



# IP Management in EU-funded Projects/ Horizon 2020

European IPR Helpdesk  
*Michele Dubbini*

*« Impact and Innovation in H2020,  
strategies for a successful  
exploitation of H2020 results.  
Focus on intellectual property  
issues »*

*11/11/2015*





# Today's speaker

## *Michele Dubbini*

- European IPR Helpdesk Training Team
- LLM in Intellectual Property Law
- Project Officer at Eurice GmbH.



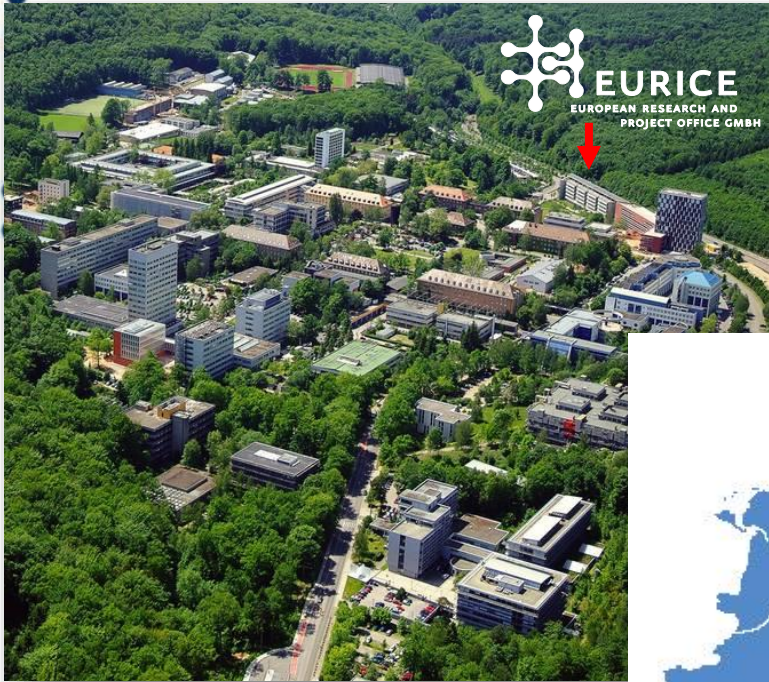


# Eurice - History

- *founded in 2000 to assist and consult scientists from academia and industry in the area of EU project management and dissemination of project outcomes*
- *portfolio of EU & other international funding programmes (H2020, FP4-7, COST, EDCTP, ...)*
- *large experience in FP7-participation: in the top 20 among 10.800 SME-participants in FP7 (EC-Monitoring Report 08/2013)*
- *40 staff members with different scientific and non-scientific backgrounds*
- *currently managing ~80 running projects, of which ~40 coordinated, with a strong focus on Life Sciences (July 2014)*
- *Several institutional collaborations (Saarland University, different Leibniz Institutes)*



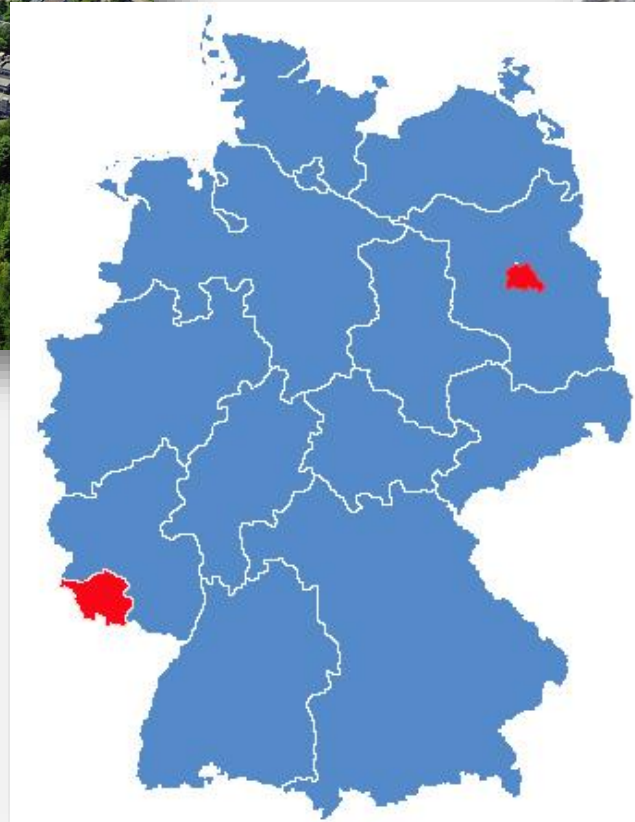
# Eurice - Location



**Saarbrücken**



**Berlin**



14.12.2015





# Eurice - Services

- *1 - Strategic Advise*
- *2 - Proposal Support*
- *3 - Project Administration*
- *4 - Project Management*
- *5 - Communication & IP management*



# Team

**infeurope S.A.**

**Project Coordinator;  
Website & Helpline**



**Luxembourg research  
center of science and  
technology**

**Publications &  
Stakeholder Management**



**Eurice GmbH**

**Communications &  
Training**





**STOP**

*EU IPR Helpdesk: Target Groups &  
General Objectives*



# General Objectives

The European IPR Helpdesk aims at:

- **raising awareness** of the value of intellectual assets and of the necessity to secure and manage them
- **empowering** and developing capacities to deal with IP assets and related management
- **building long-term partnerships** with relevant multipliers networks and other IP initiatives (i.e. Enterprise Europe Network, NCPs, INNOVACCESS...) to anticipate and evaluate the IP/IPR challenges of tomorrow





# Risks

Possible consequences:

- **Risk of conflicts** during collaborative projects and possibly limited exploitation of research results
- **SMEs refrain** from entering into collaborative research projects
- SMEs/universities **do not fully exploit** their innovative potential...





# Who can use our services?

- **Beneficiaries of EU-funded programmes**
  - ✓ Current and potential participants in EU-funded projects such as FP7, CIP, Horizon 2020, COSME.
  - ✓ Universities, research organisations, individual researchers & SMEs
- **EU SMEs** involved in cross-border innovation activities within EU, negotiating transnational business partnerships, going abroad
- **Multipliers and intermediaries** (e.g. EEN members, NCPs, business organisations, chambers of commerce)





# Website & Publications

[www.iprhelphdesk.eu](http://www.iprhelphdesk.eu)

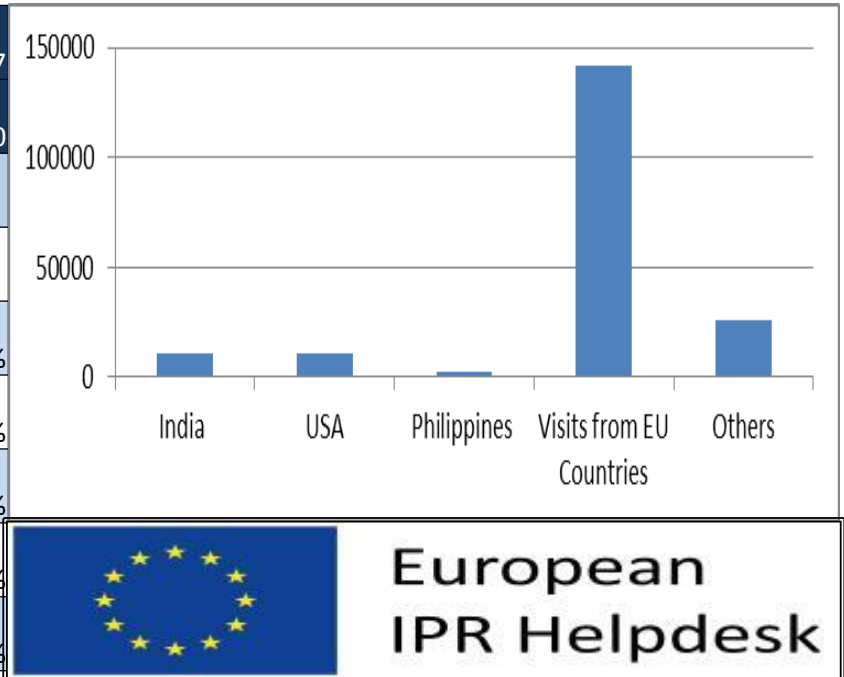
- In 2015:
  - 2101 new registration to our website
  - 151400 unique users of the services
  - 37008 downloads of publications
  - 788 Support request received by the Helpline
  - Request and user coming from all over Europe, especially from UK, Spain and Italy





# Visitors worldwide

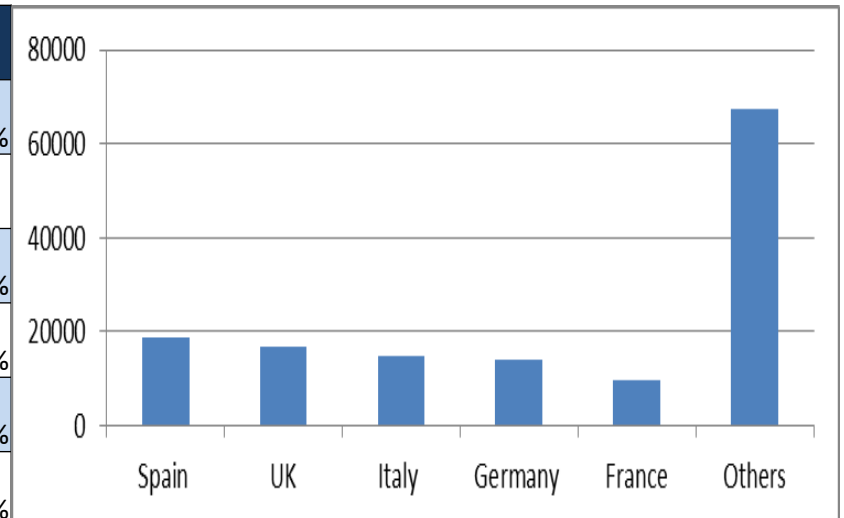
Website views	518387	
Visits worldwide	191800	
Percentage of visits on the total views :	37,00%	
Total visitors:		
India	11174	5,83%
USA	10931	5,70%
Philippines	2129	1,11%
Visits from EU Countries	141500	73,77%
Others	26066	13,59%





# Visitors from Europe

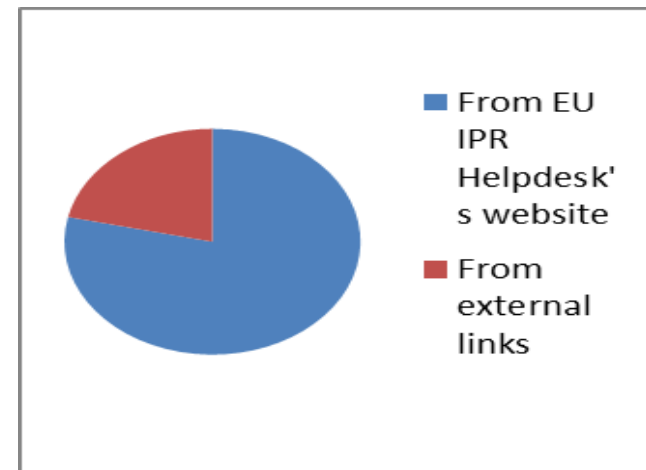
Visits From Europe	141500	
Percentage on the worldwide data :	73,77%	
Top visits from EU Countries:		
Spain	18672	13,20%
UK	16765	11,85%
Italy	14748	10,42%
Germany	14132	9,99%
France	9788	6,92%
Others	67395	47,63%





# Downloads

- 37008 Documents downloaded
- 29957 (80%) are from the EU IPR Helpdesk's website:
  1. [The Plan for the Exploitation and Dissemination of Results in Horizon 2020](#)
  2. [IP management in H2020: Project proposal](#)
  3. [IP management in Horizon 2020 Marie Skłodowska-Curie Actions](#)
  4. [Intellectual property and business plans](#)
  5. [Your guide to IP in H2020](#)



- 50% of the external links were directed to the European Commission ([ec.europa.eu](http://ec.europa.eu)) allowing the download of:
  - Annotated model Grant Agreement
  - Financial Guidelines
  - Etc.



# Website & Publications

- **Information on exploitation of results?** we have clear and practical fact sheets on
  - a) Exploitation channels for public research results
  - b) **Non-disclosure agreement**
  - c) **Licence agreement**
  - d) Assignment agreement
  - e) Joint ventures
  - f) Spin-offs
  - g) **Internal product development**
- Events & news
- Case Studies
- Glossary & FAQs
- Bulletin

The screenshot shows the European IPR Helpdesk website interface. At the top, there is a navigation bar with the European Commission logo and the text 'EUROPEAN IPR HELPDESK Get your ticket to innovation!'. Below this is a search bar and a set of colorful navigation buttons for 'home', 'news', 'events', 'library', 'training', 'ambassador', and 'helpline'. A 'follow us' section includes social media icons for RSS, LinkedIn, and Twitter, along with a 'newsletter sign up here' button. The main content area features a 'New Fact Sheet' announcement for 'Commercialising Intellectual Property: Licence Agreements'. Below this, there are sections for 'Get your ticket to innovation!', 'Support within 3 working days!', and 'IP SME Corner'. At the bottom right, a table of contents for a 'Spin-offs' fact sheet is visible, listing sections like 'Introduction', 'Risks', 'Knowledge transfer process', 'IP advice process and outcomes', 'Risk process and checklist', and 'Useful Resources'.

European IPR Helpdesk	
Fact Sheet	
Commercialising Intellectual Property: Spin-offs	
Introduction	1
Risks	2
Knowledge transfer process	3
IP advice process and outcomes	4
Risk process and checklist	5
Useful Resources	6





# “Your guide to IP in Horizon 2020”



- Specifically dealing with IP in horizon 2020.
- Appreciated and requested especially by stakeholders, ambassadors as well as individuals involved in H2020 projects
- More than 5000 physical copies distributed in 2015



# Helpline

- **First-line support**
- **User-friendly** service provided in English
- **Personalised answers** to individual questions within **three working days**
- **Wide range of IP topics:** IP protection, IP management and exploitation, revision of agreements, etc.
- **Understandable** for non-legal experts and **business oriented**





# Helpline

**Call us at +352 - 25 22 33 – 333 or send  
an email to [service@iprhelppdesk.eu](mailto:service@iprhelppdesk.eu)**

Some examples of real questions received...

- *Is **protection** of results **mandatory** in all cases?*
- *Are the ideas described in the proposal protected?*
- *How can I **protect my ideas**, inventorship/authorship and **ownership** rights if I participate in a EU funded project through my **University** ?*
- *Should we still include a Plan for Use and dissemination in H2020 proposal?*
- *I would like to get advice about the consortium agreement and also how to minimize the risk that my work is not going to be stolen.*
- *Does our draft **consortium agreement** comply with EU funded rules?*
- *Is there an obligation to disseminate results which qualify as industrial and trade secrets?*
- *If our SME became partner in a Horizon 2020 project, would it be the **owner** of the project results?*



# Training

- **“Capacity building”**
- **Practical and comprehensive training approach**
- **Individual organisation of on-location training events in cooperation with multipliers/ intermediaries**
- **Training Catalogue**
- **Web-based training sessions**





# Training program 2015



Large IP in Horizon 2020 Training Events



Large IP in Business Training Events



On-site training sessions provided on request



Supported on-site training events organised  
by EU IPR HD ambassadors



Webinars offered on a regular basis



Webinars offered on individual request



# Training program 2015



- Large, supranational, open IP Training Events

Focus on IP in Horizon 2020

**Bergen**

**Cyprus**

**Bonn**

**Dublin**



- Middle sized open IP Training Events

Focus on IP in Business

**Palermo**

**Ljubljana**

**Berlin**

**Oslo**



# Webinars & Educational Clips

- **Regular courses**
- **Registration** on our website
- **Open to everyone** interested in enhancing their knowledge of IP/IPR
- **Easy handling**
- **Duration:** 60 minutes & 15 minutes “Q&A”

**New webinars this year focusing on exploitation of results!**

[www.iprhelpdesk.eu/events](http://www.iprhelpdesk.eu/events)





# Upcoming regular IP Training Webinars 2015

- 18/11 IP in EU Funded Projects, Jörg Scherer
- 02/12 IP Impact and Innovation in H2020, Eugene Sweeney
- 16/12 Maximising the Impact of H2020 project results, Eugene Sweeney

**[Webinar Schedule until July 2016](#)**





# Awareness Raising

- Participation in **stakeholder/target group events** (e. g. brokerage & information events)
- **Professional presentation** (i.e. information booth, plenary presentation, workshops)
- **Provision of promotional material** and information packages
- **Contribution to partner newsletters & websites**





# Cooperation

- **Cooperating** with stakeholders involved in IPR and promotion of innovation in order to foster synergies (EEN, WIPO, EPO, OHIM, National Patent Offices...)
- **Liaising** with European business associations and other stakeholders with the purpose to foster partnerships and reach more SMEs
- **Networking** through LinkedIn and Twitter





# The Ambassador Scheme: increasing outreach to SMEs

- **Cooperation** between the European IPR Helpdesk and the **Enterprise Europe Network**
- **Exchange and feedback** from Ambassadors on needs/interests of SMEs
- **Better understanding** of the target group
- **Translation of materials**
- Publication of new **case studies**
- **Training** to IP skilled staff of the Enterprise Europe Network



**Mutually beneficial and an essential means to raise the awareness among SMEs.**





## Other IPR Helpdesks

**CHINA IPR**   
**SME HELPDESK**



**ASEAN IPR**  
**SME HELPDESK**





# HORIZON 2020

The New EU Framework Programme for Research and  
Innovation (2014-2020)







# Why is it important to consider IP in H2020?

- The Rules for Participant establish **best efforts** commitment of participants to **exploit their own results**.
- IP and exploitation issues are subject to evaluation regarding **impact and feasibility** of the proposal.
- A **convincing outline of IP management and exploitation strategies** on individual and consortium level within the proposal is a relevant matter.
- Results of research and development activities require further and often substantial investments to take them to market, which is **appealing** if the results are well protected through **intellectual property**.
- Properly managing IP in the projects, helps participants to **avoid future conflicts** among the consortium.



# IP downstream route/Steps

- *Understanding the scene (Terms, Rules, Model Agreements, etc)*
- Setting the scene (Which IP provisions are negotiable?)
- Getting to know the individual interests, motivations and expectations of individual partners regarding IP management and exploitation
- Strategies and Plans to capture, manage and exploit results of H2020 projects on consortium level
- Developing the right innovation management structures
- Definition of appropriate activities and tasks to implement innovation-related activities
- Exploitation pathways, route to market, business models





## IP in EU funded projects



A yellow rectangular sign with rounded corners and a white border, containing the word "STOP" in bold, black, uppercase letters.

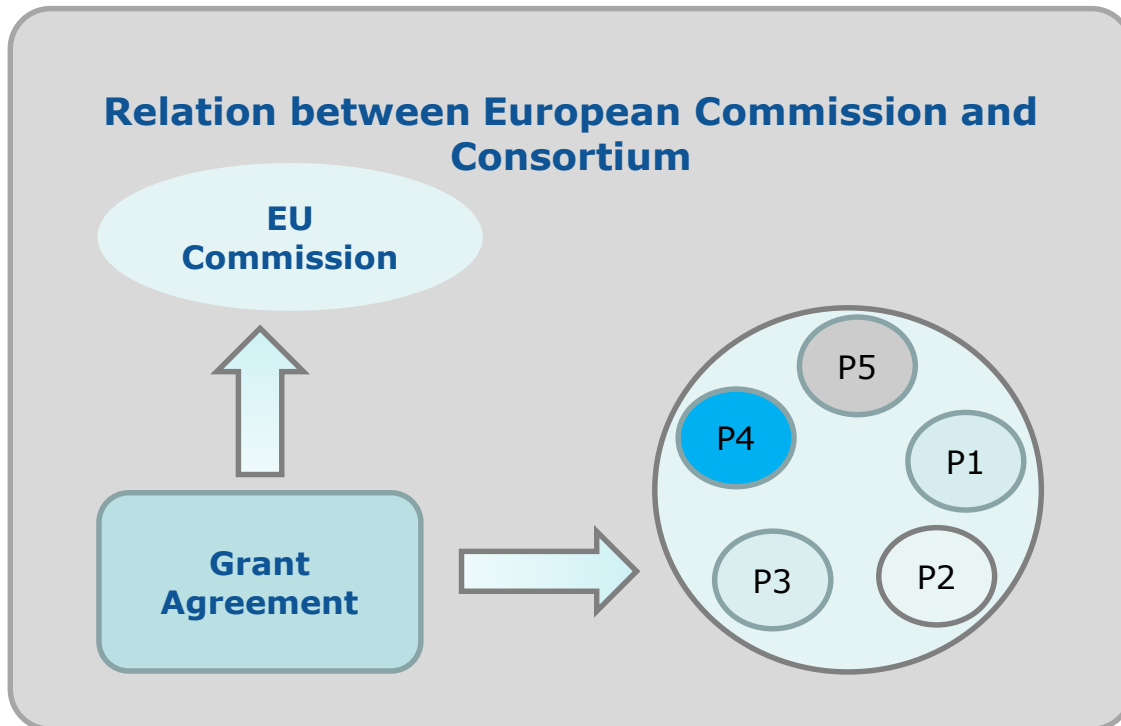
**STOP**

A yellow callout box with rounded corners and a white border, containing the text "Rules and Agreements" in a grey, italicized font. The box is connected to a yellow line that starts from the left edge of the slide and ends at a small white circle on the top edge of the box.

*Rules and Agreements*



# Grant Agreement (I)





## H2020 – Annotated Model Grant Agreements

- **General Model Grant Agreement**

Section 3 addressing „Rights and Obligations related to Background and Results“

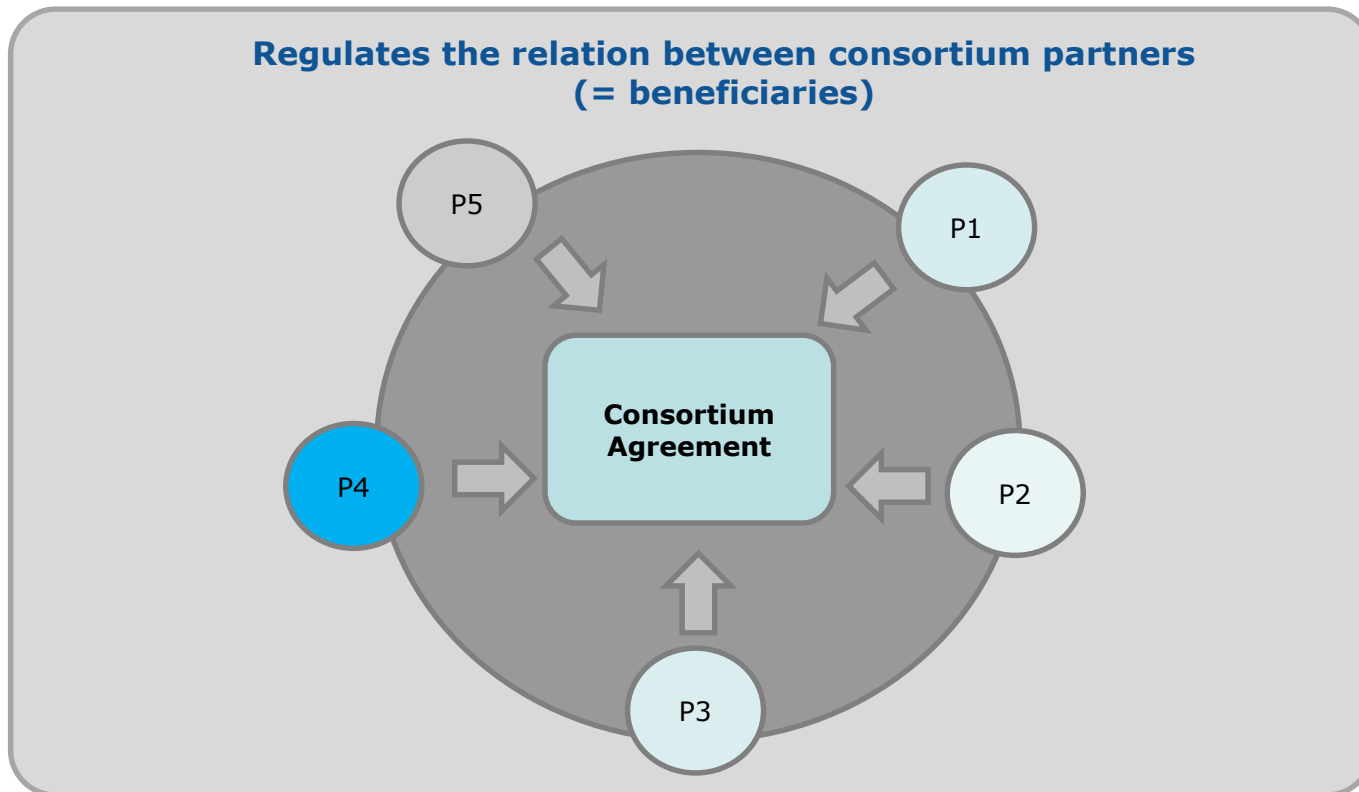
### Structure:

- Core text with relevant articles
- Annotations to articles
- Examples, best practices, lists and procedures, exceptions

The document is periodically updated with new examples and explanations, based on practical experience and on-going developments



# Consortium Agreement (CA)





# Consortium Agreement (II)

- A legal document that regulates the internal work of the Consortium
- Mandatory for the majority of projects
- Legal basics: Grant agreement (+ Annexes)/ RfP
- Implements the provisions of the Grant Agreement/programme rules
- May in no way contradict the prerequisites laid out in the EU Agreement/programme rules; the latter always take precedence!
- The CA should be worked out during the "*time to grant*" at the latest ; be prepared!
- Consortia are responsible for set up the governing rules; the Commission has no binding model, but... see participant portal
- **DESCA** (Development of a Simplified Consortium Agreement) model; Different options/modules, i.e. related to software development  
**MCARD-2020** - ICT industry; **EUCAR** – Automotive industry; **IMG4** - Model Consortium Agreement for the Aeronautics projects

<http://www.desca-2020.eu/>





# EC guide: “How to draft a H2020 Consortium Agreement”



- Document meant to assist applicants/beneficiaries in drawing up a consortium agreement
- Hints and best practices to follow, when negotiating with the other parties
- [Complete Document](#)



European  
Commission



*Where are the rules regarding IP in  
Horizon 2020 to be found?*





# Vocabulary

Key terms in the context of Horizon 2020 projects are:

- Background
- **Results**
- **Exploitation**
- Dissemination
- Access rights





# Definitions (I)

## Background

Tangible or intangible input (data, knowhow, information) which is held by the project partners prior to their accession to the agreement. Includes IP as copyright, patents/ patent applications (filed prior to access to agreement).

Examples: *prototypes; cell lines; database rights, licences with the right to sublicense*

Project partners **must identify their background in writing**

## Results

All results which are generated under the project – whether or not protectable. Such results may include copyrights, design or patent rights, trademarks or others, and belong to the partners who have generated them.





## Definitions (II)

### Access rights

User rights (incl. licenses) to results or background of project partners.

### Exploitation

Utilisation (direct/indirect) of results in research activities, which are **not** part of the project, as well as utilisation for further development, creation and marketing of a product or process.

### Dissemination

Means through which research results are presented to the public. Official publications (e.g. patent applications) are not considered as dissemination.





# Ownership of Results

- **In Horizon 2020, generally the grant agreement establishes that the results of the project belong to the participant generating them.**
- It is advisable to take appropriate measures to properly manage ownership issues, such as keeping laboratory books or other kinds of documentary evidence (e.g. a properly completed Invention Disclosure Form)
- Given the collaborative nature of most projects, some results can be jointly developed by several participants. Hence, situations of joint ownership might arise.
  - > **Joint Ownership Agreements** (i.e. defining specific conditions for granting licenses or issues related to costs of protection and sharing of potential revenues); Default rule in Consortium Agreement ..



# Joint ownership agreements:

- [Content to be taken into consideration for a joint ownership agreement](#)
- [Template of a joint ownership agreement](#)
- European IPR Helpdesk's Fact Sheet: ["IP joint ownership"](#)





# Access Rights (I)

- Each project partner has the right to **request access rights** to the other project partner's background and results as long as it needs them in order to carry out its work under the project or to use its own results (these are **minimum access rights**).
- Shall be made in writing.
- To avoid conflicts, it is recommended that beneficiaries agree (e.g. in the consortium agreement) on a common interpretation of what is "**needed**".
- Are to be requested/granted throughout the duration and up to 1 year (or as otherwise agreed in the CA) after the end of the project for exploitation needs; Once requested, access rights may be exercised as long as they are needed for exploiting the results (e.g. until the background patent expires).
- Access rights do **not** confer the right to grant sub-licences.



## Access Rights (II)

### Granting of Access Rights




	<b>Access to background</b>	<b>Access to results</b>
Project implementation	Royalty-free	Royalty-free
Use of results	Royalty-free, or on fair and reasonable conditions	Royalty-free, or on fair and reasonable conditions



# Access Rights

- Intellectual Property Issues:

## Access rights: to Results and Background needed for the project implementation

		
<p><u>For implementation:</u> -Section 9.3</p>	<p><u>For implementation:</u> - Section 9.3</p>	<p><u>For implementation:</u> - Art. 11.2</p>
<p>Access rights to results and background needed for the performance of the own work of a party under the project shall be granted on a <b>royalty free basis</b></p>	<p>Access rights to results and Background needed for the implementation are hereby requested and shall be deemed granted, as of the date of the GA entering into force on a <b>royalty free basis</b> to and by all Parties</p>	<p>Beneficiaries agree to grant each other <b>royalty free non exclusive access rights</b> in respect of their results and subject to legitimate interests and, subject to legitimate interest of the owner, <b>background</b> to the extent needed to performance the project.</p>





# Access Rights

- Intellectual Property Issues:

## Access rights: to Results Needed for further exploitation



For exploitation:  
-Section 9.4

Access Rights to **results** if needed for exploitation of a Party's own results shall be granted on **Fair and Reasonable conditions or on royalty free basis** ( two different options are available)

For exploitation:  
-Section 9.4;

Access rights to **results** if needed for exploitation of a Party's own results are requested and deemed granted on a **royalty free basis (Option 1)** or under fair and **reasonable conditions (Option 2)** except for internal research and teaching purposes)

For exploitation:  
- Art. 11.3.1; 11.3.2

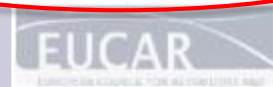
Each of the beneficiaries grants permanent worldwide non-exclusive access rights to the extent needed for use of results generated in the subproject they participate on **fair and reasonable conditions**. However if it the same subproject there is the chance to choose to have it **royalty free** or on **fair and reasonable conditions**.



# Access Rights

- Intellectual Property Issues:

## Access rights: to Background needed for further exploitation



For exploitation:  
-Section 9.4

For exploitation:  
-Section 9.4;

For exploitation:  
- Art. 11.3.1; 11.3.2

Access rights to **background** if needed for exploitation shall be granted on **fair and reasonable conditions**

Access rights to **background** if needed for exploitation shall be granted on **fair and Reasonable conditions** (Art.9.4.2)

Each of the beneficiaries grants permanent worldwide non- exclusive access rights to the extent needed for use of the background needed in the subproject they participate on fair and reasonable conditions. With background also in the case of same subproject only the **fair and reasonable conditions** is available.



# Access Rights

- Intellectual Property Issues:

## Access rights: For affiliate Entities



- No specific provision:

only obligation for the Party involving third parties (among which are affiliate entities) must make sure that such **involvement does not affect the rights and the obligations of the other parties** under the CA and the GA.

- Section 9.5:

Granting to all affiliate entities access rights to the background and result, as long as the party of which the entity is affiliate has access to the information **(Option 1)** or grant a royalty and fully paid up sublicense to the affiliate entity, by the party who has to make sure that all rights and obligations are applied **(Option 2)**

- Art. 11 and 12:

Affiliates entities are treated as Parties of Eucar consortium.



# Obligations to disseminate

**Project partners are obliged to disseminate the results swiftly** (i.e. to scientific community/broader public) by any appropriate means and including the publication of results in any medium.

**But:**

- *no dissemination of results may take place before decision is made regarding their possible protection, and*
- *all patent applications, publications or any other dissemination (also in electronic form) shall include a statement that the action received financial support from the Union – The same applies to results incorporated in standardisation activities.*





# Dissemination checklist

- Take a decision about the protection of foreground and all required steps
- Inform the other consortium partners in writing 45 days before the planned dissemination activities and include enough information to allow them to analyse whether their interests are affected or not. Note that this time limit can be changed (for more or less days) in the CA. Wait 30 days for any objection to the dissemination (unless otherwise agreed in the CA).
- Beware not to infringe third parties' intellectual property rights
- Open access as a general principle of scientific dissemination
- List the dissemination activities in the Exploitation and Dissemination Plan



# Open Access

## Open access as a general principle of scientific dissemination

**Each beneficiary must ensure open access (free of charge, online access for any user) to all peer reviewed scientific publications relating to its results**

**More information?**

**Fact Sheet:**

**[Open access to publication and data in H2020: FAQ](#)**





# General obligation to protect

Each beneficiary must examine the possibility of protecting its results and must adequately protect them — for an appropriate period and with appropriate territorial coverage — if:

(a) the results can reasonably be expected to be commercially or industrially exploited and

(b) protecting them is possible, reasonable and justified (given the circumstances).

When deciding on protection, the beneficiary must consider its own interests and the interests (especially commercial) of the other beneficiaries.



# Costs reimbursements

- **Costs of intellectual property rights (IPR)**, including protecting results (e.g. fees paid to the patent office for patent registration) and royalties on access rights **are eligible costs**
- **Cost for open access** publications are also considered **eligible** by the GA, e.g. Author Processing Charges (APCs)
- Ask your legal/financial NCP!





# General obligation to exploit

Each beneficiary must — **up to four years after the project completion** take measures aiming to ensure '**exploitation**' of its results (either directly or indirectly, in particular through transfer or licensing by:

- (a) using them in further research activities (outside the action);
- (b) developing, creating or marketing a product or process;
- (c) creating and providing a service, or
- (d) using them in standardisation activities.



**STOP**

*Impact and Innovation in H2020  
proposals*



# Innovation

The successful exploitation of new creations, which when used produce tangible benefits, satisfying needs and wants.



# Impact

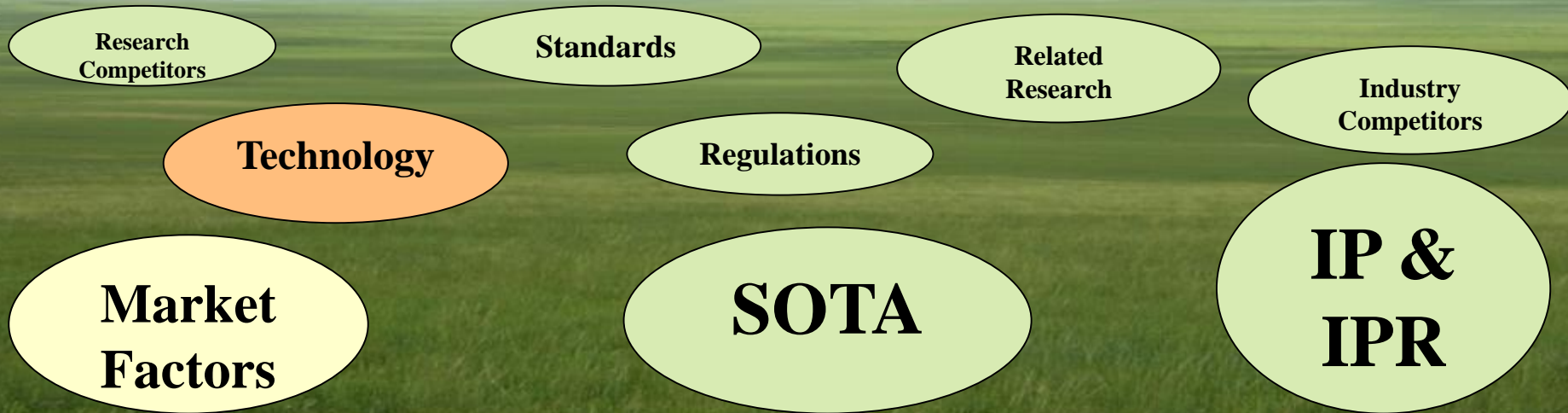
The **benefits** derived from the innovation. The larger the benefit – the larger the impact



# Understand the landscape

## Strategic Intelligence

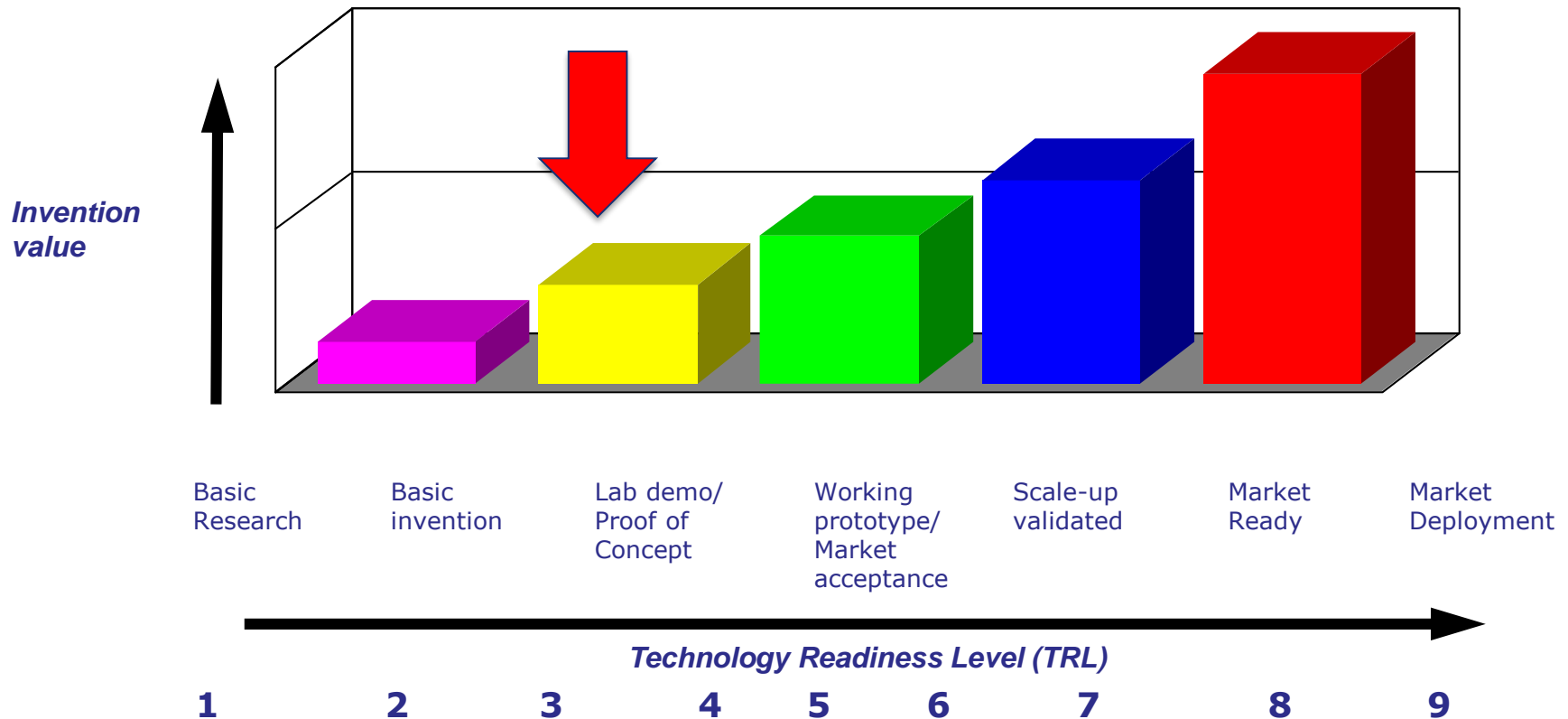
WP and Call Challenges,  
Objectives & Topics





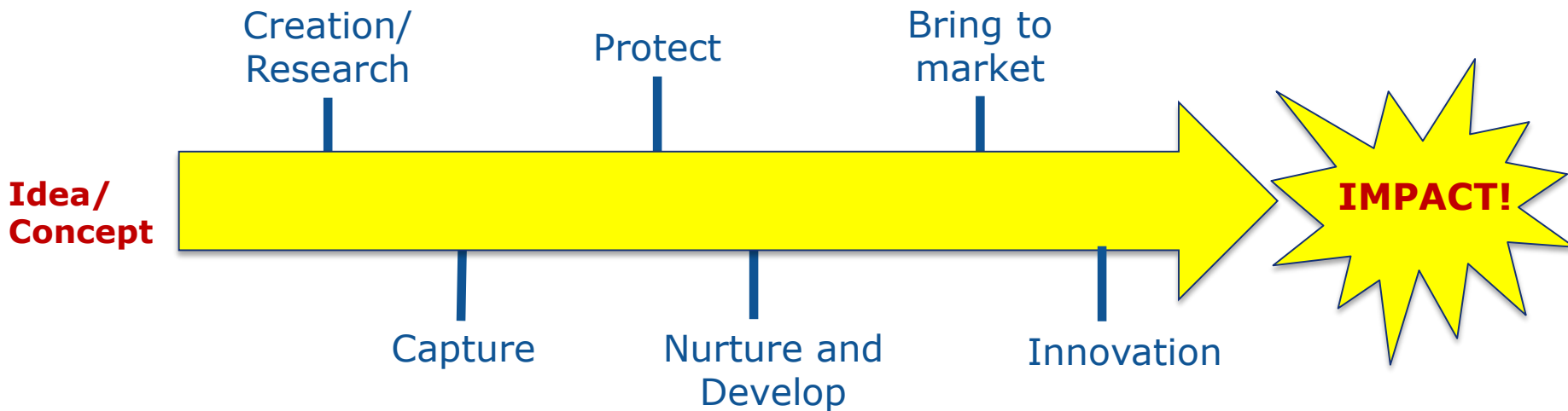
# Technology Readiness Levels

Where are you starting from and where do you want to go?





# Idea to Impact!





## Management tasks and responsibilities

### Key Tasks

1. Secure the foundations
2. Capture the project outputs
3. Manage and protect the project outputs
4. Disseminate, exploit the project outputs
5. Bringing it to the Market



# 1. Secure the foundations

- Consortium agreement
- IP and exploitation **policies**
- Ensuring researchers can **recognise** and **capture** IP (IP awareness training for participants)
- Ensure **good research practice** (including record keeping)

**Intellectual  
Property is  
an asset  
which has  
value.**

**Its creators  
(i.e. the  
researchers)  
must be able  
to:**

- recognise it
- prevent its value being lost
- know where to go for help





## 2. Recognise and Capture the IP

- Proactive monitoring of research outputs - regular reviews
- Facilitating IP disclosure (to IPR Manager)/standard “disclosure forms”
- Initial Disclosure - **Key information needed**
  - Identify **ALL** relevant IP (software, papers, know-how, etc)
  - **Clarify ownership** – particularly if 3<sup>rd</sup> parties involved
  - **Check for “hidden traps”** (publications, posters, etc), which might affect patentability.
- Pre-publication reviews to avoid “value leakage” for technical inventions



# Protection by subject matters

Subject Matter	Patent	Utility Model	Industrial Design	Copyright	Trade Mark	Confidential Information
Invention (e.g. device, process, method <sup>1</sup> )	X	X				X
Software	X <sup>2</sup>	X		X		X
Scientific article				X		
Design of a product			X	X	X	
Name of a technology/product					X	
Know How	X	X				X
Website			X	X	X	

<sup>[1]</sup> Except methods excluded from patentability by virtue of Articles 52(2)(c) and (3) and 53(c) EPC.

<sup>[2]</sup> Software patentability is still a debated issue given its exclusion as subject matter as by Article 52(2)(c) and (3) EPC.



# Ownership!

- Who owns what? ✓ (don't just rely on default rules)
- How will relative contributions to the invention be agreed
- Who will manage?
- Who will pay for protection?
- How will costs be shared?
- How will revenue be shared?

## Does the Consortium Agreement address this?

Legal Ownership of EC Supported foreground IP is with the Institution – so **institution involvement is crucial** for issues such as IP ownership, access and use.



## 3. Managing the IP

### Assessment and protection

#### ➤ Assessment

- Is there an opportunity for the project output to deliver an impact (be exploited)?
- Does the IP/project output benefit from **protection** - in line with exploitation strategies?

#### ➤ **If so, invest** in protecting and securing foreground IP as appropriate (an eligible cost in H2020)

- Patents, copyright, keep secret, etc
- Secure proof of creation

#### ➤ IP **protection is an investment NOT a cost!**

**Assessment, protection and exploitation  
must be considered together**



## 4. Disseminate, Exploit

- (Draft) dissemination and exploitation policies and strategies and plans, including the project results as a whole at proposal stage
- Preparation of more detailed strategies and plans **during the project**
- **Coordination** of dissemination and exploitation plans to avoid conflicts
- Appropriate communication measures
- The Plan for the Exploitation and Dissemination of Results in Horizon 2020



# Common inadvertent disclosures

## Not only ..

- ✓ Publishing in the literature
- ✓ Posting information to the Internet

## But also beware of ..

- Inclusion in a thesis deposited in a library
- Oral or written disclosure with a customer, at scientific meetings (including poster sessions), or in any circulated abstract
- Disclosing to visitors in a non-confidential manner, including posters and displays in corridors
- Leakage of information from experimental public trials or prototypes without taking precautions to avoid this
- Advertisement, sale, use or any form of commercial activity which is public (e.g. to try and “test the market”)



# Confidentiality agreements:

## Templates of confidentiality agreements:

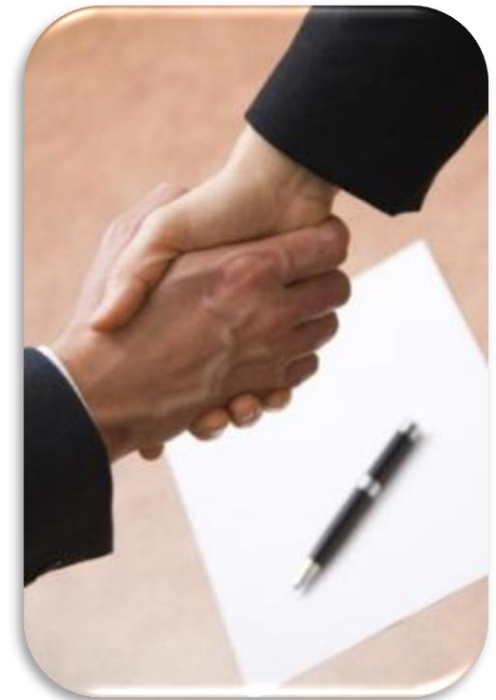
- [Mutual non disclosure agreement \(European IPRHelpdesk's\)](#)
- [One-way non disclosure agreement \(European IPRHelpdesk's\)](#)
- [Non disclosure agreement templates \(UKPTO\)](#)



## 5. Bringing it to the market (i.e. the project outputs)

### Routes for use/exploitation

- Use for further research
- Developing and selling own products/services
- Spin-Off activities
- Cooperation agreement/Joint Ventures
- Selling IP rights/Selling the (IP based) business
- Licensing IP rights (out-licensing)
- Standardisation activities (new standards/on-going procedures)







# License Agreements:

A **licensing agreement** is a legal contract between two parties, known as the licensor and the licensee. In a typical **licensing agreement**, the licensor grants the licensee the right to produce and sell goods, apply a brand name or trademark, or use patented technology owned by the licensor.

- Technology transfer or license contract template
- **WIPO's Exchanging Value - Negotiating Technology Licensing Agreements: A Training Manual**



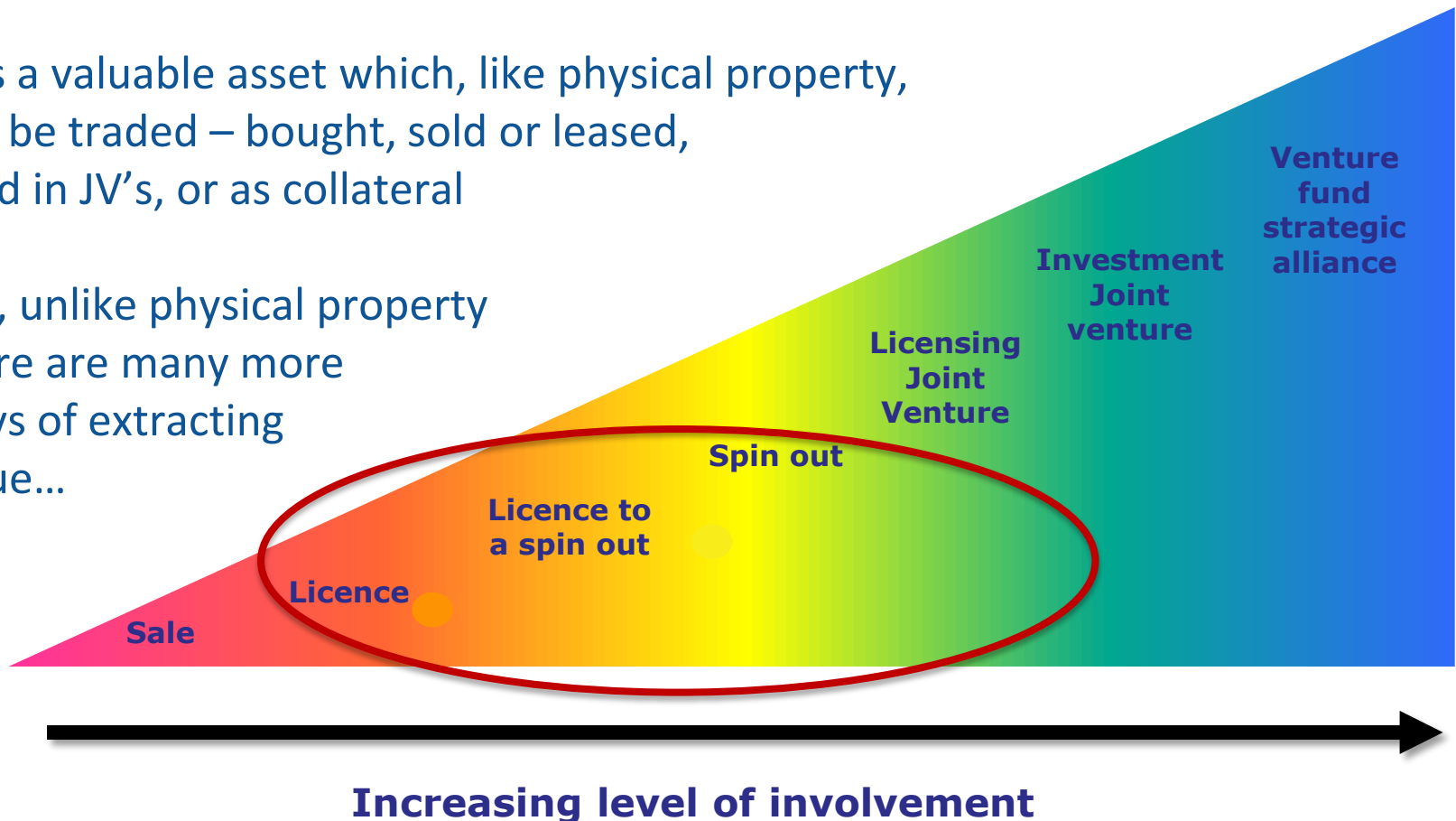


## 5. Bringing it to the market

**(i.e. the project outputs)**

IP is a valuable asset which, like physical property, can be traded – bought, sold or leased, used in JV's, or as collateral

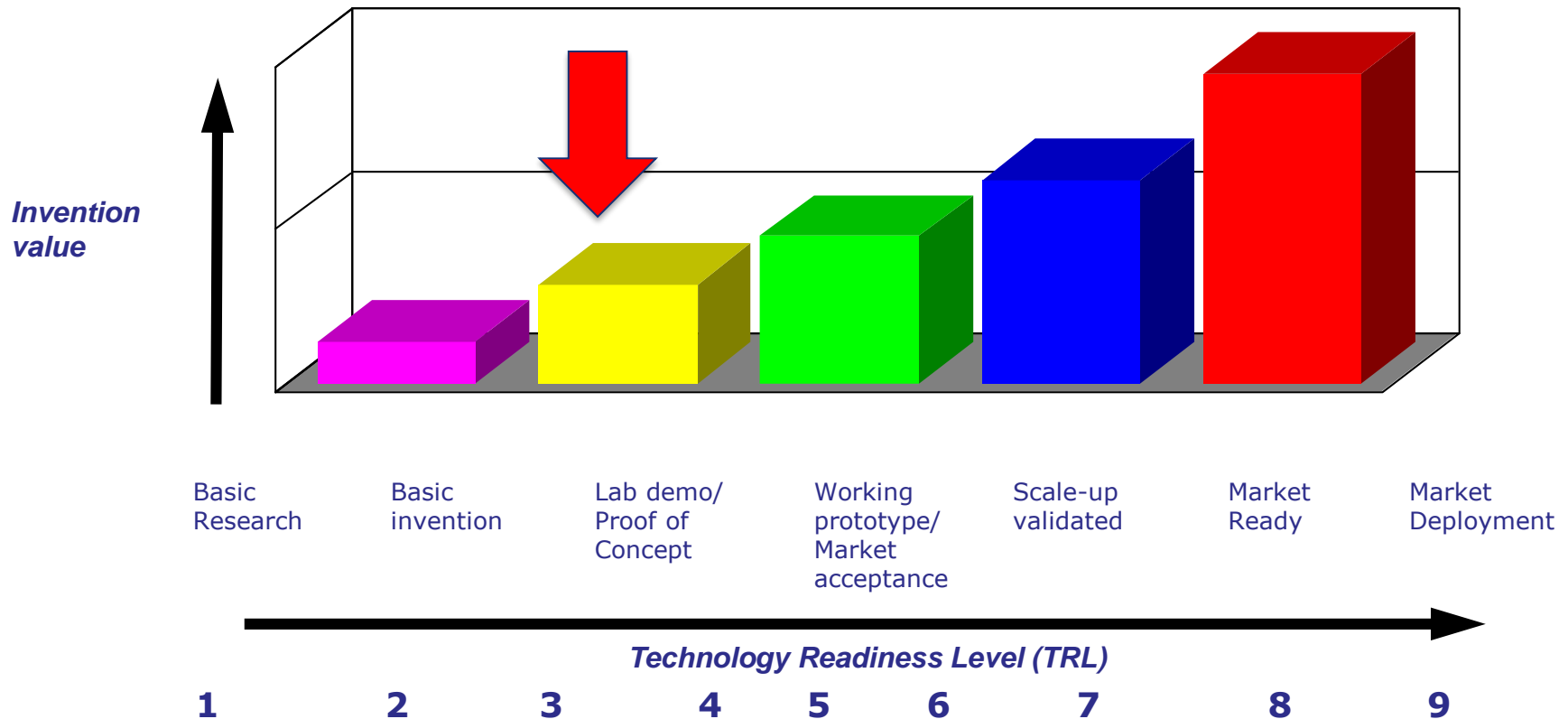
But, unlike physical property there are many more ways of extracting value...





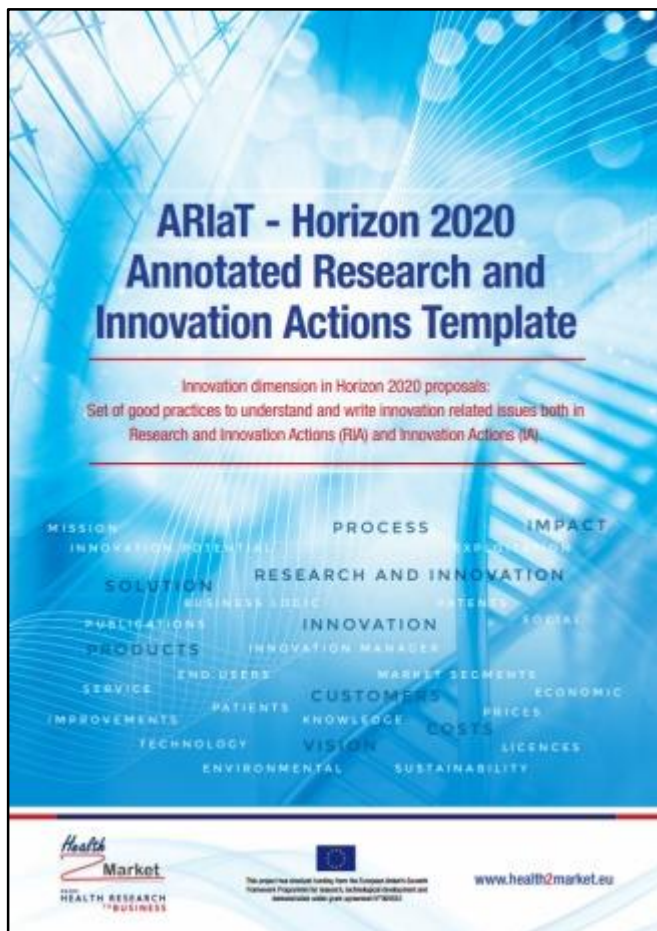
# Technology Readiness Levels

Where are you starting from and where do you want to go?





# ARlaT – Horizon 2020 Annotated Research and Innovation Actions template



- Guide aimed to assist applicants in the Research and Innovation Actions for the Horizon 2020 framework programme.
- Contain Expert recommendations, best practices, example to follow when preparing a proposal
- Brand new: First edition September 2015
- [Available online](#)



# Thank you

We look forward to getting in touch with you!

For questions and general IP advice, please contact our Helpline team:

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