**Context** – Starting from the proposal stage, consortia are required to describe what the likely exploitable outputs will be from their project.

Once projects have started, beyond standard progress reporting requirements, projects also receive many other requests for information on their exploitable outputs and likely impact (e.g. the annual SPIRE Progress Monitoring Report questionnaire and the Innovation Radar - www.innoradar.eu).

**Issues** – Exploitation planning can sometimes be left until late in the project, pushing innovations out into the market, rather than addressing what industry will want to pull through to commercialisation.

There is a tendency to focus on project actions, then jump to potential impacts, without detailed mapping of the outcomes that need to happen, the changes of behaviour and what will make key actors consider exploiting the innovations.

Projects can find it difficult and frustrating to collect similar bits of exploitation data for several different forms and requests.

**Recommendations**

We recommend visually mapping out how the outputs/results of your project could lead to desired outcomes in different downstream actors (e.g. changes in raw materials purchasing plans in sector X, adoption of new operating procedures in sector Y, incorporation of learning into training course Z), which then eventually deliver impact (e.g. energy and resource savings).

SPRING guidance on Industrial Barriers and Technology Scanning can help in developing an understanding of potential end-users of innovations.

To help manage exploitation planning and data requests, we recommend using, or taking learning from, the **SPRING Exploitation Template, which is detailed on p2 of this guidance**...

For more guidance on enhancing the impact of SPIRE projects, see: www.spire2030.eu/spring
SPRING has developed a standard template to aid data collection for the Key Exploitable Results (KERs) emerging from SPIRE projects. It has been developed to support key data gathering for the various impact and exploitation frameworks project participants are required to contribute to, as a means of simplifying the often-repetitive data gathering exercise, and it is suggested that this could form the basis of the project exploitation plan. The context for the use of this template is as follows:

- The Project Co-ordinator and Exploitation Manager set aside time in an early project General Meeting (ideally within the first 12 months of the project) to introduce the template and support the early capture of information related to each KER anticipated in the proposal.

- Project participants with a role in the development and/or exploitation of each KER complete and update the template on a regular basis (at a minimum in line with the formal project reporting timescales, though best practice would suggest at intervals aligned with General Assembly meetings), providing the information to the Exploitation Manager.

The Exploitation Manager uses the information provided to support as required:

- Reporting to Project Management Committees and/or General Assembly meetings on progress with exploitation
- Preparation of SPIRE Project Output Summaries (www.spire2030.eu/projects/outputs) and/or the pilot Horizon Results Platform
- Completion of the annual SPIRE Progress Monitoring Report questionnaire
- Completion of the Innovation Radar questionnaire

The SPRING Exploitation Template can be downloaded from the SPRING Website: http://bit.ly/SPIRE-ExploitationTemplate

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