



D6.2 Möbius roadmap for long-term impact

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Executive Summary

This deliverable presents the initial strategic lines around Möbius outcomes, innovation potential, property rights and exploitable results, and their paths for exploitation and cross-sectoral scalability as result of **Task 6.2 Innovation management and exploitation plans** (M19-M36) as well as some outputs of **Task 3.3 Prosumer business models and cross-sectoral scalability** (M9-M30).

D6.2 delivers the results of the three Business Clinic Workshops held within the consortium and focused on the selection of a target market, target group, exploitations tasks and suitable Möbius business model in which prosumers are an active part of the value chain, taking into consideration the different nature of each Möbius outcome. Another important aspect of this deliverable are the first exploitation results regarding IP assets and ownership of Möbius. Finally, this deliverable also indicates the next steps to follow in order to plan accordingly the pre-commercialisation phase and establish a business plan to ensure a transparent, fair and sustainable exploitation of the results once the funding period is over.

Being this Deliverable submitted on M24, the rest of the T6.2 from M24 to M36 will be reported in **D6.4 “Maximizing impact report”** (FMWC, M36), once all the exploitable results of the project will be fully developed.

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Terminology and Acronyms

CA	<i>Consortium Agreement</i>
EC	<i>European Commission</i>
ER	<i>Exploitable Results</i>
EU	<i>European Union</i>
FP	<i>Framework Programme</i>
GA	<i>Grant Agreement</i>
IP	<i>Intellectual Property</i>
PMB	<i>Project Management Board</i>
PMP	<i>Project Management Plan</i>
R&D	<i>Research & Development</i>
STAB	<i>Scientific and Technical Advisory Board</i>
WP	<i>Work Package</i>

1. Introduction

The present deliverable **D6.2 Möbius roadmap for long-term impact** encompasses the main results obtained from **Task 6.2 Innovation management and exploitation plans**, whose objectives include the following subtasks:

Map the innovation and exploitation potential of Möbius results

Collect the main conclusions from the business clinic workshops organized by MVB, IMEC and EURECAT held internally among project partners

Plan the pre-commercialization phase of the results

Address IP management and IP ownerships and exploitation agreements

Ensure and facilitate the transparent, fair and sustainable exploitation of results

Prepare a final business plan

Provide feedback to the analysis performed in T3.3, T3.4 and T6.3 outputs

Figure 1: T6.2 Subtasks

At this stage of the project (M24), this deliverable is a first plan of the strategic guidelines to be followed to generate long-term impact, built on the output collected from the 3 workshops organized by MVB, IMEC and EURECAT. Moreover, a review of the project outcomes, their innovation potential and future exploitation routes and property rights were included.

The next WP6 deliverables will collect the evolution of T6.2, as well as T6.3 contributions and the final roadmap for long-term impact. T6.3, intrinsically linked to T6.2, incorporates the subtasks of coordinating opportunities and stakeholders' exchanges, the co-organization of dissemination events and workshops, and in general, the strengthening of a Business Innovation Ecosystem where the prosumer business model can be scaled up to other sectors and where the guidelines of this deliverable can be first applied. At the point of the submission of this deliverable the task is still active in building and strengthening the Möbius community by cooperating with the funded project ICT-44-2020. In the future, the deliverable D6.6 "Self-evaluation guidance to foster cross-sectoral scalability" (DEN) will gather the results of the planned collaboration with startups and SMEs engaged in the Möbius project. This deliverable will provide guidance to foster the cross-sectoral collaboration in the Creative and Cultural Industry.

2. Methodology

The methodology followed for this deliverable T6.2 has consisted of three distinct phases: an initial diagnosis of the future of the Möbius results consisting of 3 workshops organized, a review of the characterization of the main outcomes of the project and a final phase focused on IPR ownerships and agreements.

Initially, in the first phase, the organization of **3 internal business clinic workshops** has been a useful co-creation tool to undertake a first diagnosis of the exploitation and innovation potential of the Möbius results. The conclusions developed by partners have facilitated the creation of initial strategic lines to guide the future exploitation of results.

In the second phase, a review and deeper characterization of the **Möbius Exploitable Results (ER)** has been developed next to partners in order to update the list of results included at the proposal stage. At section 4, the 3 steps followed to address exploitation will be exposed in detail.

Finally, in the third phase, based on the list of ERs acknowledged and an initial proposal of ownerships, IP has been collected by partners, including also their **IPR** alternatives. These aspects can still be susceptible to changes in the future.

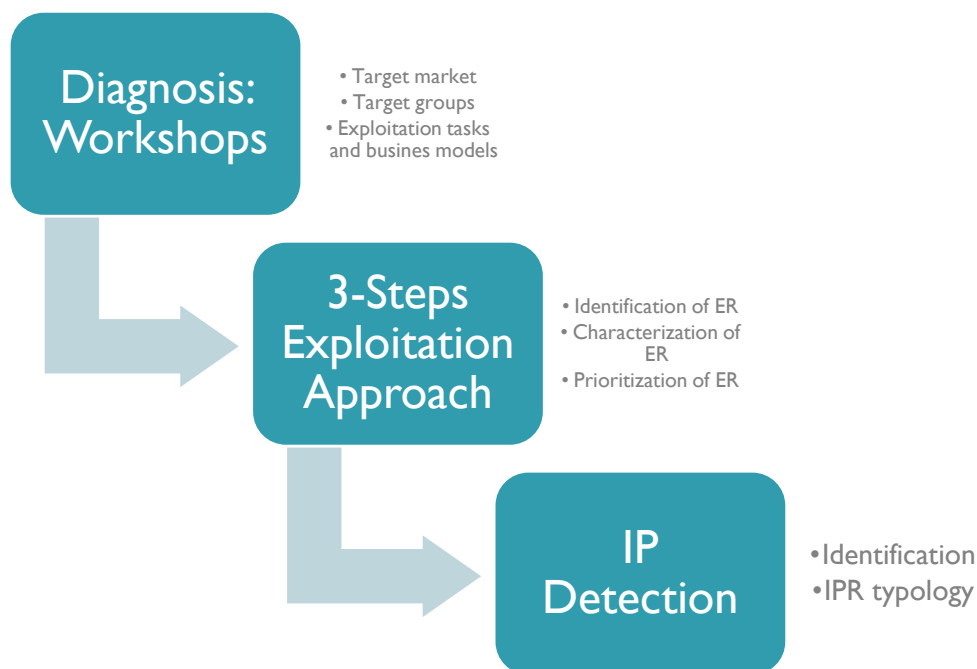


Figure 2: T6.2 Innovation and exploitation - Methodology

The work developed by the Task responsables and contributions have been structured following the scheme included below, the workshops have been organized in different months and with a high level of assistance from partners.

	(M19)	(M20)	(M21)	(M22)	(M23)	(M24)
Workshop I: Target market						
Workshop II: Target groups						
Workshop III: Exploitation Tasks and Business Models						
3- steps Exploitation approach						
IP detection						

Table 1: Möbius Task 6.2 GANTT

3. Workshops debriefing

To build a clear and agreed roadmap to generate impact in the long term, it is essential to build a **value proposition** or more of them that focuses on a concrete **targeted market**

(geographically), standing out the drawbacks and opportunities that some of them can have and the networks of the Möbius partners.

After the market/s are prioritized, it is also necessary to delve into the potential **targeted groups** that can be interested in the Möbius results. Thus, the roadmap can consider their different needs and characteristics to offer different value propositions to them and also to adapt the business model considering their willingness to pay, the existence or not of demand or the need to create one, etc.

Finally, to start preparing the transference of results into real exploitable results, the third workshop addressed the definition of exploitation tasks and innovative business models.

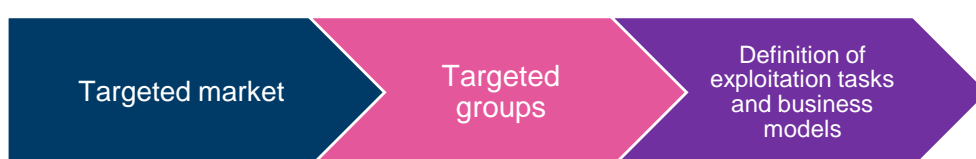


Figure 3. Möbius funnel followed by workshops

3.1 Business Clinic Workshop I - Target Market

In the first of the three internal workshops held the 22nd of September of 2022 the focus was choosing an appropriate **target market** for Möbius, despite the challenge of not having a totally defined, concrete marketable product at the time of the session in M19.

The aim was choosing according to **Porter's Five Forces Matrix** a versatile market, with a wide spectrum of possibilities, but yet quite regular and solid to avoid the predictable implementation problems in a fragmented market. Other factors to take into account in choosing the right market were the amount of information available about them as well as the influence that the different consortium members might have on them.

In spite of the Pan European approach of the project in its development stage, a global entry into the European market was not considered as a possibility due to the limit set by the idiomatic difference from country to country. Nevertheless, the focus on a specific national market would not yet exclude the exploration and exploitation of possible global opportunities.

As mentioned before, the chosen method to determine the market to be targeted by Möbius was **Porter's Five Forces Matrix**¹. This framework assesses and determine the weaknesses and strengths of any given business through five determinant competitive forces able to shape the industry and can be used to create and determine a corporate strategy and that way not only comprehending possible challenges and competitive environment but also enhancing the chances of profitability in a long-term.

The five forces are:

1. **Threat of new entry**
2. **Bargaining power of suppliers**
3. **Bargaining power of customers**
4. **Threat of substitution**
5. **Competitive rivalries**

In the case of this first business clinic session these five forces were not only adapted to the different products derived from Möbius, the Prosumer Intelligence Toolkit, the Player and Creator App as well as the immersive Möbius Mobile Box, but also were supplemented with 5 categories more:

6. **Partner Networks (Customers)**
7. **Language (How many speakers in total?)**
8. **Market potential**
9. **Digital infrastructure**
10. **Digital literacy**

Thus, the analysis carried out could be visually represented like the following figure:

¹ cgma.org/resources/tools



Figure 4: 10 dimensions of competitive analysis

After considering the capacities and reach of the different consortium partners, the different markets to be assessed were reduced to the **four different countries** represented within the consortium:

1. Belgium
2. Germany
3. Italy
4. Spain

The agreed scale for the session was from **1 to 10**, with 1 being defined as “positive” while 10 considered as “negative”.

Business clinic workshop I - Results

Based on the discussion that took place during the internal workshop, the aforementioned dimensions of the **Porter forces** were assessed according to each of the 4 countries considered. The results for each dimension will be included below.

1. Threat of new entry

Factors that were taken into account to assess this factor were for example the time and cost of entry of a hypothetical competitor into the market, the specialist knowledge required for it and how exclusive this might be in economies of scale. In this scenario discussed by the participants, Germany was set as a rather dynamic market, with the possibility of similar products taking over the place of Möbius, while Belgium was considered to be the opposite case.

Belgium	3
Germany	8
Italy	7
Spain	6

The question of a possible **patent** was also discussed in this round, but the partners IN2 and Eurecat already declared not having the intention of patenting the outcome of their work, but rather opting for a licensing model if necessary.

2. Supplier Power

Here the consortium discussed the number, size, and uniqueness of the suppliers in each country, if they could be substituted and how much that would cost. The final assessment placed Germany in the first position while Belgium in the last.

Belgium	8
Germany	3
Italy	7
Spain	5

3. Buyer Power

Due to the multiple products that Möbius offers as well as the different target groups these ones might have, this category should be adapted and divided into two different factors, “Buyer Power B2B” and “Buyer Power B2C”.

3.1) Buyer Power B2B:

During this round the presence of possible monopolies that might handicap their entry into the market were discussed.

Belgium	3
Germany	8
Italy	7
Spain	6

3.2) Buyer Power (B2C):

The different aspects that were considered in this round was how much influence could the end customer have on the product, and to assess this the consortium try to evaluate possible

prices, number of consumers or concrete cases in the book industry were prices are fixed by law. Eventually it was decided that the main factor to evaluate the different countries might be the potential number of customers, reason why Germany got the first position due to its size and the information available about reading habits in the country, while the relatively small Belgium got the 4th position.

Belgium	7
Germany	3
Italy	4
Spain	5

4. Threat of Substitution

The consortium was unanimous in this round. Big digital companies are very dominant players: They set the standards and their name is synonymous with reliability for the customers. The possible launch of a similar product from one of these giants would be a real Threat to Möbius.

Belgium	7
Germany	7
Italy	7
Spain	7

The original value was 8 instead of 7, but the consortium evaluated here also the extension of its own network, and how all Möbius products are interconnected and interrelated, decreasing in a small percentage the possibilities of being substituted.

5. Competitive Rivalries

The team tried to identify possible competitors and possible differences or similarities with them.

Belgium	3
Germany	3
Italy	3
Spain	3

6. Partners Network

The question to be answered to assess this factor was “How well established are the Möbius partners in their countries to start a business?” Germany, with the combined structure and network of MVB, IN2 and KKW got the best result, but closely followed by Italy and Spain, where Bookabook and FMWC are present.

Belgium	7
Germany	3
Italy	4
Spain	4

7. Language

The main challenge in this round was how to approach the assessment: Would the globality of the language be considered? If so, how should Belgium be regarded? In a small country with three different official languages should prevail the idea of French as a global language or should be taken into account how easy is to target the country? Because in such a plural country a market strategy would be difficult to define, despite of the French, Belgium got the worst punctuation while Spain the best one.

Belgium	9
Germany	4
Italy	5
Spain	2

8. Market potential

The consortium decided that Germany would be the market with more potential for Möbius, while Belgium would not be the better option.

Belgium	8
Germany	2
Italy	5
Spain	5

9. Digital infrastructure

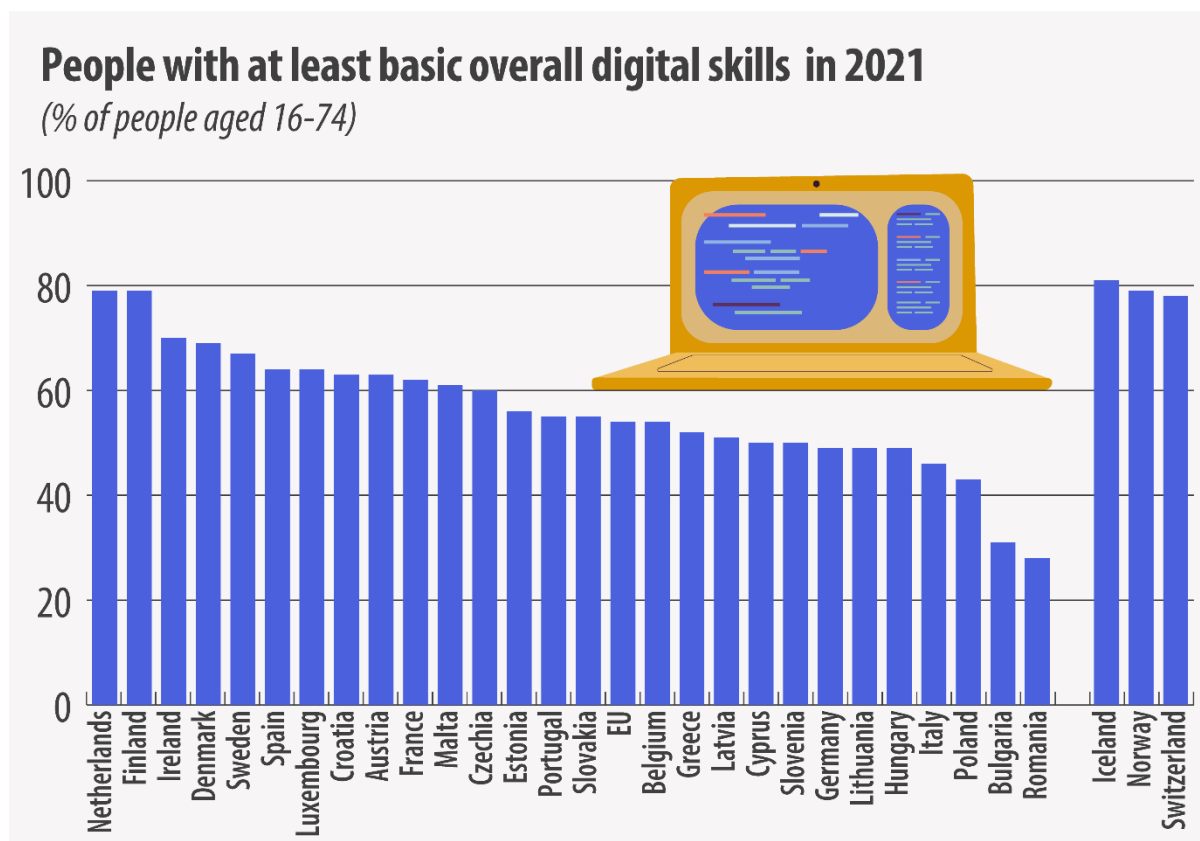
The main factors to be considered were here the access to internet or affinity to digital media.

Belgium	3
Germany	4
Italy	5
Spain	4

10. Digital literacy

Within this category the consortium regarded the average of data literacy skills in the selected countries, in this case, the different values did not need to be discussed: The survey conducted by [Eurostat](#) for 2021 was used as a reference.

Belgium	5
Germany	6
Italy	7
Spain	3



Overall digital skills refer to five areas: information and data literacy skills, communication and collaboration skills, digital content creation skills, safety skills and problem solving skills. To have at least basic overall digital skills, people must know how to do at least one activity related to each area. For more information on the types of activities related to each skill, consult the metadata file.

ec.europa.eu/eurostat 

Figure 5: People with at least basic overall digital skills 2021. Eurostat

11. Open/Closed Market

The consortium agreed about the openness of the current European market and did not find any exception in the 4 selected countries.

Belgium	3
Germany	3
Italy	3
Spain	3

12. Market regulations

Even though every country has its own regulations, Möbius does not infringe any of them. Since its very beginning the different consortium partners were taking great care in applying an ethical, methodical framework in matters such as data protection or intellectual property rights.

Belgium	3
Germany	3
Italy	3

Spain	3
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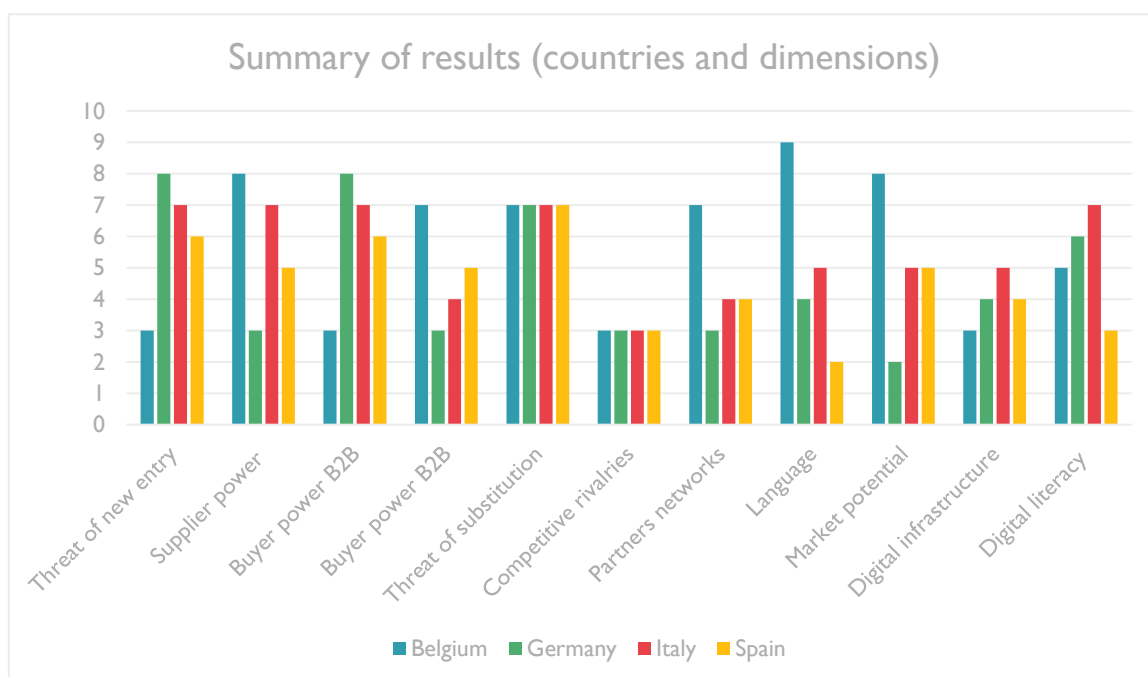
Final results and conclusions

The results were not a big surprise since both countries offer **interesting scenarios**: On the one hand Germany, a country with a big, dynamic market and good infrastructure and on the other hand Spain, with similar conditions and the advantage of a global language.

1. SPAIN - 56
2. GERMANY - 57
3. ITALY - 66
4. BELGIUM - 70

The idea of entering two markets was proposed in the consortium, nevertheless this idea was quickly rejected: From the perspective of business development, it is not such a good idea to start a business at the same time in two different markets. It was established that a piloting phase would help to check which of the two countries would be more adequate.

Figure 6: Summary of results by country and dimensions



Another important aspect to consider was to determine as soon as possible which partner from the consortium would be more appropriate to take the lead in Möbius commercialization.

These questions will be discussed in further workshops.

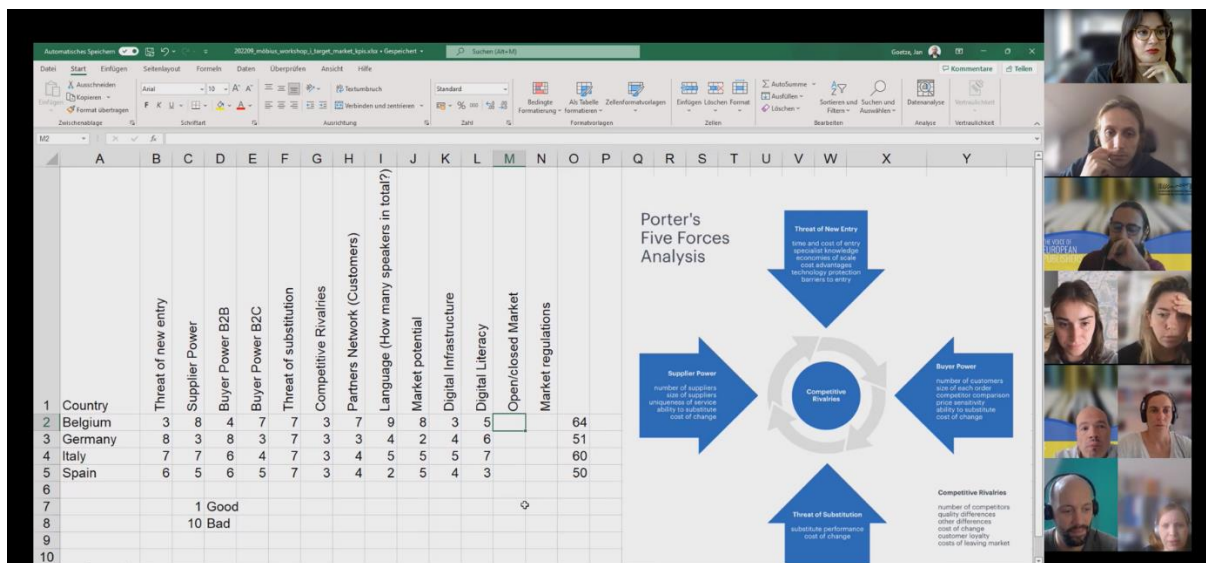


Figure 7: Business clinic workshop I – Online meeting

3.2 Business Clinic Workshop II - Target Groups

After a first workshop dedicated to the selection of a target market for the different products of Möbius, the focus of the second workshop held the 2nd of November shifted to **possible target groups and competitors**. The session was held in the offices of ENoLL in Brussels in a hybrid format.

The collected input from this session, conceived as a dynamic co-creation business clinic workshop, should be considered essential for the elaboration of the roadmap for a long-term impact as part of the deliverable D6.2.

The **structure** of the session was the following:

Brainstorm + Cluster Target Groups (15')
Specify Target Groups (20')
Share + Discuss Results (15')
Rank Results (10')
Break (15')
Display of the results (30')
Competitive Matrix: Knowledge (10')
Competitive Scope (15')
Competitive Advantage (15')
Break (15')
Display of the results (30')
Reflection (20')

Table 2: Structure of Business Clinic Workshop II

For a better workflow, also the consortium was asked to form different smaller groups which would focus on a product in particular:

The assignment to the different work groups was strictly voluntary and was determined by their personal preference, expertise, and knowledge of the product.

Group I: Prosumer Intelligence Toolkit

Group II: Content Creator

Group III: Content Consumer (player)

Group IV: Mobile Book Box

Methodology

Brainstorming

The teams were asked to write down every possible target group they could think of for their assigned product. A formal definition of the concept was provided to facilitate their work and avoid possible confusion:

“A market segment is a group of potential buyers for a product or service that share some characteristics.”

“The most important characteristic is that they think of themselves as being in a particular group and that they reference each other.”

Specifying and ranking target groups

After selecting a **maximal number of targets groups** equal to number of members in the team or even a maximum of three groups, if possible, it was asked to the participants to specify the market segment of the groups using the following parameters:

Target customer
•Who do we think would buy this solution – their role, type of organization, geographic location.
Industry sector
•What sector are they in?
Compelling reason to buy
•Why would they consider buying your new product as opposed to sticking with whatever they have (usually cost, speed or ease of use or entirely new capabilities)
Partners and allies
•Do you need others to help bring the solution to the target customer, or are there companies who already have good access to your target customers that might act as your ‘channel’
Distribution
•Is this direct, via a partner reseller, via retail outlets, etc.
Competition
•What other solutions are there, how much do they cost, what advantages and disadvantages do they have?

After accomplishing this task, 15 minutes were provided to share and discuss the results and other 10 additional to rank the results. To ease the ranking the following questions were made to the participants:

- *How big is the market?*
- *How high is the level of competition?*
- *How is our credibility in this market?*
- *Does the product really fit to the segment?*

Competitive Matrix: Knowledge

To determine whether the future commercial exploitation of the different Möbius products could place their profitability above or below the industry average, as well as to somehow forecast their sustainability in the market in a long term, the **Porter's Generic Competitive Strategies** were considered as a reliable method for this exercise. The consortium had to decide which competitive advantage had the four different Möbius material outcomes, either low cost or differentiation.

These two different basic types combined with the scope of activities necessary for their achievement already point us out to three generic strategies to achieve a good performance in the industry: cost leadership, differentiation and focus, having this last one two possible variants, cost focus and differentiation focus.

		Competitive Advantage	
		Lower Cost	Differentiation
Competitive Scope	Broad Target	1. Cost Leadership	2. Differentiation
	Narrow Target	3a. Cost Focus	3b. Differentiation Focus

Figure 8: Competitive scope – competitive advantage matrix ([link](#))

The following information was also provided to the 4 teams to help them to better understand every aspect of the matrix:

- 1) **Cost Leadership:** Low-cost producer, sustainable cost leadership, can command the price, big market

- 2) **Differentiation:** Differentiation by uniqueness, important / high valued attributes, premium price segment
- 3) **Focus:** Narrow target with narrow competitive scope, strategy tailored to the exclusion of others
 - a. **Cost Focus:** Cost advantage in its target segment
 - b. **Differentiation Focus:** Focus on special needs of buyers

Once all the groups had finished with this task, the results of the whole session were displayed and shared between all the different groups raising some questions and creating some discussion that will be described in the respective sections of this report.



Figure 9: Members of the consortium during the session

Group 1: Prosumer Intelligence Toolkit

Specifying Target Groups

Selected Group	Target customer	Industry sector	Compelling reasons to buy	Partners and allies	Distribution	Competition
Publishers	Publishing houses with a focus on fiction. Their geographic location would be indifferent. The PIT would be more useful for their marketing departments or dept. Focusing on online presence	Publishing: Trade, small or medium	Need for telling and trend scouting; smaller realities might not have in house tools	Not necessarily, either as part of digital services to publishers or independently	Direct/ to service providers	x
Digital Platforms for Fan-Fiction communities	Prosumer communities based on a digital platform (e.g., fanfiction communities)	Digital platforms	Need to understand community dynamics and explore content	Publishers	Direct	x
Writing schools	Writing schools	Education	Needed for training, educational purposes	Digital service platforms	Direct: Via partner resellers	x

Table 3: Target groups table – Group 1

Ranking Results

Competitive Matrix: Knowledge

The competitive scope of the PIT was considered quite narrow, since not many publishers might be interested in such an innovative product, but the main characteristic of the PIT would be definitely its differentiation.

Discussion: A product with no competitors?

When the results were presented, it was said that the PIT should function as a connector between publishers and communities: One would offer the talent and the other one would make the talent emerge. The word “cooperation” was especially stressed.

After this team not having indicated any specific competitor, other participants of the communicated their disagreement with that status: marketing teams of the publishing sector or even annual reports and market studies about the sector could be considered as clear competitors. One of the team members from Group 1 manifested then that a tool such as the PIT would enable access to valuable information for small and medium size publishing companies. Instead of scouting for information and following trends in social media they would be able to obtain this information from a reliable digital tool. These market studies are often very expensive and not all publishing houses can afford it.

Group 2: Möbius Content Creator

Brainstorming

The group was asked to brainstorm freely and take note of all their ideas in post-it, no matter how ridiculous they might seem at a first glance. The time assigned for this first exercise was 15 minutes. The different ideas were collected and cluster in groups, deleting repeated ideas but without considering any of the participants' contributions as non-valid.

Ranking results

The participants were asked to vote among all displayed ideas, which reached a number of 16: Each one had 4 points to be given, being possible to assign a maximum of 2 points per idea. The first selection reduced the **number of target groups to 8** and was the following:

1. Amateur writers	
2. Publishing houses (S, M, L)	
3. People working in culture	
4. Professional writers	
5. Self-publishers	
6. Story tellers (Marketing)	
7. People working in the educational sector	
8. Podcasters	

Some target groups were later **merged** into only one due to a similar identity o alignment of interests, resulting into the **three final selected target groups**:

1. Professional and amateur writers
2. People working in the educational and cultural sector
3. Publishing houses

Specifying Market Sector

Selected Group	Target customer	Industry sector	Compelling reasons to buy	Partners and allies	Distribution	Competition
Professional and amateur writers	Readers	Creative sector, amateur/hobby writers	Immersive storytelling, facility of acquisition online, it's free (?)	Online platforms (Amazon, Wattpad), ² media (Visual, video, sound), consultancy, communication and marketing	Digital, direct	Other media (TV, music, games), Patreon, Fan-fiction communities.
People working in the educational and cultural sector	General public with a certain knowledge of English, B2B (e-brochure) Audio guides, immersive guides, artists	Cultural, artistic and educational	A richer presentation of the information, high level of engagement from the audience, it offers innovative experiences	Local cultural industry, the European Commission	Digital, through partners	Publishing giants
Publishing houses	Readers and workers of the publicity houses	Creative and publishing sector	More cost effective with a fewer infrastructure and many capabilities in a web-based app	Other publishing houses, specialists in audio/immersive stories, sound engineers, videographers, visual artists.	Digital	Other media (TV, music, games), audiobooks, producing companies

Table 4: Target groups – Group 2

² There was some dissonance in the group in order to determine whether these platforms were allies or competitors

Ranking the results

In order to facilitate the ranking of the three selected target groups, the team awarded them with different “medals”, being the result as follows:

- Professional and amateur writers: “*Perfect match*”
- People working in the educational and cultural sector: “*Less competition*”.
- Publishing houses: “*Big market*” and “*High credibility*”

The group “Publishing Houses” was selected as the main possible target group within the team, but this meant later a discussion within the consortium, which will be described in shortly.

Discussion: Möbius Creator, a tool for everybody or just for professionals?

When shared in the consortium, the results of the work of Group 2 surprised some members of the consortium, who could not accept these as valid. Their reason for this reaction was the fact that the Creator has been conceived as a tool for prosumers of all kinds since the very beginning, and according to it the previous pilot phases had been performed on groups of self-publishers and amateur writers - a group that, in addition to this, had received without hesitation the medal “*perfect match*”.

Nonetheless, the point to contradict the idea of writers being the main target group attended to the reason that, on the one hand, publishers have a corpus of material that can be republished as a Möbius book. Private “prosumers” are unlikely to supply such material and one can just hope for purely newly produced content which does not infringe any existing IP law.

On the other hand, a multimedia book like the Möbius book needs a team of experts in different sectors such as sound engineers and composers for results of minimum quality. Authors alone generally cannot produce a Möbius book because they might lack the original image, sound or video material necessary for it. Those who could and who care about more than just the mere text and story probably form an even smaller group. So, looking at the numbers, publishers who can deliver content should be targeted according to this reasoning.

Nevertheless, the idea and vision of prosumers in Möbius can still be considered a more important, determinant factor, since it is part of the definition of the project, and it is intrinsically merged with its identity. This is a decision that the whole consortium must either consider a possible new direction or conciliate both perspectives with the aim of achieving better results.

Group 3: Möbius Content User

Brainstorming

The group was asked to brainstorm freely and take note of all their ideas in post-it. The time assigned for this first exercise was 15 minutes. The different ideas were collected and cluster in groups, deleting repeated ideas but without considering any of the participants' contributions as non-valid.

From the group discussion, **7 mentioned target groups** could be listed:

1. Fandom community and young readers

- Due to the link between Möbius project and the fan-fiction community, also, especially young readers have grown up with technology.

2. Schools

Möbius used as an educational tool. The group members discussed the difference between the schooling system in countries, the private and public school and their resistance to embrace technologies, the return on investment generated, etc. It was discussed that studying the existing technology resources for reading in the classrooms and initiatives being implemented would be interesting.

3. Elder people and people with disabilities

To support them to continue reading despite their difficulties.

4. Students

Möbius used as an educational tool

5. Households (children and parents)

Möbius used as an entertainment tool

6. Customer experience

Podcast of similar

7. Libraries

As places where to have the Möbius outcomes and embrace this innovation on reading.

As a note, group members discussed that depending on the target group, on a business models settings, the payment system could need to be different. For instance, a more fixed price would need to be offered to schools and a more modular and customized price and service would need to be provided to the fandom community.

The participants merged some of the target groups to choose 5 of them identified to have more potential due to a similar identity and/or alignment of interests.

1. Fandom community and young readers

2. Schools

3. Elder people and people with disabilities

4. Students

5. Households (children and parents)

Specifying Market Sector

Selected Group	Industry sector	Compelling reasons to buy	Partners and allies	Distribution	Competition
Fandom community and young readers	Entertainment/publishing	Different immersive experience / entertainment / free time	Book club, libraries, Fan Fiction platforms	Direct or via distributors (3rd party e-commerce), fairs	Other entertaining channels: TV, YouTube, eBook, music
Schools	Education	Provide a more engaging way to learn, differentiate from other schools due to the use of disruptive technologies, make reading more attractive to students.	Government (ministry of education)	Direct	Audio book, ebook
Elder people and people with disabilities	Media accessibility	Improve the current experience, facilitate current reading, train capabilities	Association (book club), libraries	Direct, media stores, shops (online, in-site)	Book with big characters, eBook, audiobook, app (cognitive training)
Students	Education	Better visualization of literary content, more fun way of consuming literary content	Schools, parents,	Educational exhibition, school activities	Similar immersive experience products
Households (children and parents)	Household consumption, education	Motivate your kids to read more, read classics	Media stores, toy stores, schools, government, bookshops, NGOs, libraries	Direct sales and marketing, app shops, big publishers	All media platforms (twitch, YouTube), physical books (traditional)

Table 5: Target groups – group 3

Ranking the results

In order to prioritize the main group to be targeted in the short term by Möbius, each member of the group had **3 different votes** to be assigned to the **5 target groups**. The list of target groups from more to less priority were:

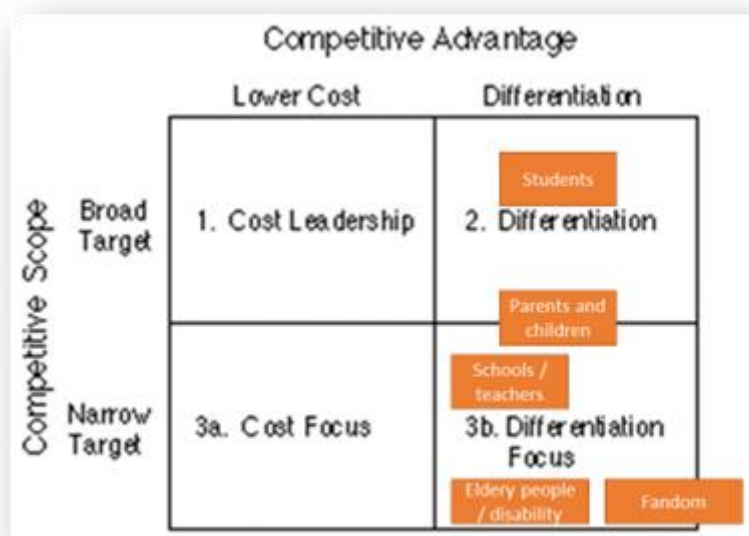
1. **Fandom community and young readers** – 5 votes

2. **Elder people and people with disabilities** – 4 votes
3. **Households (children and parents)** – 3 votes
4. **Schools** – 2 votes
5. **Students** – 2 votes

The group “**Fandom community and young readers**” was selected as the main possible target group within the team to be addressed in the short term, without discarding the others for the future of the roadmap.

Competitive Matrix: Knowledge

The different group members assigned the different targeted groups into the competitive matrix.



However, it was raised as an issue whether to consider TV, YouTube, or any other digital channel as competitor of Möbius within the entertainment sector, or it was more realistic to focus more on similar products, such as Audio Books or eBooks. The latest option was finally chosen by the team members as the most appropriate one.

Thus, from the image included in the text, the following can be extracted:

In general, for the different target groups, the potential competitive strategy followed focuses on differentiation, as a potential valued added for the Möbius results.

Group 4: Mobile Book Box

Specifying Target Groups

Students:	<ul style="list-style-type: none"> •Broad competitive scope, high level of differentiation in terms of competitive advantage [2. Differentiation].
Parents and childre	<ul style="list-style-type: none"> •50/50 in terms of narrow-broad target (depending on the competitors that you consider), high level of differentiation in terms of competitive advantage [between 2. Differentiation and 3.b Differentiation focus].
Schools/ Teacher	<ul style="list-style-type: none"> •Narrow competitive scope, high level of differentiation in terms of competitive advantage [3.b Differentiation focus]
Elderly people / disability	<ul style="list-style-type: none"> •Narrow target in terms of competitive scope, high level of differentiation in terms of competitive advantage [3.b Differentiation focus]
Fandom community / young people	<ul style="list-style-type: none"> •Narrow target in terms of competitive scope, high level of differentiation in terms of competitive advantage [3.b Differentiation focus]

Selected Group	Target customer	Industry sector	Compelling reasons to buy	Partners and allies	Distribution	Competition
Publishing houses	Decision Maker	Book industry	Book market struggle for innovation	Media and entertainment industries	VR App Stores or Fairs	Gaming industry and other VR experiences

Prosumers	Private Enterprise and public request	x	Production of content, storytelling/ Immersive Format	Authors collectives, immersive art studios, multimedia studios	Shows: Show rooms, fairs and schools	
Book Fair Visitors	Readers, literature fans, general visitors, no specific location (people travel for this purpose across the country)	Book industry, media, leisure industry	Immersive, it's a new product, curiosity, entertainment		direct	Similar products from other companies exhibited at the same event? / Other leisure activities
Children Book Fairs' Visitors	EU (English?) Visitors/ Consumers; younger audiences	Leisure, Educational	Books/stories are cool; it's fun and innovative; unique way to experience a book; getting into technology; promoting steam (?)	Family, educational staff/ kids	Via Partners in book fairs, schools and festivals	Other immersive exhibitions; cinema; other leisure act; VR games; other educational activities
Journalists/ media/ influencers	Professionals of the media industry / influencers	Media. leisure	To generate more followers or clicks; to write/ talk about a cutting-edge innovation	Publishers, fairs, international press	Social media; traditional and online newspaper and journals	Other media companies; other influencers

Table 6: Target groups – Group 4

Ranking Results

The Group 4 declared the **publishing houses** as the most suitable target group for the Möbius Mobile Box, followed by prosumers and book fairs visitors.

Competitive Matrix: Knowledge

The key element for the Mobile Book Box is its own uniqueness in the market, therefore the group placed it in the right top quadrant of the competitive matrix, “differentiation”, with a broader target but a higher cost, since they cannot lower the price due to the already very high cost of production. Nevertheless, the group considers that the initial strategy should start with a narrower target and broad it over time.

Reflection: Rather than a selection, the determination of a workflow

During the presentation of the results in the ranking of the selected target groups, it was remarked that the selection of one group as main target group would not mean the exclusion of the rest, that everything should be regarded rather as a sequence of a workflow: Everything starts with number 1 “Publishing houses” followed by “creative process (Prosumers)” so then you involve creative artist and other people to offer later a product to fair visitors and children. All the displayed ideas would be that way *“the sequence of order but not alternatives”*.

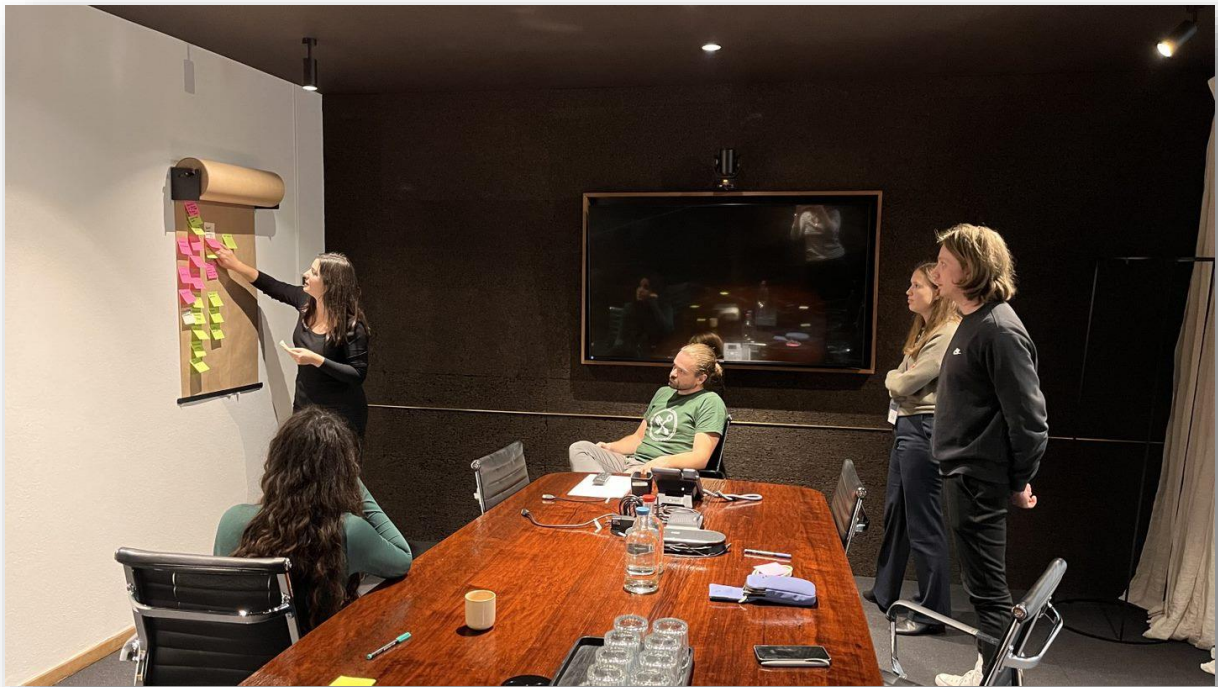


Figure 10: Workshop II – Group 4 co-creation

3.3 Business Clinic Workshop III a- Exploitation tasks

Objectives of the workshop

- ✓ Discussing possible actions to take in order to achieve an effective exploitation of the Möbius results.
- ✓ Grouping actions according to categories or priority
- ✓ Identifying who are the knowledge holders within the consortium for each of the actions

The results of this workshop are yet to be polished in the next month, along with the progress of the project.

Methodology

Using the online **tool Mural**, the partners were asked to brainstorm about possible tasks that needed to be accomplished according to the following categories, all of the basic actions to set up a business:

- *Develop the technology/Create a product*
- *Set up legal identity*
- *Build personnel/organization structure*
- *Build marketing campaign*
- *Build sales channels*
- *Launch into market*
- *Others*

20 minutes time were provided to fill up the tables before the results would be discussed and clustered into groups and subcategories. Each partner could work on its own while seeing what others were writing, in order to get inspired from the others' ideas. It was remarked that, if desired, they could focus on the field where they had the most expertise without the obligation of going through every category.

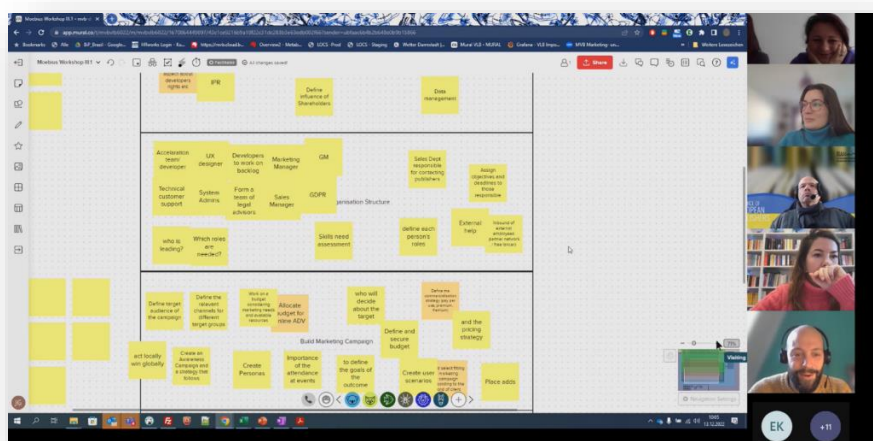


Figure 11: Caption of the online session

Step 1: Brainstorming: Results

The gathered ideas were:

Develop the technology/ create a product

- Understand the needs and expectations of the end users (persona)
- Understand the needs and expectations of the clients (buyer)
- Understand the needs of what we want to specify as a product
- Identify the target
- Specify the product
- Choose formats, standards, operating system, devices
- Create a unique value of Möbius apps
- Define and prioritize functionalities
- Define KER (Key Exploitation Results)
- Identify goals
- Identify what's already done in the market
- Iterations
- Development planning
- Identify the strategy
- Stress test
- Usability test
- Create tutorials/ manuals
- Ensure interoperability with technology at the largest countries
- Plan for updates
- "Package" in the sense of achieving a final, polished end design and product

Set up legal entity

- Define cashflow to shareholders
- Clarify any licensing aspect about developers' rights etc.
- IPR
- Data management (Data security)
- Define the owner and the benefit of the result
- Define shareholders and shares
- Define who are the owners
- Define the influence of shareholders
- Define which is the best entity to set up (e.g., SME, Startup, Foundation)
- Choose country of incorporation, not in an entry market sense, but considering taxation of legal entities, regulations...

Build personnel/ organization structure

- Acceleration team/ developer
- UX Designer
- Technical customer support

- System admins
- Form a team of legal advisors
- Marketing and sales manager
- General manager
- GDPR
- Developers to work on backlog
- Sales department responsible for contacting publishers
- Inbound of external employees' partner networks/ freelancer

Also, a couple of more abstract ideas and questions were introduced in this board:

- *Who is leading?*
- *Which roles are needed?*
- *Skills need assessment*
- *Assign objectives and deadlines to those responsible*

Build marketing campaign

- Define target audience of the campaign
- Define the relevant channels for different target groups
- Select fitting marketing campaign according to the kind of client
- Create an Awareness Campaign and a strategy that follows
- Create Personas
- Create user scenarios
- Work on a budget considering marketing needs and available resources
- Allocate budget for online ADV
- Importance of attendance to events
- Define the goals of the outcome
- Place adds

Build sales channels

- Build distributor partner network
- Hire good salespeople
- Define touch points with customers
- Plan specific website which is multilingual (Languages of the target countries) and allows ecommerce (investigate best payment methods according to target countries habits; PayPal, credit card...)

Others

- Define a financial sustainability plan for the startup phase
- Define the commercialization strategy (pay per use, premium, freemium...)
- Pricing strategy
- Clarify in which market it operates
- Funding to ensure financing stability

- Identify the different competences required to launch Möbius

Step 2: Knowledge holders: Results

The partners were asked in this second part of the workshop to distribute among the different ideas several dots (whose color had been previously assigned to their company) in order to claim that task as part of their responsibilities/ role in Möbius. Every company in the consortium was represented by at least one member in charge of assigning only their own tasks.







Bookabook		IMEC	
DEN		IN2	
ENoLL		KKW	
EUT		KU LEUVEN	
FEP		MVB	
FMWC		KPT	

Figure 12: Color identification by partner

Develop the technology/ Create product

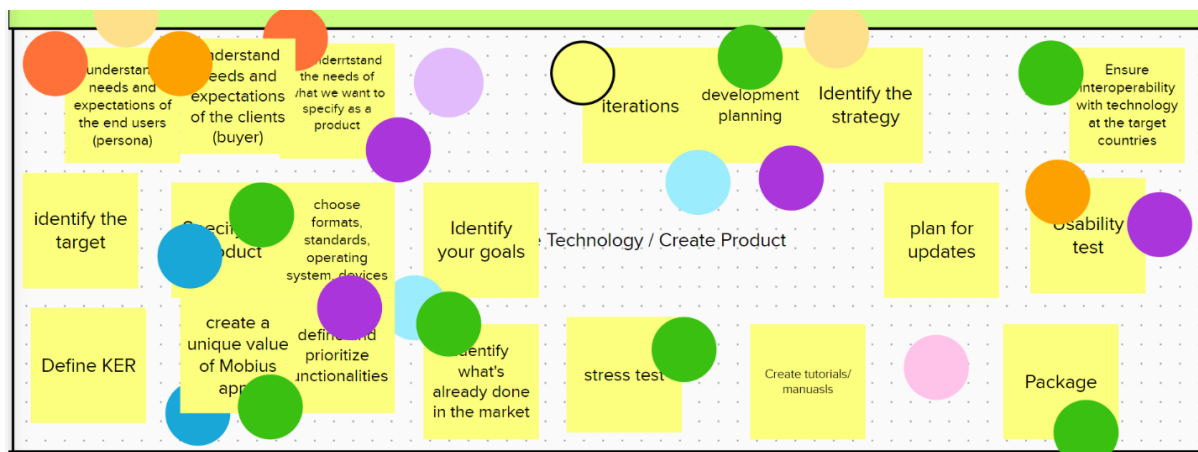


Figure 13: Mural board - Develop the technology/ Create product

Due to the nature of its contribution to the project, IN2 claimed many tasks in this category, especially the most technical ones, with possibility of cooperation in some of them with other organizations such as MVB, KKW or EUT. The rest of the partners claimed other sort of tasks like for example definition of persona, buyer of strategy.

Set up legal identity

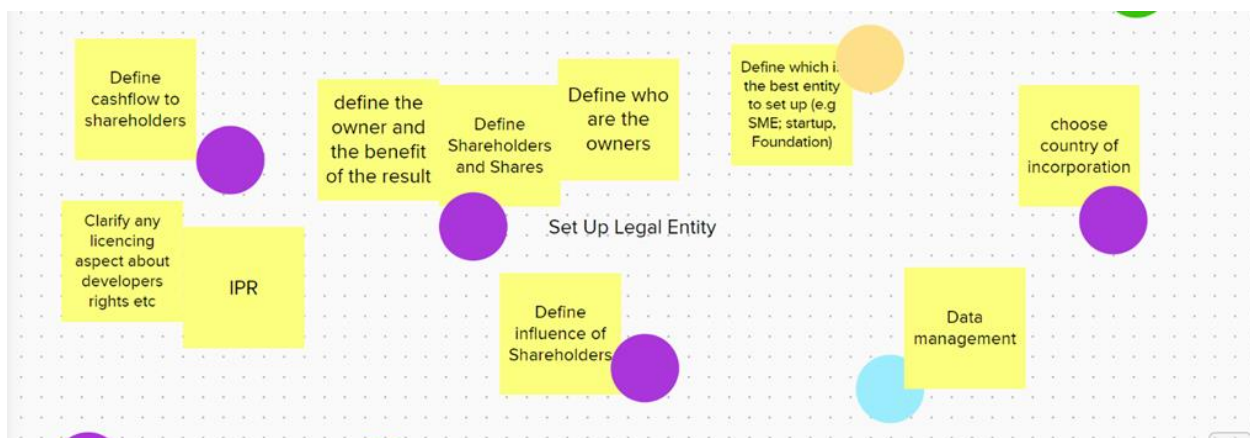


Figure 14: Mural board - Set up legal identity

MVB claimed most of the tasks in this group, but DEN Institute could be in charge of defining the best entity to set up as well as EUT could be responsible for Data Management.

Build personnel/ Organization structure

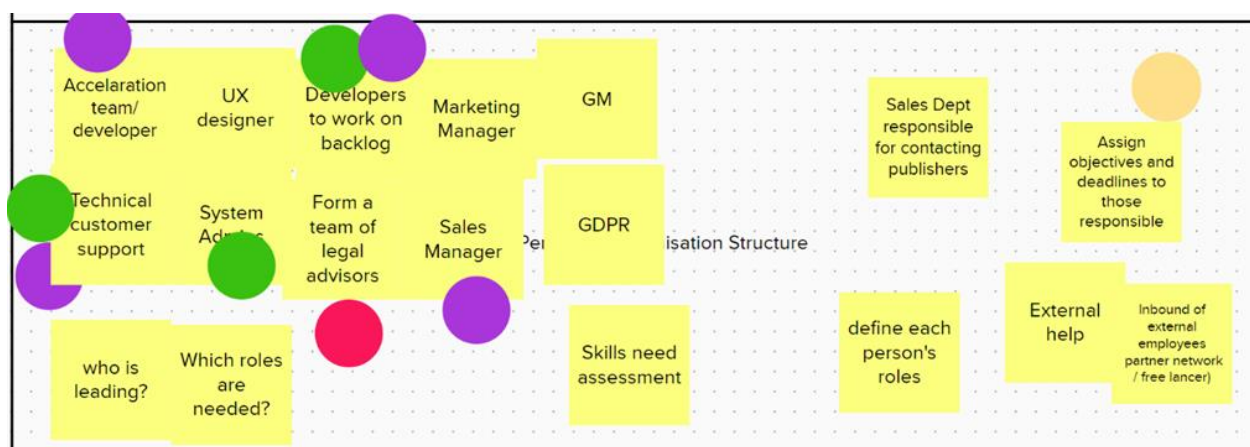


Figure 15: Mural board - Build personnel/ Organization structure

MVB and IN2 were again claiming most of the tasks but many tasks remain unclaimed, like the general management or GDPR.

Build marketing campaign

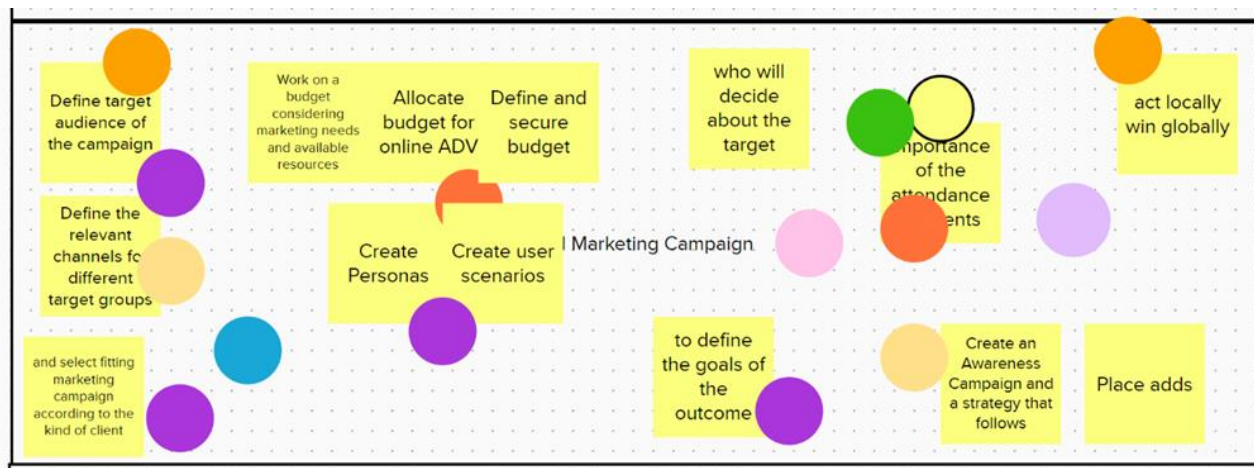


Figure 16: Mural board - Build marketing campaign

FMWC, FEP und KKW could help in the tasks of this category. Bookabook, IN2 and Imec agreed on the importance of attending events.

Build sales channels

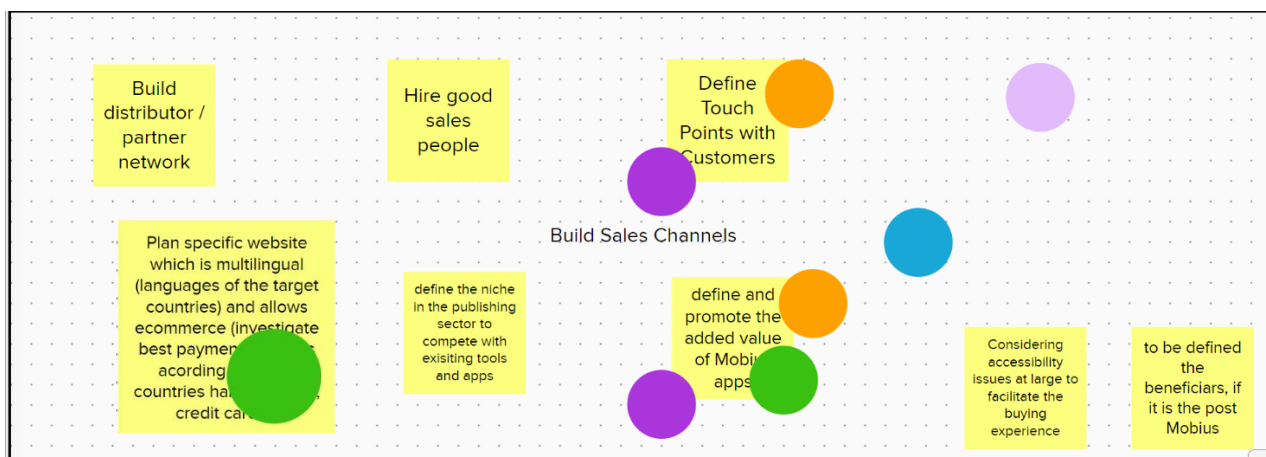


Figure 17: Mural board - Build sales channel

With the support again of FMWC and KKW, KPT, IN2 and MVB took charge of some of the tasks of this group, even though some others remained unclaimed due to the early stage of the project.

Others

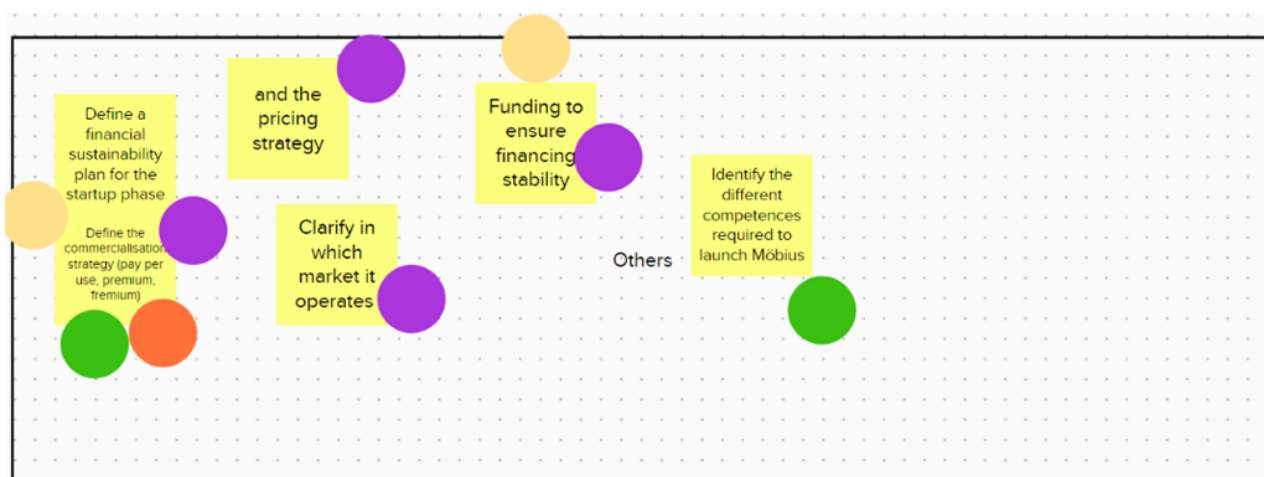


Figure 18: Mural board - Others

DEN Institute, IN2, Imec, and MVB agree on cooperate to define a possible commercialization.

3.4 Business Clinic Workshop III b- Business Models

The **second part** of this workshop was conducted by IMEC and is intrinsically related to the outcome of T3.3 “*Prosumer business models and cross-sectoral scalability*”, part of D3.5 “*Final report on prosumer business models, cross-sector scalability and IP framework*”, due by M30.

Purpose, scope and methodology of the workshop

The main target of this session was the **assessment and analysis of plausible business model for the Möbius outcome** where prosumers could be integrated into the book value chain. The scope set was the retail book market, without taking so much into account B2B options, paring down its complexity to three core characteristics:

- *How do you want to earn money?*
- *How do you control how books reach the retail public?*
- *How are you positioned in the publishing value chain, with its dominant platforms?*

For better results, the participants were asked four questions (which will be enumerated later) that were explained to the group not only in its basic meaning, but also providing some of the conclusions and ideas extracted from the work and deliverables of WP3. After that, 15 minutes

were given for them to brainstorm and think about a possible answer on their own, individually, and to write it down if necessary. Working in group in this first phase was not allowed since this could lead to certain dynamics in which, after having one of the participants given their opinion, the ideas of the rest could be narrowed down to align with what was already said, conditioning the rest of the team and limiting the results. Only later could all the partners have the chance to share the ideas, resulting in a much wider spectrum of insights³.

The **4 questions** were the following:

<p>1. Choose where you are & want to be in terms of revenue model</p> <p>•Think about combinations especially! Direct + indirect revenue streams.</p>
<p>2. Choose where you are & want to be in terms of content control (with regards to prosumers)</p> <p>•Think about what editorial controls you think will be needed</p>
<p>3. Choose where you are & want to be in terms of customer ownership</p> <p>•Is it realistic to create your own platform? Or will you have to live with powerful platforms?</p>
<p>4. Think about product variations and/or price variations (incl. freemium formula's)</p>

Revenue model and content control

In order to facilitate the activity, the two core dimensions of revenue model and editorial control were explained to the participants and framed as a continuum with some variations each:

Revenue model

- **100% indirect revenues:** Companies profiting from external advertisement.
- **100% direct revenues:** Direct sells and subscription-based modus
- **Hybrid revenues:** Freemium version with exclusive content for subscribers as well as showing advertisement to subscribers.

³ Taylor, Berry and Block „Does group participation when using brainstorming facilitate or inhibit creative thinking?“, 1958



Figure 19: Revenue model continuum by Imec-SMIT

Content control

- **Full content control:** Everything must be approved before being published, like is usually done in any publishing house or big platforms such as Netflix.
- **Some content control:** Some delicate content must be identified and selected before being published, without affecting the rest of the work.
- **Some ex-post control:** Thanks to digital fingerprints or a team of specialist some content must be limited or removed after being uploaded, like for example in YouTube.
- **No content control:** Open platforms with no control over their content, which has become extremely rare after the regulation and control of offensive, violent, plagiarized content in the last decade.

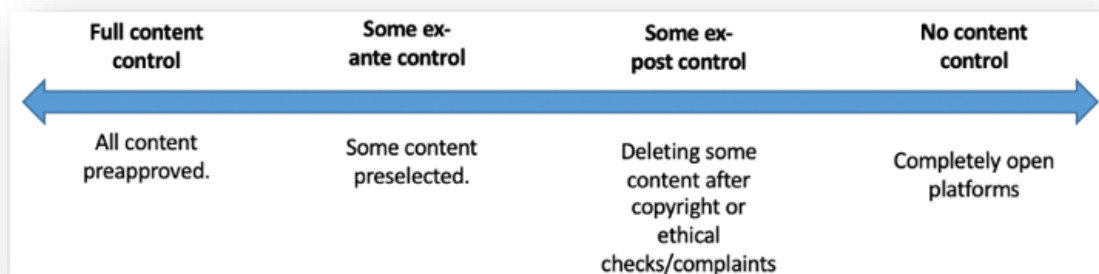


Figure 20: Content control continuum by Imec-SMIT

The combination of all these possibilities takes us to shape **four combinations of revenue model and content control**.

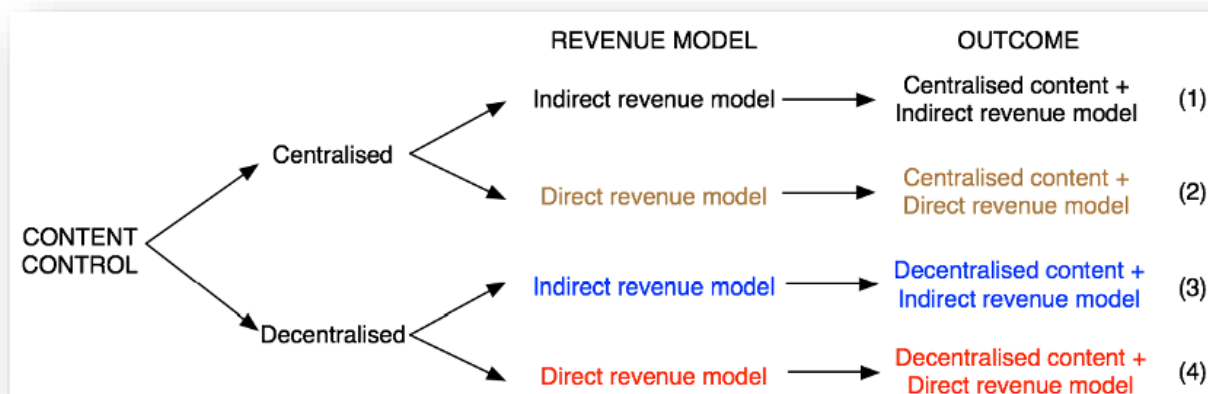


Figure 21: Combinations by Imec-SMIT

These different scenarios lead us to **different typologies of media platforms**:

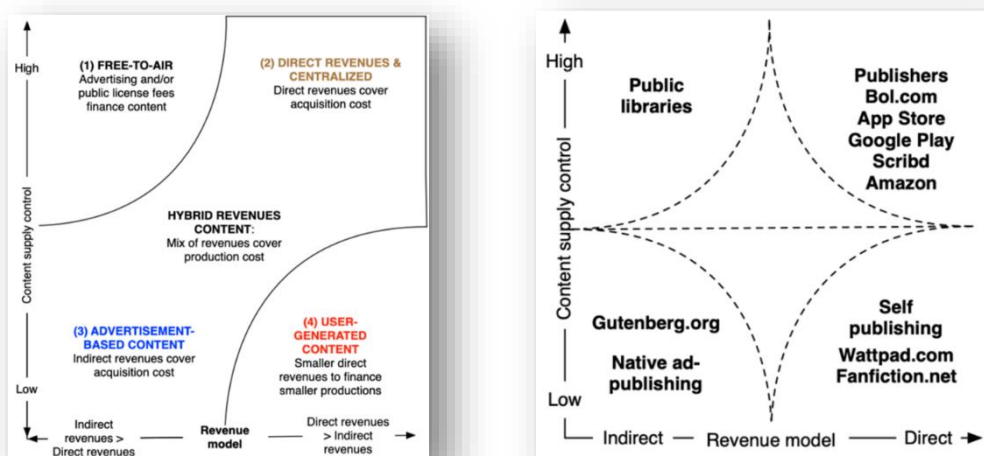


Figure 22: Typologies of media platform by Imec-SMIT

Results

After 15 minutes of individual deliverance, the different participants proceeded to present their results.

Partner	Headline	Development of the idea
Bookabook	Subscription model. Full content control or ex-ante control	They consider that the best option for the platform would be a model with 100% direct revenue in the form of subscription. Ads would be too annoying or distracting for the reader. Full content control

		or ex-ante control would be the ideal, in order to provide the subscription with a minimum of standard quality.
IN2	Micropayment, advertisement, or subscription for publishers.	<p>3 possible options were proposed:</p> <ol style="list-style-type: none"> 1. Micropayments could be a valid option to access certain books or content. Also, a little commission could be charged for this transaction (eBay, PayPal model). The control of the content could be ex-post and the submitters will have to commit themselves by ticking some boxes/ filling some online formular where they accept their responsibilities as authors of the content and confirm that they do not plagiarize other creators. 2. A model with advertisement but reduced only to publicity about new books and publishers in the platform. The content control would be the same as in the previous option. 3. Subscription oriented to publishers, where they can create, manage and engage their own prosumer communities with full content control and content managers that will help the users also with IP matters if necessary.
Eurecat	Freemium model	<p>A freemium model would be plausible, where the basic content is for free but the access to some other exclusive content or even a better capacity of the tool can be granted only against payment. A low control option would allow a bigger participation, but minimal quality control would be desirable. The users could have the option of reporting abusive control themselves.</p>
FMWC	Advertisement or freemium-subscription model. Partial or full content control.	<p>The different sorts of revenues depend highly on the sort of Möbius product. For the platform an indirect revenue model could be a valid option, with advertisement and maybe even a freemium-subscription option. It must be possible to modify/ personalize your profile depending on who you are, either a private user or a professional publisher, so the tool of the app could be adapted to your needs. Partial or full content control is necessary to check questions of copyrights and ethics.</p>

IMEC	Freemium model. Ex-post control.	Their ideas were similar to Eurecat, with a freemium model where some content and authors are for free but the access to other is restricted to non-subscribers. Ex-post control with reporting possibilities could be the best option.
KU LEUVEN	Hybrid revenue model. Ex-ante and ex-post control	A hybrid-revenue model was proposed as the best option, about content control there is not much choice since all content must comply with the new IP regulations, with very exhaustive ex-ante and ex-post control; the first one being probably done with automated upload filters and the second by automated systems or a human team, but under no circumstance the control may be neglected.
FEP	Hybrid-model with different subscription types. Advertisement included. Content control with ex-ante filters.	The platform should have a hybrid-model with different sort of subscriptions, conditions or modalities based in what kind of user you are (mere reader or prosumer) and at the same time trying to engage publishers with content for them (even turning the platform into a source lead by publishers), such as access to data or communities. Some advertisement could be introduced if there are different subscription degrees. The content control is non-negotiable if Möbius does not want to deal with plagiarism. Ex-ante filters with alerts and excluding abusive content are important.
KKW	Hybrid model.	The platform should be an incentive to generate new tendencies of thinking and collective content. A hybrid model where the community could inspire a collective authorship would be ideal. Since KKW is in charge of the Möbius Mobile Box and art installation their concerns are more focused on this sort of product and if eventually they could generate revenue through ticketing.
DEN INSTITUTE	Subscription model. Full content control, ex-post control validated by authors.	Public funding could help to support further research and innovation and develop new tools and features, as well as Möbius could have the support of patrons and sponsors to foment a certain line of storytelling of public interest (like a ministry, for example). A subscription model with different levels of accessibility would be ideal, with a very low fee for basic users, maybe also

		with advertisements and a richer in content premium version that is also add-free. It could be also interesting to reward the actions and interactions of the users on the platform, with them receiving bonuses and discounts. Full content control would be desired, controlling first IP issues, ethics later and finally content quality. Validated authors could also add additional chapters and content to their stories with some ex-post control.
ENoLL	Hybrid revenue model. Freemium model. Content control.	A hybrid revenue model could work for Möbius, especially a freemium model: Only subscribed users could enjoy add-free content, or you can also pay to download content or access without internet. Content control is a must to ensure that there is not hateful speech, IP infringements, it is age-appropriate, etc.

Table 6: Partners contributions – Revenue model

Customer ownership

In the second phase of the workshop the discussion shifted to customer ownership, intended as the directness of the relationship between publishers/author and its audience. Factors to take into account would be then the use of intermediate retailers or platforms and how much influence those have on the customer relationship. The level of content control is also of crucial importance in these relationships, as explained in the following table:

Customer ownership			
		No control over customers	Control over customers
Content control	Closed content control	<i>Enabler Platform</i>	<i>System Integrator Platform</i>
		The platform owner controls many of the necessary assets to ensure the value proposition but does not control the customer relationship.	Platform owner controls many of the assets to ensure the value proposition and establishes a relationship with end- users. Entry by third-party service providers is actively encouraged.
	Open platforms	<i>Neutral Platform</i>	<i>Broker Platform</i>

		The platform owner is strongly reliant on the assets of other actors to create the value proposition and does not control the customer relationship.	The platform owner is strongly reliant on the assets of other actors to create the value proposition but does control the customer relationship.
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Table 7: Customer ownership by Imec-SMIT

To support the participants to consider what would be best for Möbius, the discussion was framed by two questions and partners had 15 minutes to write down their ideas:

- *Is it realistic to create a Möbius platform?*
- *If not, how to live with powerful platforms? What can be expected in terms of revenue options and content control?*

Partner	Headline	Development of the idea
Enoll	Differential and unique but with known services	In order to compete with giants such as Amazon the Möbius platform should be something totally different and unique, but also offer similar services in terms of customer support and a large catalogue. Investing in further development could be a great option.
DEN Institute	Unique features and tools. Innovation as a differentiating strategy.	The creation of Möbius own platform could be possible thanks to all the unique features and tools that the product can offer. Highlighting its innovation could be the perfect strategy to differentiate Möbius from other platforms in the market.
FEP	Address a specific niche and facilitate collaborations between agents	Möbius competitors, rather than Amazon, would be Wattpad and other fanfiction platforms and, since these ones provide content for free, this could make Möbius the least attractive of all. The target should be finding a very specific Möbius niche relying on the distinctiveness of having the possibility, on one hand of making deals with writers and, on the other hand, collaborating on different levels with the users (readers/writers). In addition to this, the engagement of the publishers is key: if there is a cooperation with them, the Möbius platform could offer some

		exclusive, appealing content related to some beloved fanfiction topics in a legal way.
KU Leuven	Innovation as our best asset	Real competition against platforms such as Amazon is not realistic, but rather against Wattpad, Fanfiction or AO3. The innovative aspect of Möbius is the best asset in this case.
IMEC	Innovation and differentiation as key market positioning aspects.	Marketing the innovation, immersivity, and individuality of Möbius could be crucial for an effective positioning in the market.
Eurecat	Distribute through current big players or create a small platform.	Möbius cannot compete against Amazon since its product is smaller, more specific. Maybe it would not be a bad idea to make use of some of these existing big platforms or some of their services in terms of distribution, even though the level of control from one of these giants could be a risk. Nevertheless, for digital services (most of Möbius outputs) a small platform with its own customers could be created.
FMWC	Unique platform, differentiation from the big players.	A platform for users would be feasible, but only after stressing the unique aspects of the platform. Möbius is not doing the same as Amazon and this differentiation in the market is key.
IN2	Invest in marketing: communicate to stakeholders	Investing in the marketing of the project would be important. Möbius does not fit within any of the big platforms due to its technical aspects, but it could be really interesting for publishers as a reliable platform that provides better data information about their users and market.
Bookabook	Creating a platform would be ideal	The creation of a platform would be ideal. As can be observed from all the ideas provided by the members of the consortium, a relevant factor for the success of Möbius is marketing and market position.

Table 8: Partners contributions – customer ownership

Next steps: Channel-product-price variation

Once the platform has been set up and given that Möbius has control over the books and content provided in it, as well as a suitable revenue model and certain customer ownership, possible scenarios with variations about the price should be foreseen. At this point a decision should be taken: Could Möbius charge a different price to:

1. *Different customers*
2. *Different/same book*

3. Over different distribution channels

	Same price	Different prices
Same book	<u>Same book</u> is sold at <u>same price</u> everywhere	Most interesting => Production cost is not higher, and you can sell at different prices
Different book	Worst option => You can't pass on the higher production cost to the customer.	Medium option => You can pass on higher production cost to the customer

Table 6: Price variations by Imec-SMIT

As observed on the table, the most interesting scenario would be that the same book could be sold at different prices depending on the time or platform, something that we can usually see in cinema, for example, where the same movie can be sold at different prices in cinemas, Blu-ray or television.

The worst-case scenario would be on the other hand if the audience is very plural and they would like their product to be personalized: maybe some want more audio, others more visual content. The cost of production would increase and change depending on the customer, but the price would remain the same.

A neutral option could be retaining the model that is normally used in publishing: where if there is an increase in the cost of production (hardcover vs paperback) this can be passed onto the customer.

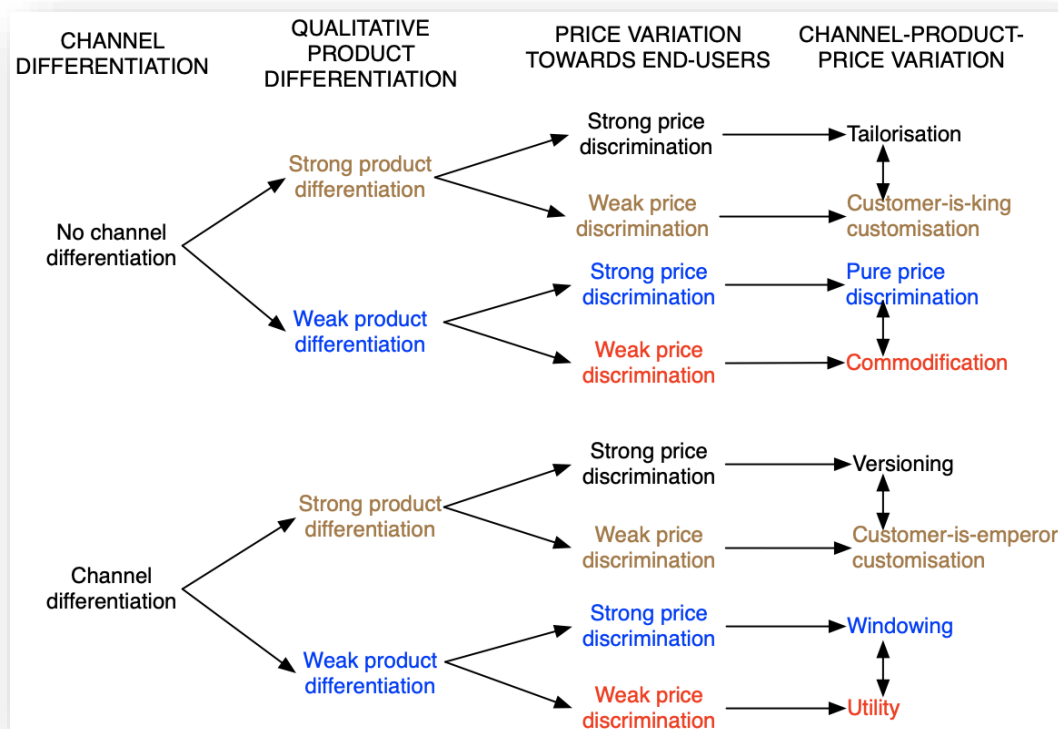


Figure 15: Channel-product-price variations by Imec-SMIT

4.3-steps Exploitation approach

The **exploitation of results** in a European Project is crucial when it comes to creating positive externalities and impact of the Research and Development (R&D) Activities. Beyond the scope of the project, it ensures that the outcomes derived from a collaboration between organisations get to the market and to the interested target groups.

The approach followed to define the Exploitable Results of the Möbius project has consisted of a **3-steps process**.

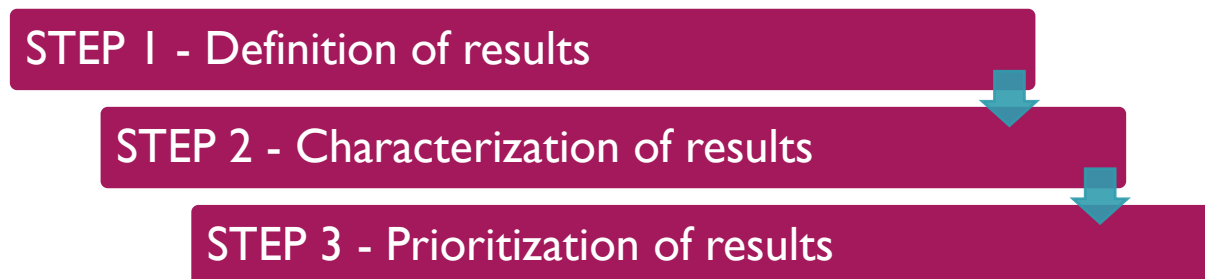


Figure 23: 3-steps exploitation approach

The first step has been the **definition of the results**, listing in a shared document the initial expected list forms the proposal. Currently in M24, the ERs of the project included below are not still definitive, as the technical development needs to continue evolving. Nonetheless, the list of **5 ERs** in the proposal has been updated thanks to the contribution of all partners and the modifications can be also seen below.

Currently, the Möbius Project **9 different Exploitable Results**, including **4 sub results** have been included. The categories of the Möbius results are mainly:

- *Software*
- *Products*
- *Know-how*
- *Methodologies/toolkits*
- *Code*

Partners have also defined the **time-to-market** of the result, the **resources and investment needed** after the project end to take the results to the market, the **foreseen IPR protection** to be applied and the **partners involved**. The **target groups** for the results were studied together in the Business Clinic Workshops, thus they have already been included in the debriefings of the workshops.

N	ER	Category	WPs	Value proposition	Time-to-market	Resources and investment needed	Partners involved	IPR foreseen protection
ER1	Möbius framework, methods and tools	Methodology / toolkit	WP2, WP3, WP5, WP6	Achieve streamlining meaningful, fair and sustainable cooperation with prosumers and cross-sectoral stakeholders through publishing value chains, including empirical assessment of social, economic and technological impacts.	1 year	Onboarding sectoral stakeholders would be needed.	FMWB, imec-SMIT	Copyright
ER2	Möbius prosumer intelligence toolkit	Software Toolkit +	WP3	Extract actionable knowledge from user bases and communities of interest	1 year	Marketing, sales, onboarding, IT support, product dev, legal, consulting (to set-up algorithms and metrics to be used, adapt dashboards, etc.); most importantly it will be necessary to secure the underlying data to be used by the PIT; potential to be used beyond fan fiction communities (for example, for social media).	IN2, EUT, imec-SMIT	Copyright

ER2.1	Fan-fiction community metrics	Framework, Code	WP3	Provide of valuable information regarding the fan-fiction community and understand the community interests and dynamics. Value added to publishers and the communities.	1 year	Engineering the data processing pipeline (automatisation)	EUT	Open-Source Code, copyright (publications)
ER3	Möbius prosumer business models	Know-how	WP3, WP6	Carry out feasibility and market potential study of new business models leveraging in prosumers and new digital ecosystems.	//	Onboarding, compliance with GDPR and measures to tackle plagiarism issues	Imec-SMIT	Copyright
ER4	Möbius book prototype set of software tools	Software	WP4	Set of software tools that enable the production and consumption of cross-media immersive book experiences.	2 years	Marketing, sales, onboarding, IT support, product dev and UX/UI design and implementation, legal;	IN2, EUT	Copyright (for the IN2 components)
ER4.1	Möbius Creator Toolkit	Software	WP4	Allow the creation of interactive media-rich digital mobius books.	2 years	Marketing, sales, onboarding, IT support, product dev and UX/UI design and implementation, legal;	IN2	Copyright
ER4.2	Möbius Player	Software	WP4	Marketplace of Möbius Books and application that allows users to experience the immersive mobius book format	2 years	Marketing, sales, onboarding, IT support, product dev and UX/UI design and implementation, legal;	IN2	Copyright

ER4.3	Spatializer software	Software	WP4	It compiles a library of audios and improves the experience by changing the way the audio is transmitted from an audio into a surrounding space. It provides a sense of space to the reader.	6 months - 1 year	Personnel cost to develop the frontend. Still needs to be further developed.	EUT	Copyright
ER4.4	Alignment tool	Software SDK	WP4	Enhance the reading experience and support the reading activity. Words are illuminated at the same time that audio, so that the reader can followed them.	1 year	Not needed.	EUT	Copyright
ER5	Möbius experimental productions demonstrating cross-media and immersive book experiences for individual and social consumption	Product	WP5	Demonstrating cross-media and immersive book experiences for individual and social consumption.	1 year	Not needed.	Bookabook, KKW, ENoLL	Copyright
ER6	Scientific publications on Möbius as an immersive media	Know-how	WP2, WP3	Dissemination of project results and insights	//	Not needed.	Imec-SMIT, DEN, ENoLL	Copyright

	experience, prosumer business models and prosumer engagement							
ER7	Impact assessment methodology	Methodology / toolkit	WP2	Definition of a methodology to assess the impact of innovation in publishing	1 year	Further scientific research to guarantee ongoing implementation and adjustment of the framework	DEN	Open access
ER8	Impact assessment results	Know-how	WP2	Provide knowledge on how the publishing sector could be impacted by the adoption of innovation	1 year	Publishing the results on scientific papers or sectorial journals	DEN	Open access
ER9	Know-how on the copyright Implications of Prosumer Business Models	Know-how	WP3	Explore the copyright implications of the prosumer business models developed within the framework of the Möbius Project	1 year	Publishing the results on scientific papers or sectorial journals	KUL	Copyright
ER10	Long Term Road Map / Business Plan	Know-How	WP6	Explore the innovation and exploitation potential of Möbius and use the results to define a business plan	//	Business Planning / Marketing / Sales / Controlling / Legal Advisory	MVB / EURECAT	Open Access

Table 9: List of Möbius Exploitable Results

The second step of the approach will be developed during the next months in order to further **characterize** the result. A wider table (see Table 10) covering market positioning and market strategy details will be collected from partners, besides other relevant information related to the result. Moreover, the interest on exploiting the same result by different partners will be acknowledged and joint exploitation plans may be created in the following deliverables to contain the exploitation mechanisms and other IP related issues. To facilitate this matter, an **IPR management repository** in the project SharePoint containing Joint Exploitation Agreement templates, informative reports concerning IPR typologies and other relevant information has been created.

Documentos > WP6 Maximizing impact > T6.2 Innovation management and exploitation plans > **Exploitation and IP management - Repository**

Nombre	Modificado	Modificado por	+ Agregar columna
10 steps to find a sustainable IP professional.pdf	Hace unos segundos	Laura Amayones Carranz	
European Patent.pdf	Hace unos segundos	Laura Amayones Carranz	
Guide to IP 2020.pdf	Hace unos segundos	Laura Amayones Carranz	
H2020-MoU-Memorandum-of-Understanding-EN_2021.pdf	Hace unos segundos	Laura Amayones Carranz	
Guide to IP commercialisation.pdf	Hace unos segundos	Laura Amayones Carranz	
Joint Ownership Agreement.pdf	Hace unos segundos	Laura Amayones Carranz	
IP in websites.pdf	Hace unos segundos	Laura Amayones Carranz	
Model Agreements_WIPO template.docx	Hace unos segundos	Laura Amayones Carranz	
Mutual-Non-Disclosure-Agreement-EN_2021.pdf	Hace unos segundos	Laura Amayones Carranz	
Non-Disclosure Agreement template.pdf	Hace unos segundos	Laura Amayones Carranz	
Non-disclosure agreement as a tool.pdf	Hace unos segundos	Laura Amayones Carranz	
Patent Process.pdf	Hace unos segundos	Laura Amayones Carranz	
One-Way-Non-Disclosure-Agreement-EN-1_2021.pdf	Hace unos segundos	Laura Amayones Carranz	
Trade secret managing confidential information.pdf	Hace unos segundos	Laura Amayones Carranz	

Figure 24: IPR management repository and templates

NAME of ER :		
Introduction	Description of the technology/result:	Exploitation pathway:
Technical Innovation	Innovativeness introduced compared to already existing products/Processes/Services:	
Technical features or Characteristics in comparing to existing solution	Characteristics / features:	How will the solution / developments make a difference for the targeted sector?
What kind of “GAP” can be filled with the technology/innovation?	What is the technological gap to be filled? Need of the end users ?	How the gap will be addressed with the technology?
Ownership of the result	Main Owner:	Other partners involved (role, partnership rights, etc.):

	Other owners & ownership percentage:		
IPR	Status of IPR: background (type and partner owner):	Status of IPR: foreground (type and partner owner):	IPR typology chosen:
	TRL before the Project:	TRL obtained through the Project:	Dependencies:
Business Model	Value Proposition:	Revenue Models:	Major Costs associated:
Market	Key activities:		
Partners	Market preliminar information (time to market, trends, readiness of customers, initial feedbacks from the market...):		
Competitors and innovation	Partners involved and expectations:	External experts/partners to be involved:	Which partner contributes to what?
	Competitive advantages:		Name of Competitors:
Competitors (Strength and weakness)	Weakness of competitors technology? Please describe		Strength of competitors technology? Please describe
Possible barriers	Barriers:		Solutions:
Prospects / Customers	Targeted sectors:		Example of clients:
Requirements	Legal, regulatory, normative, ethical requirements		

Table 10: Example of characterization table

Finally, in case the list of project results expands even more, a final step of ERs **prioritization** based on a previously agreed criteria (impact to the industry, innovation potential, etc.) could be carried out coordinated by task leaders during a plenary meeting. That way, the outcomes and their roadmap to the market would be clearer to generate impact based on common strategic lines. A useful tool to carry out a participative activity of ER prioritization is *mentimeter*, below a figure with an example of prioritization criteria is included.



Figure 25: Example of Prioritization criteria and Mentimeter

4.1 IP detection

Möbius partners have also identified, coordinated by MVB and EUT, their **IP generated** at this stage of the project and have set the procedure that will be followed until the end of the project. This will consist of updating next to the exploitation and innovations managers or directly under the “track changes mode” a shared excel file containing the list of ERs of the project. In case of detecting any conflict between partners, the T6.2 leaders will act as mediators and establish a percentage of ownership expressing the contribution of the different partners to a result.

IP is a valuable asset that confers the right to entities to exclude others from the use of their creations or establish conditions on its exploitation.

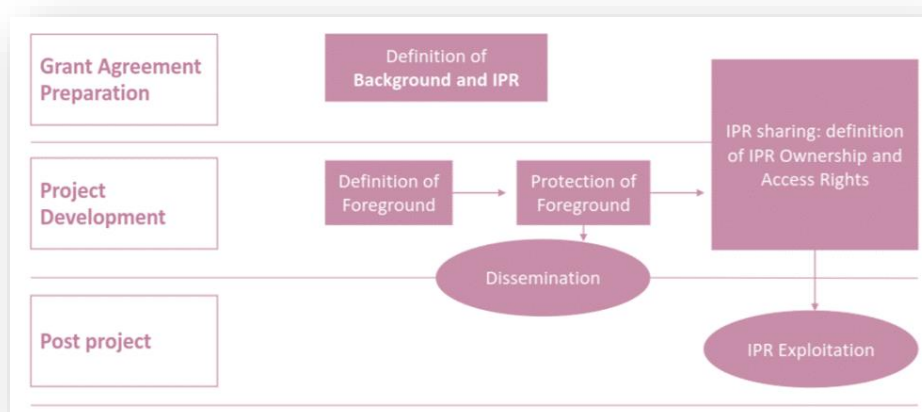


Figure 26: IPR management in Möbius

When it comes to IP, we may differentiate the **background** brought to the project by partners and the **foreground**, the IP generated during the project. The Möbius Consortium Agreement (CA) contains all the relevant information referring to the partners' background and the Specific **limitations and/or conditions for implementation** (*Article 25.2 Grant Agreement*) and specific **limitations and/or conditions for exploitation** (*Article 25.3 Grant Agreement*). According to Table 11, 8 out of the 11 Möbius partners are bringing background to the project as agreed in the CA.

Partner	Previous Background (X= Yes)
1. Eurecat	X
2. IMEC	X
3. DEN	
4. IN2	X
5. MVB	X
6. BOOKABOOK	X
7. ENoLL	
8. FMWC	X
9. FEP	X
10. KKW	X
11. KU LEUVEN	

Table 11: Partners bringing background to the project

Next, to delve into the limitations for the implementation and exploitation of the background included in the CA, several tables focusing individually on the 8 partners will be included.

Eurecat		
Background	Limitations for implementation	Limitations for exploitation

Sfëar: Set of tools for 3D and binaural audio production.	Fundació Eurecat makes available Project relevant Background as needed for the implementation of the Project on a free basis.	Access to this background will be provided under fair and reasonable conditions.
SOFA Panner: Software tool to enable positioning audio sources in binaural productions.		
Contropedia: Interactive platform for exploring controversies in articles from MediaWiki powered platforms.		

Table 12: Eurecat – Background (CA)

IMEC		
Background	Limitations for implementation	Limitations for exploitation
Living lab framework: key methodology that aims to improve the design, development and adoption of future products or services by involving stakeholders throughout the whole innovation cycle. https://smit.vub.ac.be/expertise/living-labs	Access Rights to Background Needed for the performance of the own work of a Party under the Project shall be granted on a royalty-free basis	Access Rights to Background if Needed or Exploitation of a Party's own Results, shall be granted on Fair and Reasonable conditions.

Table 13: IMEC – Background (CA)

IN2		
Background	Limitations for implementation	Limitations for exploitation
MyMeedia: Flexible media management and publishing platform. It includes a web-based authoring environment for the creation of mixed-media stories, a web-based application for the creation and management of content hubs and a series of dashboards for the visualization of data and content metadata. The platform also contains modules for content analysis, enrichment and automatic annotation, content aggregation, indexing, syndication and publishing in 3rd party website or applications.	IN2 makes available Project relevant Background as needed for the implementation of the Project on a free basis.	Access to this background will be provided under fair and reasonable conditions.

Tellit: A web-based application for managing and re-using social media and web content alongside audiovisual content.		
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Table 14: IN2 – Background (CA)

MVB		
Background	Limitations for implementation	Limitations for exploitation
Standardization of metadata and exchange formats within the publishing sector	MVB makes available Project relevant Background as needed for the implementation of the Project on a free basis.	Access to this background will be provided under fair and reasonable conditions.
Expertise in user-centric digital product development methods		

Table 15: MVB– Background (CA)

BOOKABOOK		
Background	Limitations for implementation	Limitations for exploitation
English market/language publishing rights and multimedia rights of “L’influenza del blu”.	Bookabook makes available Project relevant Background as needed for the implementation.	Access to this background will be provided under fair and reasonable conditions.
Strategy and best practices for crowdsourcing/crowdfunding publishing workflow		

Table 16: Bookabook- Background (CA)

FMWC		
Background	Limitations for implementation	Limitations for exploitation

Laboratory 5G: In our offices we have a laboratory with coverage of 5G NSA, LTE-M i NBloT by Telefonica	FMWC makes available Project relevant Background as needed for the implementation of the Project on a free basis.	FMWC makes available Project relevant Background as needed for the implementation and exploitation of the Project on a free basis ticket for the partners and the exhibition capabilities that are possible to showcase the project.
Mentoring to SMEs: We offer a technological support service for companies that are interested in migrating their products to new networks capabilities.		Access to this background will be provided under fair and reasonable conditions.
5G Areas: 5G Barcelona has created different laboratories across Catalonia with infrastructure for test beds. As an example, a satellite unite for connectivity will be deployed in Lleida during 2021.		
Mobile World Congress: FMWC participates every year with a booth		

Table 17: FMWC- Background (CA)

FEP		
Background	Limitations for implementation	Limitations for exploitation
Know-how about the publishing sector.	EP makes available Project relevant Background as needed for the implementation of the Project on a free basis.	Access to this background will be provided under fair and reasonable conditions.

Table 18: FEP- Background (CA)

KKW		
Background	Limitations for implementation	Limitations for exploitation
Space to show immersive multimedia shows to a broad public audience and competence to design and produce such shows with an artistic ambition	Kunstkraftwerk Leipzig GmbH makes available Project relevant Background as needed for the implementation of the Project on a free basis.	Access to this background will be provided under fair and reasonable conditions.

Table 19: KKW- Background (CA)

Due to the relevance of IP, in the future an **additional table** containing the list of ER will be created, so that partners can include their IP claims (background and foreground).

Name of the result	Background (B)	Foreground (F) and ownership percentatge
Result 1	No B claimed	F (80% Partner X)

Table 20: Example of IP Claims table

In terms of the **IPR** for the foreground generated, partners have identified **copyright** as the most suitable protection to safeguard their intellectual property generated. **Copyright** applies normally to literary and artistic works such as music, books, paintings, but also to computer programs (software), databases, etc. In addition, the **open access** has been considered in case of publications, which will be shared to the scientific community.

5. Next steps

The results of the workshops build a foundation to bring the innovation and exploitation potential together. Therefore, we elaborated first the target market, the target groups, and the business model for the Möbius products. All three can be used as indicators for the innovation potential.

While the target market at first serves to choose a country to start the business, it can be furthermore be used to understand the chosen market in a better way to get an impression of the expected forces influencing the business. Deeper knowledge is provided through the target group analysis. It not only can be used to understand better who should be targeted with a product; it even gives a better understanding of the structure of the market. The last part is given in the business model selection, which can be used together with target market and target group selection, to elaborate the business financial numbers. With these the financial potential of the products can be examined.

As a fourth part in the workshops, we explored the tasks necessary to exploit the business in the post project phase. The results give a first glance of the practical steps necessary to set up the business. This is crucial to set up the business plan, which should answer all questions about how the business will be set up and driven.

To set up the business plan is the next task in WP6. The results of the workshop can be used therefore as the foundation, but several important questions need to be answered additionally:

1. Based on the target group selection for the different parts of Möbius the overall sales strategy needs to be defined. The most important questions will be where to find the potential customers and how to reach out to them.

2. To transport knowledge about Möbius a communication and marketing strategy needs to be defined.
3. Personal / Management Structure needs to be defined. Which type of personal is needed to run the business, how will be the influence of the shareholders (Möbius partners) established.
4. Which is the best legal form of the company to reduce risks and giving the participants the right amount of influence. IPR topics might need to be discussed as well?
5. What is the initial capital needed to run the business and how will it be founded?
6. The exact steps and working packages for setting up the business need to be defined.

With all these questions answered, the business plan will give a complete overview of things needed to be taken in consideration, the overall strategy and the step-by-step plan to set everything up.

In addition to this, the business plan will be taking into consideration the possible outcomes of Task 6.3 “Next Generation Media: Business Innovation Ecosystems,” extracting the knowledge and best-practices from the collaboration with the involved SMEs and Startups by monitoring the testing of Möbius and the implementation of new prosumer business models. As explained before in the introduction, the D6.6 “Self-evaluation guidance to foster cross-sectoral scalability”, due by M36, will act as a whitepaper to facilitate the scaling up of the prosumer business model to other sectors.

In terms of exploitation and IPR, until the end of the project, the initial shared document among partners will be a living document containing all the partners’ intentions and interests during and after the project. Additional tables will be created to characterize the results in detail and exploitation & IPR management workshops may be organized if the need is identified. Joint Exploitation plans will be designed considering the limitations for implementation and exploitation of results, due to the collaborative nature of the Möbius outcomes. All these new information will be contained in the deliverables from WP6 in M36.