Deliverable 7.3

Innovation Management

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Legal disclaimer

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Acronyms

CCAM	Cooperative, Connected and Automated Mobility
CINEA	Climate, Infrastructure and Environment Executive Agency (Agency of the European Commission)
D	Deliverable
EC	European Commission
IPR	Intellectual Property Rights
KER	Key Exploitable Result
KPI	Key Performance Indicator
M	Month
OECD	Organization for Economic Co-operation and Development
SO	Strategic Objective
T	Task

Executive Summary

The vision of SINFONICA is to develop functional, efficient, and innovative strategies, methods and tools to engage Cooperative, Connected and Automated Mobility (CCAM) users, providers and other stakeholders (i.e. citizens, including vulnerable user groups, transport operators, public administrations, service providers, researchers, vehicle, and technology suppliers) to collect, understand and structure in a manageable and exploitable way their needs, desires, and concerns related to CCAM. SINFONICA will use this knowledge to co-create final decision support tools for designers and decision makers with the scope to enhance its seamless and sustainable deployment, to be inclusive and equitable for all citizens. Testing and verification of all the SINFONICA activities with a wide community of actors across Europe will be at the core of the project, so all outcomes provide foundations for reuse and empowerment at local level. To ensure the correct and effective development of the innovative solutions and services, the governance of the innovation management is highly important.

This document sets the structure of the innovation management activities, adopting a tailor-made lean methodology inspired by the GUEST methodology to control and guide the entire SINFONICA process by providing:

- A solid structure that keeps the entire project compact, ensuring that each phase is managed and implemented in an objective, verifiable and replicable manner;
- A conceptual and practical tool for the various stakeholders to communicate their vision, difficulties, and opportunities, within the same structure.

The Innovation Management is part of the Project Management work package (WP7), and it is closely related with all the other WPs, and in particular:

- WP1 (Setting the SINFONICA Framework) will provide the identification of the needs and requirements of potential stakeholders and final users, as well as the definition of the gaps that CCAM-based innovative products and services are asked to fill;
- WP2 (Shaping the SINFONICA strategy to capture the mobility needs of users (demand side) and CCAM challenges (supply side)) will develop the engagement strategies of the stakeholders' groups and the design of the surveys to collect data from stakeholders and end users;
- WP3 (Understanding expectations, concerns, and desires toward CCAM) will collect the information from the different Groups of Interest to feed the customized GUEST methodology, defining the needs and requirements of the stakeholders and final users;
- WP5 (Strategies, methodologies, and recommendations for an inclusive equitable and accessible future CCAM) will use the outcomes of the innovation management process in terms of the definition of the potentials of application of CCAM products and services, as well as the definition of recommendations for policy makers (T5.3) and large-scale demonstration projects (T5.5);
- WP6 (Communication, exploitation, capacity building and outreach) will use the outcomes of the innovation management process in terms of development of business models to foster the market adoption of the CCAM products and services developed in the project.

The customization of the GUEST methodology for the adoption in SINFONICA mainly relies in its application to social innovation contexts, in which the correct definition of the potential end user segments, as well as the definition of their needs and requirements, and of the strategies to engage them, are very important tasks to ensure the final objectives of the project.

For these reasons, the GUEST-SI (GUEST for Social Innovation) methodology puts a strong effort in the definition of the potential final users' segments of the products and services developed and tested in the project, as well as in the identification of their needs and requirements, and of their interactions with the other actors and stakeholders.

The steps, and the tools, through which the Innovation Management will be deployed are:

- Identification, through the Actor ID Card, of the characteristics of each actor, as well as its most impacting needs and requirements and the added value that CCAM products and services can bring;
- The identification of the relevant factors affecting the relationships between the actors and the solutions provided by the CCAM technologies, by the application of the Value Ring;
- The definition of the Social Business Network, a visual representation of how the stakeholders and final users of the solutions interact in their environment, identifying, through a symbolic representation, the interdependencies and the relational links between them;
- The development of the Business Model Canvas for the proposed innovations, to highlight the relationships between the CCAM products and services and the potential stakeholders and final users. The development of the Business Model Canvas is also helpful to define the economic sustainability of the solutions, highlighting which are the main sources of costs and revenues, thus providing useful insights for the exploitation activities;
- The outcomes of the previous steps will drive the design and implementation of the Knowledge Map Explorer, in terms of identification of the most important aspects to be considered, to allow policymakers to make informed decisions about the adoption of CCAM-based products and services based on different types of final users;
- Finally, the Knowledge Map Explorer will be tested in T4.4 (both at policy and deployment level) by at least 10 different stakeholders, coming from different countries and with different expertise.

Moreover, within the Innovation Management of the SINFONICA project, an IPR management framework is described. This will actively monitor the creation of IPR during the lifetime of the project, with the identification of results, which can be both jointly and individually owned.

1. Introduction

1.1 SINFONICA Overview

SINFONICA aims to develop functional, efficient, and innovative strategies, methods, and tools to engage transport and mobility stakeholders to collect, understand and structure in a manageable and exploitable way their needs, desires, and concerns related to Cooperative, Connected and Automated Mobility (CCAM). These stakeholders comprise users, providers, and others such as citizens (including vulnerable groups), transport operators, public administrations, service providers, researchers, vehicle manufacturers and technology suppliers. SINFONICA will co-create final decision support tools for designers and decision makers to enhance the CCAM seamless and sustainable deployment, to be inclusive and equitable for all citizens.

The SINFONICA project stems from the vision of developing innovative and efficient methodologies and strategies to foster the acceptance and diffusion of Cooperative, Connected and Automated Mobility (CCAM) products and services through activities to engage users and the various stakeholders involved in the transportation sector (public administrations, transportation operators, service providers, technology providers, etc.).

Particular attention will be paid to collecting and understanding the needs, expectations, concerns, and desires of different categories of Vulnerable Road Users (elderly, children, immigrants, disabled, etc., as well as those temporarily in a situation of vulnerability such as pedestrians and cyclists), with the aim of making innovative products and services more inclusive and accessible.

The knowledge developed in SINFONICA will be used to create final decision support tools for designers and decision makers with the scope to enhance the seamless and sustainable deployment of CCAM-based products and services, to be inclusive and equitable for all citizens.

Testing and verification of all the SINFONICA activities with a wide community of actors across Europe will be at the core of the project, so that all the project outcomes will be used as foundations for further developments and empowerments at local level.

The SINFONICA project will also result in the creation of an online tool (the SINFONICA Knowledge Map Explorer), useful for the understanding of the knowledge collected through the activities carried out in the different Groups of Interest.

The SINFONICA Knowledge Map Explorer will be an intelligent user-friendly navigation system with access to the knowledge base, with the aim to provide recommendations and guidelines related to CCAM, based on the different stakeholders' profiles (i.e., public administration, road user, service provider, etc.). This tool will allow the achievements of SINFONICA to be even more impactful, enabling their exploitation in the deployment of innovative products and services based on CCAM technologies.

1.2 Purpose of the document

Within the WP7 (Project Management) activities, Task 7.5 (Innovation Management) develops a tailor-made lean methodology inspired by the GUEST methodology [1], an established lean-business

innovation methodology that has proven quite effective in multi-actor projects and capable of accelerating the involvement of groups with heterogeneous background and knowledge of innovation processes. From literature review to methodology definition and implementation with stakeholder groups, the GUEST methodology in the version customized for this project aims to control and guide the entire SINFONICA process by providing:

- A solid structure that keeps the entire project compact, ensuring that each phase is managed and implemented in an objective, verifiable and replicable manner;
- A conceptual and practical tool for the various stakeholders to communicate their vision, difficulties, and opportunities, within the same structure.

D7.3 is intended to be a manual of the tailored GUEST methodology, to describe the operational steps, tools, guidelines and how to measure the development of the overall process, to ensure compliance with the project objectives and the requirements coming from the different actors and stakeholders.

It also provides supporting materials for the dissemination of the project outcomes, in terms of analysis of the stakeholder's requirements and the potential of innovative products and services developed and tested in the project to address them.

1.3   Structure of the document

The deliverable is organised as follows:

- Section 1 – Introduction, briefly presents SINFONICA project and describes the purpose of the deliverable, and its intended audience.
- Section 2 – Innovation Strategy, describes the overall framework about innovation in SINFONICA, as well as the specific methods for assessment, and different innovation management tools that will be considered during the project.
- Section 3 – Innovation Management Action Plan, describes the specific plan for the activities.
- Section 4 – IPR Management, introduces the strategy that will be followed for IPR identification and management in SINFONICA project.
- Section 5 – Conclusion, summarises the main outcomes of this deliverable.

1.4   Relation to other project work packages

The development of the innovation management framework, based on the customized GUEST methodology, is closely related to *WP1: Setting the SINFONICA Framework*, in terms of the identification of the needs and requirements of potential stakeholders and final users, as well as the definition of the gaps that CCAM-based products and services are asked to fill. In particular, the outcomes of WP1 activities are the basis to identify the potential groups of end users of the developed solutions.

For the same reasons, the engagement strategies developed in *WP2: Shaping the SINFONICA strategy to capture the mobility needs of users (demand side) and CCAM challenges (supply side)* are part of the innovation management process. In particular, the correct definition of these

strategies, as well as the design of the surveys to collect data from stakeholders and end users, are essential for the correct development and application of the GUEST methodology.

Considering *WP3: Understanding expectations, concerns, and desires toward CCAM* activities, the information collected from the different Groups of Interest will feed the customized GUEST methodology, defining the needs and requirements of the stakeholders and final users, helping the development of the most suitable business models to foster the adoption of innovative CCAM-based products and services.

The outcomes of the innovation management task will be used in:

- *WP5: Strategies, methodologies, and recommendations for an inclusive equitable and accessible future CCAM*, in terms of the definition of the potentials of application of CCAM-based products and services to the audience of the SINFONICA project. Moreover, the business models developed in the project will provide valuable information to define recommendations for policymakers (T5.3) and for large-scale demonstration projects (T5.5);
- *WP6: Communication, exploitation, capacity building and outreach*, in terms of the definition of the most suitable business models to foster the market adoption of the innovative products and services developed in the project.

1.5 Intended audience

This deliverable is PUBLIC intended: Public — fully open (automatically posted online, in the SINFONICA website). SINFONICA partners must use the deliverable as a recorded agreement, reference and guideline throughout the development and deployment of the innovations.

2. Innovation Strategy

2.1 Innovation process

In the context of the project programme, the Innovation Management Plan of SINFONICA will be based on the OECD's definition for innovation in the 2018 Oslo Manual, which is a *"New or improved product or process (or combination thereof) that differs significantly from the unit's previous products or processes and that has been made available to potential users (product) or brought into use by the unit (process)"* [2]. From this perspective, innovation offers new solutions to problems and responds to the needs of both the individual and society.

The innovation processes in SINFONICA have some common basic activities that support the generation of ideas for new products and process development and the management of the entire innovation process. These fundamental activities are as follows:

- Generation of ideas that potentially could become new products or processes after implementation;
- Acquisition of knowledge on the generated ideas;
- Implementation and market monitoring to verify customer satisfaction and after-sales, intended as the compliance of the developed solutions with the final users' needs and requirements, as well as the potential of market adoption beyond the end of the project.

The stages of development and pre-development activities belong to technology management. The field of R&D management is determined by adding upstream fundamental research, as well as product and process development. Finally, innovation management includes the final product and market introduction phase. The process is described in Figure 1.
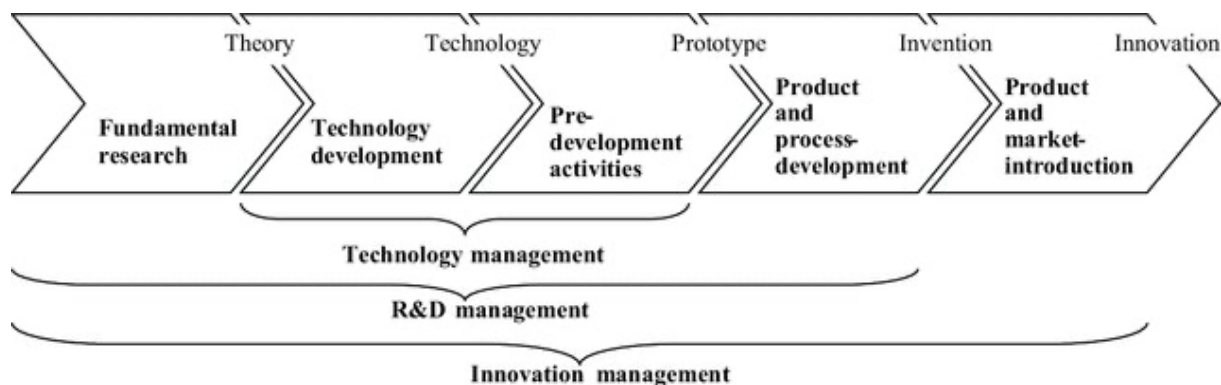
Figure 1: Classification of management phases [3]

2.2 Overall framework

Innovation management within European projects is a process that requires an understanding of both market and technical problems, to successfully implement appropriate creative ideas. Corresponding business models and process innovations are hence an integral part of creating, adapting, and maintaining a product or service to market maturity. These new business models and

process innovations are very often triggered through technological innovations, which act as enablers, but also generate requirements for the development of technology.

As part of the SINFONICA management structure, guidance to the best practices on innovation management will be provided, such as:

- Planning for innovation success, understanding and using innovation management techniques and processes during the lifetime of the project;
- Identifying and fostering innovation enablers/driving factors;
- Evaluating and improving the performance of the innovation management system;
- Identifying the "go to market" needs of high-potential innovations;
- Systematically capture structured data on project innovations, related to innovation readiness, innovation management, and market potential;
- Identification and exploitation of positive spill-overs.

2.3   Framework for assessment

The aim of this section is to describe the processes or steps that will support innovation management to make sure that the SINFONICA results are in line with the market needs and requirements. To achieve this, trends in the field of innovative technologies must be closely and regularly monitored, as well as market breakthroughs. Some of the tasks for the overall assessment are:

- Each partner will be responsible of updating the rest of the consortium in case of awareness of events affecting the Innovation Management of the Project;
- A slot of the General Assemblies and WP7 meetings will be dedicated to the analysis of the Innovation Management Plan;
- Possible risks will be identified and classified according to the likelihood of occurrence.

The responsible for innovation management will lead the strategy and progress status of the project innovation potential, working with partners and stakeholders to keep track of end-user needs and of the state-of-the-art of products and services available in the market (competition), and ensuring that the planned work fits and adapts to the constantly moving targets concerning innovation.

2.4   Innovation management framework

The innovation management of the SINFONICA project is based on a customized version of the GUEST methodology, a well-established lean-business technique that proved to be effective in multi-actor projects and able to speed up the engagement of groups that are heterogeneous for background and knowledge of the innovation processes.

In order to control and guide all the SINFONICA innovation management processes, the methodology provides:

- A solid structure that keeps the whole project compact;
- A conceptual and practical tool to enable stakeholders to communicate their vision, problems, and opportunities.

In its original version, the GUEST methodology is designed to control the process, from the original idea to its implementation, providing a conceptual and practical tool to the various stakeholders, enabling them to communicate their vision.

The framework of the GUEST methodology is composed of five steps, from the assessment of the market and potential customers to the final implementation of the solution, through the definition of a business model and of an implementation plan, that defines the actions, as well as the effort and the KPIs through which the implementation will be measured. In the SINFONICA project, the GUEST methodology will be customized to focus on CCAM services and business models, with a particular focus on supporting public and private stakeholders in engaging people with reduced mobility or with special needs.

In the first steps of the project, the objective is to collect information about the market and the potential stakeholders and end users of the CCAM-based products and services (these solutions and services will be fully defined and categorised in WP1). To reach this objective, an assessment of the current market scenario will be conducted, to define the solutions currently used in the market, as well as the state-of-the-art of research in the field. Moreover, a stakeholder assessment will provide valuable information from the potential stakeholders and end users of the solutions, involving groups of interest (defined in WP1) to be engaged in the project (through strategies developed in WP2).

After the first assessment, data and information collected from stakeholders and end users during the WP3 activities will be analysed to develop the business models of the innovative products and services. The objective of SINFONICA is to provide a clear view on how CCAM technologies can bring value to the potential customer segments of the solutions developed within the project, by addressing their particular needs and requirements and increasing their potential accessibility to innovative technologies. On the other side, the same business models will define which resources and activities are necessary to develop these solutions, also identifying potential partnerships with external actors.

2.5   Risks and barriers

Within the activities of WP7, a specific task (T7.3 - Quality and Risk management) is in charge of the identification and monitoring of the potential risks and barriers, as well as of the definition of procedures for their mitigation and resolution described in D7.1.

Considering the activities connected with the Innovation Management and the correct implementation of the customised GUEST methodology, the main risks considered in the Grant Agreement are listed in the below table.

Table 1: Risks and Proposed Mitigation Measures

Risk number	Description	Proposed Mitigation Measures
3	Difficulties in co-defining the SINFONICA strategy for data collection and stakeholders' engagement with the groups of interest due to diverging specific local interests (Likelihood level: Low, Severity level: Mid)	The groups of interest committed to the project and followed the preparatory phase where the main building stones of the strategy were devised. Should it still be difficult to agree on a common approach, also considering the foreseen local adjustments, bilateral meetings with the groups of interest posing a resistance will be organized to ensure collaboration in the collection of the necessary data.
4	Lack of a common understanding of the methodology to be used to enhance the SINFONICA participatory process (Likelihood level: Low, Severity level: Mid)	Practical guidelines will be provided to the groups of interest to explain the different steps of the participatory process and a dedicated meeting will be organized to discuss and clarify all doubts. Bilateral tutorials will be provided ad hoc.
5	Issues related to the collection of primary data: low level of responses in participatory processes and local surveys (Likelihood level: Low, Severity level: Mid)	The direct involvement in the project of the local authorities responsible for the participatory processes will steer the involvement of the local actors.
7	Interoperability aspects, development of components for the communication among different systems do not meet the agreed level of quality (Likelihood level: Low, Severity level: Mid)	Clear synchronization points will be fixed to ensure the expected level. Guidelines and methodologies will provide and allow the interfacing among different systems. Involve relevant stakeholders from early stages of the project with WP2, ensure that their requirements are taken into account.
8	Data missing, corrupted or unavailable, thus leading to delays in knowledge mapping (Likelihood level: Low, Severity level: Mid)	WP3 leaders will regularly monitor the data collection in order for mitigation actions to be immediately sought. The WP7 team has extensive experience, and they will adopt data analysis tools robust and resilient to data corruption.
9	High complexity of trade-offs (CCAM functions/benefits against cost) (Likelihood level: Low, Severity level: Mid)	Provision of a selection of limits and possibilities so that it can be seen what can be delivered within a specific budget range.

10	Insufficient outreach and implementation of results (policy recommendations, implementation guidance) by stakeholders (authorities, operators, industries, projects) (Likelihood level: Mid, Severity level: Mid)	Close link with WP6 on communication and dissemination; attention to targeting the right stakeholders with useful and practical guidance presented in a user-friendly way.
13	Lack of or poor coverage of stakeholders in the engagement activities (Likelihood level: Mid, Severity level: Mid)	In order to ensure and maximize the engagement of all stakeholder categories, these activities will start in the early phase of the project with accurate planning and will be implemented and monitored with close involvement of all partners, with the group of followers and of interest.

3. Innovation management action plan

In this section, a high-level plan of the activities to manage innovation throughout the project is described, as well as the tools used to develop and monitor the innovation management processes. It is important to note that the plan is suitable for revisions in relation to changes that may occur during the development of the project.

As defined in the objective O7 of the Grant Agreement, SINFONICA will customise and implement the innovation management processes defined in the GUEST methodology, creating a GUEST version for social innovation (GUEST-SI).

The customization of the GUEST methodology for SINFONICA mainly relies in its application to social innovation contexts, in which the correct definition of the potential end user segments, as well as the definition of their needs and requirements, and of the strategies to engage them, are very important tasks to ensure the final objectives of the project.

The five phases of the GUEST-SI methodology are presented in the following sections.

3.1   GO phase

The first step of the GUEST methodology deals with the identification of the potential types of stakeholders and final users of the innovative products and services, as well as of their needs and requirements.

In SINFONICA, the identification of the needs and requirements of potential stakeholders and final users, as well the definition of the gaps that CCAM-based products and services are asked to fill (outcomes of WP1 activities), are the basis to identify the potential market segments for the innovative solutions developed in the project and to set the engagement strategies for each one of them (WP2).

After the identification of the potential market segments, data and information collected in WP3 from the different groups of interest will drive the definition of the needs and requirements of the

stakeholders and final users. The analysis of these outcomes will drive the definition of how the developed solutions can improve the experience of the final users and facilitate their access and interaction with CCAM technologies. This step of the GUEST-SI methodology will result in the definition, for each potential actor and stakeholder, of the "Actor ID Card" (Figure 2), a visual tool aimed at identifying the characteristics of each actor, as well as its most impacting needs and requirements and the added value that innovative products and services can bring. A further refinement of the analysis will be the segmentation of the different actors and stakeholder profiles, based on common characteristics (both regarding needs and impacts of the CCAM-based products and services).

Figure 2: Actor ID Card template

3.2   UNIFORM phase

In the UNIFORM phase of the GUEST methodology, the information collected in the previous step are standardised with the aim to define the business models that describe the innovations. In this phase of the GUEST-SI methodology, the most important needs of each actor segment will be prioritised to create the Value Ring (Figure 3), an agile tool that highlights the relevant factors affecting the relationship between the actor type and the solutions provided by the CCAM technologies. The added value of this tool is that it makes it possible to simplify the analysis (by prioritising the actions in terms of importance and impact) and to consider the level of influence of each actor and stakeholder. In particular, the prioritisation of the actions for each type of user is

given by the Importance/Priority axis, while the influence of each user/stakeholder is given by the amplitude of each section (slice) of the Value Ring.

Since the Value Ring is strictly connected with the developed solution, and its potential to address specific needs and requirements of the stakeholders and final users, it is expected to create one Value Ring for each solution developed and tested in the project.
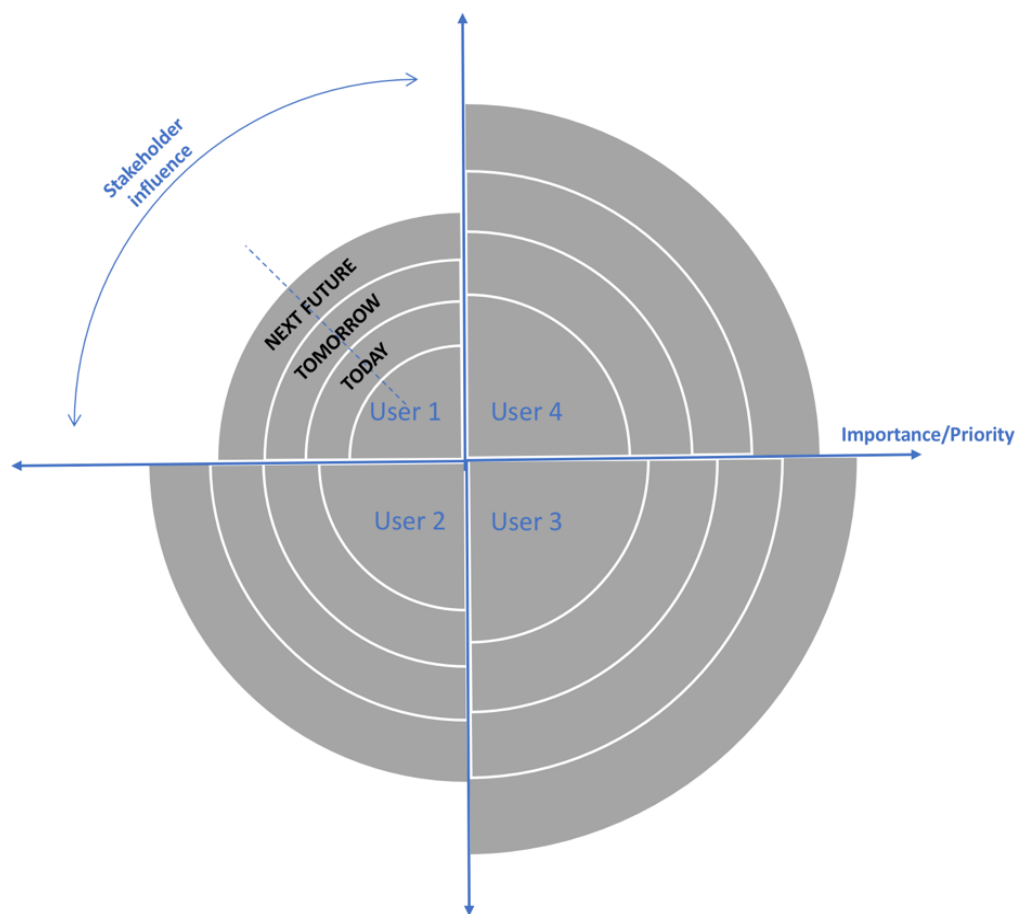

Figure 3: Value Ring template

Moreover, from the outcomes of WP3 it will be possible to define the Social Business Network (Figure 4) of the innovative CCAM-based services developed in the project. Social Business Networks are visual representations of how the stakeholders and final users interact in their environment, identifying the interdependencies and the relational links between them through a symbolic representation.
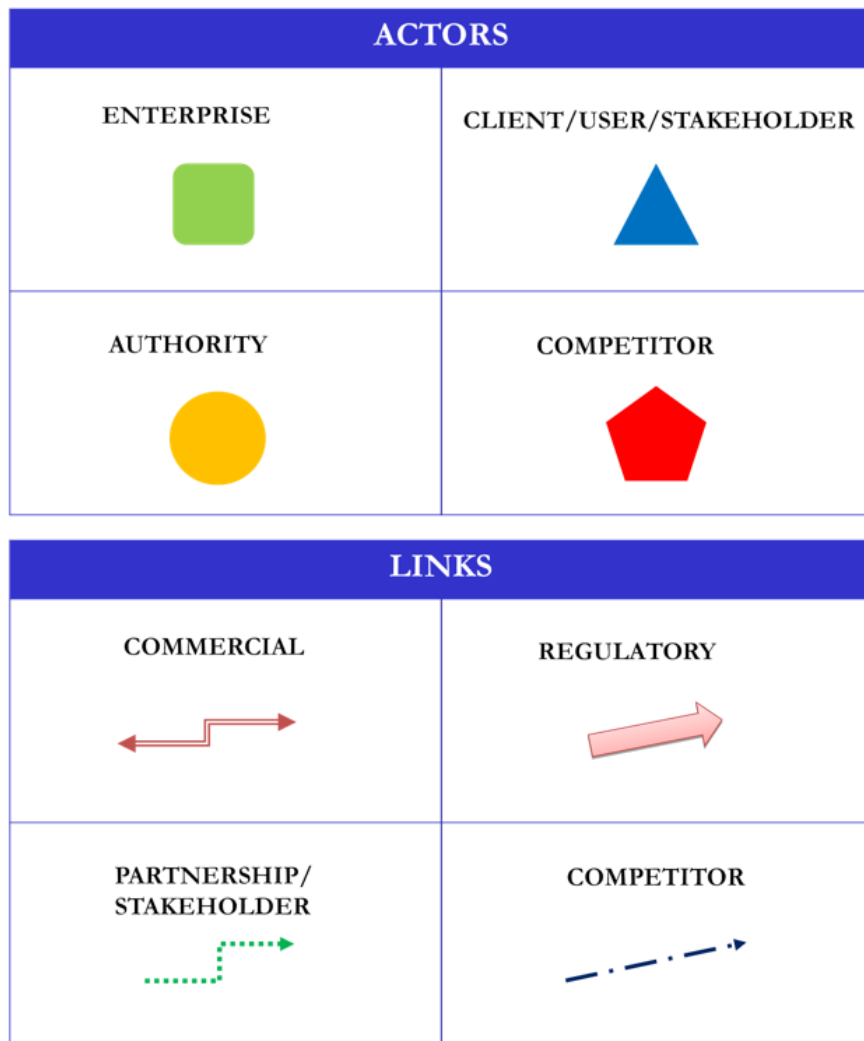
Figure 4: Actors and links representations in Social Business Network

Once defined the main actors and stakeholders' segments (Value Ring), and how they interact between each other (Social Business Network), the relationships between the CCAM-based products and services and the potential stakeholders and final users will be highlighted through the Business Model Canvas (Figure 5), a visual tool that encompasses both the "market side" (how the added value is delivered to the potential users) and the "internal development side" (how the innovative products and services will be developed, in terms of activities, resources, and potential partnerships).

Different Business Model Canvases will be developed according to the needs of the different users groups and to the value proposition delivered by the different products and services. The development of the Business Model Canvas is also helpful to define the economic sustainability of the solutions, highlighting which are the main sources of costs and revenues, thus providing useful insights for the exploitation activities (WP6).
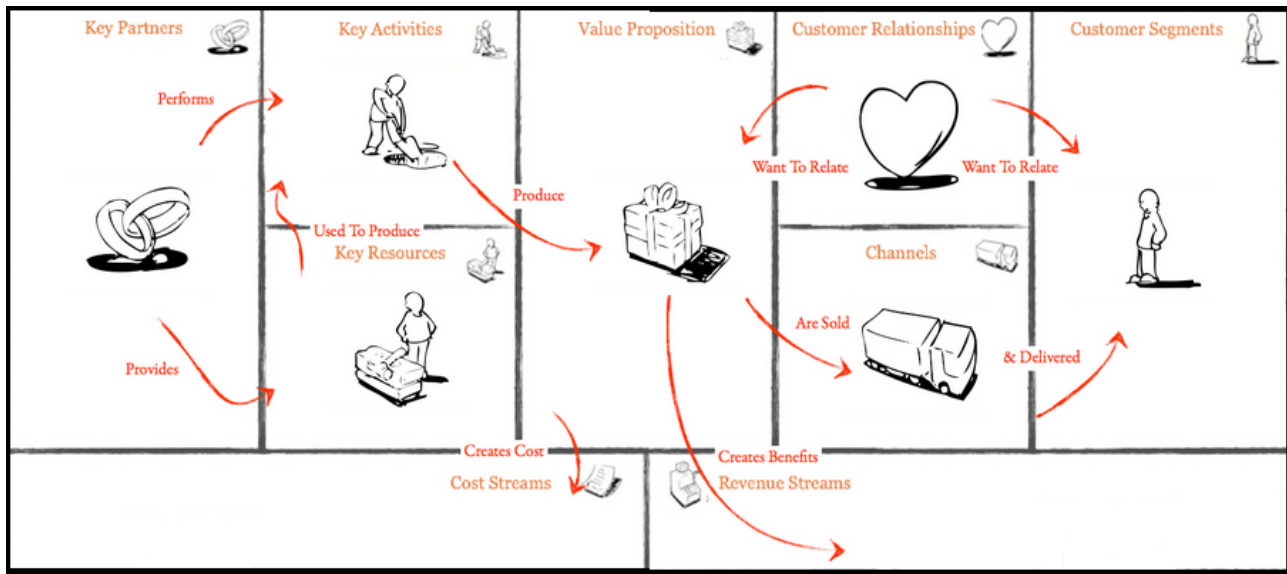
Figure 5: Business Model Canvas template

3.3 EVALUATE phase

The EVALUATE phase of the GUEST methodology has the aim to define the innovation strategic path, intended as the actions to implement to actually develop the solutions, as well as a timeline for the development and a set of KPIs to monitor the implementation.

In the context of SINFONICA, the outcomes of the previous phases are used to help the definition of the Knowledge Map Explorer (WP4), in terms of creation of a solid knowledge base about users' needs and requirements (SO1).

In this phase, the information coming from the Value Ring, Social Business Network, and Business Models will be used to define the most important aspects to be considered for the implementation of the Knowledge Map Explorer.

3.4 SOLVE phase

The SOLVE phase of the original GUEST methodology relies with the actual implementation of the innovative products and services. Considering the customization of the GUEST for SINFONICA, this means the actual implementation of the Knowledge Map Explorer, to allow policymakers to make informed decisions about the adoption of CCAM technologies, based on different types of final users (SO2). In particular, depending on the type of stakeholder that uses the tool, and on the type of final user that must be engaged, the Business Model can bring valuable outcomes on the most important needs to be addressed, as well as about the most suitable strategy that must be adopted.

3.5 TEST phase

In the GUEST methodology, the last phase (TEST) is intended as the application of the developed and tested products and services in real contexts, aimed at monitoring their effectiveness.

In the context of the GUEST-SI methodology, applied to SINFONICA, the Knowledge Map Explorer will be tested in T4.4 (both at policy and deployment level) by at least 10 different stakeholders, coming from different countries and with different expertise.

4. IPR management

SINFONICA will actively monitor the creation of IPR during the lifetime of the project, with the identification of results, which are both jointly and individually owned.

IPR will be handled in line with the Grant Agreement, as described in 4.2.16 ("Intellectual property rights IPR – background and results – access rights and rights of use") and in annex 5 ("specific rules"):

- The beneficiaries must give each other, and the other participants, access to the background IPR identified as needed for implementing the action, subject to any specific rules in Annex 5;
- The granting authority does not obtain ownership of the results produced under the action;
- The granting authority has the right to use non-sensitive information relating to the action and materials and documents received from the beneficiaries (notably summaries for publication, deliverables, as well as any other material, such as pictures or audio-visual material, in paper or electronic form) for policy, information, communication, dissemination and publicity purposes — during the action or afterwards.

In order for the results of SINFONICA to become innovations in the market, appropriate IPR Management is crucial. Therefore, SINFONICA will constantly and actively monitor the creation of IPR during the lifetime of the project. As part of this process, results that are both jointly and individually owned will be identified. Proposals for the division of share of such results and the base conditions for their exploitation will be made by the project team (in particular, the project coordinator and the innovation and exploitation managers).

These proposals will be made in compliance with the conditions defined in the Consortium Agreement and in the function of the IPR audits to be conducted. IPR audits will be executed periodically, when partners will be able to identify different aspects related to the SINFONICA results produced, such as:

- Control of access rights needed for the implementation of the project;
- Control of third owners' software used in the implementation of the project;
- Control of commercial hardware used in the implementation of the project;
- Control of third-owner intellectual property rights used in the implementation of the project;
- Control of party background used in the implementation of the project;
- Control of party foreground generated in the project.

To facilitate this process, a dedicated template will be provided to support partners in the identification of the Foreground IP and the pre-existing knowledge to be protected (Background IP), according to the project evolution. This tool will be monitored and updated during the entire duration of the project. Nevertheless, each partner is responsible to apply the knowledge protection measures.

Since the definition of IPRs is strictly related with the definition of Key Exploitable Results (KERs) and exploitation strategies (T6.3), the update of the data and information related with IPRs will follow the same timeline of these activities. Specifically, developing the preliminary exploitation plan (D6.2, at M6), each partner will provide information about its background and foreground IPRs. These information will be periodically updated by the partners at M12 (corresponding to Milestone 5 – Exploitation and technical dissemination plan) and at M36 (corresponding to D6.5 – Final exploitation strategy).

Information about the Background and Foreground IPR must be included in the following tables by the IPR owners.

Table 2: Information to be included for each Background IPR item

Title	*Name of Background IPR*
Organisation	*Owner of background IPR*
Classification	*Software* *Hardware* *Firmware* *Other (if Other, please specify:* *Dataset (Text / Images/ Sounds/ Voices) - Database Content* *Model Database (S.S.O)/ Model Web (S.S.O)* *Database (aesthetic) Design / Web Design / Model Design* *Scientific / Technical Information;* *Inference engine / Knowledge base - Expert system (Artificial Intelligence)* *Algorithm* *Etc.)*
Description	
Conditions and limitations for implementation	
Conditions and limitations for exploitation	

Table 3: Information to be included for each Foreground IPR item

Title of IPR	*Name of the Foreground IPR item*	
IPR Owner	*Owner of the Results*	
Jointly developed	*No/Yes (add names)*	
Classification	*As per classification in Background IPR List*	
Related Background	*From listed Background IPR items*	
Control of Third Owners Software, Hardware or IPR	Identification of Commercial Software and Licensor:	
	Identification of Open Source Software and Licensor:	
	Identification of commercial hardware:	
	Third Owner Intellectual Property Rights:	
Description		
Exploitation Potential	*Further Research* *Developing, creating and marketing a product/process* *Creating and providing a service* *In Standardisation activities* *Others (Joint Venture, Spin-off, …)*	
Access Rights	*According to the GA and Section the CA, "access rights" means licenses and users rights to Background or Foreground given to beneficiaries of the project (Party or Parties) if it is Needed to enable those Parties to carry out their own work under the Project.*	
Available Support (email, website, info)		
Registration date		
Modified by		
Version		
Approval status		

5. Conclusion

Given the importance of the innovative CCAM technologies and the objective to make these innovations accessible to a wider market, the innovation management of the SINFONICA project, as well as the correct tools to achieve and monitor the results, must be clearly defined from the first stages of the project, and continually monitored and updated during the project.

The current deliverable provides the required framework and the innovation management approach for the SINFONICA project, which will act as guidance for consortium members and will be updated throughout the development of the project, to follow the innovation activity requirements that will come from other WPs. The adopted framework is a customization of an established methodology (the GUEST methodology), already adopted in different EU-funded projects. In particular, the customization of the methodology for SINFONICA relies in its application to social innovation contexts, in which the correct definition of the potential end user segments, as well as the definition of their needs and requirements, and of the strategies to engage them, are very important tasks to ensure the final objectives of the project.

Moreover, Innovation Management activities will be strictly related with the Exploitation ones (WP6) in terms of the definition of the IPRs related with the innovative technologies used in the project.

The Innovation Management Plan is considered an adaptive living document, and it will be further updated according to different project phases.

6. References

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For more information

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