R-Map

MAPPING THE EFFECTS OF REMOTE WORKING ARRANGEMENTS IN URBAN AND RURAL AREAS

# D5.2 (v1.0)

## Exploitation & Sustainability Plan

Research and Innovation Management GmbH

*February 2025*

## Project Information

| | |
|---|---|
| ACRONYM | R-MAP |
| TITLE | Mapping, understanding, assessing and predicting the effects of remote working arrangements in urban and rural areas |
| GRANT AGREEMENT No | 101132497 |
| START DATE OF THE PROJECT | 1/02/2024 |
| DURATION OF THE PROJECT | 36 months (2024-2027) |
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| TOPIC | HORIZON-CL2-2023-TRANSFORMATIONS-S01-01 |
| WEBSITE | www.r-map.eu |
| COORDINATOR | Aristotle University of Thessaloniki (AUTh) |
| PROJECT OVERVIEW | R-Map aims to analyze the impact of remote working arrangements (RWAs) on the disparities between urban and rural regions in Europe. An Integrated Impact Assessment Framework (powered by the R-Map model) will be produced for the assessment of individual, social, economic, environmental and spatial impacts of RWAs. It will also allow decision-makers to monitor and assess how remote work arrangements affect people, communities, space, economy, and environment in urban and rural regions. Furthermore, R-Map will formulate policy recommendations on how to create environments conducive to remote work, that are tailored to the needs of local governments in both urban and rural settings. |




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## Document Information

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| | | |
|---|---|---|
| PU | Public | X |
| PP | Restricted to other programme participants (including the EC Services) | |
| RE | Restricted to a group specified by the consortium (including the EC Services) | |
| CO | Confidential, only for members of the consortium (including the EC) | |

## Version Control Sheet

| Version | Date | Main modifications | Organisation |
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| 0.1 | 06/03/2024 | First draft including the main content, first templates | Research and Innovation Management GmbH |
| 0.2 | 30/05/2024 | Incorporating all exploitations plans by all partners | Research and Innovation Management GmbH |
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## Contributing Organisations

| Organisations |
|---|
| AUTh |
| UT |
| UB |
| KU |
| SEERC |
| Q-PLAN |
| METREX |
| WR |
| ARX.NET |
| RWW |
| SURREY |

## Quality Reviewers

| Organisations |
|---|
| WR |
| ARX.NET |

# Table of Contents

# List of Figures



# List of Tables

# Abbreviations

| | |
|---|---|
| *AC* | *Associated Countries* |
| *DCP* | *Dissemination Communication Plan* |
| *EU* | *European Union* |
| *GDPR* | *General Data Protection Regulation* |
| *IP* | *Intellectual Property* |
| *KPIs* | *Key Performance Indicators* |
| *n.a.* | *not applicable* |
| *R&D* | *Research & Development* |
| *RW* | *Remote Work* |
| *RWA* | *Remote Work Arrangements* |
| *SME* | *Small and Medium-sized Enterprises* |

*Table 1: Abbreviations*

# Executive Summary

This report outlines the consortium's comprehensive strategy for the post-project exploitation of R-Map results. Primary objective is the Innovation Management, defining the project's IPR Management Strategy and setting the stage for the exploitation and sustainability of its results. These plans also ensure sustainability by maintaining, improving, and promoting the platform and applications while maximizing the exploitation of results among potential users.

Throughout the project, collaboration, communication, and coordination among partners will be prioritized, fostering connections with other relevant projects, networks, initiatives, and research efforts at both national and international levels continuing even after the project's conclusion. A continuous communication pathway and synergies between R-Map and complementary initiatives will be established, enhancing collaboration through knowledge exchange, feedback provision, cross-participation, and co-organization of events that also feed the future. R-Map aims for viable and sustainable exploitation, engaging key players within its consortium. This includes a network of metropolitan regions (METREX) actively sharing R-Map's results, a community of remote workers and digital nomads (RWW) shaping the future of remote work, technology developers (ARX.NET) motivated to enhance their R&D practices, and SME innovation advisors (Q-PLAN, RIM, WR) seeking expertise in innovation management. Additionally, a leading research center (SEERC) aims to integrate R-Map results into their curricula, and academic institutions (AUTh, UT, UB, KU, SURREY) aim to strengthen collaborations between regional authorities and academia.

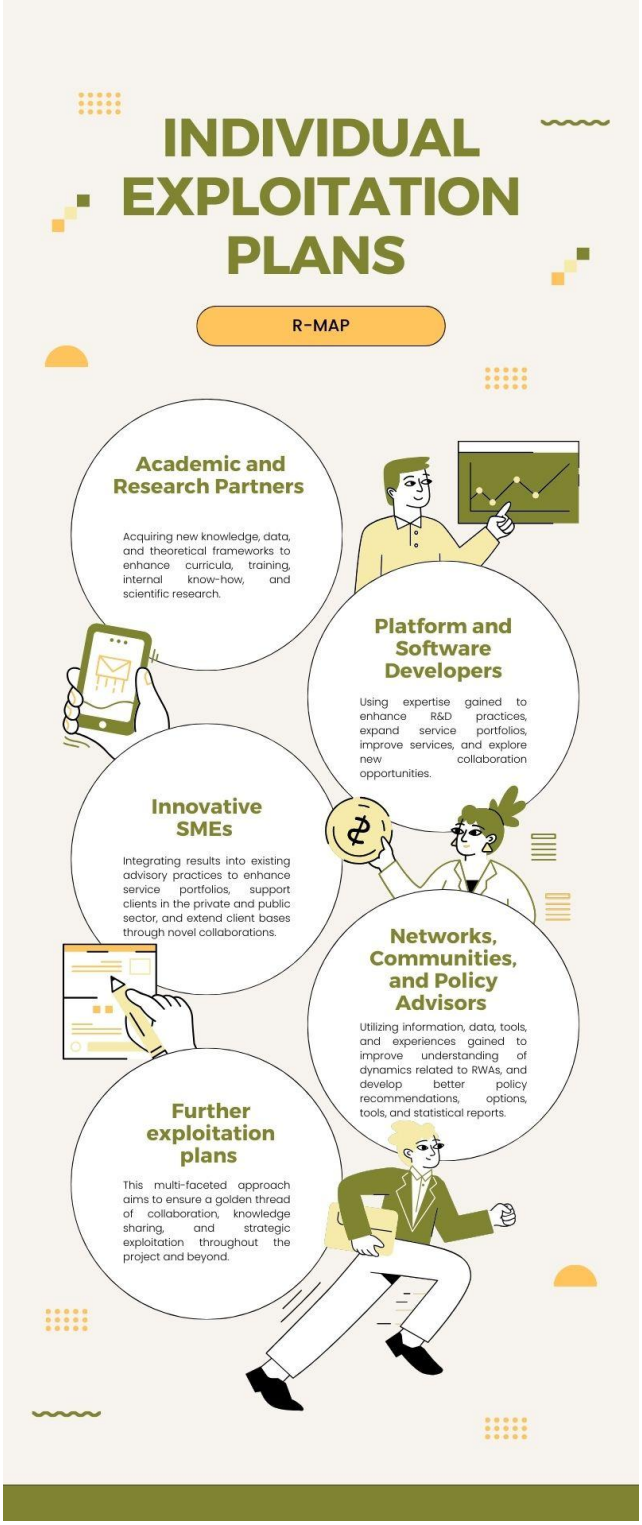



*Figure 1: Individual exploitation plans*

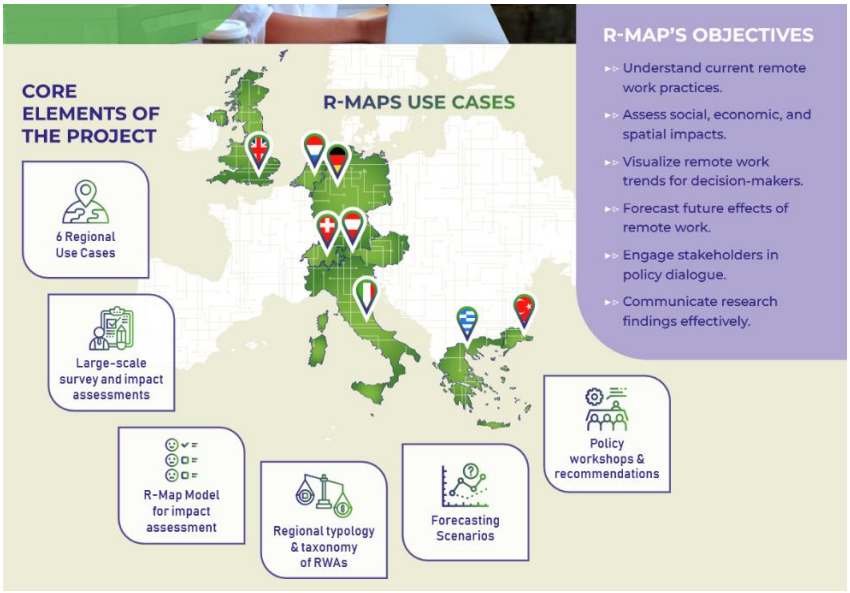
To ensure the long-term impact and sustainability of the project, a robust exploitation strategy will be implemented. This includes the identification and protection of intellectual property (IPR) generated during the project, ensuring that innovative tools, methods, and findings are adequately safeguarded and can be commercialized or utilized in further research. Each partner will develop individual exploitation plans that align with their specific goals and capabilities, such as incorporating R-Map assets into their existing service portfolios, enhancing internal expertise, and expanding their client base. By establishing clear IPR protocols and promoting the use of open-access resources where appropriate, R-Map will facilitate the dissemination and adoption of its outputs/exploitable assets. Continuous engagement with stakeholders and end-users will be crucial, ensuring that the project's innovations are tailored to meet real-world needs and can be sustained beyond the project's duration. This strategic approach will not only maximize the project's immediate impact but also support ongoing advancements in the fields of remote work, urban development, and technological innovation.

The individual exploitation plans delineate specific strategies for different partners, such as integrating R-Map assets into existing advisory practices for SMEs, enhancing curricula and training programs for academic institutions, leveraging project results to improve R&D practices for technology developers, and utilizing data and tools to inform policy recommendations for networks and communities.

# 1. Introduction

## 1.1 The R-MAP project

R-Map seeks to examine the impact of remote working arrangements (RWAs) on the disparities between urban and rural areas in Europe. The project is grounded in the belief that understanding and influencing the trends in RWAs can help bridge the urban-rural divide. To achieve its objectives, R-Map will develop an Integrated Impact Assessment Framework, powered by the R-Map model, to evaluate the individual, social, economic, environmental, and spatial impacts of RWAs. A visualization platform using the R-Map model will be created to offer interactive services, enabling decision-makers to monitor and assess how remote work affects people, communities, space, economy, and the environment in both urban and rural regions. These tools will be applied at the local level across six representative use-cases in the EU and the AC, including regions in Greece, the United Kingdom, Italy, Türkiye, Netherlands-Germany, and Austria-Switzerland (two cross-border cases). Employing scenario building and forecasting methodologies, R-Map will explore the future impact of remote work in these regions over the next 5-10 years and provide policy recommendations tailored to the needs of local governments in urban and rural settings. Cross-regional exchanges and policy roundtables will extend the project's focus beyond specific regions, ensuring the applicability of results across diverse European areas. R-Map takes a comprehensive approach to researching RWAs, addressing the roles and needs of policymakers, employers, workers, researchers, and civil society. It aims to empower both urban and rural regions to capitalize on opportunities and tackle challenges associated with remote work.



**R-MAP is formed by following partners and following overall exploitation plans**

**Arx Net Ae Ypiresies Kai Epichirisis Diadiktyou Anonimi Etairia**, a company specializing in internet services and business solutions, aims to leverage the expertise gained from developing R-Map tools to enhance their research and development practices. They seek to expand their service portfolio, improve existing services, and explore new collaboration opportunities. By integrating the project's outcomes, Arx Net anticipates significant advancements in their R&D practices and service offerings.

**Aristotelio Panepistimio Thessalonikis (Aristotle University of Thessaloniki)** is a leading academic institution in Greece focused on advanced research and education. The university plans to use the project's outcomes to enrich its curriculum and training programs, fostering further scientific research. They aim to acquire new knowledge and data for research on RWAs, enhance their internal expertise, and incorporate project assets into their academic initiatives.

**Koç University**, a prominent private university in Türkiye, emphasizes strong research and academic excellence. They aim to integrate the project's findings into their educational and research activities to advance knowledge in relevant fields. By focusing on acquiring new data and enhancing curricula and training offerings, Koç University plans to use project assets to support further scientific research and improve their academic programs.

**Le Reseau Des Regions Et Des Aires Metropolitaines D'Europe (METREX)** is a network of European metropolitan regions and areas focused on policy and strategy development. They plan to use the project's data and tools to improve their understanding of regional dynamics and develop better policy recommendations. By utilizing project data and R-Map tools, METREX aims to enhance policy options, tools, and statistical reports related to RWAs.

**Q-PLAN International Advisors PC** is a consulting firm specializing in advisory services for innovation and development projects. They intend to integrate the project's results into their advisory practices to enhance service offerings and support clients more effectively. By leveraging new collaborations developed during the project, Q-PLAN aims to extend their client base and improve their service portfolio for both private and public sector clients.

**Research And Innovation Management GmbH (RIM)** provides management and consultancy services for research and innovation projects. They plan to use the project's assets to improve their service portfolio and support clients in the innovation sector. By integrating project results into their existing advisory practices, RIM aims to enhance their offerings and extend their client base through new collaborations.

**Kentro Erevnon Notioanatolikis Evropis Astiki Mi Kerdoskopiki Etaireia (South-East European Research Centre - SEERC)** is a research center focused on regional development and integration in Southeast Europe. They aim to use the project's outcomes to support their research initiatives and enhance their understanding of regional challenges. By acquiring new knowledge and data for research on RWAs, SEERC plans to improve curricula, training offerings, and internal expertise.

**Surrey**, a leading UK university known for its research and innovation, plans to incorporate the project's findings into its academic programs and research efforts to advance knowledge and practice. By focusing on acquiring new knowledge and data for research on RWAs, Surrey aims to enhance curricula, training offerings, and internal expertise. They intend to use project assets to support further scientific research and improve their academic programs.

**Università Commerciale Luigi Bocconi** is a prestigious institution in Italy specializing in economics, management, and law. They seek to leverage the project's outcomes to enrich their academic programs and support research activities. By integrating new knowledge and data for research on RWAs, Bocconi aims to enhance curricula, training offerings, and internal expertise, fostering further scientific research.

**Universiteit Twente** is a Dutch university known for its strong focus on technology and innovation. They aim to integrate the project's results into their educational and research frameworks to foster innovation. By focusing on acquiring new knowledge and data for research on RWAs, Universiteit Twente plans to enhance curricula, training offerings, and internal expertise, supporting further scientific research and development.

**White Research SRL** is a consultancy firm specializing in socio-economic research and market analysis. They plan to use the project's data and insights to enhance their research capabilities and support their advisory services. By integrating project results into existing advisory practices, White Research aims to improve their service portfolio and better support clients in the public and private sectors.

## 1.2 About R-MAP's exploitation and sustainability plan

The exploitation and sustainability plan for the R-Map project aims to outline strategies for effectively leveraging the project's outcomes and ensuring their long-term impact. This plan incorporates an Intellectual Property Rights (IPR) management strategy to safeguard the project's innovations.

Deployment of intellectual properties rights (IPR) of project's results is pivotal for R-Map. This strategy will address issues in property rights of project outcomes beyond its lifetime and how partners will make use of them, individually or collectively. This report presents project's Innovation and IPR Strategy, directly linked to the overall Exploitation Strategy, ensuring that innovative ideas emerging during the project will be captured and exploited in a legally sound way. Background and foreground results will be clearly identified and when applicable, granting of access rights will be specified. A list of preliminary IPR measures that correspond to respective foreseen exploitable results are indicated in the "Exploitable results in R-MAP" section.

The exploitation and sustainability plan aims to ensure that the R-Map project's outcomes have a lasting impact on understanding and addressing urban-rural disparities in the context of remote work arrangements. By combining strategic exploitation, robust IPR management, and sustainability measures, the project can contribute significantly to shaping policies and practices in the field.

The primary objective of Horizon Europe is to expedite the conversion of pioneering research findings into marketable innovations and services by means of targeted funding initiatives. This endeavour plays a pivotal role in bolstering Europe's global competitiveness and economic prowess. Consequently, there is a heightened focus on strategic ventures aimed at amplifying the impact of EU-funded projects. This shift is underscored by the introduction of "Pathways to Impact," a novel framework designed to monitor and assess the tangible effects of EU-funded research and innovation endeavours over the long term. In alignment with this initiative, the European Commission has refined its terminology to provide clarity and precision (Helpdesk, 2022).

Horizon Europe makes a clear distinction between **results, outcomes, and impact**. Results denote accomplishments attained during or shortly after project implementation. Outcomes represent the medium-term effects of projects, realized through the adoption, dissemination, and utilization of results. Impacts encompass the long-term effects on society, the economy, and scientific advancement, facilitated by the outcomes of projects. The specific timeframes for achieving results, outcomes, and impacts vary depending on the nature of the project but typically span three, five, and seven years from project inception, respectively (Helpdesk, 2022).

The Horizon Europe work programs outline the desired impact under the "Destinations" and the desired outcomes under the "Topics." R-MAP elucidates how its progression towards impact aligns with the destinations and topics delineated in the work program. "Pathways to Impact" delineate the logical progression towards realizing the anticipated impacts of the project over time, particularly extending beyond the project's duration. These pathways commence with the project's results, proceed with their communication, dissemination, and exploitation to achieve the expected outcomes, and culminate in broader scientific, economic, and societal impacts (Helpdesk, 2022).

## 1.3 Document Structure

In the Executive Summary, we provide a succinct overview of the document, including key points, findings, and recommendations distilled for quick understanding. Moving on to the Introduction, the section provides context by introducing the R-MAP project and outlining its objectives. The Methodological Approach for R-MAP's Exploitation and Sustainability Plan elaborates on the methodologies used to develop the plan, offering insights into the strategic framework employed.

Under R-MAP Strategies, you will encounter detailed discussions on the Exploitation Strategy, IPR Management Strategy, and Sustainability Strategy, each delineating the project's approach to maximizing outcomes, managing intellectual property rights, and ensuring long-term viability, respectively. The Needs Analysis, Value Propositions, and Target Stakeholders for Exploitation section delve into stakeholder requirements, value propositions, and the identification of target stakeholders to inform effective exploitation strategies.

The Management of Exploitable Assets section explores various aspects related to the project's outcomes, including the types of exploitation, specific exploitable results, ownership considerations, potential partnerships, and the distinction between background and foreground results. Additionally, you will find templates for developing tailored pathways for each exploitable result and insights into horizon scanning tools and IP management platforms.

Delivering Policy Recommendations outlines the process and recommendations for conveying policy insights derived from the project's findings. R-MAP's Exploitation Risks: Risk Assessment and Mitigation Plan discusses the methodology for identifying and managing risks associated with exploitation efforts, providing insights into risk identification and mitigation strategies.

Finally, the References section offers a comprehensive list of sources cited throughout the document, providing readers with additional resources for further exploration and understanding.

## 1.4 Methodological approach for R-MAP's exploitation and sustainability plan

In this chapter, we outline the key steps and templates for leveraging potential results from the R-Map project that align with our proposal. We delineate the distinctions between results, outcomes, and impact. Results denote achievements attained during or shortly after project implementation. Outcomes encompass the project's effects in the medium term, achieved through the adoption, diffusion, and utilization of results. Impacts refer to the long-term effects on society, the economy, and science, facilitated by the outcomes of the project. Additionally, we furnish a list of each partner, a collaborative Results Ownership List (ROL), and pathways for leveraging each exploitable result.

**The methodological steps for the R-MAP project involve several key milestones:**

1. Identification of Exploitable Assets (M5): Initially, identify potential exploitable assets using an Excel overview entitled "R-MAP WP 5 Task 5.2. Exploitation sustainability", listing each R-MAP exploitable result, its description, leading partner proposition for owner of the exploitable result, contributing partner within the consortium, categories of exploitation and type of IP protection mechanism.
2. Definition of the Exploitation Pathway (M14): Each partner will develop a detailed definition and description of the Exploitation Pathway for each exploitable asset using a standardized Word template. This template outlines the description of the exploitable asset, target market and end users, exploitation strategy, intellectual property (IP) strategy, business model, regulatory and ethical considerations, risk assessment, mitigation, monitoring, and evaluation. See Annex A and B as examples
3. Workshops of IP Ownership, Written Agreements for Joint Ownership (M36): Engage in discussions regarding IP ownership for each asset. Establish written agreements, particularly in cases of joint ownership, outlining rights, responsibilities, and terms of exploitation. Ensure clarity and consensus among project partners.
4. Constant Monitoring and Updating of our individual exploitation plans and pathways: Maintain regular checks and updates of our exploitation document throughout the project lifecycle. This ensures that all information remains accurate, relevant, and aligned with project objectives and developments.
5. Asset-Specific Strategy and Responsible IP Owner Reporting and Monitoring. Starting Steps According to Outlined Pathway (continuously): Implement initial steps according to the outlined exploitation pathway for each exploitable asset (see step 2). This involves following the defined strategy, engaging relevant stakeholders, and initiating necessary actions to move the exploitation process forward. Develop and implement a unique strategy for each asset based on its characteristics and market potential. Designate the IP owner as responsible for reporting and monitoring the progress of each asset's exploitation activities, ensuring accountability and effective management.

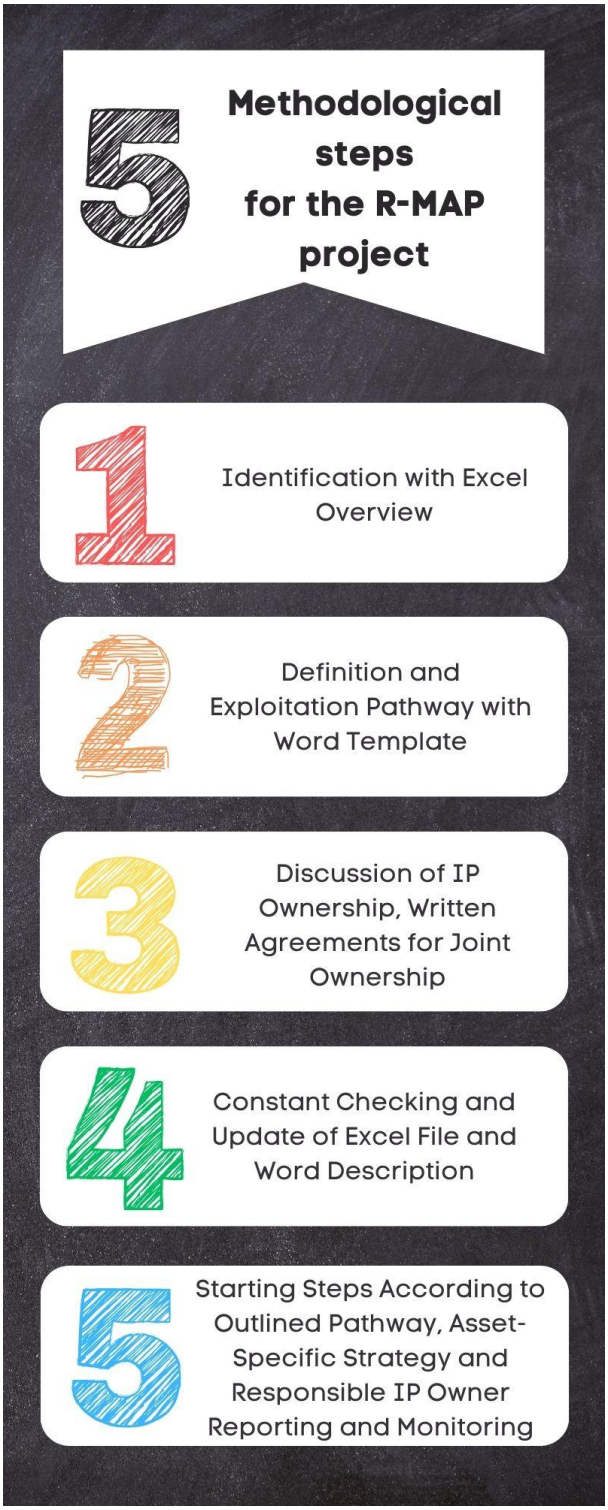



*Figure 2: Methodological steps for exploitation and sustainability*

# 2. R-MAP Strategies

## 2.1 Exploitation Strategy

R-Map aims to effectively communicate and disseminate its project outcomes at local, national, and international levels through a well-targeted strategy that will allow us to establish an engaged community of stakeholders. Its implementation will be guided by a Dissemination and Communication Plan (DCP) with a well-designed blend of properly adjusted online and offline means and activities for dissemination, awareness raising, and communication. In addition to this, R-Map will seek to create synergies (also supported by Q-PLAN) and coordinate our actions with relevant complementary projects and initiatives, leveraging the extensive networks of our partners. A clear Innovation and IPR Management Strategy for the effective management of foreground and background knowledge has been developed, paving the way for exploitation and post-project sustainability of its results.

To this end, our approach involves careful planning to identify and define evidence-based pathways for the exploitation of the project's main results, such as the R-Map model, the R-Map platform as well as the empirical and policy outcomes.

We have identified six elements for the exploitation strategy of R-MAP, as displayed in the Figure below.

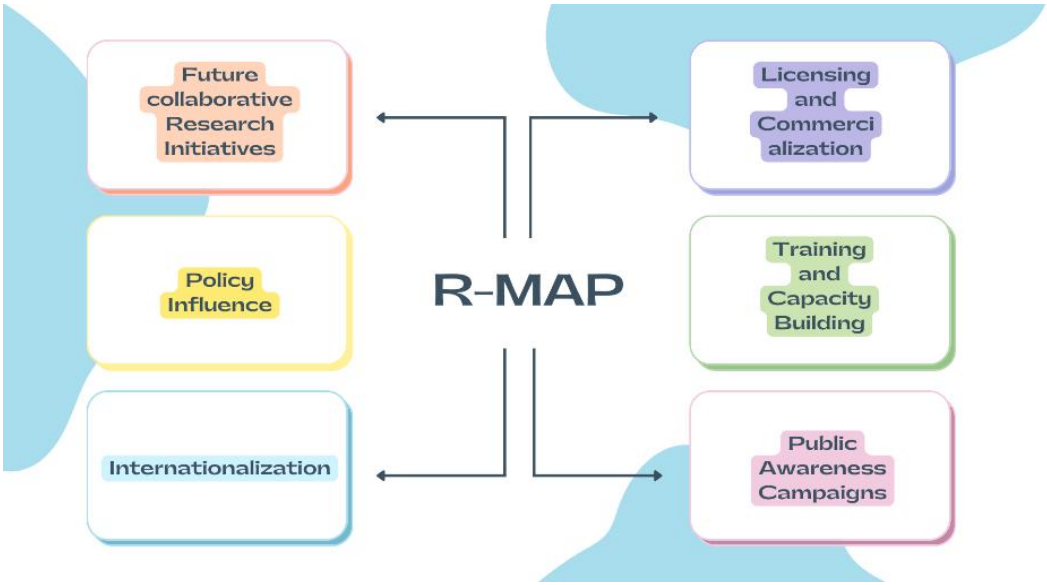



*Figure 3: R-MAP's exploitation strategy*

- **Future collaborative Research Initiatives:**

Foster collaboration with other research projects and initiatives in the field of remote work and regional development. Establish partnerships to expand the impact and application of the R-Map model.

- **Licensing and Commercialisation:**

Identify key components of the Integrated Impact Assessment Framework and visualization platform for potential licensing to relevant stakeholders, such as government bodies, research institutions, and private

enterprises. Explore commercialization opportunities for the visualization platform, considering partnerships with technology companies or creating a software-as-a-service (SaaS) model

- **Policy Influence:**

Actively engage with policymakers at local, regional, and national levels to integrate R-Map findings into policy discussions and decision-making processes related to remote work arrangements.

- **Internationalization:**

Explore opportunities for international collaboration by sharing the R-Map model and tools with non-European countries facing similar urban-rural disparities and remote work challenges.

- **Public Awareness Campaigns:**

Implement public awareness campaigns to highlight the significance of R-Map's findings and tools. Engage with media outlets, industry conferences, and online platforms to reach a wider audience.

## 2.2 IPR Management Strategy

Deployment of Intellectual Properties Rights (IPR) of project's results is pivotal for R-Map. The general principles for handling knowledge and IPR are settled in the consortium agreement signed at the project start. These principles are in line with EU Intellectual Property Rights recommendations. The consortium addresses issues in property rights of project outcomes beyond its lifetime and how partners will make use of them, individually or collectively. A tailored innovation management strategy has been developed to guide our exploitation-oriented activities along with action plans on how each partner will make use of results and how these will be exploited beyond the project. Below we formulated the strategy and we will coordinate the preparation and update of the project's "Exploitation and Sustainability Plan" to guide and pave our way for post-project exploitation throughout the project life cycle.

The figure below illustrates the five key elements of our IPR management strategy for R-MAP, which we will address throughout the project's duration.


*Figure 4: IPR Management Strategy*

For SMEs in R-MAP the ongoing management and protection of the IP need to continue beyond the end of the project. This is illustrated by the so-called "5 Pillars of IP Management" as shown below, which reflect the different stages of a collaborative project, at which different challenges related to IP management may arise (Helpdesk, 2022).

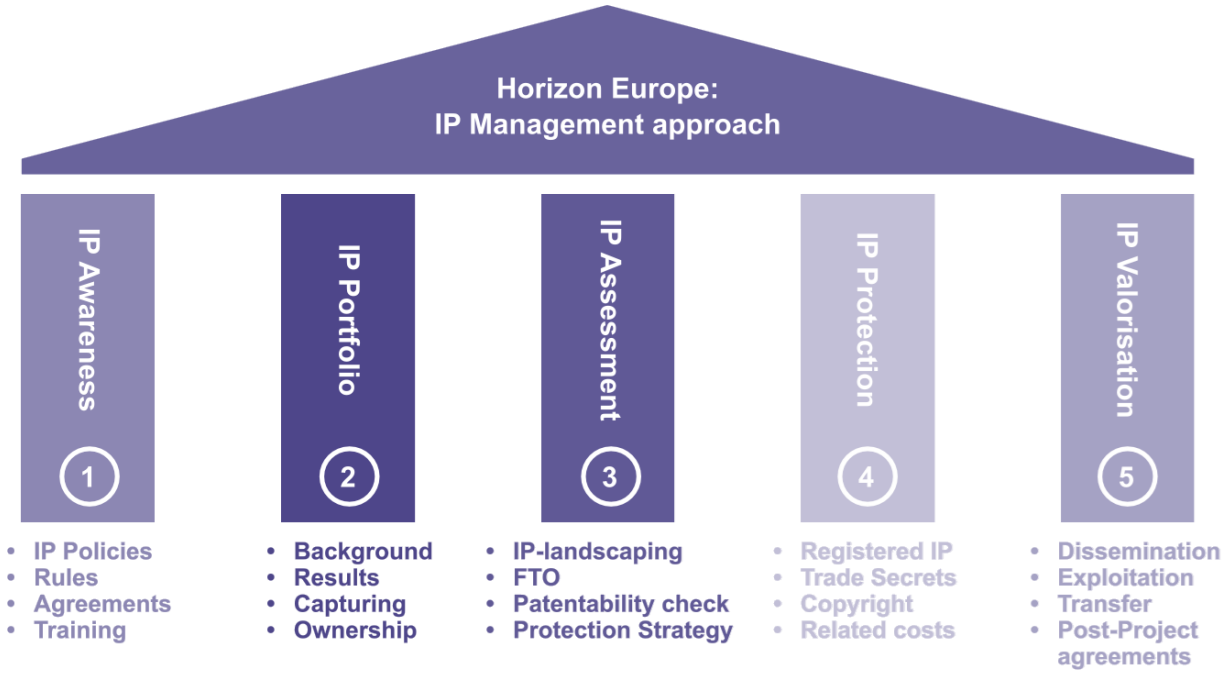



*Figure 5: HORIZON Europe IP Management approach*

## 2.3 Sustainability strategy

The figure below illustrates R-Map's strategy in terms of sustainability measures in R-MAP, which will be addressed throughout the project's duration.

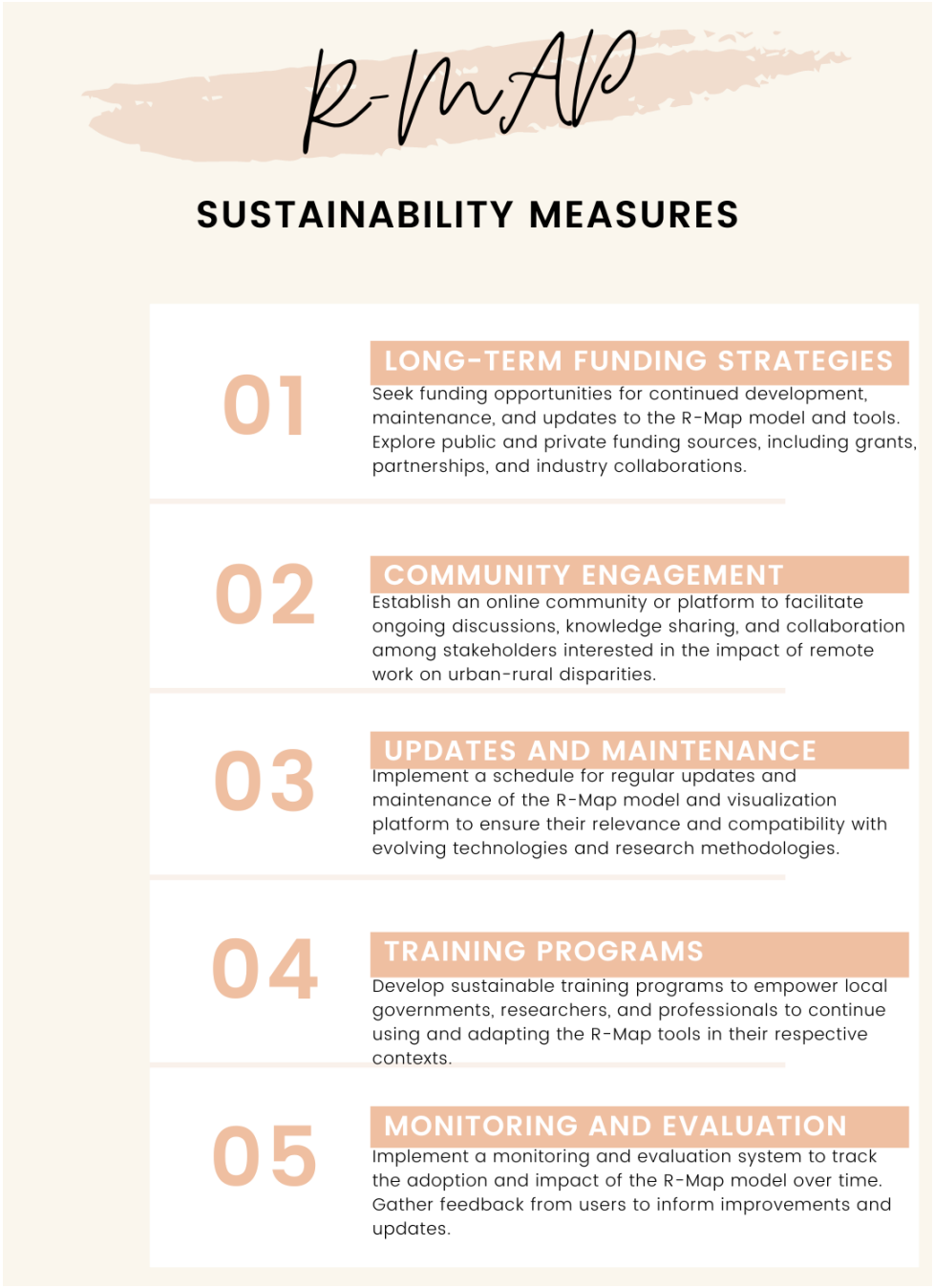



*Figure 6: R-MAP's sustainability measures*

## 2.4 Needs analysis, value propositions, and target stakeholders for exploitation

The main assets of the project are expected to have high exploitation potential, offering several value propositions to their target groups, the main of which are presented below.

| | Key Needs | Main Value Propositions |
|---|---|---|
| Policy makers | • Knowledge on RWAs, workforce's needs<br>• Understanding the effects of RWAs<br>• Policies strategies targeted to the needs of different urban and rural contexts.<br>• Updated data and tools to support the decision-making process.<br>• Address the urban-rural divide, reduce inequalities | • A conceptual framework organizing definitions, knowledge, methodologies, and data.<br>• An Integrated Impact Assessment Framework of the effects connected with different types of RWAs over time.<br>• A platform providing easy access to data visualisation and planning tools for policies.<br>• Localised / region specific analysis of RWAs different dimensions of urban and rural regions.<br>• Actionable evidence-based policy recommendations |
| Employers | • Knowledge on RWAs and workers' needs<br>• Updated management practices on RWAs<br>• Improve wellbeing of employees.<br>• Updated company policies. | • Information on workers preferences and needs on RWAs.<br>• A comprehensive evaluation of the effects of RWAs in different regional settings, their opportunities, and challenges for employers<br>• Evidence-based recommendations for beneficial RWAs for the employers and employees |
| Workers | • Understanding of the current opportunities and risks of remote work | • Evidence-based knowledge on opportunities for improved work-life balance connected with RWAs<br>• Information on the RWAs in their region and in other countries |
| Academia | • Updated methodologies and data to analyse the phenomena related to RWAs<br>• Advance research in scientific fields related to regional development, labour economics, health and wellbeing, spatial mobility etc.<br>• Understanding of the effects of RWAs | • A conceptual framework organizing definitions, knowledge, methodologies, and data.<br>• An Integrated Impact Assessment Framework of the effects connected with different types of RWAs over time.<br>• Easy access to data visualisation and planning tools (platform)<br>• Localised / region specific analysis of RWAs on the different dimensions of urban and rural regions.<br>• Updated data and knowledge for future research. |

| | | |
|---|---|---|
| Civil Society | • Awareness raising on RWAs-related risks and opportunities in rural areas.<br>• Socio-economic and environmental benefits from policies | • Evidence-based knowledge on socio-economic, spatial and (mental) health impacts of remote work<br>• Information on current trends in RWAs in both rural and urban areas |

*Table 2: Needs analysis, value propositions, and target stakeholders for exploitation*

# 3. Management of exploitable assets

## 3.1 Type of exploitation

In R-Map we defined the following types of exploitation. A type of exploitation is a direct or indirect utilisation of foreground in further research activities (other than those covered by the project) or for developing, creating, and marketing a product, a process or a service. An exploitable result is defined as an outcome of the project (achieved or expected) that meets two conditions: (i) It has commercial/social/academic relevance, (ii) It can be commercialised/exploited as a standalone result (product, process, service, etc.) (a patent for licensing is also an exploitable result). These results might need further R&D, prototyping, engineering, validation, etc. at the end of the project – before they become commercially exploitable. Exploitable results are generally defined as products, processes, services, methods, etc., which are new, improved or more efficient.

**Technology transfer**

Collaborate with industry partners or technology transfer offices to transfer developed technologies to other sectors for commercial use.

**Integration with existing technologies**

Explore opportunities to integrate the project's results with existing technologies, enhancing their capabilities.

**Cross-disciplinary Applications**

Identify potential applications of the project's results in other fields or industries.

**Policy and standards influence**

Contribute to the development of industry standards or influence policy changes based on the project's outcomes.

**Open-source initiatives**

Contribute to open-source projects, fostering collaboration and community engagement.

**Market research and analysis**

Conduct market research to identify potential market niches and commercialization strategies for the project's outcomes.

**Network of partners**

Network of partners in relevant projects, networks, initiatives, and research efforts with which R-Map will cluster and cooperate. Q-PLAN as well as all partners will form collaborations that could be leveraged in the future to continue researching on remote working and its impacts.

**Licensing agreement**

Enter into licensing agreements with external entities to allow them to use, develop, or commercialize the project's results.

**Training and education program**

Develop training programs or educational materials based on the project's findings for academic or commercial use.

**Consulting service**

Offer consulting services based on the expertise and knowledge gained during the project.

**Prototyping and manufacturing**

Engage in prototyping and manufacturing activities to bring the developed product or process to the market.

**Software commercialization**

Because the project involves software development, we also consider commercializing the software for various applications.

**Customization service**

Provide customization services based on the project's results to meet specific industry or client needs.

**Brand Protection**

Branding laws, advertising regulations, and reputation management.

**Business plan**

Develop a comprehensive business plan to identify potential products or services stemming from the project that can be strategically developed and exploited.

**Confidentiality agreement**

Implementing confidentiality measures, including agreements, ensures the non-disclosure of sensitive information, safeguarding technology, and business details that can potentially be exploited in future. These agreements provide protection by specifying the permitted use of shared information and prohibiting disclosure to third parties without consent.

**Copyright**

Copyright grants creators exclusive rights. Copyright only protects the expression of ideas in a tangible form, not the ideas themselves, and requires originality.

**Data**

We gather data with potential applications in future services, applications, or other exploitable avenues. Safeguard databases against unauthorized extraction or reutilization of their content.

**Demonstrator or prototype**

Designing and implementing demonstrators and prototypes for R-Map with careful consideration of exploitation issues to showcase the project's potential applications and functionalities.

**Follow-up research**

Conducting follow-up research for R-Map, which can be considered as part of the exploitation phase, aims to explore and enhance the project's impact further.

**Publications**

Publishing research findings and outcomes of R-Map to maximize dissemination and impact.

**Joint Venture or Start-up**

Establish joint ventures with industry partners to jointly develop and commercialize the project's results.

**Licence**

Negotiating licenses for R-Map with a focus on addressing exploitation issues, ensuring strategic permissions for the use and dissemination of project outcomes.

**Patent**

A patent is an exclusive right granted for a new product or process, lasting typically 20 years, providing ownership and prohibiting commercial use without consent.

**Products and/or service**

Developing and strategically positioning products and/or services derived from R-Map, taking into account exploitation issues to maximize market impact and value.

**Service Mark**

Service marks serve the same origin-indicating and distinguishing function for services as trademarks do for goods, helping consumers differentiate between various services offered on a national or international scale, such as insurance companies or airlines (see WIPO Intellectual Property Handbook 2008, Chapter 2: Fields of Intellectual Property Protection, p. 68f.)

**Spin off**

Create spin-off companies based on the project's outcomes, fostering entrepreneurship and economic development.

**Trade secret**

Trade secrets encompass confidential data or information utilized in research, business, or industry, owned by various entities including universities and individuals, providing a competitive advantage. Such information, which may include scientific, technical, or financial data, is kept confidential to maintain its trade secret status and may be shared under confidentiality agreements.

**Trademark**

A trademark is a sign that distinguishes a company's goods from those of competitors, indicating the product's source and establishing trust in the responsible enterprise, even if not known to the consumer (see WIPO Intellectual Property Handbook 2008, Chapter 2: Fields of Intellectual Property Protection, p. 68f.)

**Transfer agreement**

Establishing transfer agreements for R-Map, with a keen consideration of exploitation issues, to facilitate the seamless transfer and utilization of project knowledge, technologies, or outcomes.

**Utility model**

In general terms, a utility model is an invention that does not meet all the requirements of patentability but has an industrial use. The inclusion of utility models into the intellectual property system in some countries has the primary objective of nurturing the rapidly evolution of indigenous innovativeness, particularly in small and medium-sized enterprises and among individuals (see WIPO Intellectual Property Handbook 2008: Policy, Law and Use. Chapter 2: Fields of Intellectual Property Protection, p. 40.)

## 3.2 Exploitable results in R-MAP

Hereafter, we define and describe the potential exploitable results within R-MAP.

**Academic publications**

All scientific and academic publications that are produced through a project's result(s), such as a survey, a workshop or interviews, and whose aim are to disseminate the scientific knowledge of the project in an academically rigorous way.

**Conceptual framework for research in remote working arrangements**

A conceptual framework guiding research in remote working arrangements, offering a structured foundation for the study and analysis of various aspects related to remote work.

**Design of the R-Map platform**

A report specifying the R-Map platform architecture and its co-design process.

**Large-scale survey data**

Collected data about workers' perspectives on current and future working and living conditions as well as their particular needs on individual and societal level.

**Methodology and results from the R-MAP analysis**

The overall methodology (methodological knowhow and steps) as well as the results (both primary/raw and the processed) that were produced through R-MAP.

**Network of partners**

Network of partners in relevant projects, networks, initiatives and research efforts with which R-Map will cluster and cooperate. Q-PLAN as well as all partners will form collaborations that could be leveraged in the future to continue researching on remote working and its impacts.

**Policy recommendations & replication guide**

A comprehensive document offering policy recommendations and a replication guide, providing guidance and actionable insights for the implementation of effective policies and practices.

**Public deliverables**

All public deliverables that are produced during the course of the project, as described in the GA.

**Regional typology of spatial implications of remote working**

An analysis outlining a regional typology of spatial implications arising from remote working, categorizing and understanding the diverse spatial impacts within different geographical areas.

**R-Map context-specific use cases**

Context-specific use cases within R-Map, illustrating and addressing the project's application in various real-world scenarios and contexts.

**R-MAP guidebook**

A comprehensive guidebook for R-MAP, serving as a detailed resource offering insights, methodologies, and practical guidance for navigating the project's objectives and implementations.

**R-Map Integrated (georeferenced) database**

An integrated, georeferenced database within R-Map, facilitating comprehensive and location-specific data storage and retrieval for informed decision-making.

**R-MAP online web-portal**

The R-MAP online web portal serves as a centralized platform, providing convenient access to project-related information, interactive tools, and collaborative features for stakeholders.

**R-Map platform with visualisation services**

**The R-Map platform along with its services**

**R-MAP policy brief**

A policy brief that summarises the main objectives and results of R-MAP and provide policy implications and practical recommendations.

**R-MAP Promotional package (e.g., video, posters, leaflet, letterheads)**

The package includes the project's dissemination and communication material, the visual identity, and any additional promotional material that have been produced as part of the dissemination strategy of the project (e.g., press releases, newsletters, tailored posters).

**R-Map scenarios and forecasting**

The regional scenarios and forecasts developed by the 6 Use Case partners under the guidance of Q-PLAN, offering the methodology to forecast the future impacts of remote working arrangements in our regional use cases (quantitative and qualitative forecasting techniques) and to produce the scenarios of Task 4.2.

**Network of partners in relevant projects**

Networks, initiatives and research efforts with which R-Map will cluster and cooperate. Q-PLAN as well as all partners will form collaborations that could be leveraged in the future to continue researching on remote working and its impacts.

**R-MAP Social Media Accounts**

They entail the social media accounts that are used for the dissemination of the project and its results from the comms manager: LinkedIn account, Facebook account, Twitter account, YouTube channel.

**R-MAP Taxonomy of economic and social impacts of remote working arrangements**

A report summarizing the taxonomies of economic and social impacts of remote working.

**R-MAP use case areas' profiles**

A report specifying in detail the 6 use case areas profiles.

**R-Map-Model**

A report specifying the R-Map model specs and its co-design process.

**Training guide**

A virtual training package that includes conceptual elements, methodology and guidelines for reproduction purposes of the R-MAP activities.

**Virtual community of experts**

A virtual network that includes the experts who participated in the R-MAP activities of the project.

## 3.3 Results Ownership List

The following list provides information on the owners of the results (results ownership list). This includes whether the ownership is single or joint, the name of the owner(s), and whether the results will be exploited by the owner(s). This strengthens the exploitation of research results and also calls for clarity as to results ownership (Helpdesk, 2022).

The table below outlines the draft that must be completed by each partner on a continuous basis. In the next deliverable update of the Exploitation and Sustainability Plan, this table will be revised accordingly.

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 1 | **Academic publication** | A publication derived from the data obtained through the large-scale survey from T1.5: 1.Publication Title: "Perceptions and Needs of Remote Work Across Europe: Exploring Past, Present, and Future Perspectives."<br>Research Question: "How do workers perceive past, current, and future remote working conditions, and what are their corresponding needs?" | RIM | RIM | All partners | Scientific | Open source initiatives |
| 2 | **Large-scale survey data** | Providing the large-scale survey data in an open-access database after we have received acceptance for our publication in #1. | RIM | RIM | WP 1 partners | Scientific | Open source initiatives |
| 3 | **Public deliverables** | The T5.2. Exploitation and Sustainability plan is publicly available and can serve as inspiration for other EU-funded projects. | RIM | RIM | WP 5 partners | Scientific | Open source initiatives |
| 4 | **Training guide** | Enhancing our understanding to tailor-made trainings and services for SMEs that provide hybrid working conditions. | RIM | RIM | n.a. | Non-Commercial | Consulting service |
| 5 | **Academic publication** | A publication derived from the data obtained through the large-scale survey in T1.5: data with a clear description without analyzing it for making it usable for all | RIM | RIM | All partners | Scientific | Open source initiatives |

*Table 3 Results Ownership List RIM*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 6 | **Academic publications** | literature review | KU | KU | All partners | Scientific | Publications |
| 7 | **Conceptual framework for research in remote working arrangements** | conceptual publications | KU | KU | All partners | Scientific | Copyright |
| 8 | **Training guide** | research& evaluation training | KU | KU | All partners | Non-Commercial | Integration with existing technologies |
| 9 | **Academic publications** | results | KU | KU | All partners | Scientific | Publications |
| 10 | **Virtual community of experts** | Remote work related experts | KU | KU | All partners | Scientific | Follow-up research |
| 11 | **NEW** | glossary/dictionary | KU | KU | All partners | | |

*Table 4 Results Ownership List KU*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 12 | **Academic publications** | Academic publication based on T1.4 | SURREY | SURREY | WP1 partners | Scientific | Publications |

*Table 5 Results Ownership List Surrey*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 13 | **Academic publications** | Academic publication related to the spatial implications of the RW based on Task 1.2. | AUTh | AUTh | | Scientific | Publications |
| 14 | **Academic publications** | Summary paper on the scope of the project | AUTh | AUTh | | Scientific | Publications |

*Table 6 Results Ownership List AUTH*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 15 | **Academic publications** | results | UB | UB | | Scientific | Publications |

*Table 7 Results Ownership List UB*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 16 | **R-Map context-specific use cases** | The results detailing the 6 regional Use Case areas, as depicted by the work done by the 6 use cases' partners and the Q-PLAN who will coordinate the procedure. The methodology to achive these results includes desk research, interviews and regional surveys. | Q-PLAN | Q-PLAN | AUTh, UT, UB, KU, SURREY, RIM | Scientific | Follow-up research |
| 17 | **R-Map scenarios and evaluation** | R-Map **Scenarios and Forecasting** (important note, this result does not include the evaluation part, as that is the result of the work of another partner): The regional scenarios and forecasts developed by the 6 Use Case partners under the guidance of Q-PLAN, offering the methodology to forecast the future impacts of remote working arrangements in our regional use cases (quantitative and qualitative forecasting techniques) and to produce the scenarios of Task 4.2. | Q-PLAN | Q-PLAN | AUTh, UT, UB, KU, SURREY, RIM | Scientific | Follow-up research |
| 18 | **NEW** | **We suggest this as a new category - Network of partners in relevant projects**, networks, initiatives and research efforts with which R-Map will cluster and cooperate. Q-PLAN as well as all partners will form collaborations that could be leveraged in the future to continue researching on remote working and its impacts. | Q-PLAN | Q-PLAN | All partners | Scientific | Follow-up research |

*Table 8 Results Ownership List Q-PLAN*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 19 | **R-Map platform with visualisation services** | Exploit data visualisation dashboards and prediction models | ARX.NET | ARX.NET | | Commercial | Integration with existing technologies |
| 20 | **R-MAP online web-portal** | Extend integration and analysis of data from a wide range of sources | ARX.NET | ARX.NET | | Commercial | Integration with existing technologies |

*Table 9 Results Ownership List ARX.NET*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 21 | **Academic publications** | A publication derived from outputs of the co-design workshop and the development of the Integrated Assessment Framework | UT | UT | All partners | Scientific | Publications |
| 22 | **R-Map-Model** | Open Source Code will be made available for the R-Map Integrated Assessment Framework | UT | UT | Interested partners | Non-Commercial | Open source initiatives |
| 23 | **R-Map-Model** | Curated dataset for the R-Map Integrated Assessment Framework will be stored in an open repository | UT | UT | All partners | Non-Commercial | Open source initiatives |

*Table 10 Results Ownership List UT*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 24 | **NEW** | **(New category suggested by QPLAN) Network of partners in relevant projects**, networks, initiatives and research efforts with which R-Map will cluster and cooperate. RWW as well as all partners will form collaborations that could be leveraged in the future to continue researching on remote working and its impacts. | RWW | RWW | All partners | Scientific | Follow-up research |
| 25 | **Academic publications** | Academic and non-academic publications based on RWW insights obtained from WP1.1 and WP1.5. | RWW | RWW | WP1 partners | Scientific | Publications |
| 26 | **Training guide** | Enhancing our understanding to tailor-made trainings and services for SMEs that provide remote-first and hybrid working conditions. | RWW | RWW | N/A | Commercial | Consulting service |

*Table 11 Results Ownership List RWW*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 27 | **Academic publication** | Systematic Literature Review based on T1.1 | SEERC | SEERC | interested WP1 partners | Scientific | Publications |
| 28 | **Academic publication** | Academic publication based on T1.1 questionnaire results | SEERC | SEERC | RWW | Scientific | Publications |
| 29 | **Academic publication** | Academic pubication based on policy analysis and interviews | SEERC | SEERC | KU, Auth | Scientific | Publications |

*Table 12 Results Ownership List SEERC*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| **30** | **Academic publications** | T1.5 Publication | RIM | RIM | WR | Scientific | Publications |
| **31** | **Academic publications** | T1.3 Publication | KU | KU | WR | Scientific | Publications |
| **32** | **Public deliverables** | T4.4. Cross-regional dialogues public report | WR | WR | All partners | Non-Commercial | Policy and standards influence |
| **33** | **Public deliverables** | T5.1. Dissemination and Communication plan,<br>activities and results | WR | WR | All partners | Non-Commercial | Open source initiatives |
| **34** | **R-MAP Promotional package (e.g., video, posters, leaflet, letterheads)** | T5.1. Promo package to be pulicly used for dissemination and communication purposes. Publicly available. | WR | WR | All partners | Non-Commercial | Policy and standards influence |
| **35** | **R-MAP Social Media Accounts** | WR is the admin and manager of R-Map's social media accounts on behalf of the project and the project consortium | WR | WR | All partners | Non-Commercial | Policy and standards influence |
| **36** | **Public deliverables** | T6.3. "R-Map Advisory Board terms of reference and composition" | WR | WR | All partners | Non-Commercial | Policy and standards influence |

*Table 13 Results Ownership List WR*

## 3.1 R-MAP Results

The tables below categorically outline all the exploitable results from the R-Map.

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 1 | **Academic publication** | A publication derived from the data obtained through the large-scale survey from T1.5: 1.Publication Title: "Perceptions and Needs of Remote Work Across Europe: Exploring Past, Present, and Future Perspectives." Research Question: "How do workers perceive past, current, and future remote working conditions, and what are their corresponding needs?" | RIM | RIM | All partners | Scientific | Open source initiatives |
| 5 | **Academic publication** | A publication derived from the data obtained through the large-scale survey in T1.5: data with a clear description without analyzing it for making it usable for all | RIM | RIM | All partners | Scientific | Open source initiatives |
| 6 | **Academic publications** | Academic Publication based on T1.3 | KU | KU | WP1 partners | Scientific | Publications |
| 12 | **Academic publications** | Academic publication based on T1.4 | SURREY | SURREY | WP1 partners | Scientific | Publications |
| 13 | **Academic publications** | Academic publication related to the spatial implications of the RW based on Task 1.2. | AUTh | AUTh | | Scientific | Publications |
| 14 | **Academic publications** | Summary paper on the scope of the project | AUTh | AUTh | | Scientific | Publications |
| 15 | **Academic publications** | results | UB | UB | | Scientific | Publications |
| 21 | **Academic publications** | A publication derived from outputs of the co-design workshop and the development of the Integrated Assessment Framework | UT | UT | All partners | Scientific | Publications |
| 25 | **Academic publications** | Academic and non-academic publications based on RWW insights obtained from WP1.1 and WP1.5. | RWW | RWW | WP1 partners | Scientific | Publications |
| 27 | **Academic publication** | Systematic Literature Review based on T1.1 | SEERC | SEERC | interested WP1 partners | Scientific | Publications |
| 28 | **Academic publication** | Academic publication based on T1.1 questionnaire results | SEERC | SEERC | RWW | Scientific | Publications |
| 29 | **Academic publication** | Academic pubication based on policy analysis and interviews | SEERC | SEERC | KU, Auth | Scientific | Publications |
| 30 | **Academic publications** | T1.5 Publication | RIM | RIM | WR | Scientific | Publications |
| 31 | **Academic publications** | T1.3 Publication | KU | KU | WR | Scientific | Publications |

*Table 14 Results: Academic publications*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 2 | **Large-scale survey data** | Providing the large-scale survey data in an open-access database after we have received acceptance for our publication in #1. | RIM | RIM | WP 1 partners | Scientific | Open source initiatives |

*Table 15 Results: Data*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 11 | **Network partners** | glossary/dictionary | KU | KU | All partners | | |
| 18 | **Network partners** | **We suggest this as a new category - Network of partners in relevant projects**, networks, initiatives and research efforts with which R-Map will cluster and cooperate. Q-PLAN as well as all partners will form collaborations that could be leveraged in the future to continue researching on remote working and its impacts. | Q-PLAN | Q-PLAN | All partners | Scientific | Follow-up research |
| 24 | **Network partners** | **(New category suggested by QPLAN) Network of partners in relevant projects**, networks, initiatives and research efforts with which R-Map will cluster and cooperate. RWW as well as all partners will form collaborations that could be leveraged in the future to continue researching on remote working and its impacts. | RWW | RWW | All partners | Scientific | Follow-up research |

*Table 16 Results: Network partners*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 3 | **Public deliverables** | The T5.2. Exploitation and Sustainability plan is publicly available and can serve as inspiration for other EU-funded projects. | RIM | RIM | WP 5 partners | Scientific | Open source initiatives |
| 32 | **Public deliverables** | T4.4. Cross-regional dialogues public report | WR | WR | All partners | Non-Commercial | Policy and standards influence |
| 33 | **Public deliverables** | T5.1. Dissemination and Communication plan, activities and results | WR | WR | All partners | Non-Commercial | Open source initiatives |
| 36 | **Public deliverables** | T6.3. "R-Map Advisory Board terms of reference and composition" | WR | WR | All partners | Non-Commercial | |

*Table 17 Results: Publication deliverable*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 16 | **R-Map context-specific use cases** | The results detailing the 6 regional Use Case areas, as depicted by the work done by the 6 use cases' partners and the Q-PLAN who will coordinate the procedure. The methodology to achive these results includes desk research, interviews and regional surveys. | Q-PLAN | Q-PLAN | AUTh, UT, UB, KU, SURREY, RIM | Scientific | Follow-up research |

*Table 18 Results: Specific cases*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| **20** | **R-MAP online web-portal** | Extend integration and analysis of data from a wide range of sources | ARX.NET | ARX.NET | | Commercial | Integration with existing technologies |

*Table 19 Results: Online Portal*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| **19** | **R-Map platform with visualisation services** | Exploit data visualisation dashboards and prediction models | ARX.NET | ARX.NET | | Commercial | Integration with existing technologies |

*Table 20 Results: Visual services*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| **34** | **R-MAP Promotional package (e.g., video, posters, leaflet, letterheads)** | T5.1. Promo package to be pulicly used for dissemination and communication purposes. Publicly available. | WR | WR | All partners | Non-Commercial | Policy and standards influence |

*Table 21 Results: Promotional material*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| **17** | **R-Map scenarios and evaluation** | R-Map **Scenarios and Forecasting** (important note, this result does not include the evaluation part, as that is the result of the work of another partner): The regional scenarios and forecasts developed by the 6 Use Case partners under the guidance of Q-PLAN, offering the methodology to forecast the future impacts of remote working arrangements in our regional use cases (quantitative and qualitative forecasting techniques) and to produce the scenarios of Task 4.2. | Q-PLAN | Q-PLAN | AUTh, UT, UB, KU, SURREY, RIM | Scientific | Follow-up research |

*Table 22 Results: Scenarios and evaluation*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 35 | **R-MAP Social Media Accounts** | WR is the admin and manager of R-Map's social media accounts on behalf of the project and the project consortium | WR | WR | All partners | Non-Commercial | Policy and standards influence |

*Table 23 Results: Social media*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 22 | **R-Map-Model** | Open Source Code will be made available for the R-Map Integrated Assessment Framework | UT | UT | Interested partners | Non-Commercial | Open source initiatives |
| 23 | **R-Map-Model** | Curated dataset for the R-Map Integrated Assessment Framework will be stored in an open repository | UT | UT | All partners | Non-Commercial | Open source initiatives |

*Table 24 Results: R-Map model*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 4 | **Training guide** | Enhancing our understanding to tailor-made trainings and services for SMEs that provide hybrid working conditions. | RIM | RIM | n.a. | Non-Commercial | Consulting service |
| | **Training guide** | | | | | | |
| 26 | **Training guide** | Enhancing our understanding to tailor-made trainings and services for SMEs that provide remote-first and hybrid working conditions. | RWW | RWW | N/A | Commercial | Consulting service |

*Table 25 Results: Training guide*

| # | R-MAP Exploitable results | Description | Leading partner | Proposition for owner of the exploitable result | Contributing partner WITHIN the consortium | Categories of exploitation | Type of IP protection mechanism |
|---|---|---|---|---|---|---|---|
| 10 | **Virtual community of experts** | Remote work related experts | All partners | KU | All partners | Scientific | Follow-up research |

*Table 26 Results: Virtual community of experts*

## 3.2 Potential partnerships aligned with shared exploitation interests

The following table outlines the template how we compile potential partnerships within the consortium to exploit results. Each partner has the opportunity to contribute their voice to a collaborative exploitation effort.

The table below outlines the draft that must be completed by each partner on a continuous basis. In the next deliverable update of the Exploitation and Sustainability Plan, this table will be revised accordingly.

*Table 27 Map of potential partnerships aligned with shared exploitation interests #1*

**Compilation of potential partnerships aligned with shared exploitation interests within the R-MAP framework.**

| Number of exploit | Partners | AUTh | All partners | n.a. | UT | UB | KU | SEERC | SURREY | RIM | Q-PLAN | METREX | WR | ARX.NET | RWW |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| #1 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | interest within R-MAP partnerships (e.g. joint venture) | interest with own organisation / outside partnerships | | | no interest | interest with own organisation / outside partnerships |
| #2 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | interest within R-MAP partnerships (e.g. joint venture) | interest with own organisation / outside partnerships | | | no interest | interest with own organisation / outside partnerships |
| #3 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | interest within R-MAP partnerships (e.g. joint venture) | no interest | | | no interest | no interest |
| #4 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | interest within R-MAP partnerships (e.g. joint venture) | interest with own organisation / outside partnerships | | | no interest | interest with own organisation / outside partnerships |
| #5 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | interest with own organisation / outside partnerships | | | no interest | interest with own organisation / outside partnerships |
| #6 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | no interest | | | no interest | no interest |
| #7 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | no interest | | | no interest | no interest |
| #8 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | no interest | | | no interest | interest with own organisation / outside partnerships |
| #9 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | no interest | | | no interest | no interest |
| #10 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | no interest | | | no interest | no interest |

Remark: The table on the previous page and the table below are templates. The current versions are not final, and not all partners have contributed to them yet. These tables will be updated in the next phase and included in the next version of this deliverable, as each partner requires time to explore individual options and describe their exploitable assets as well as conduct discussions with other partners' exploitable assets.

*Table 28 Map of potential partnerships aligned with shared exploitation interests #2*

| Compilation of potential partnerships aligned with shared exploitation interests within the R-MAP framework. | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Number of exploit | Partners | AUTh | All partners | n.a. | UT | UB | KU | SEERC | SURREY | RIM | Q-PLAN | METREX | WR | ARX.NET | RWW |
| #11 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | no interest | | | no interest | no interest |
| #12 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | interest with own organisation / outside partnerships | | | no interest | no interest |
| #13 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | interest with own organisation / outside partnerships | | | no interest | no interest |
| #14 | | | | | | | interest within R-MAP partnerships (e.g. joint venture) | | | | no interest | | | no interest | no interest |
| #15 | | | | | | | | | | | interest with own organisation / outside | | | no interest | no interest |
| #16 | | | | | | | | | | | interest with own organisation / outside partnerships | | | no interest | interest with own organisation / outside partnerships |
| #17 | | | | | | | | | | | interest with own organisation / outside | | | no interest | no interest |
| #18 | | | | | | | | | | | interest with own organisation / outside | | | no interest | no interest |
| #19 | | | | | | | | | | | | | | interest with own organisation / outside partnerships | |
| #20 | | | | | | | | | | | | | | interest with own organisation / outside partnerships | |

## 3.3 Background and foreground results

Background and foreground results will be clearly identified and when applicable, granting of access rights will be specified.

## 3.4 Template for tailor-made pathway for each exploitable result

The template below outlines the draft that must be completed by each partner for each expected exploitable asset. In the next deliverable update of the Exploitation and Sustainability Plan, all those individual pathways for each asset by each partner will be provided.

**Exploitation Pathway for an Exploitable Asset in R-MAP**
**Exploitable Asset:** Insert Name of the Asset, please refer to our Excel overview (R-MAP WP 5 Task 5.2. Exploitation sustainability)
**Number in R-MAP overview:** Please include the corresponding number from our Excel overview.
**Owner of the asset (IP owner):** Please include the owner who is responsible for exploitation.
**Potential partners interested in exploiting the asset:** List partners expressing interest in exploitation in line with our Excel overview (R-MAP WP 5 Task 5.2. Exploitation sustainability). The IP owner, the legally responsible organization, oversees the exploitation of the asset during and after R-MAP's project lifespan. Collaborative IP management requires written agreement. Please consult our consortium agreement for further details.

**EXECUTIVE SUMMARY**

In this section, provide a brief overview and introduce the exploitable asset. Describe its significance within the project and its potential value for commercialization or societal impact. Summarize the key elements of the exploitation plan and emphasize its importance for maximizing the impact of the project outcomes. Reiterate the commitment to realizing the full potential of the exploitable asset and achieving sustainable growth and innovation. Please ensure brevity within 100 words.

**2. Description of the Exploitable Asset**

Provide a detailed description of the exploitable asset, including its features, functionalities, and unique selling points. Please highlight any innovative aspects or technologies embedded within the asset. Please ensure brevity within 50 words.

**3. Target Market and End Users**

Please identify the target market segments and end users. Describe the needs and preferences of the target market and how the asset addresses these requirements. Outline any market research or analysis conducted to validate the demand for the asset. Please ensure brevity within 50 words.

**4. Exploitation Strategy**

Detail the planned approach for exploiting the asset, including commercialization, dissemination, and utilization strategies. Identify potential partners, stakeholders, or collaborators involved in the process. Specify the timeline. Please ensure brevity within 50 words.

**5. Intellectual Property (IP) Strategy**

Describe the IP rights associated with the asset. Outline the strategy for protecting and managing the IP rights, including patents, copyrights, trademarks, or trade secrets. Specify any licensing or royalty agreements relevant to the exploitation plan. Please ensure brevity within 50 words.

**6. Business Model**

Present the business model for monetizing the exploitable asset, including revenue streams, pricing strategies, and cost structures. Discuss potential funding sources or investment opportunities to support the commercialization efforts. Please ensure brevity within 50 words.

**7. Regulatory and Ethical Considerations**

Address any regulatory requirements or compliance standards applicable to the exploitation. Discuss ethical considerations related to data privacy, security, etc. Highlight measures taken to ensure compliance with relevant regulations and ethical guidelines. Please ensure brevity within 50 words.

**8. Risk Assessment and Mitigation**

Identify potential risks and challenges associated with the exploitation (e.g., market competition, technological barriers, or regulatory constraints). Propose mitigation strategies to minimize risks and enhance the success of the exploitation plan. Please ensure brevity within 50 words.

**9. Monitoring and Evaluation**

Define key performance indicators (KPIs) for measuring the success of the exploitation plan. Establish mechanisms for monitoring progress, collecting feedback, and adjusting strategies based on market dynamics or stakeholder feedback. Please ensure brevity within 50 words.

## 3.5 Example for tailor-made pathway for each exploitable result

Exploitable Asset: **Remote Work Impact Assessment App (RWIA App)**

Number in R-MAP overview: **Example number**

Owner of the asset (IP owner): **Example owner**

Potential partners interested in exploiting the asset: **Example owners**

**EXECUTIVE SUMMARY**

The Remote Work Impact Assessment App (RWIA App) is an innovative tool developed to evaluate the effects of remote work on the urban-rural gap in Europe. Integral to the R-MAP project, the app offers valuable insights into how remote working arrangements influence social, spatial, economic, and environmental dynamics. The app integrates the results of the large-scale survey.

**2. Description of the Exploitable Asset**

The RWIA App assesses the impact of remote work through comprehensive data collection and analysis, featuring interactive dashboards and predictive analytics. It integrates advanced geospatial and socioeconomic data.

**3. Target Market and End Users**

Target markets include urban and rural planners, government agencies, and policy makers. The app addresses the need for informed decision-making in bridging the urban-rural gap, supported by targeted market research.

**4. Exploitation Strategy**

The strategy involves collaborations with government bodies, urban planners, and private sector partners. Commercialization includes subscription models and consultancy services. The timeline extends to two years post-project.

**5. Intellectual Property (IP) Strategy**

The app is protected by software copyrights and potential patents for proprietary algorithms. The IP strategy includes securing these rights and forming licensing agreements with partners.

**6. Business Model**

The business model includes subscription fees, consultancy services, and data analytics packages. Revenue streams are bolstered by partnerships with government agencies and urban planning firms, with potential EU funding support.

**7. Regulatory and Ethical Considerations**

Compliance with EU data protection regulations (GDPR) and ethical standards for data privacy is paramount. Measures include anonymization and secure data handling protocols.

**8. Risk Assessment and Mitigation**

Risks include data accuracy, user adoption rates, and technological advancements. Mitigation involves continuous app updates, user training sessions, and forming alliances with tech firms for sustained innovation.

**9. Monitoring and Evaluation**

KPIs include user engagement metrics, data accuracy, and policy impact measures. Monitoring involves regular user feedback sessions and impact assessments, with iterative improvements based on findings.

## 3.6 Horizon Results Platform, Booster and IP Scan

We utilize both the Horizon Results Platform and the Horizon Results Booster https://www.horizonresultsbooster.eu/. The Horizon Results Platform, integrated into the Funding & Tenders portal, offers several advantages to beneficiaries, including increased visibility, accelerated matchmaking with priority third parties, targeted innovator promotional events, and access to support services through quick searches (Helpdesk, 2022). The Horizon Results Booster, a recent initiative funded by the European Commission, strives to enhance the impact of research projects funded by FP7, Horizon 2020, and Horizon Europe. It offers guidance to EU-funded research projects on optimizing the dissemination and exploitation of their research findings through various free-of-charge services (visit https://www.horizonresultsbooster.eu/ for details).

The Horizon Intellectual Property (IP) Scan is a customized, no-cost, primary IP support service provided by the European Commission, specifically tailored to assist European startups and other small and medium-sized enterprises (SMEs) participating in EU-funded collaborative research projects in efficiently managing and leveraging IP in collaborative research and innovation endeavors. This service places particular emphasis on aiding project partners in developing a shared strategy for managing and exploiting newly created IP within a project (visit https://horizon-ipscan.eu for more information).

# 4. Delivering policy recommendations

R-MAP will provide direct feedback to EU, national and regional policy measures by providing evidence-based methodologies, frameworks and tools to address the need of multiple stakeholders, seize the opportunities and mitigate the risks connected to the emergence of RWAs. R-Map will support the efforts to modernise the existing EU legal framework on flexible working arrangements framed in the European Pillar of Social Rights and implemented through the EU Work-life Balance Directive, shedding light on how to integrate RWAs in the plan to achieve equal opportunities, social protection and fair working conditions. In line with the EU Rural Vision, R-Map will enable the achievement of harmonious territorial development through multi-level and place-based governance by providing key knowledge and tools for the development of evidence-based regional policies and strategies.

Our policy recommendations serve as crucial pillars for ensuring the long-term success and sustainability of our project beyond its implementation phase. By deploying these measures, we are not just focusing on the immediate outcomes but also laying down a robust framework for post-project exploitation and sustainability. These recommendations secure the project's legacy and foster a sustainable future.

Based on the output of the research and cases, METREX will formulate policy recommendations to help local policy makers create more conducive environments for remote working arrangements. Our primary target audience is local government; metropolitan regions and areas (including both urban and rural areas) and municipalities. The findings of the research and cases will be re-formulated in clear issues for which new or adapted policies are needed. By bringing mid-term and final results to METREX member practitioners (at least 56 Metropolitan Regions and Areas across Europe) and other colleague networks and interest groups closely linked (Eurocities, Metropolis, the EU DG Agri Rural Community, NARC and EURA), we can, in return, have their support in exploring the needs, and in dividing issues into a general Europe-wide/national category and a place-based category. This will finally lead to tailored recommendations to the relevant authority levels, that are complementary to, and in line with each other. However, we do not stop there. Going beyond the regional focus, R-Map will scale-up the dialogue at EU level (Associated Countries also included) during a dedicated policy roundtable to fuel discussions on how taxation, social security, labour, economic, and other revenant regulatory and social aspects (e.g. women support) could or should change in order to keep pace with the remote working arrangement and their effects (and trade-offs).

# 5. R-MAP´s exploitation risks: Risk assessment and mitigation plan

## 5.1 Exploitation risk management methodology

All projects assume some element of risk, and it is through risk management where tools and techniques are applied to monitor and track those events that have the potential to impact the outcome of a project. Risk management is an ongoing process that includes processes for risk management planning, identification, analysis, monitoring, and control. Its objective is to decrease the probability and impact of the elements adverse to the realization of the defined exploitation plans. This plan documents the processes, tools, and procedures that will be used to identify, assess and manage those events that may have a negative impact in R-MAP´s exploitation and sustainability.

A risk is "the effect of uncertainty on objectives" (ISO 31000 definition).

In this definition, uncertainties include both events that may or may not occur and uncertainties arising from ambiguity or lack of information. It also includes both negative and positive impacts on objectives.

Other definitions identify risks as potential issues that would endanger the fulfilment of the project's objectives. A risk materialized turns into an issue that actually threatens the achievement of the project's objectives.

## 5.2 Risk identification

As a support for risk identification, it was used the **Commercialization Risk Identification Checklist**, as it is described in the Luoma and Paasi methodology[1]. A Commercialization Risk Identification Checklist is a checklist of likely sources of project risks, covering a range of categories. It is used as a supporting tool during the creation of a risk list. Elaborating an exploitation risk list is a challenging activity that requires considering every single aspect of the roadmap to the exploitation of the project's results. Risk identification checklist is used in this process to be sure that we haven't missed anything. They serve as a thinking tool or discussion prompt to ensure the team has looked at the project and its environment from all angles when they sign off on the risk list. Thorough consideration helps to avoid getting blindsided by foreseeable risks. The Luoma and Paasi Commercialization Risk Identification Checklist we have used is the following:

[1] Tuija Luoma, Jaakko Paasi (2014). Managing Commercialisation Risks in Innovation Development: Linking Front End and Commercialisation. International Journal of Innovation Management

*Table 29 Exploitation Risk Identification Checklist*

| | |
|---|---|
| | Market need |
| | Methods for identification of market need |
| | Not objective customer need |
| | Rapid changes in customer need |
| | Customer resistance for change that new concept brings |
| | Decision-making mechanism |
| | Different needs in customer organizations |
| | Timing |
| | **Market environment** |
| | Market development |
| | Changes in market situation |
| | Changes in competing or complementary products or services |
| | Marketing strategy |
| | Market segmentation |
| | First idea of reference customers |
| | First idea of launching process |
| | Timing |
| | **Technology** |
| | Current technological capabilities of the company |
| | Rapid changes in technology development |
| | Methods for monitoring changes in technology development |
| | Technical feasibility (technology maturity, reliability and usability) |
| | Possible technology teething problems |
| | Time for adoption of new technology |

| | |
|---|---|
| | Life cycle of technology |
| | IPR |
| | Timing |
| | **Idea/Value proposition** |
| | Visible excellence and superiority of concept |
| | Novelty value to customer and end-user |
| | Strategic alignment |
| | Attractiveness to stakeholders |
| | Fit to competence |
| | Acceptability in markets |
| | Rough business case |
| | First idea of product life cycle |
| | First idea of design |
| | **Business Environment** |
| | Acceptability of the concept |
| | Identified limiting factors for commercialization |
| | - Regulation and legislation |
| | - Taxation |
| | - Economic and political situation |
| | - Social development |
| | - Ecological development |
| | Monitoring of changes in business environment |
| | Timing |
| | **Management** |
| | Ability to set measurable objectives |

| | |
|---|---|
| | Capabilities for resource allocation and funding |
| | Lack of marketing and financial experience |
| | Methods for searching information |
| | Comprehensiveness of the information |
| | Network and network relationship management |
| | **Collaboration network** |
| | Form of network needed for the development (partnering, joint venture, outsourcing, etc.) |
| | Commitment in the network |
| | IP and IPR |
| | External or internal funding |
| | Availability of skilled experts |

## 5.3 Risk mitigation

Risk mitigation is critical for the exploitation and sustainability plan of the Horizon project R-MAP. To mitigate potential risks, a comprehensive strategy will be followed that includes continuous monitoring and evaluation of project progress. This strategy will identify potential risks early, such as technological challenges, market adoption barriers, and regulatory hurdles. Establishing clear exploitation pathways will protect innovations, ensuring legal safeguards and commercialization opportunities. Engaging stakeholders through regular communication and feedback loops will foster adaptability and responsiveness to changing needs and challenges. Furthermore, diversifying funding sources and developing partnerships beyond the project's duration will enhance financial stability and long-term impact. Through these measures, R-MAP aims to ensure the sustainability and effective exploitation of its outcomes.

# 6. Conclusion and next steps

In the next phase, project partners will meticulously craft exploitation pathways for each asset and continuously refine the exploitation plans as the project progresses. This deliverable will evolve in tandem with new insights and developments, ensuring it remains current and comprehensive.

# 7. References


- Helpdesk, T. E. I. (2022). *What's New? Strategic Novelties in Horizon Europe – Including IP*.
- Some Figures have been created based on free canva.com templates. see https://www.canva.com/

# 8. Annex A: Template for an exploitation pathway

**Template for tailor-made pathway for each exploitable result**

The template below outlines the draft that must be completed by each partner for each expected exploitable asset. In the next deliverable update of the Exploitation and Sustainability Plan, all those individual pathways for each asset by each partner will be provided.

**Exploitation Pathway for an Exploitable Asset in R-MAP**
**Exploitable Asset:** Insert Name of the Asset, please refer to our Excel overview
**Number in R-MAP overview:** Please include the corresponding number from our Excel overview.
**Owner of the asset (IP owner):** Please include the owner who is responsible for exploitation.
**Potential partners interested in exploiting the asset:** List partners expressing interest in exploitation in line with our Excel overview. The IP owner, the legally responsible organization, oversees the exploitation of the asset during and after R-MAP's project lifespan. Collaborative IP management requires written agreement. Please consult our consortium agreement for further details.

**EXECUTIVE SUMMARY**

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**2. Description of the Exploitable Asset**

Provide a detailed description of the exploitable asset, including its features, functionalities, and unique selling points. Please highlight any innovative aspects or technologies embedded within the asset. Please ensure brevity within 50 words.

**3. Target Market and End Users**

Please identify the target market segments and end users. Describe the needs and preferences of the target market and how the asset addresses these requirements. Outline any market research or analysis conducted to validate the demand for the asset. Please ensure brevity within 50 words.

**4. Exploitation Strategy**

Detail the planned approach for exploiting the asset, including commercialization, dissemination, and utilization strategies. Identify potential partners, stakeholders, or collaborators involved in the process. Specify the timeline. Please ensure brevity within 50 words.

**5. Intellectual Property (IP) Strategy**

Describe the IP rights associated with the asset. Outline the strategy for protecting and managing the IP rights, including patents, copyrights, trademarks, or trade secrets. Specify any licensing or royalty agreements relevant to the exploitation plan. Please ensure brevity within 50 words.

**6. Business Model**

Present the business model for monetizing the exploitable asset, including revenue streams, pricing strategies, and cost structures. Discuss potential funding sources or investment opportunities to support the commercialization efforts. Please ensure brevity within 50 words

**7. Regulatory and Ethical Considerations**

Address any regulatory requirements or compliance standards applicable to the exploitation. Discuss ethical considerations related to data privacy, security, etc. Highlight measures taken to ensure compliance with relevant regulations and ethical guidelines. Please ensure brevity within 50 words.

**8. Risk Assessment and Mitigation**

Identify potential risks and challenges associated with the exploitation (e.g., market competition, technological barriers, or regulatory constraints). Propose mitigation strategies to minimize risks and enhance the success of the exploitation plan. Please ensure brevity within 50 words.

**9. Monitoring and Evaluation**

Define key performance indicators (KPIs) for measuring the success of the exploitation plan. Establish mechanisms for monitoring progress, collecting feedback, and adjusting strategies based on market dynamics or stakeholder feedback. Please ensure brevity within 50 words.

# 9. Annex B: Example for an exploitation pathway

Exploitable Asset: **Remote Work Impact Assessment App (RWIA App)**

Number in R-MAP overview: **Example number**

Owner of the asset (IP owner): **Example owner**

Potential partners interested in exploiting the asset: **Example owners**

**EXECUTIVE SUMMARY**

The Remote Work Impact Assessment App (RWIA App) is an innovative tool developed to evaluate the effects of remote work on the urban-rural gap in Europe. Integral to the R-MAP project, the app offers valuable insights into how remote working arrangements influence social, spatial, economic, and environmental dynamics. The app integrates the results of the large-scale survey.

**2. Description of the Exploitable Asset**

The RWIA App assesses the impact of remote work through comprehensive data collection and analysis, featuring interactive dashboards and predictive analytics. It integrates advanced geospatial and socioeconomic data.

**3. Target Market and End Users**

Target markets include urban and rural planners, government agencies, and policy makers. The app addresses the need for informed decision-making in bridging the urban-rural gap, supported by targeted market research.

**4. Exploitation Strategy**

The strategy involves collaborations with government bodies, urban planners, and private sector partners. Commercialization includes subscription models and consultancy services. The timeline extends to two years post-project.

**5. Intellectual Property (IP) Strategy**

The app is protected by software copyrights and potential patents for proprietary algorithms. The IP strategy includes securing these rights and forming licensing agreements with partners.

**6. Business Model**

The business model includes subscription fees, consultancy services, and data analytics packages. Revenue streams are bolstered by partnerships with government agencies and urban planning firms, with potential EU funding support.

**7. Regulatory and Ethical Considerations**

Compliance with EU data protection regulations (GDPR) and ethical standards for data privacy is paramount. Measures include anonymization and secure data handling protocols.

**8. Risk Assessment and Mitigation**

Risks include data accuracy, user adoption rates, and technological advancements. Mitigation involves continuous app updates, user training sessions, and forming alliances with tech firms for sustained innovation.

**9. Monitoring and Evaluation**

KPIs include user engagement metrics, data accuracy, and policy impact measures. Monitoring involves regular user feedback sessions and impact assessments, with iterative improvements based on findings.

R-Map

# R-Map

MAPPING THE EFFECTS OF REMOTE WORKING ARRANGEMENTS IN URBAN AND RURAL AREAS

GA 101132497

## Partners

ARISTOTLE UNIVERSITY OF THESSALONIKI

arx.net MOBILE INNOVATIONS

KOÇ ÜNİVERSİTESİ

METREX The Network of European Metropolitan Regions and Areas

UNIVERSITY OF SURREY

REMOTE WORKERS WORLDWIDE

SEERC SOUTH-EAST EUROPEAN RESEARCH CENTRE

UNIVERSITY OF TWENTE.

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WHITE

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