



EDITORIAL

Dear colleagues,

The first year of the activities of **EFFECTIVE project** is now drawing to a close! The project partners are proud of having achieved part of the objectives foreseen at the onset of this CSA (Coordination Support Action). In the course of this first year, a consistent set of results has been produced laying down the basis for a fruitful future cooperation among partners also during the next and last year of project activities.

EFFECTIVE has been conceived to foster and enhance the active clustering of activities and results of FoF Projects in order to maximise their exploitation.

Today, a one year later, we asked the Project Coordinator, Mr. Franco Cavadini, to briefly present the project and to explain what the developed tools consist of and how they will improve the exploitation of FoF projects.

“EFFECTIVE project aims at maximise the dissemination, exploitation and transfer of technologies resulting from FoF PPP projects in order to make sure that projects have the expected impacts, by integrating their activities into the innovation processes of relevant manufacturing industries through a human-centric and design based approach.” – stated Mr. Franco Cavadini - “The key aspect that we discovered in these first months of EFFECTIVE was that one of the root problem of exploitation is the **absence of an awareness by the market**, the European Commission itself and in part by the FoF projects of what an exploitable result should be. So in order to solve this issue we proposed a much more structured way of describing these type of results. This means **creating a sort of data-model and database that can help describing better existing or future results of FoF projects** in a labelled way. So when they are produced then they are searchable, reachable through specific software tools that the Commission can implement into their normal platform of research project”.

In this framework, project partners devised and developed a first draft of both a clustering model and an industrial exploitation framework whose application will be tested and fine-tuned by the implementation of four specific industrial case studies. Their validation will be achieved after these compulsory steps.

In this issues, a glimpse of what we are doing and who is involved to get there are presented in the few pages you are reading, and many additional questions can be answered by visiting our website or, more simply, by asking us – so get in touch!



Franco Cavadini
EFFECTIVE Project Coordinator

 www.effectivefof.eu

EFFECTIVE Second Strategic Workshop

Under the title “**Exploiting Factory of the Future projects through enhanced clustering**”, the second Strategic EFFECTIVE Workshop was held on 3rd and 4th November in Valencia (Spain). This workshop - organised by The Valencian Institute of Business Competitiveness (IVACE), which is one of the EFFECTIVE project partners - gathered relevant experts from different segments of economy (public administration, industry, research) who provided their particular view about how and in which way the exploitation of the FoF projects' results can be improved. With that aim, some of the speakers spoke about their experience in FoF projects in terms of exploitation, this information was very useful for the EFFECTIVE project in order to identify some of the key success factors that could lead to the successful exploitation of the results.



The workshop was divided into four sessions. The first one focused on **the EFFECTIVE exploitation framework and network structure**, which is one of the main activities within the project. The rationale behind that task is that the current way of working of European research projects is partially limited by the absence of an adequate framework and regional network of support to industrial exploitation of their results. As the moderator (Mr. Wim Renders, of Brainport) explained, FoF projects' partners and coordinators normally did not really think upfront about what they wanted to achieve, which represents one of the main problems to face. This session counted on the participation of technology transfer experts such as Marco Bibas, of EURECAT, Francisco Ferrando, of IVACE, and Daniel Sáez, of ITI. These experts gave their particular views on the exploitation of FoF-related project results, like the FLEXINET project. During the open discussions, the experts agreed on the importance of analysing the product from a marketing point of view from the very early stages of a project, not only when the project has finished or is in its last stages of development, although sometimes this is very difficult to accomplish. It is also important to analyse both the consumer and the environment (political, economical, social and technological factors) when the

product or service is being conceived. These external factors have an impact on business organisations in many ways so, if they are not properly analysed, the exploitation of projects' results may fail in the implementation phase. In addition, these factors change over time and therefore they should be continuously analysed in order to adapt the products or services' strategy to these changes, even if they are at the early stages of development. Mr. Sáez explained that for the success of a project it is crucial to think beyond the project end and take into consideration the product-related service, which most of times is forgotten or pushed into the background.

Mr. Bibas highlighted that one of the problems we face today is that people normally speak about projects, but not about products, he stated that to create an industry we need to talk about products not about projects, therefore the problem is partially due to the approach that the project partners adopt when a project idea is conceived. To support this idea, Mr. Bibas showed a graphic about the number of patents published per country/area, where the European Union –which is made up of 28 countries, with Germany accounting for almost 50% of all European patents- is behind China, Japan, USA and South Korea. Therefore, a mindset towards a more competitive business culture is needed in order to better transform the projects' results into marketable and patentable products. This thought is in line with the philosophy of the EFFECTIVE project.

The **second session** focused on the “**Active clustering of FoF activities and results**”, moderated by Mr. Franco Antonio Cavadini, EFFECTIVE project coordinator, and with the participation of Ms. Patricia Wolny, of Steinbeis-Europa-Zentrum and Co-Factor project coordinator, Mr. Jaime Vilaplana, of AIJU, and Mr. José Doñate, of A&CN S.L., who explained their experience in current and past FoF projects. After their presentations, there was an open discussion where some interesting issues raised referring to the importance of establishing a realistic and clear Plan for the Exploitation of Results since the beginning of a FoF project, which should be periodically reviewed throughout the project lifecycle and with the support of an expert in exploitation. Related to this, Mr. Doñate explained: “Fortunately, we had a good experience in the exploitation of the ROBOFOOT project's results, a FoF project that finished this year. Since the beginning of the project, we made very clear the intellectual Property rights of each of the patentable project results and we developed an exploitation plan that was reviewed every 12 months. Finally, Mr. Vilaplana highlighted the importance of collaborating with national and regional platforms and networks in order to raise new opportunities for collaboration and maximise the visibility and impact of the FoF projects' results as well as their transferability.

The **third session**, “Beyond the project's lifespan: monitoring and internationalisation”, focused on two relevant project tasks, which are closely linked to the exploitation framework and clustering of FoF activities and results. The moderator explained that the development of an effective monitoring tool would enable the steering of the FoF programme in terms of the planning of research priorities and the choice of the appropriate funding instruments, and would provide information that would help the coordinators identify the actions required to stimulate further uptake of project results. The internationalisation task has the aim of identifying programmes and initiatives for the dissemination, evaluation of opportunities and possible exploitation of FoF results in the international scenario. To this end, it is important to develop an ambitious internationalisation plan that enhances the visibility of the FoF results, as Mr. Nicola Magaletti, of Synesis, explained. Within this session, Ms. Pilar González, of the Department of Energy, Transport, Manufacturing and Digital Society of the Spanish Centre for the Development of Industrial Technology (CDTI) and Mr. Luis Guaita, of Keraben Grupo S.A., provided a keen insight into internationalisation and monitoring. Ms. González explained how CDTI – a Spanish public entity that belongs to the Ministry of Economy and Competitiveness – enhances Spanish companies' competitiveness and internationalisation through innovation. Ms. González provided information about the rules and characteristics of the EUREKA and EUROSTARS programmes, both being market-oriented programmes, with a bottom-up approach. Ms. González explained that EUREKA is an interesting network that may offer interesting opportunities for the internationalisation and dissemination of FoF results. Mr. Guaita shared with the audience his experience in DAPHNE and COOL COVERING projects, both FoF projects that resulted in successful products on the market. Mr. Guaita concluded his presentation highlighting the most relevant success factors that influenced these projects.



After the third session, Ms. Alessandra D'Alessio, of Synesis, presented the EFFECTIVE project in the framework of a general public event called **FOCUS INNOVA PYME**, which is the most relevant business event of the Valencian Community. This event takes place annually and aims to spread the support to innovative entrepreneurship and the European financing to SMEs. The session continued with a round table that counted on the presence of relevant personalities of the public administration such as Ms. M^a Carmen Vicente, Head of the Industrial Sectors of the Sub-Directorate General for Public-Private Partnership of the Ministry of Economy and Competitiveness, and Mr. Francisco Javier Mínguez, Head of Innovation of the Valencian Institute of Business Competitiveness

(IVACE). From the industry side, the round table counted on the participation of Mr. José Doñate Alfaro, Chief Technical Officer at A&CN S.L., and Mr. Luis Guaita, Head of R&D at Keraben Grupo S.A. Last but not least, from the research side, Ms. Patricia Wolny, project manager at Steinbeis Europa Zentrum and Enrico Callegatti, R&D Grants Manager at CRIT Research, participated also in the round table. The moderator, Ms. Victoria Barrantes, welcomed the participants and started the session by highlighting the importance of the manufacturing sector in Europe. After that, Ms. Vicente and Mr. Mínguez spoke about the relevant role of the public administration in supporting the exploitation of the research results in both the national and regional framework. In this sense, both speakers agreed on the importance of having a strategic and integrated approach to innovation, taking the national and regional Research and Innovation Smart Specialisation strategy (RIS3) into consideration.



Mr. Doñate and Mr. Guaita, explained how they managed the exploitation of the results in their FoF projects and identified some of the barriers found. Ms. Wolny explained how the exploitation of the results had been approached in the Co-Factor project and she gave her opinion about whether a different business culture is necessary in Europe to improve the uptake of results. Mr. Callegatti explained what, in his opinion, the main services are to support the exploitation phase and he mentioned some mechanisms that should be used to appraise the exploitation of the project results when a project is being evaluated. In general, all speakers agreed that it is crucial to create and foster a suitable environment, with the participation of the public administration and the industry, for a more effective exploitation of the results. Some of the speakers were interviewed after the round table. These interviews will be available on the [EFFECTIVE Website](http://www.effectivefop.eu).

The **fourth session** was held in the afternoon and it focused on the next steps in the development of the EFFECTIVE case studies.

Upcoming Events

The next Strategic Workshop will be held in June 2016. This workshop will create an exciting breeding ground for experts who will share their ideas and views on the different EFFECTIVE topics. Do not miss it!

Contact: info@effectivefop.eu

For more information we invite you to visit our website www.effectivefop.eu.