review of the key exploitable results of the project
- Revise, complement, and clarify existing exploitation plans of project results and/or outline exploitation paths of results
- Techniques to identify all relevant stakeholders in the exploitation value chain
- Support to perform a risk analysis related to the exploitation of results.

[8] https://www.horizonresultsbooster.eu/

Service 2: Business Plan Development

The service guides and supports OCEANIDS project beneficiaries in preparing their project result(s) for the market. The OCEANIDS team will receive tailor-made training and support for better developing the business plan, which will include:

- Start-up operations (e.g., identification of incubators, third-party management support – legal, administrative)
- Investors (e.g., identification of venture capitalists in the market sector, identification of business angel networks)
- Funding (e.g., identification of financial instruments for start-ups or new businesses from banks, local governments, national funding, identification of crowdfunding platforms and schemes)

✓ This service is available for ongoing or closed projects that have a developed exploitation plan and a draft business plan (or completed service 1 module C). To this end, Service No. 2 will be utilized in the upcoming months.

Service 3: Go to market

This service prepares project beneficiaries to take their project results to the market. The service provides assistance, coaching, mentoring, and contacts with the market stakeholders regarding:

- Pitching, presenting a product(s) or service(s) to potential investors, identification of relevant events for pitching (forums, trade fairs, expos), identification of venture capital and/or traditional funding mechanisms, and guidance on how to follow up a pitch
- Support and guidance for IPR: introduction to IP services, guidance regarding the procedures, definitions, and regulations on IPR, as well as patenting, IP licensing and sale; freedom of operations - due diligence, transfer of IP – in line with Horizon IP Scan presented in the previous section 4.
- Training in innovation management (product, process, and resulting organizational changes)
- Business services – co-designing a plan for commercial development, feasibility studies to assess potential business plans, and support in the creation of spin-offs and start-ups.
- Examining exploitation/business implementation options.
- Introduction to non-EU funding opportunities available and support in the application.

✓ This service is available for ongoing or closed projects, with identified key exploitable results, a dissemination and exploitation plan, and an advanced business plan (or completed service 2). To this end, Service No. 3 will be utilized after finishing with Service 2, in the upcoming months.

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The **form completed by the Coordination** team is available on the following page. The Services requested for support by the EU Commission are the following, also available with more details in the attached document:

2.3 Go to market:
- ✓ Module A: Kick-off
- ✓ Module B: Unique Value Proposition & Key Exploitable Result(s)
- ✓ Module C: Exploitation Strategy
- ✓ Module D: Business Plan

3.1 Networking
3.3 Intellectual Assets Management
3.5 Audio Visual Support

Application Process:

1. Application is public/open
2. HRB services can be requested at any given moment by eligible projects
3. During the application, specify the indicative quarter of delivery
4. Beneficiaries have to register first on the HRB platform (**Figure 4**) to submit an application

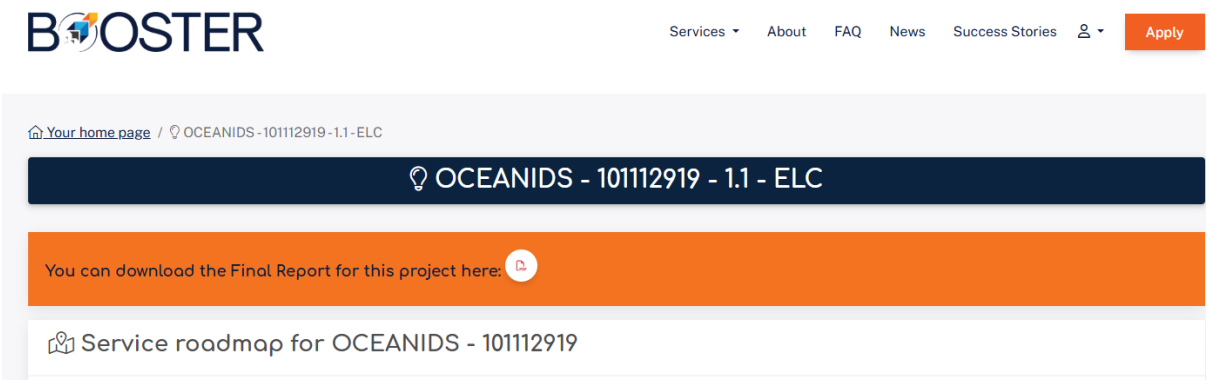
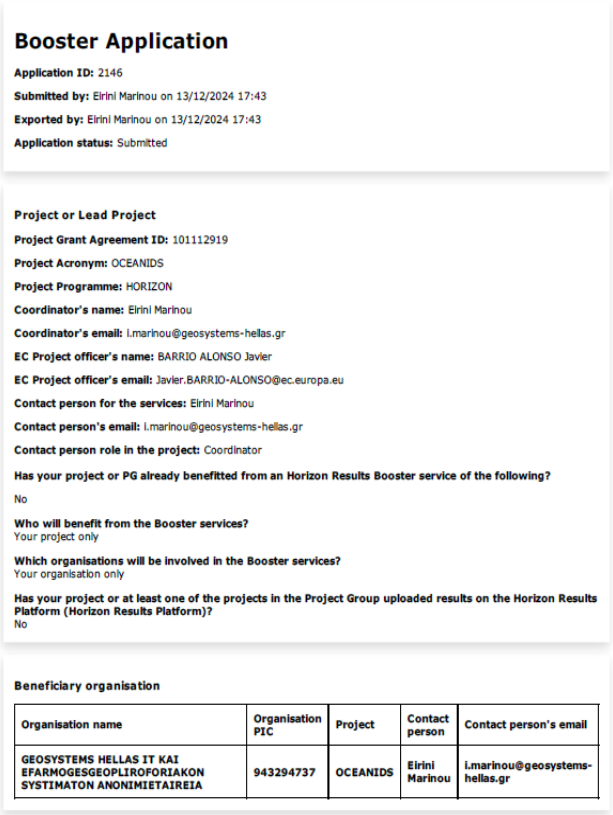


Figure 4. Horizon Booster Platform

Application Form

In December 2024, the Coordinators of the project applied to initiate the process of the HRB as depicted in **Figure 5.** This will provide tailored guidance on market analysis, competition mapping, operational planning, and value proposition refinement. Outcomes from this support will feed directly into the final version of this deliverable (D6.11).



Booster Application

Application ID: 2146
Submitted by: Eirini Marinou on 13/12/2024 17:43
Exported by: Eirini Marinou on 13/12/2024 17:43
Application status: Submitted

Project or Lead Project

Project Grant Agreement ID: 101112919
Project Acronym: OCEANIDS
Project Programme: HORIZON
Coordinator's name: Eirini Marinou
Coordinator's email: i.marinou@geosystems-hellas.gr
EC Project officer's name: BARRIO ALONSO Javier
EC Project officer's email: Javier.BARRIO-ALONSO@ec.europa.eu
Contact person for the services: Eirini Marinou
Contact person's email: i.marinou@geosystems-hellas.gr
Contact person role in the project: Coordinator
Has your project or PG already benefitted from an Horizon Results Booster service of the following?
No
Who will benefit from the Booster services?
Your project only
Which organisations will be involved in the Booster services?
Your organisation only
Has your project or at least one of the projects in the Project Group uploaded results on the Horizon Results Platform (Horizon Results Platform)?
No

Beneficiary organisation

Organisation name	Organisation PIC	Project	Contact person	Contact person's email
GEOSYSTEMS HELLAS IT KAI EFARMOGESGEOPLIROFORIAKON SYSTIMATON ANONIMIETAIREIA	943294737	OCEANIDS	Eirini Marinou	i.marinou@geosystems-hellas.gr

Figure 5. The application form regarding the HRB request for Services

Having completed the application form, an expert from the European Commission got in contact with the assigned person from the OCEANIDS' side, and the preparations for the HRB Workshop began. The consortium has expressed interest in the Business Plan Development Support Service. The EU expert requested the following steps:

1. To identify some Preliminary KERs - Done
2. Be present in an Introductory call (**Figure 6**) – EU expert, Project coordinator (GSH), and Task 6.3 leader (GSH) – Done
3. To fill out specific documents concerning the identified KERs - *(still pending)*
4. Organize a two-day Workshop; On the 1st day, it will be the theoretical part addressed to all OCEANIDS partners interested in exploitation/dissemination activities, while on the 2nd day, separate sessions will be conducted, each for one KER - *(still pending)*

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Introductory Meeting

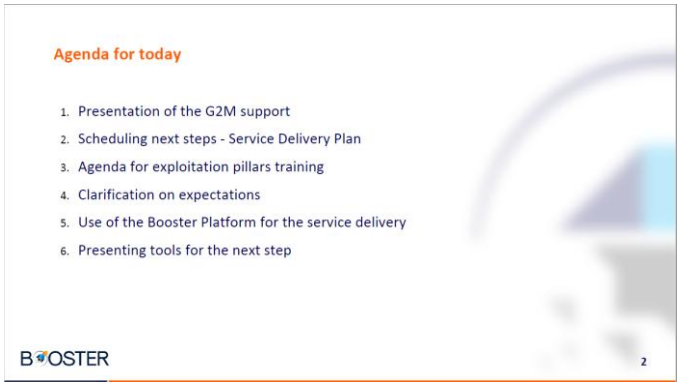

Figure 6. The Introductory meeting among EU experts and the Project coordinator (GSH)

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In parallel, OCEANIDS results are being gradually introduced to the **Horizon Results Platform (HRP)**. [9]This platform serves as a visibility and matchmaking space for EU-funded innovations. The consortium will continue uploading relevant Key Exploitable Results (KERs) to the HRP to reach stakeholders, potential investors, and implementation partners. OCEANIDS results will be promoted via this Platform as depicted in **Figure 7**, which is a matchmaking tool allowing you to publish the KERs to promote them vis-à-vis your targeted audiences - investors, stakeholders, policymakers, potential business partners, etc.

Figure 7. EU exploitation tool: Horizon Results Platform

Moreover, more EU Exploitation Tools have been identified, providing opportunities and visibility of the project. These tools will be explored in the final stage of the project, as the technological solutions will be more mature and advanced. In **Table 5**, the already identified tools and some additional ones are listed.

[9] https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform

Table 5. Summary of existing and additional EU Tools for Exploitation of Horizon Results

Tool/Service	Purpose	Link
Existing		
Horizon Results Platform (HRP)	Showcase KERs to targeted audiences and promote exploitation	https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform
Horizon Results Booster (HRB)	Tailored consulting (e.g., business plan, go-to-market support)	https://www.horizonresultsbooster.eu/
Horizon IP Scan/IP Booster	IP assessment and strategy, especially for SMEs	https://intellectual-property-helpdesk.ec.europa.eu/services/horizon-ip-scan_en
Additional – to be examined		
European IP Helpdesk	Detailed IP management advice and support	https://intellectual-property-helpdesk.ec.europa.eu/regional-helpdesks/european-ip-helpdesk_en
The EU Innovation Radar Platform	The Innovation Radar is a European Commission initiative to identify high-potential innovations and innovators in EU-funded research and innovation projects.	https://innovation-radar.ec.europa.eu/
Enterprise Europe Network	The Enterprise Europe Network (EEN) helps businesses innovate and grow on an international scale.	http://een.ec.europa.eu/about/branches/
Fast Track and Plug In schemes to the EIC Accelerator	They allow funding bodies managing other parts of the Horizon Europe and Horizon 2020 programmes (the Fast Track) and funding bodies managing certified national/regional programmes (the Plug In) to submit projects from their portfolio directly to the full application stage of the EIC Accelerator.	https://eic.ec.europa.eu/eic-funding-opportunities/eic-accelerator/fast-track-and-plug-schemes-eic-accelerator_en
EIC Transition	The EIC Transition funding scheme builds on promising research results to demonstrate and mature technology, as well as to develop business plans.	https://eic.ec.europa.eu/eic-funding-opportunities/eic-transition_en
Dealflow	Dealflow is sponsored by the European Commission to support EU-funded innovations with fundraising, venture building, and networking.	https://dealflow.eu/

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Tenders Electronic Daily	TED (Tenders Electronic Daily) is the online version of the 'Supplement to the Official Journal' of the EU, dedicated to European public procurement.	https://ted.europa.eu/en/index
EuroQuity	EuroQuity is a web service created by Bpifrance in partnership with KfW to put growth companies in contact with development partners and with investors in particular.	https://finance.ec.europa.eu/system/files/2017-01/euroquity_en.pdf
Scalable Cities Initiative	Scalable Cities is an initiative of the European Commission to create an innovative, sustainable, and city-led community of smart and climate-neutral cities in Europe.	https://smart-cities-marketplace.ec.europa.eu/scalable-cities
Horizon Awards/Prizes		
EIC Prizes	The EIC Prizes are awarded to whoever can most effectively meet a pre-defined challenge, without prescribing how that challenge should be solved.	https://eic.ec.europa.eu/eic-prizes/european-innovation-procurement-awards_en
Innovation Radar	Identification and profiling of high-potential innovations	https://innovation-radar.ec.europa.eu/
Standardisation Booster	Support for aligning project outputs with industry standards	https://www.hsbooster.eu/
Open Research Europe (ORE)	Open-access publishing platform for broader dissemination	https://open-research-europe.ec.europa.eu/
Horizon Impact Award	Recognition and visibility enhancement of exploitation success stories	https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/prizes/horizon-impact-award_en
Funding Opportunities		
Programme for the Environment and Climate Action (LIFE)	The LIFE programme is the EU's funding instrument for the environment and climate action.	https://commission.europa.eu/funding-tenders/find-funding/eu-funding-programmes/programme-environment-and-climate-action-life_en
European Green Deal – Just Transition Mechanism	The Just Transition Mechanism is about more than funding: relying on a Just Transition Platform.	https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal/finance-and-green-deal/just-transition-mechanism_en#:~:text=InvestEU%20%22Just%20Transition%22%20scheme,in%20mostly%20private%20sector%20investments

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CASCADING GRANTS	Cascade Funding, also known as Financial Support for Third Parties (FSTP), is a European Commission mechanism to distribute public funding to assist beneficiaries, such as start-ups, scale-ups, SME, and/or mid-caps, in the uptake or development of digital innovation.	https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/competitive-calls
Eurostars funding	Eurostars is part of the European Partnership on Innovative SMEs. The partnership is co-funded by the European Union through Horizon Europe.	https://eurekanetwork.org/programmes/eurostars/
INTERREG EUROPE	Interreg Europe is an interregional cooperation programme, co-funded by the European Union.	http://www.interregeurope.eu/
The InvestEU Programme	The InvestEU Programme supports sustainable investment, innovation, and job creation in Europe.	https://investeu.europa.eu/investeu-programme_en

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6 Conclusion

This updated exploitation strategy (version 2) builds upon the foundation set out in version 1, submitted under D6.9 in M6. It reflects the progress made in stakeholder engagement, technical validation, and identification of Key Exploitable Results (KERs), while laying the groundwork for commercialisation activities that will mature by M32.

The strategic direction taken in this version emphasises real-world relevance, co-creation with institutional actors, and scalability of the OCEANIDS digital solutions. The inclusion of refined sales and marketing strategies, clearer revenue planning, and engagement with European exploitation services (e.g., Horizon IP Scan and Horizon Results Booster) shows the consortium's commitment to transforming research outcomes into operational tools.

Importantly, this strategy remains a living document. New insights from piloting, training workshops, policy alignment exercises, and business development support will feed into the third and final version (D6.11). That final deliverable will provide a comprehensive commercialisation roadmap, covering IP ownership, business models, tailored communication, and concrete partnerships.

Through this iterative and structured process, OCEANIDS is preparing its ecosystem of tools and services for real uptake by public authorities, port operators, planning bodies, and other marine stakeholders, ensuring lasting value well beyond the lifetime of the project.

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7 References

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ANNEX 1:

SWOT ANALYSIS VISUAL

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