



**KnowING IPR project
Fostering Innovation in the Danube Region
through Knowledge Engineering and IPR
Management**

Output 4.3 Sustainability tools

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Introduction – Sustainability tools

The following document “Output 4.3 Sustainability tools” describes the broad and long-term strategy and applicability of the KnowING HUB platform. The document itself is full elaboration of the deliverable D.4.3.1. and D4.3.3 Finalized sustainability strategy where elements of sustainability methodology were elaborated and finalized. After having methodology elaborated, three strategic workshops were organised (in september 2019, see. D.4.3.2) where full strategy, business plan and action plan for sustainability of KnowING HUB were elaborated. The present Output 4.3. results as comprehensive path to follow in order to assure the sustainability of KnowING HUB in short term, medium term and long term period.

KnowING HUB represents a transnational platform, providing online access to enriched data and supporting information for an efficient innovation processes supported by tools for an efficient IPR management. This collaborative online platform links providers of enriched data and information relevant for innovations, business and innovation support organizations and enterprises (especially SMEs and HEI&RI) from the Danube region. The KnowING HUB will additionally offer support to policy makers offering information of best practices and policy suggestions for the field of IPR in the Danube region.

In order to build the sustainability tools, the document defines the strategy by elaborating the mission and long-term vision of the platform and analyzes internal and environmental impacts through SWOT analysis. It formulates action plans in the short, medium and long term, and seeks funding to promote and sustain the platform. Part of the sustainability strategy is to identify the target groups with which the KnowING IPR partnership has to be engaged both during and after project lifetime. When developing the business plan and communication strategy, the document examines the impact that the platform aims to achieve, taking into account the transnational aspects, too.

I. General elements of the sustainability strategy

1.1. Vision/Mission statement

Vision	Mission
<p>The aim of the Project is the establishment of a HUB for information exchange supported by a network in the long run. KnowING HUB platform will provide support to enterprises in development of innovative high value-added products. The project aims to work with organizations especially from the fields of automotive and electronic industry, digital solutions and medical technology.</p> <p>Another long-term goal of KnowING HUB is to spread the knowledge about the new trends of IPR not only within but also out of Danube region.</p> <p>The continual development strategy of the KnowING HUB is based on the following aspects:</p> <ol style="list-style-type: none"> 1. Aiming to establish the system of continual improvements and innovations 2. Aiming to fulfil expectations of customers 3. Aiming to improve how the internal processes are carried out 4. Aiming to achieve financial stability in sustainable way. 	<p>The mission of KnowING Hub is to ensure broader and needs-based access to existing innovation and research results, to patents and to IPR knowledge and encompass services and training for the management of IPR and for support to commercialization of research results and technology transfer.</p> <p>Thanks to the improvement of the capacity for an efficient IPR management, the innovation capacity of especially industrial SMEs, will be strongly supported leading to the development of innovative high value added products by proper utilization of already existing knowledge.</p>

1.2. Target groups to address

Target groups	Characteristics/ Sub-groups
SMEs	<p>The project aims to work with SMEs especially from the fields of automotive and electronic industry, digital solutions and medical technology.</p> <p>The targeted SMEs show interest or are already dealing with innovative technologies, R&D activities. They cooperate with the project in order to raise awareness in the field of IPR and to get assistance in IPR activities, which is now difficult for them because of the lack of resources.</p>
Enterprises (without SMEs)	<p>The KnowING HUB platform aims to work with enterprises which are engaged to innovation activities and R&D developments. In order to gain their collaboration, the partnership plans to get in touch with their R&D decision-makers and managers.</p>
Regional public Authority	<p>Within and after the KnowING IPR project the partnership aims to work together with Regional public Authorities (regional TTO offices, patent offices, trademark offices, regional development agencies etc.) which have the following characteristics:</p> <ul style="list-style-type: none"> • procedure oriented • self-sufficient • have access to regional/national policies.
Policy makers	<p>The project targets to work together with policy makers from the regional (regional development offices, local governments), national (industries of innovation, research, business) and EU (European Commission)</p>

	level.
Business Support organization	<p>KnowING IPR project targets to operate with BSOs with the following characteristics:</p> <ul style="list-style-type: none"> • clusters from the automotive industry and ICT • HUBs for entrepreneurship • Incubators • Chambers of Commerce • TTOs • offices which are facilitating the trainings for basic/advanced users • organizations with innovation support, technology transfer opportunities
Individuals (inventors, researchers, etc.)	<p>Inventors and researchers, who are motivated and have innovative ideas, but the lack of money and resources hinder them in patenting. They don't have much information about IPR, they need knowledge transfer about patenting to exploit the advantages from it.</p>
General public	<p>General public needs to be informed in order to raise their awareness in the topic.</p>
Other	<p>Universities, technology parks, academies, technology transfer networks and centers are targeted to provide knowledge to potential inventors.</p>

1.3. Impact of the project for the target groups in the next 5 years

The project results will increase the knowledge on IPR in the Danube region. It will raise awareness about the topic not just in the SMEs, enterprises, business support organizations but in the general public, too.

Young, motivated innovators will have the opportunity to get patenting information on a transnational level from one place, with professional help, if needed. The platform will stand as a take off for dialogue and for debating cross-cutting ideas among a wide range of economic operators.

SMEs and enterprises will be able to develop new perspectives: the KnowiNG HUB will enable them to obtain or follow a set of learning tools, centralized knowledge, transnational learning materials and a professional help through the HUB helpdesk service. Furthermore, the platform could act as a take off point for networking. By the advanced services of the HUB areas with the same interests can connect to each other to implement new ideas together or just to exchange experiences. Illustrations of good practices of cooperation could also motivate others for innovation. Companies could find better informed human resource who can help implement and improve IPR-management.

The platform will offer information relevant for regional public authorities, too. With extended IPR knowledge they will be able to build a better policy-development process, based on clean measures in a sustainable and healthy innovation environment. The HUB will give place to monitoring data and analytics, which can give basis to regional marketing actions. Networking among innovative regions can emerge on the set basis.

Policy makers have a significant role in fostering a culture of innovation. Taking advantage of the platform they can gain experiences for informed policy-decision, the project can help them to evaluate the needs in the field of IPR and adapt solutions to legislation.

With the help of the KnowiNG HUB network business support organizations can connect policy makers, enterprises even from different regions. With improved expertise about IPR they can reach more potential customers.

TTOs, scientific parks and universities can organize specific trainings supported by the knowledge base of the HUB. The platform facilitates to stay updated with the industry evolution processes, based on the work of IPR knowledge providers. The materials on the platform can be useful for law companies to specialize on IPR.

Civil organizations can gain possibility to do joint projects and establish scientific cooperation.

1.4. Similar initiatives with which partnerships can be developed

Initiatives/Networks	Short description	Collaboration points/options
European IP Helpdesk	European IP helpdesk is a service funded by the European Commission and managed by the Executive Agency for Small and Medium-sized Enterprises (EASME). The helpdesk provides information on the topic of intellectual property, and also advice free of charge.	Collaboration could emerge in various points of awareness raising, joint events dissemination, training organization, helpdesk service and KnowING IPR could contribute its patent data and patent analytics service.
Danube Transfer Center	The Danube Transfer Center Network is a powerful transnational structure in the Danube Region dedicated to fostering innovation and knowledge transfer between academia and the economic environment. Present in 10 countries, the DTC Network can provide assistance and support to organizations seeking to improve their competitiveness and international dimension.	In each country, one or two gate centers are established, which then create their own local network of offices, in order to be as close as possible to the intended beneficiaries. The members provide technology transfer, intellectual property management as well as management of innovation projects. KnowING HUB has the potential to upgrade specific services of the DTC initiative.
EEN – European Enterprise Network	The Enterprise Europe Network is the world's largest support network for Small and Medium-sized Enterprises (SMEs) with international ambitions. Co-	The Enterprise Europe Network offers three broad ranges of services to SMEs: <ul style="list-style-type: none"> • International partnerships • Advice for

	funded by the European Union's COSME and Horizon 2020 programmes, the Network's aim is to help businesses innovate and grow internationally.	international growth <ul style="list-style-type: none"> • Support for business innovation
InnoHPC LAB	One stop shop for SMES and R&S highlighting the importance of Digital Transformation, Technology transfer, usage of HPC and IP protection	Joint effort in awareness raising in the field of Technology transfer, international partnerships, support for business innovation.
SME/HPC	Initiative developing tailored HPC courses for SMES, in one part also emphasizing the importance of innovation management and IPR management	Joint effort in awareness raising in the field of Technology transfer, international partnerships, support for business innovation
KTT (Consortium for Technology transfer) - Slovenian national EU funded initiative	Purpose of KTT is to increase the strength of connections and cooperation between public research insitutuions and business. Second aim to to increase the skills of Technology Transfer officers, researchers and companies.	Support for technology transfer in Slovenia, awareness raising, support in trainings and events organization.
Smart Factory HUB	Support SMEs by providing a geographic overview and give some information about actors, good practices, projects and facilitators and, thus, foster the match between the demand	Providing geographical overview, information, awareness raising, information about services supporting technology transfer and business innovation.

	(production/manufacturing organizations) and supply (solution providers) tendencies.	
VIP4SME	Main goal of the VIP4SME project was to provide IP support services and trainings to SMEs to allow them to better understand the IP they create, own and exploit and to turn it into economic success.	<p>Cooperation with the VIP4SME network established by around 50 partners from 30 countries including 27 National IP Offices and 20 business support providers having a strong connection with local SMEs for the dissemination of KnowiNG IPR project activities, in particular the KnowiNG IPR Hub.</p> <p>Exploitation of IP Toolkit available on the http://www.innovaccess.eu/ using the IP toolkit resources for training and raising IPR awareness among users of KnowiNG IPR Hub.</p> <p>Attracting the SMEs support organization and local SMEs targeted by VIP4SMEs, in KnowiNG IPR project, in particular involving them in piloting the KNOWING IPR Hub.</p>
NANO4MANU	NANO4MANU community is recently developed within the NMP-REG Interreg Europe project. The community	NANO4MANU community is aimed at improving the knowledge of stakeholders about nanotech - innovation

	<p>gathers actors from Romania active and interested in the field of nanomaterials, nanotechnologies and advanced materials, fostering the dialogue and cooperation between academia/research and industry.</p>	<p>ecosystem and at offering them access to a dedicated space for dialogue and cooperation, stimulating the process of developing new projects.</p> <p>As IPR is a key element in the process of cooperation between academia/research and industry, KnowING IPR Hub has the potential to reduce the knowledge gap in this area.</p>
<p>Transfera.cz</p>	<p>The national platform Transfera.cz protects the interests of the Czech transfer community with the aim to promote and develop activities in the field of technology and knowledge transfer. The mission of the Transfera.cz association is, among other things, to cultivate an environment for perception, operation and development of activities in the field of knowledge and technology transfer, strengthen mutually beneficial relations between academia and non-academia or mediate the exchange and sharing of experience and support opportunities for professional growth of its members. Foreign</p>	<p>Activities of Transfera.cz and its members:</p> <ul style="list-style-type: none"> - strengthening mutually beneficial relationships between the academia and the industry - supporting innovations with the aim of improving the competitiveness of the Czech Republic - maintaining partnerships with relevant public authorities - providing information, expert opinions and analyses in the field of technology and knowledge transfer - establishing international cooperation with similar foreign institutions - helping to disseminate R&D results

	cooperation is not left out of the spotlight either. Transfera is a member of three international networks - ASTP (Association of European Science and Technology Transfer Professionals), ITTN (Israel Tech Transfer Organization) and ERDV (European Danube Vltava Region). Cooperation with Bavaria and the Dutch Embassy in Prague is also developing promisingly	
Danube S3 Cluster	Aims to leverage the innovation entrepreneurial ecosystem in the Danube, enhance innovation management knowledge and skills and foster transnational cluster cooperation in the agro-food sector	Potentials in collaboration: Joint effort in awareness raising in the field of Technology transfer, international partnerships, support for business innovation.

1.5. KnowING IPR Stakeholders and members

The initial stakeholders are the ones starting the initiative and are listed below. As for the other stakeholders envisaged, they will be invited to collaborate and participate based on their expressed interest during the activities of the KnowING IPR project and KnowING HUB events. The contact information of the envisaged stakeholders are kept by the KnowING IPR management as in compliance with GDPR.

This section presents the matrix of KnowING IPR members and stakeholders.

A	Internal human capital resources (short term)	
	KnowING IPR Project Partners	<ul style="list-style-type: none"> • Faculty of Information Studies in Novo Mesto (FIS) - Slovenia • Technical University of Kosice (TUKE) – Slovakia • Algebra (ALGEBRA) – Croatia • University of West Bohemia (UWB) – Czech Republic

		<ul style="list-style-type: none"> • Research Centre Regional and Global Development (REGLO) – Bulgaria • Executive Agency for Higher Education, Research, Development and Innovation Funding (UEFISCDI) – Romania • SteinbeisZi GmbH (S2i) – Germany • H&S Heilig und SchUBert Software AG (H&S) – Austria • Pannon Business Network Association (PBN) – Hungary • Budapest Chamber of Commerce and Industry (BKIK) – Hungary • School of Advanced Social Studies in Nova Gorica (SASS) – Slovenia • Regional Economic Development Agency for Sumadija and Pomoravlje Ltd. (REDASP) - Serbia • Sarajevo Economic Region Development Agency (SERDA) – Bosnia and Herzegovina • National Agency for Research and Development (NARD) – Moldova • State Agency on Intellectual Property of the Republic of Moldova (AGEPI) - Moldova • Agency of the Regional Development and Cross-Border Cooperation “Transcarpathia” (Transcarpathia) – Ukraine
	KnowING IPR Associate strategic partners	<ul style="list-style-type: none"> • University of Northumbria at Newcastle (UNN) – United Kingdom • International Federation of Inventors' Associations (IFIA) • Praxis Courses Ltd. (PraxisUnico) - United Kingdom
B	External stakeholders	<ul style="list-style-type: none"> • Collaborators already involved (organizations which supported project implementation)
C	New stakeholders envisaged – organizations or individuals, who have already shown interest to the project	
		Public sector, policy makers, patent offices
		Research/Academia/TTOs
		Private sector
		Non-governmental and business support organizations, clusters
		Mass media

1.6. Communication channels and communication strategy

Having in mind that the key stakeholders has been defined in the very beginning of the project implementation and were, but also will be involved in the most activities within the project. Some connections were already established so the task is to keep their attention and interest. Main communication objectives are:

- raising awareness over the topic and of the importance of IPR and IPR management, raising awareness over the services provided by KnowING HUB,
- dissemination of achieved results and the possibilities of implementing them in the future,
- facilitating capitalisation of KnowING IPR results within the KnowING HUB,
- reaching in the most effective manner targeted stakeholders.

a. Messages

Stakeholders addressed	Type of messages
Policy makers/Regional public Authority	<p>Invitation to policy round tables planned to discuss various aspects of transnational cooperation and knowledge exchange in the light of IPR policies, strategies and practices, appealing especially for policy makers, regional and national (development) agencies and IPR bodies; but also other target groups, one-on-one meetings for presenting the project, invitation to international conferences, project newsletter translated to national language.</p> <p><i>Message: KnowING HUB is raising awareness and improves framework conditions for innovation in the Danube region. The platform is a source of information supporting the development of evidence-based policies and helps the documentation of policy development.</i></p>
Small and medium enterprises, business	Invitations to KnowING IPR workshops for

support organizations, business associations,	<p>industry and HEI / seminars aimed especially towards SMEs as well as social media posts, leaflets, web site, media appearances, project video, project newsletters, participation at public events (launching conference and final conference)</p> <p><i>Message: KnowING HUB is bringing new tools for business development/raising competitiveness and provides free access to knowledge.</i></p>
Media/ general public	<p>Press releases, social media posts, leaflets, web site, media appearances, project video, project newsletters, invitation to participate at public events (launching conference and final conference) as well as other events elaborated in Application form.</p> <p><i>Message: KnowING HUB invests in people and skills</i></p>

b. Communication Methods and Instruments

Communication channels are defined as virtual and physical: virtual first of all includes regular project communication channels with plan to extend it on the HUB internet platform, which needs to be maintained on regular basis and keep available material dynamic and attractive, as well to ensure to reflect changes in the infrastructure and services. Due to COVID-19 current effects as well as predicted effects, KnowING IPR acknowledges the rising importance of virtual channels, and will prepare to integrate them to a higher degree, if so needed.

Other channels, physical ones, includes organization of events with inclusion of representatives from all target groups, enlarging and strengthening in that way network that already exist.

Communication channel	Resources needed	Need covered	Which is the first step?
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Digital communication channels	Project website, social media profiles are already established as well as e-news letter HUB web platform, Partners website & social media channels	Increase project visibility Create awareness	Creating the media channels, preparing the messages
Media conferences	planned within the project	Increase project visibility Create awareness	Mapping relevant press
Press releases	planned within the project	Increase project visibility Create awareness	Selecting the relevant topics
Events	planned within the project	Increase project visibility Create awareness	Setting the dates and the venue/or virtual space (taking into account COVID-19 or other circumstances)

c. Activity plan

Short term activity plan					
Activity	Budget	Resources we have	Resources needed	When	Indicators
Development of communication plan	1000eur	project partners	Staff costs External costs	Until October 2018	1 document
Development of communication infrastructure	1000eur	project partners	Staff costs	Until October 2018	1 document
Policy round tables	1000eur	project partners	Staff costs External costs	Until June 2021	2 events
Dissemination workshops for industry and HEI	1000eur	project partners	Staff costs External costs	Until June 2021	2 events
Seminars for SMEs	1000eur	project partners	Staff costs External costs	Until June 2021	2 events
Media conferences	1000eur	project partners	Staff costs External costs	Until June 2021	2 media conferences
KnowiNG IPR final event	5000eur	Project partners	Staff costs External costs	Until June 2021	1 major event planned
Project website and social media updates	1000eur	project partners	Staff costs	Until June 2021	At least two monthly updates
E-newsletter	500 eur	project partners	Staff costs	Until June 2021	6 newsletters until June 2021
Medium term activity plan					

Activity	Budget	Resources we have	Resources needed	When	Indicators
Event in form of dissemination workshop	1000 eur	Individual PP	Staff costs External costs	Until 2022	1 event
International conference attendance	1000 eur	Individual PP	Staff costs External costs	Until 2022	2 conference attendance showing the KnowING HUB services
Project website and social media updates	1000eur	FIS	Staff costs	Until 2022	At least one monthly update
E-newsletter	500 eur	FIS	Staff costs	Until 2022	One newsletter per year
Long term activity plan					
Activity	Budget	Resources we have	Resources needed	When	Indicators
Organizing events	1000 EUR/event	Individual PP	Staff costs External costs	Till 2023	1 event/year
Design and implementation of Digital marketing Strategy	App.10.000 EUR	Human resources, inputs	Staff costs External costs	Till 2022	50% if increase of visibility and users on annual basis

1.7. Funding sources

Funding sources that will help the initiative to fund current and future activities were, for the purposes of clear overview distributed in three groups:

- Short term funds – these are the funds coming from the DTP funded project KnowING IPR. The funds are assured by the end of April 2021.
- Medium term funds were the funds that are currently assured and are assured in some smaller extent for period after end of June 2021
- Long term funds are funds that are not assured yet, but are detected as opportunity for the future operation of the KnowING HUB.

Each of the sections is elaborated in the table below.

a. Current status – short term financing sources

Source	% in the budget	Risk/ volatility [low, medium, high] <i>(risk degree referring to the elimination or reduction of the</i>	Dependency [low, medium, high] <i>(in which manner the elimination of the funding source affects the project</i>	Comments/ mitigation actions

		<i>funding source)</i>	<i>sustainability)</i>	
DTP funded project KnowING IPR	100% of KnowING HUB activities are covered	no risk of the implementation of short term activities	High	Possible individual issues at partner levels due to national situations

b. Prediction for funding needed for the next 2 years – mid-term financial sources

Need identified	Action envisaged	% in the budget	Manner to cover the need
Running server and processing power	finding synergies with other projects and initiatives to assure running of server where KnowING HUB will be hosted	10%	synergies with other projects or initiatives FIS will assure the running of servers and processing power through nationally funded project HPC RIVR
Dissemination activities and administrative support to KnowING HUB	Finding synergies with other running projects and initiatives	5%	Dissemination actions within Erasmus + project ADSEE will be cross-fertilised with dissemination actions of the KnowING HUB

c. New potential funding sources – long term financial sources

Potential funding source	Resources needed to implement	How to put in practice
New project that would cross fertilize and build upon knowledge of the KnowING HUB	Submitted project proposal	Engagement of lead applicant, setting up the consortium and prepare project application
- Submission of Erasmus + project application LrnIPR project	Submitted to call in February 2020	The application was submitted in 2020, several of KnowING IPR consortium partners are planned to cooperate.
- Engagement in COST action	Preparation to apply to call in 2020 (<i>call postponed due to Covid-19 situations</i>)	Engagement of actors need to be assured
- Submission of Erasmus + project application IPR for SMEs	Preparation to apply to call in early 2021	Engagement of actors need to be assured
Joining initiatives that support technology transfer in Danube and wider	Preparation of engagement strategy and action plan	Engagement of actors need to be assured, agreement of both parties
- European enterprise network	Getting in contact with management of the initiative	Prepare a plan for engagement
- Danube Transfer Center	Getting in contact with management of the initiative	
- European IP Helpdesk	Getting in contact with	

	management of the initiative	
smaller private or NGO actor	engagement strategy and action	engagement of this smaller actor with various actions

1.8. SWOT analysis and Strategies to assure durability and transferability

SWOT Analysis	
Strengths	Weaknesses
<p>Open access data facilitates knowledge transfer between business and IPR. In a unique way in the Danube region, statistical data, regional approaches, legal aspects, licence database, training materials and professional help are available in one place in the field of IPR.</p> <p>The KnowING HUB provides a variety of expertise and gives platform to a transnational cooperative activities. The concept of the HUB is validated with the KnowING IPR stakeholders, which guarantees the user friendly structure.</p> <p>The services of the HUB bring different types of stakeholders and other interested parties together, e.g. HEIs, enterprises, policy makers, support organisations etc.</p>	<p>Both the information exchange and the organizational mediation costs are high.</p> <p>The sustainability of the KnowING HUB has to be planned appropriately with motivated partners. For the continuous operation a continuous contribution of members is required.</p> <p>In subsequent phases difficulties in obtaining data and data updates can present a problem. Difficulties can arise in measuring the long term impact of the platform.</p>
Opportunities	Threats
<p>The proposed HUB for Information Exchange will fill in the informational and organizational space, with patent informatics solutions on the rise, which can facilitate the functionalities of the HUB.</p> <p>The platform focuses on the innovation at EU level, which gives a wide range of possibilities to connect existing platforms, knowledge bases, sources with each other. By strengthening the topic through an EU level collaboration, IPR can also be the subject of</p>	<p>Funding after the projects' end is the crucial issue: for the smooth operation of the platform (content updates, maintenance and platform management) it is crucial to assure financial support. Therefore the HUB management has to deal with the challenge to gain the support of public authorities, even after KnowING IPR project ends.</p> <p>A risk is presented by a lack of interest of the potential users in the services provided by the HUB. Overlapping existing databases or</p>

<p>business planning in the future.</p> <p>The HUB can unfold great potentials if it is consistently applied: with the contribution of the users it can boost innovation, help to overcome trust barriers and can become an example of a standardised methodology with European perspective.</p> <p>The good practice of establishing the platform can lead to further developments on EU level related to other, so far unrevealed topics.</p> <p>Future beneficiaries, like SMEs, enterprises, BSOs can find connections with academies, universities, technology parks all over the Danube region or even Europe, and get support for innovation.</p>		<p>interface that is not sufficiently user friendly can curbe the popularity of the platom.</p> <p>The lack of language skills can also hinder the usage of the HUB: English is not a working language in many Danube region countries.</p> <p>May pose additional risks if the database providers of the KnowING HUB change their Terms and Agreements - their service is core of the operation.</p> <p>The long term commitment of the HUB management and lack of long term dissemination opportunities can also hinder the project.</p>	
Factors which can hinder the durability of project's outcomes			
Economic	Politics	Social	Technological
Funding	Difficulties in cooperation between countries in long term - Countries and organizations may prefer bilateral cooperation.	The level of satisfaction of involved actors remains unclear.	Although server capacity is not problematic, with high bulk of hourly users the processing power could become an issue in the long run.
Prevention strategies			
Strategies Strengths- Opportunities		Strategies Weaknesses - Opportunities	
Combine the multilateral cooperation with bilateral one.		Try to foster the positive motivation of the partners with opportunities in short term. Keep the project awareness high with effective communication strategy.	
Strategies Strengths- Threats		Strategies Weaknesses- Threats	
Try to secure multiple sources of funding of a promising initiative		Build a strategy which focuses on keeping the partners in the HUB Project together.	

II. Business Plan at a glance

Business plan, as is fully elaborated within the Deliverable 4.3.3 titled Finalized sustainability strategy is visually presented below. Each of the sections is carefully tailored and planned to achieve maximum success in exploitation of KnowING HUB as the main KnowING IPR project result.

Firstly we have segmented the customers and users of the KnowING HUB. We agreed upon the following: SMEs, enterprises, HEI&RI, Regional public authority and Business Support Organisations. Main goals and habits of each of the users were elaborated and segmented.

The unique value proposition of the KnowING HUB is the following: The KnowING HUB will operate as a web platform on one hand, but also as an institutional platform on the other. It will serve as a meeting point and one stop shop for stakeholders interested in using IPR related data and services.

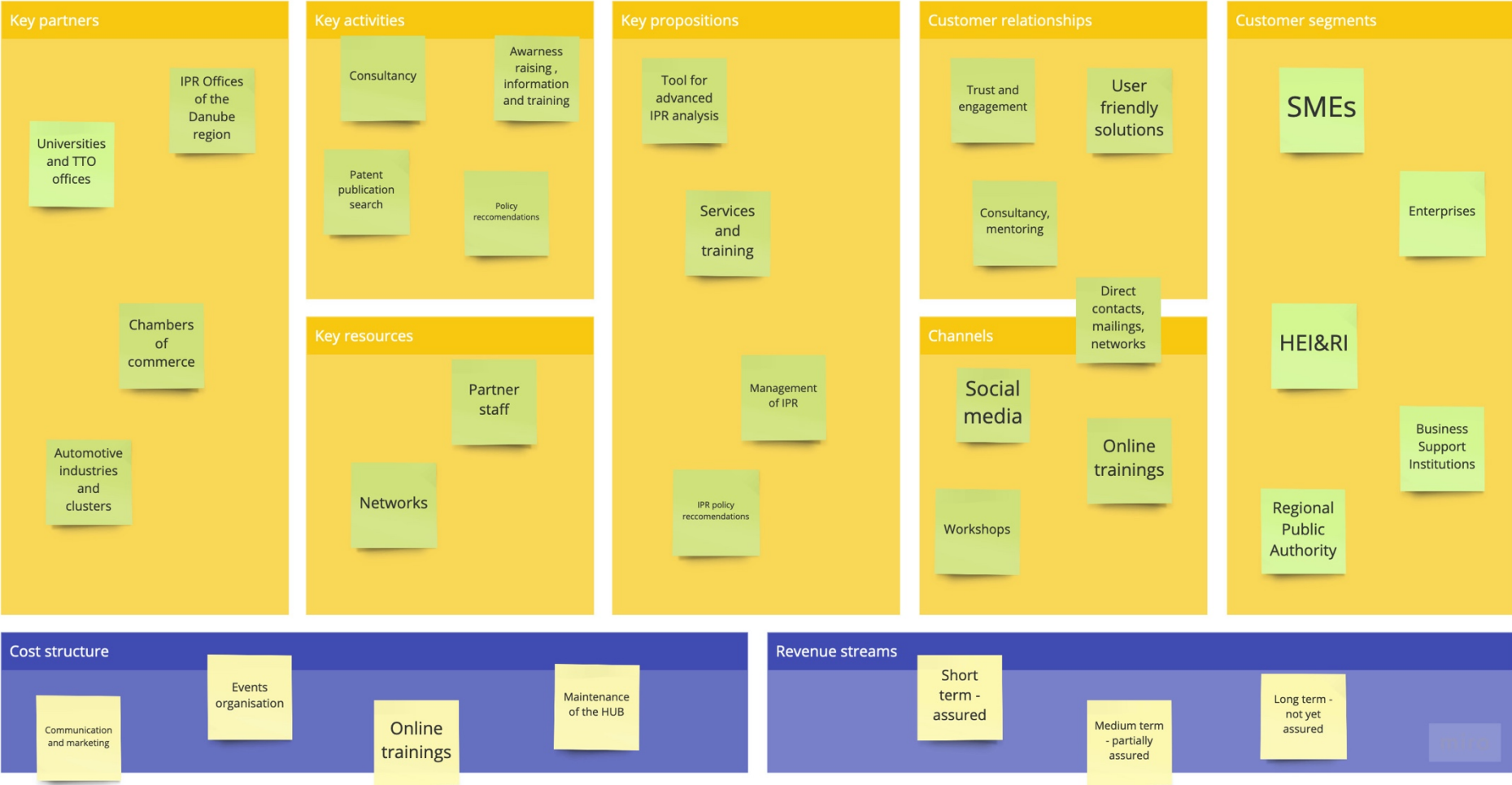
*KnowING HUB, operative as web platform, for different actors will imply a **specific tool** for advanced intellectual property rights (IPR) analysis, as well provide benefit from available **services and training** for the management of IPR and technology transfer.*

It will also offer **guidelines** for improved and harmonized IPR policy framework across the Danube region.

The main communication channels are defined as: social media, workshops and trainings, and direct contacts via emails and networks. Key customer relations are in building trust and engagement, offering user friendly solutions and consultancy. Key activities are defined as consultancy, patent publication search, policy recommendations and awareness raising along with skills improvement. Key resources are in form of partner staff and established network collaborations, whereas key partners are segmented to be Universities and TT offices of the Danube region, IPR offices of the Danube region, chambers of commerce and Automotive industry representatives with clusters.

The main costs in form of maintenance of the HUB, communication and marketing, organization of events and online trainings are planned to be financed in short, medium- and long-term manner.

Picture 1: Full Business plan canvas for KnowING HUB



III. Transnational action plan with roadmap of activities

3.1. Themes of transnational cooperation

To elaborate this section a tool named **iActions** (interregional actions) was applied. This which lead to the identification of synergies and collaborative opportunities across the collaborating regions. The goal is to choose the best and most realistic/feasible collaboration opportunities among the available proposals. The summary is made in the matrix table below, where the individual organization is designated to be responsible for action. Secondly, a clear timeline is proposed in Roadmap table with elaborated financial resources to support each of the actions.

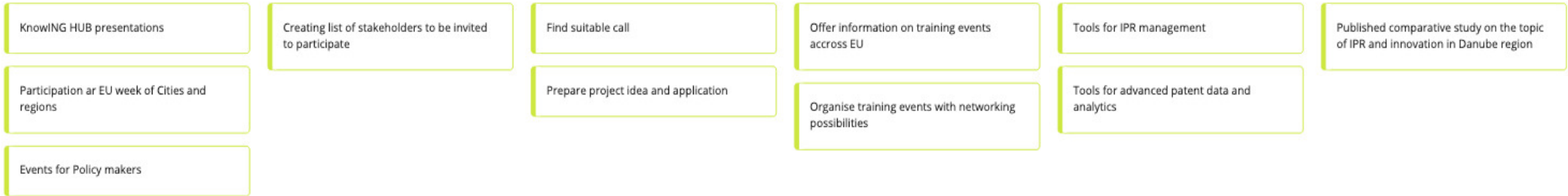
Proposed Matrix for iAction activities according to the theme of cooperation

Theme of cooperation		Regions Interested	
		Lead of the action	Interested partners and regions
Assure funding	Prepare new project applications	FIS	UEFISCDI
Networks growing	Mapping patent/IPR/TTO actors	S2i	All partners, all regions
Raising awareness	Presentations of KnowING HUB	REDASP	Partners who have WP2 disseminations events + interested partners
	Application to European Week of Regions and Cities 2021	FIS	Joint application submitted with SME/HPC and InnoHPC LAB initiative.
	Events for Policy makers	UEFISCDI	All interested partners; AGEPI
Skills increase	Networking event with a capacity building component	UEFISCDI	Partners who will organise WP6 events + interested partners
	Coordinate comparative studies on R&D and IPR in Danube	FIS	Interested partners, UEFISCDI, AGEPI is mainly interested for studies referring to IPR
	IPR management training tools	TUKE	S2i, TUKE, Algebra, SASS, REDASP, BKIK, FIS, AGEPI, UWB, REGLO, SERDA
	Information on Tech-Transfer offers	FIS	All interested partners UEFISCDI

Picture: Roadmap 1 for iActions



Action | 11



Lead of action | 6



Future results | 6



IIV. Conclusions

To sum up, the Output 4.3 Sustainability tools for KnowING HUB offers elaborated and structured approach in exploitation of KnowING IPR results with consideration of how to assure operation also in the period after the project's end.

The document elaborates the path for exploitation for short term, mid term and long term period, enabling smooth transition from full funded activities with funds assured to a future with more vague projections on funding expectations.

The main result of the KnowING IPR project is in a form of IPR and patenting tool that will enable efficient IPR management. The platform will enable links to providers of enriched data and information relevant for innovations, business and innovation support organizations and enterprises (especially SMEs and HEI&RI) from the Danube region. The KnowING HUB will additionally offer support to policy makers offering information of best practices and policy suggestions for the field of IPR in the Danube region.

In order to assure the full operation in post-project period the document elaborates a series of actions to follow and measures to undertake to achieve the full exploitation of results obtained through KnowING IPR project. The last chapter on transnational actions that result in list of feasible interregional actions will serve as a roadmap to monitor the path to best exploitation of KnowING IPR results.