



# Practical Intellectual Asset Management (IAM) Tips for Cluster 3 Consortia

From proposal stage to exploitation

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Before submitting the proposal

## Align on IAM early

**Why:** avoid conflicts once valuable results emerge.

### Good practice

- ▶ Discuss **background IA** contributions and access conditions
- ▶ Agree **ownership principles for results (foreground)**
- ▶ Clarify **exploitation intentions per partner**
- ▶ Draft a **pre-consortium agreement/MoU**
- ▶ Identify potential **joint ownership cases**

### Benefit

- ▶ Prevent dominance of large industry partners
- ▶ Avoid deadlocks between organisations with different legal frameworks
- ▶ Enable credible exploitation planning in Part B

At Grant Agreement signature

## Don't stop at DESCAs

Consortium Agreement (CA) based on DESCAs is **essential, but not sufficient.**

### Risks

- ▶ Signed during **funding enthusiasm**
- ▶ Often **generic exploitation clauses**
- ▶ **Limited operational detail**

### Recommendation

- ▶ Complement CA with a **project-specific MoU/Exploitation Agreement**

Include:

- ▶ **Who develops what** (technical responsibility)
- ▶ Expected exploitable results **per partner**
- ▶ **Access rights** needed for exploitation
- ▶ **Protection strategy** (patent/copyright/trade secret) and **their effect on Dissemination in Open Access**
- ▶ Target markets/users
- ▶ Revenue or licensing intentions (*if relevant*)

During the project

## Treat IAM as a living process

Intellectual Asset Management must **evolve with the solution.**

### At each consortium meeting:

- ▶ **Review** emerging results
  - ▶ **Confirm** ownership allocation
  - ▶ **Update** MoU/exploitation plan
  - ▶ **Check** background access needs
  - ▶ **Flag** protection opportunities early
- **Align** documents with real project evolution

Internal governance

# Involve the right people

IAM is **not** (*normally*) **only** for researchers or project managers.

## Each partner should involve:

- ▶ Technology transfer/IP office
- ▶ Legal department
- ▶ Exploitation/business unit
- ▶ Innovation manager
- ▶ ...

**Reason:** decisions taken late become costly or impossible.

## What **NOT** to do

- ✗ Discuss about IAM only at the end of the project
- ✗ Assume DESCAs will solve all cases
- ✗ Ignore background IP restrictions
- ✗ Leave exploitation undefined
- ✗ Exclude internal IP/legal teams
- ✗ Delay protection decisions until dissemination

# Key Take-Home Messages

- ▶ Start IAM discussions **before proposal submission**
- ▶ DESCAs are necessary but **not sufficient**
- ▶ Use a **living MoU/exploitation agreement**
- ▶ Update IAM arrangements throughout the project
- ▶ Involve **internal IP & legal expertise early**
- ▶ Use EU IAM & exploitation support services

# EU Support Tools for IAM & Exploitation

(not exhaustive)

Useful for Cluster 3 projects.

## IP & Legal

- ▶ European IP Helpdesk [https://intellectual-property-helpdesk.ec.europa.eu/index\\_en](https://intellectual-property-helpdesk.ec.europa.eu/index_en)
- ▶ IMPAC3T-IP <https://www.impac3tip.eu/>
- ▶ IAM4RE <https://iam4re.eu/>

## Exploitation & Market Uptake

- ▶ Booster <https://www.horizonresultsbooster.eu/>
- ▶ Horizon Results Platform <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/horizon-results-platform>



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