



**MED1stMR**  
Mixed Reality Training

**TRAIN**  
**[SKILLS.  
RESILIENCE.  
PERFORMANCE]**  
**SAVE LIVES**

## D8.10

# Exploitation Plan and Business Outlook

## Version 2

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V1.0

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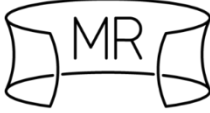
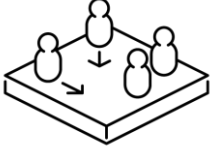
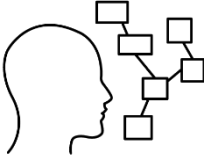
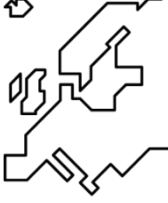
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## List of Acronyms and Abbreviations

Acronym/ Abbreviation	
AIT	Austrian Institute of Technology – MED1stMR Coordinator
BPD	Business Plan Development
DoA	Description of the Action
EC	European Commission
ES	Exploitation Strategy
ESS	Exploitation Strategy Seminar
HRB	Horizon Results Booster
I&E-tool	IPR & Exploitation management tool
IP	Intellectual Property
IPR	Intellectual Property Rights
KER	Key Exploitable Result
MFR	Medical First Responder
MR	Mixed Reality
tbd	to be defined
USE	USECON – MED1stMR partner
VR	Virtual Reality
WP	Work Package

## Relation to Objectives

Objective	Description
	<p><b>Obj. 1: Pioneering MR training approach for enhanced realism</b></p> <p>Building a mixed reality (MR) solution is one of the main objectives of MED1stMR and therefore also represents one of the 3 main Key Exploitable Results (KERs) on which the exploitation plan is based on. A suitable exploitation strategy needs to be developed to be able to achieve objective 1.</p>
	<p><b>Obj. 2: Effective training scenarios and a training curriculum</b></p> <p>Objective 2 represents another KER of the project and therefore plays an important role in the exploitation plan of the project.</p>
	<p><b>Obj. 3: Physiological signal and trainee behaviour feedback loop and smart scenario control</b></p> <p>This objective represents an important part of the second main KER within the project. This KER is possible to achieve as integration within objective 1 or as a stand-alone solution and therefore also represents an important factor for the exploitation strategy of MED1stMR. With the exploitation plan, it is possible to achieve objective 3.</p>
	<p><b>Obj. 4: Position the pioneering MR training approach across Europe</b></p> <p>Positioning a solution or even raising awareness for a topic is not possible without an elaborated exploitation plan. Defining all the difficulties that future users of our potential products and services have with their current alternatives allows our project to find solutions to these issues.</p>

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## Executive Summary

As stated in the first version of the MED1stMR exploitation plan (D8.9), it is important to consider the topic of exploitation from the beginning of the project and revise and adapt it continuously throughout the course of the whole project. Therefore, already in the Description of the Action (DoA), a plan of successive versions (in form of separate deliverables) has been drawn up. The document at hand builds the second version of the MED1stMR Exploitation Plan.

After the basic strategy in D8.9, now the progress and first results can be presented within D8.10 at hand. Another update will be delivered in month 26 (D8.11) and a final version at the end of the project in month 36 (D8.12), all defined as public versions.

The main results presented in D8.10 were elaborated in the course of the Horizon Result Booster (HRB) Seminars and completed in different settings (General Assembly (GA) and monthly meetings) together with the MED1stMR partners.

Within the first seminar, the 3 main KERs were identified and then defined in detail along the characterisation tables (Problem, Alternative Solution, USP, Description, Target Market, Early Adopters, Competitors, Use Model, Timing, IPR Background and Foreground):

- KER 1 – MR training system
- KER 2 – Smart wearables (with biosignal sensors)
- KER 3 – Training framework & guidelines

After meetings with the partners to discuss the progress on the exploitation roadmap (Actions, Roles, Milestones, Costs, Revenues and Other Forms of Coverage) a risk map was identified.

During GA in June 2021 the consortium started to elaborate the business planning tasks in preparation for the HRB seminar Business Plan Development. The results were incorporated for the HRB who provided a report on that to the consortium. The detailed results on these activities will be reported in D8.7, the Knowledge and IPR management plan – Version 2, which is defined as confidential and therefore provides the detailed results of the previous period.

In the upcoming GA, the business plan will be further improved and the IPR and exploitation strategy be enhanced according to the project progress.

## Relation to other deliverables and tasks in MED1stMR

*Table 1: The work and the document build on results from the following deliverables.*

No.	Title	Information on which to build
-	Grant Agreement	First definitions and rules regarding exploitations
-	Consortium Agreement	First basic agreements on exploitation
D8.6	Knowledge and IPR management plan – Version 1	The general guidelines regarding IPR management defined in this document build the base for all versions of the exploitation plan. (D8.9 - 8.12)
D8.9	Exploitation Plan and Business Outlook, Version 1	The basic exploitation plan defined for MED1stMR builds the base for D8.10.
D1.1	Project Manual including Quality Assurance Guidelines	The basic project guidelines also apply to the definition of the exploitation plan within the project.

*Table 2: The results of this work will be incorporated into the following work and developments.*

No.	Title	Basis for
D8.7, D8.8	Knowledge and IPR management plan – Version 2 & 3	IPR management and exploitation plans are dependent on each other respectively build on each other – therefore the deliverables will be linked to each other.
D8.11 & D8.12	Exploitation Plan and Business Outlook - Version 3 & 4	Further versions of the deliverable at hand through the course of the project.
D8.14, D8.15	Dissemination Activities	As the exploitation covers a detailed description of planned results and is an ongoing process, the dissemination activities will be influenced by this in terms of description of the results and advantages of the solutions etc.



# 1 Introduction

MED1stMR aims to develop an innovative user-friendly mixed reality (MR) **training solution** for **medical first responders** (MFRs) including human performance measurement to combine medical simulators with virtual environments and smart scenario control options.

After the basic definitions of communication, dissemination and exploitation as well as IPR management at the beginning of the project, the consortium started to evaluate and define the project content and MR solution in accordance with the project progress. Based on these inputs, key exploitable results of the project were identified. Also, the guidance of regular meetings focusing on this topic (as defined in D8.6 and D8.9) helped to keep the process alive although the project was still in its starting phase. It is necessary to create awareness of the relevance of early engagement with the topics to be able to create impact after the end of the project (ongoing involvement, careful planning, and a close connection with the management of IPR). In addition to addressing the issue as planned within GA meetings and monthly meetings, the consortium has also decided to make use of the Horizon Results Booster (HRB) services for Exploitation Strategy (ES) and Business Plan Development (BPD). These processes is described within this deliverable D8.10, the results (in detail) will be reported in D8.7.

A close relationship between intellectual property rights, knowledge management and exploitation is defined by the nature of the project. Within the public exploitation plan versions (D8.9 (submitted), D8.10 (current), D8.11, D8.12), the MED1stMR consortium reports the strategy and the processes. Within the confidential Knowledge and IPR management plan versions (D8.6 (submitted), D8.7 (upcoming), D8.8) the elaborated and collaboratively defined content is reported. So, all key exploitable results-related topics are stated within the IPR deliverables (confidential). The overall plan and progress can be found in the Exploitation Plan-related deliverables (public).

*Table 3: Overview of Exploitation & IPR-related deliverables ordered by due date.*

Nr.	Name	Due	Level	Status
<b>D8.6</b>	Knowledge and IPR management plan – Version 1	M03	Confidential	Submitted – waiting for review by EC
<b>D8.9</b>	Exploitation Plan and Business Outlook - Version 1	M06	Public	Submitted – waiting for review by EC
<b>D8.10</b>	Exploitation Plan and Business Outlook - Version 2	M17	Public	At hand
<b>D8.7</b>	Knowledge and IPR management plan – Version 2	M18	Confidential	open

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<b>D8.11</b>	Exploitation Plan and Business Outlook - Version 3	M26	Public	open
<b>D8.8</b>	Knowledge and IPR management plan – Version 3	M34	Confidential	open
<b>D8.12</b>	Exploitation Plan and Business Outlook - final	M36	Public	open

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## 2 Exploitation Plan

### 2.1 General

Besides the, in total 4, versions of the Exploitation Plan and a close relationship to the IPR deliverables, a regular update with the partners was the key influencing factor for the deliverable at hand. Another important contribution was provided by the professional Horizon Results Booster (HRB) services Exploitation Strategy Seminar (ESS) and Business Plan Development (BPD) which led to intensive considerations on the most important key exploitable results (KERs) and applicable exploitation plans within the consortium.

The MED1stMR Exploitation Plan is and will be based on:

- Grant Agreement
- Consortium Agreement
- Horizon Results Booster services ESS and BPD provided by the European Commission
- Regular exploitation workshops
- IPR & exploitation management tool (I&E-tool)
- Prior versions of the IPR and Exploitation plan (D8.7 - D8.12)

The following chapters describe the activities and processes as well as an overview on new results obtained from the HRB services and within the consortium since the last version of the Exploitation Plan. Details on results will be provided in the confidential report D8.7.

### 2.2 Horizon Results Booster - Exploitation Strategy Seminar

After the Exploitation Strategy Seminar (ESS) workshop on November 9<sup>th</sup>, 2021, three main KERs were elaborated on and discussed in detail. The 3 main KERs of MED1stMR are:

- KER 1 – MR training system
- KER 2 – Smart wearables (with biosignal sensors)
- KER 3 – Training framework & guidelines

The results of the discussions were submitted to the Horizon Results Booster initiative team and in December 2021, the report on the submitted Exploitation Strategy was then provided to the MED1stMR consortium. This date was after the submission date of the previous Exploitation plan version (D8.9) and Knowledge and IPR management plan (D8.6) and therefore will be reported regarding the process in the deliverable at hand (D8.10) and the results in D8.7 in M18.

## 2.2.1 ESS - Results and Discussion

The report stated that many topics cannot be addressed in detail at this status of the project (this was in the first 6 months of the project), but it is important to keep on elaborating the exploitation criteria with each phase of the project. Therefore, the upcoming consortium meetings as well as monthly meetings were used to update and validate the results with partners representing early adopters. This feedback was integrated into the deliverables and also influenced the project development.

Based on this valuable input received by the HRB, it was decided to focus on the KERs at the GA in Zurich in December 2021 as part of the anyway planned Exploitation Workshop. There, all until this point defined problems a medical first responder (MFR) is faced with when trying to train mass casualty incidents, were presented to the consortium and then discussed regarding completeness. Enhancements were elaborated collaboratively and then incorporated into the exploitation tables (which will be reported in D8.7). As additional issue, the IPR directory was discussed and the necessity for academic partners to include themselves in the IPR directory was raised.

The results from the workshop (i.e. additions to the IPR & Exploitation management tool (I&E-tool), defined in D8.9) will be incorporated in the upcoming deliverables (D8.7 and following confidential deliverables) and the final exploitation strategy.

## 2.3 Horizon Results Booster – Business Plan Development

Shortly after the execution and reporting of the ESS, the MED1stMR consortium decided also to apply for the Business Plan Development (BPD) service provided by the HRB. This service consists of three main steps, starting with an introductory webinar that explains the service and the following activities and provides templates for developing the business plan. Secondly the gathering of the information in the consortium and finally a one-day workshop with the HRB experts to reflect on the gathered results.

After the first introductory webinar of the service (beginning of March 2022) to the coordinator and the WP8 lead (USE), all decided to schedule the introductory webinar towards the end of May 2022 (23.05.2022) before the GA in June, in order to provide the partners with the relevant knowledge on the BPD service. Then, the inputs were collected and discussed in a workshop during the second GA meeting in Thessaloniki in June 2022. Right after this, on June 30<sup>th</sup>, when the input was integrated and provided to the HRB team, the BPD full-day seminar took place with the HRB representatives and the MED1stMR consortium. Afterwards the document was again enhanced with results and provided to

the HRB team for the final report, which was delivered to the MED1stMR consortium by the end of July 2022.

### 2.3.1 BPD Workshop with Consortium – GA Thessaloniki


Based on the decisions with the HRB team, the WP8 lead wanted to discuss the relevant open issues for the BPD seminar at the GA in June 2022. As the topic of exploitation criteria was already discussed in the previous GA and as part of the ESS workshop, we decided not to rely on the “hand-raising” of the partners only but to establish a more interactive workshop version to guide the partners into a lively discussion on the topic and by this to raise the awareness.

First, the relevance of WP8 for all partners, was presented to set a focus for the participants:

- In the future, the EU wants to focus on funding projects whose final product is **needed and sold** (enhance EU market and innovation) – so this must be part of a project and therefore considered by all partners.
- We (the whole consortium) want to have an advantage of the project at the end: make **money** (real products) or have an **output** (real products to be usable, awareness, publications, PR etc.) – a payback on the time we invested here.
- We, as persons, want to be **successful** with what we are doing and therefore we only want to create a useful product (positioning, marketing, promotion within my organisation, change the position etc.).
- We want to invest our time and mind into **useful products** that help to make training for MFRs better (especially the end user partners).
- We want to show all of these results to the public (also to justify towards the EU what we used the money for).
- **Do good (results, product etc.), speak about it and make it to be used.**

With this focus in mind, 5 groups with multidiscipline participants (at least 2 end users and 1 technical partner per group) were set up. A pre-assigned selection of the 19 topics (characterisation table and exploitation roadmap) of the BPD seminar on the first KER (MR training system) was discussed and then presented to the consortium (Figure 1).

## WORKSHOP - Groups (mixed topics!)



Group 1	Group 2	Group 3	Group 4	Group 5
<ul style="list-style-type: none"> <li>Problem</li> <li>Alternative Solution</li> <li>Settings – Acceptance</li> <li>Settings – Legal and regulatory aspects</li> </ul>	<ul style="list-style-type: none"> <li>Problem</li> <li>Unique Selling Point USP &amp; Unique Value Proposition UVP</li> <li>Description</li> </ul>	<ul style="list-style-type: none"> <li>Problem</li> <li>Go to Market – Pricing</li> <li>Go to Market – Use model</li> <li>"Market" – Competitors</li> <li>Go to Market – Timing</li> </ul>	<ul style="list-style-type: none"> <li>Problem</li> <li>Target market</li> <li>Market – Size</li> <li>Go to Market – Channels</li> <li>The Team</li> </ul>	<ul style="list-style-type: none"> <li>Problem</li> <li>Market – Early Adopters</li> <li>IPR Background</li> <li>IPR Foreground</li> <li>Team - external</li> </ul>

Figure 1: Workshop Groups on Exploitation issues for MED1stMR GA June 2022

All groups discussed the topic of “problems” and then 3-4 other points (see Figure 2, Figure 3 and Figure 5 below). The input and feedback gained by this was then incorporated by the WP8 lead into the documents for the HRB and finally discussed in the BPD workshop (see following chapter 2.3.2) with the HRB team and the consortium by the end of June 2022. Details on results will be available in the confidential D8.7.



Figure 2: A split group discussion on business plan criteria at GA Thessaloniki – 1.



*Figure 3: A split group discussion on business plan criteria at GA Thessaloniki – 2.*



*Figure 4: A split group discussion on business plan criteria at GA Thessaloniki – 3.*

## 2.3.2 BPD Workshop with HRB – Results and Discussion

The aim of this service is to assist projects to bring their results closer to the market by developing an effective business plan, and by preparing to secure appropriate funding for the implementation of project results. The one-day seminar took place with the HRB representatives and the MED1stMR consortium on 30.06.2022. Topics discussed were business plan, lean canvas, exploitation roadmap and recommendations were given and described below.

### 2.3.2.1 Business Plan

For KER 1, the business plan was developed as a reference example and serves as a template for the other two KERs. The business plan was based on the definitions done in the ESS and enhanced with other criteria and covers the following:

1. Problem
2. Alternative solution
3. Unique Selling Point USP & Unique Value Proposition UVP
4. Description
5. "Market" – *Target market*
6. "Market" – *Early Adopters*
7. "Market" – Size
8. "Market" – Trends
9. Settings – Acceptance
10. Settings – Legal and regulatory aspects
11. Go to Market – Use model
12. "Market" – Competitors
13. Go to Market – IPR Background
14. Go to Market – IPR Foreground
15. Go to Market – Timing
16. Go to Market – Channels
17. Go to Market – Pricing
18. The Team
19. External providers

Although many topics could be addressed already, it is now important to start (in parallel to the solution development and progress of the project itself) defining the details and also focusing on the main topics (e.g. the 3 main problems only and not all of them). Furthermore, an important aspect is

now adding financial data. The task was to prioritise the problems and then also add more data in pricing and costs and revenue structures.

### 2.3.2.2 Lean Canvas & Exploitation Roadmap

The Lean Canvas is a very suitable tool for Research and Development and Innovation projects to define a use model. It focuses on problems, solutions, key metrics and competitive advantages. The idea is that a third party at one glance understands the selected KER and its use for them. Therefore, it is very important for the effective implementation of dissemination actions. With detailed explanations on how to fill out the template and after a second iteration with additional input, the following Lean Canvas was established for KER1 of MED1stMR:

MED1stMR - The Lean Canvas		MR training system		08-07-2022 Iteration #2	
<p><b>Problem</b></p> <ul style="list-style-type: none"> <li>- Simulation needs to be realistic</li> <li>- Training is cost and resource intensive (simulate realistic and complex situations)</li> <li>- VR training lacks haptic</li> <li>- Not enough feedback is collected during and given after the training</li> <li>- Training misses focus on communication &amp; management of MCI</li> </ul> <p><b>Alternative Solutions</b></p> <ul style="list-style-type: none"> <li>- Cost intensive real-life trainings with no or knowledge-lacking role players</li> <li>- Physically unsafe</li> <li>- Not considering trainee's stress load</li> </ul>	<p><b>Solution</b></p> <ul style="list-style-type: none"> <li>- MR training solution including manikin, medical tools &amp; wearables to measure stress of trainees</li> <li>- Evidence-based feedback options</li> <li>- smart scenario control</li> <li>- scientific training framework</li> </ul> <p><b>Key Metrics</b></p> <ul style="list-style-type: none"> <li>- Triage 1 &amp; 2 executable</li> <li>- Quick set up incl. VR, manikin &amp; stress measurement</li> </ul>	<p><b>Unique Value Proposition</b></p> <p>MED1stMR is aiming to improve situational awareness, resilience and effective performance of MFRs in MCIs.</p> <ul style="list-style-type: none"> <li>• MR solution including haptic patient simulation manikins and tools</li> <li>• Biosignal tracking for (smart) scenario adaptations</li> <li>• Evidence-based feedback</li> <li>• Based on a scientific training framework</li> <li>• Cost efficient</li> </ul>	<p><b>Unfair Advantage</b></p> <ul style="list-style-type: none"> <li>- Scientifically based model and features</li> <li>- End-user involved agile development</li> <li>- Including triage 1 &amp; 2</li> <li>- Mixed reality (manikin, tools etc.)</li> </ul> <p><b>Channels</b></p> <ul style="list-style-type: none"> <li>- Field trials &amp; studies</li> <li>- Agile development interaction (internal)</li> <li>- Conferences and congresses</li> <li>- Social Media, website, newsletter</li> <li>- Showcase roadshow after product launch</li> </ul>	<p><b>Customer Segments</b></p> <ul style="list-style-type: none"> <li>- MFR organisations in EU &amp; assoc. countries</li> <li>- National and international training institutions</li> <li>- Policy-makers responsible for MFR training</li> <li>- Organisations that provide medical support</li> <li>- Other security practitioners</li> </ul> <p><b>Early adopters</b></p> <p>Project internal end-users and participants of field trials and studies during project</p>	
<p><b>Cost Structure</b></p> <p>Distribution costs People Marketing (Customer Acquisition costs) R&amp;D costs Engineering and Production costs Permits, <u>authorisations, etc</u></p>			<p><b>Revenue Streams</b></p> <p>Sales Services (consultancy/training, training as a service, etc.) Maintenance</p>		
<b>PRODUCT</b>			<b>MARKET</b>		
<p>Lean Canvas is adapted from The Business Model Canvas (<a href="http://www.businessmodelgeneration.com">http://www.businessmodelgeneration.com</a>) and is licensed under the Creative Commons Attribution-Share Alike 3.0 Unported License.</p>					

Figure 5: MED1stMR Lean Canvas.

Results on the Exploitation Roadmap will be published in the confidential D8.7.



### 2.3.2.3 Recommendations

The consortium received valuable recommendations by the HRB expert which are listed below:

- For the next months it is recommended that the consortium focuses in further developing what was discussed during the service integrating the missing information and analysing and agreeing on the financial plan to pave the way towards the commercialisation of the product.
- It is suggested to agree the detailed terms of exercising ownership and to assign it for the specific KER. During the project, bilateral or multilateral memorandum of understanding agreements could be easily signed to clarify the state of art and the willingness of each partner involved.
- The Consortium has identified the opportunities of the MR Training System but still needs to clarify if it is going to be a direct use. This should be clear at least 8-6 months before the end of MED1stMR. It is important to take into consideration that there are several different types of licensing agreements that could be used, and that the different options should be evaluated with colleagues from the legal department involved in licensing matters.
- When it goes to the lean canvas, make sure that the information is consistent with what further developed in the business plan structure. It is strongly suggested to integrate the cost structure, the revenue streams and the key metrics, that are relevant to track if we are proceeding well in the development of the KER.
- Go to market: It would be useful to develop a more detailed cost and revenue breakdown for the KER, to understand which business scenario could be more feasible and what could be the main differences (also in terms of efforts needed). When it comes to planning the next steps, the main point to be raised, is the sustainability of the proposed actions once they have been identified. The staff needed, the budget foreseen and the milestones to be achieved must be always clearly indicated.

### 3 Report on exploitation actions – current status

The following table summarises the actions done and planned for exploitation since the beginning of the project including a status and an overview on the results. The status is updated regularly and relevant actions are added when occurring.

*Note: Independent from the adapted status, the grey entries have already been available in the pre-version of the plan at hand (D8.9), and the black entries have been newly added in the version at hand (D8.10).*

*Table 4: List of exploitation actions done since the beginning of the project.*

Action	Who	When	Status	Overview results/status
Establishing IPR tool	USE	July 2021	done	Excel tool was established and first checked by the consortium
D8.6 – IPR plan	USE & all	August 2021	submitted	Reviewed by consortium & submitted
Horizon Booster ESS workshop & results	all	November 2021	done	The report will be created by EC and sent to us for further use
Establishing an adapted I&E tool based on the IPR tool	USE	November 2021	done	Sent to partners for check
D8.9 first version of the Exploitation plan	USE & all	November 2021	done	Reviewed by consortium & submitted
Send out a request for a bi-annual report on IPR and Exploitation issues to the consortium & the current status of the tool	USE → all	November 2021	done	Additions made to the I&E tool
Plan & execute workshop at GA Zurich based on input from Horizon Results Booster ESS	USE → all	December 2021	done	Additions made to the I&E tool
HRB – Business Plan Development Webinar	USE/AIT with HRB	May 2022	done	Discussion with HRB and partners; Report by HRB
Discussion on Lean Canvas and Business Plan & IPR at GA Thessaloniki	USE & all	Mid-June 2022	done	Additions for the BPD submission and the I&E tool

HRB – BPD Seminar with Consortium	all	June 2022	done	Discussion with HRB and partners; Report by HRB
HRB – BPD Seminar – Final Report	all	August 2022	done	Input for I&E tool and upcoming workshops
D8.10 Exploitation plan V2	USE & all	October 2022	at hand	Reviewed by consortium & submitted
D8.7 Knowledge and IPR management plan – V2	USE & all	November 2022	planned	
Exploitation & IPR Workshop at GA Vienna	USE & all	Dec 2022	planned	Input for further phases expected
D8.11 Exploitation plan V3	USE & all	July 2023	planned	
D 8.8 Knowledge and IPR management plan – V3	USE & all	July 2023	planned	
D8.12 Exploitation plan final	USE & all	May 2024	planned	

## 4 Conclusions

The main results and activities to develop the exploitation plan are described in this deliverable D8.10 and were elaborated incorporating all project partners on a regularly basis and with strong support of the HRB service. Within the next deliverable, D8.7, the confidential results of the previous meetings and HRB services will be provided and will draw and full picture in the MED1stMR exploitation status. For the upcoming period, when the main development of MED1stMR is available to the partners, it is important to refine the results in accordance with the business plan and the according exploitation roadmap based on these outcomes. In December 2022, this will be executed by an Exploitation & IPR Workshop at the GA in Vienna and as part of the regular monthly MED1stMR partner meetings when necessary. These results will then again be incorporated in the I&E tool for further exploitation as part of the plan.