D7.4 Exploitation plans and business models, edition 1

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Brief abstract	This report presents exploitation roadmaps to 2030 and beyond, based on Key Exploitable Results (KERs) and tailored to specific regions. The roadmaps encompass societal impact, research and innovation, capacity building, business and financial growth, and policy development, ensuring long-term benefits for rural and urban stakeholders.

Disclaimer

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Document history

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0.7	09/08/2025	Final updates	John O'Flaherty (MAC)
1.0	22/08/2025	Final version for submission	Coordinator

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Abbreviations

Acronym	Title
AI	Artificial Intelligence
CLLD	Community-Led Local Development
DECS	Dissemination, Exploitation, Communications & Scaling-up[1]
DL	Deep Learning
DoA	Description of Action (Annex in the GA).
EAFRD	EAFRD
ENRD	Rural Network for Rural Development
GA	PoliRuralPlus Grant Agreement, No. 101136910
GenAI	Generative AI
GIS	Geospatial Information System
H2020	Horizon 2020 EU funding programme
HE	Horizon Europe EU funding programme of this project
LAG	Local Action Groups
LEADER	EU Programme, Liaison Entre Actions de Développement de l'Économie Rurale
NGO	Non-Governmental Organisation
NRN	National Rural network
OECD	Organisation for Economic Co-operation and Development
RAP	Regional Action Plan
PM	Person Month
SME	Small and Medium sized Enterprise
WP	Workpackage

[1] As defined in D7.1

Executive Summary

This report provides detailed exploitation roadmaps for Poliruralplus project results, that extend their impacts until 2030 and beyond, based on the PoliRuralPlus project's R&D and pilots' RAPs developed during the first half of the project. The key aim is to provide a firm foundation, framework and compass for the pilots to refine and finalise their plans in D7.8, the final edition of this report.

All roadmaps reported here, are tailored to specific locations and informed by the project's Key Exploitable Results (KERs). The KERs are categorized into five spheres of exploitation:

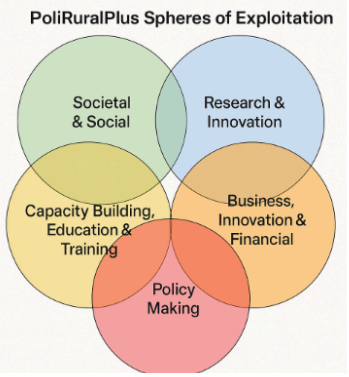
(1) Societal & Social Sphere: Focuses on promoting positive social changes and engaging stakeholders to integrate project benefits into societal practices.

(2) Research & Innovation Sphere: Utilizes research outcomes and innovative solutions to enhance further research and foster innovation through collaborations with academia and other projects.

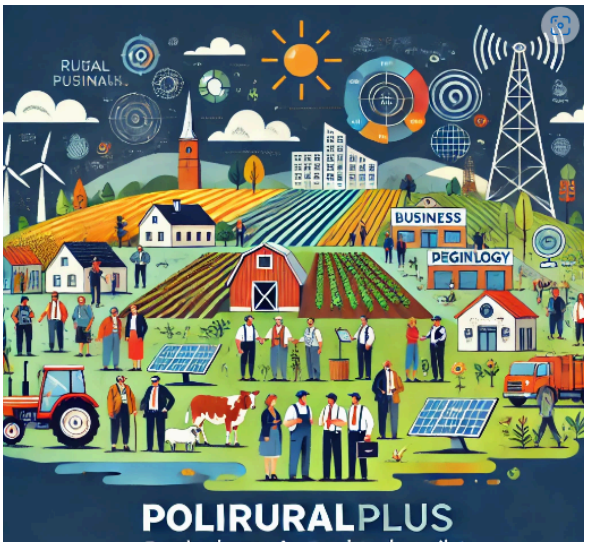
(3) Capacity Building, Education & Training Sphere: Aims to empower individuals and organizations with the necessary tools and expertise through capacity-building actions, education, and training programs.

(4) Business Innovation & Financial Sphere: Stimulates business growth and innovation with a focus on financial aspects, involving engagement with businesses and financial institutions to capitalize on project results.

(5) Policy Making Sphere: Influences policy development and implementation at various levels by engaging with policymakers to ensure outcomes support rural development and sustainability.



1. Introduction



The PoliRuralPlus project aims to improve the quality of life for people living in urban and rural areas across the EU by promoting coordinated and collaborative development within the regions. It is doing so by fostering a sustainable, balanced, equitable, place-based and inclusive development of rural and urban areas through improved connections, governance arrangements, and integrated territorial policies that prioritise experimentation and innovation in domains that favour bi-directional urban-rural synergies and the development of a well-being economy, driven by foresight, planning and implementation of integrated urban-rural strategies.

This deliverable D7.4 describes the pilots' detailed exploitation roadmaps that extend until 2030 and beyond, based on the PoliRuralPlus project's R&D and pilots' RAPs developed during the first half of the project. The aim is to provide a firm foundation, coherent framework and compass to inspire, guide and support the pilots to refine and finalise their plans in D7.8, the final edition of this report at the end of the project. The roadmaps are tailored to specific locations and informed by the project's Key Exploitable Results (KERs). The KERs are categorized into the PoliRuralPlus five spheres of exploitation[2]:

1. **Societal & Social**:
   - Focuses on promoting positive social changes and engaging stakeholders to integrate project benefits into societal practices.
2. **Research & Innovation**:
   - Utilizes research outcomes and innovative solutions to enhance further research and foster innovation through collaborations with academia and other projects.
3. **Capacity Building & Education & Training**:
   - Aims to empower individuals and organizations with the necessary tools and expertise through capacity-building actions, education, and training programs.
4. **Business & Innovation & Financial**:
   - Stimulates business growth and innovation with a focus on financial aspects, involving engagement with businesses and financial institutions to capitalize on project results.
5. **Policy Making**:
   - Influences policy development and implementation at various levels by engaging with policymakers to ensure outcomes support rural development and sustainability

The PoliRuralPlus objectives are:

O1 To develop and implement a foresight-based framework for interregional cooperation and coordination, aimed at overcoming policy barriers and improving governance arrangements to foster integrated and smart rural-urban development strategies.

[2] As defined in the PoliRuralPlus Grant Agreement, No. 101136910.

- **O2** To develop and implement integrated strategies and action plans that enhance the availability of business and innovation opportunities in rural areas, while promoting a more proximate, circular, and green economy and revitalising rural places through better connectivity, improved valorization of cultural and natural heritage, and stronger innovation ecosystems.
- **O3** To enhance mutual access to services and social connectivity between rural and urban areas, as well as build resilience and capacity for innovation through the implementation of regional action plans and pilot initiatives.
- **O4** Contribute to the implementation of the European Green Deal, with a specific focus on the farm-to-fork and biodiversity strategies, the organic action plan, the common agricultural policy (CAP), the long-term vision for the EU's rural areas, the flagship initiative "Research and innovation for rural communities," and the EU territorial agenda for 2030.
- **O5** To enhance cross-disciplinary collaboration and leverage the full potential of European Research Infrastructures, EOSC, EU Data spaces, INSPIRE, Copernicus, DIAS, Eurostat, FAO, and other relevant data sources for integrated rural-urban development.
- **O6** To facilitate mission-oriented experimentation and innovation by leveraging data-driven decision-making, collaborative analysis, and system dynamics to advance the development of a well-being economy based on proximity, circularity, green economy/society, services, culture, landscape and heritage, and mobility.
- **O7** To create synergies with the New European Bauhaus (NEB) and other EU-funded projects, facilitating ideas flows from urban to rural settings and vice versa.

The PoliRuralPlus project is supporting 9 pilots (including pilots in 8 regions from the previous PoliRural project and 1 new project region) that focus on developing rural-urban partnerships[3]. The aim is to increase the resilience and interconnectedness of urban and rural areas.

In terms of financing, the project will demonstrate successful application of funding mechanisms to support these partnerships, including public-private partnerships, crowdfunding, and other innovative financing models. The goal is to find sustainable financing solutions that can support the long-term development of these partnerships.

To help address O1, PoliRuralPlus aims to validate an EU-wide regional-driven integrated territorial planning and implementation Action-Foresight Process and a Dashboard of innovative services, by extending the latter's Innovation Hub through the European Digital Innovation Hubs using open-source tools and a GIS collaborative online service called Jackdaw Map Whiteboard, enhanced by up-to-date Artificial Intelligence and Deep Learning (AI/DL) applicable algorithms.

In pursuit of O7, the project has an ambition to become an integral part of the New European Bauhaus due to its lighthouse success of gradual buildup of hands-on experience using up-to-date tools supporting decision-making process based on foresight principles.

[3] The 9 place-based pilots cover a wide typology of regions. Seven of them are located in predominantly rural regions, and two in intermediate or predominantly urban regions (Malta and Italy). Three pilots are in rural-coastal areas (Greece, Italy, Malta), four in the border region (Ireland, Czechian, Latvia, and Malta), two in the mountain region (Greece and Czechia), four in sparsely-populated regions (Slovakia, Czechia, Spain, and Latvia), and one, i.e. Malta in the island region.

PoliRuralPlus is focused on:

- **Urban-rural interaction**: Policies that encourage and facilitate the interaction between urban and rural areas, such as the development of integrated transport systems and the promotion of mixed-use development.
- **Governance**: Innovative governance structures and mechanisms that facilitate cooperation and collaboration between different levels of government, stakeholders and citizens, such as the use of participatory approaches and multi-level governance.
- **Transparency**: Policies that promote transparency and accountability in decision-making processes, including the use of open data and participatory budgeting.
- **Citizen participation**: Policies that encourage and support citizen participation in decision-making processes, such as participatory planning, citizen juries, and community-led development initiatives.
- **Promoting inclusive action for change**: Policies that promote equity and social justice in urban-rural development, such as the inclusion of marginalised and underrepresented groups in decision-making processes and the promotion of social entrepreneurship.
- **Financial mechanism innovation**: Policies that promote innovative financial mechanisms to support integrated urban-rural development, such as the use of public-private partnerships, green bonds, and crowdfunding.

This report is the first of 2 deliverables from task T7.4 “Business Models and Sustainability Plans” which aims to (1) Develop sustainable business models for the project's innovations and (2) Ensure that the project's outcomes have a long-term impact beyond the project's lifespan. The outputs of task T7.4 are:

1. D7.4 Exploitation Plans and Business Models Edition 1 – due month 20 – Aug25
2. D7.8 Exploitation Plans and Business Models Final Edition – due month 35 - Nov26

The sections of this report describe the following:

1. Introduction
2. PoliRuralPlus Methodology
    - Spheres of Exploitation
3. Pilots’ Results
    - Identification of Key Exploitation Results (KER)s
    - Categorization of KERs into the five spheres of exploitation:
4. Exploitation Roadmaps
    - Detailed roadmaps extending to 2030 and beyond
    - Specific locations and contexts for each roadmap
    - Five Spheres of Exploitation
5. Market Analysis and Business Canvases
6. Intellectual Property Rights (IPR)
7. Conclusions and Recommendations

2. PoliRuralPlus Methodology

The basic PoliRuralPlus approach is to work with and be user-driven by a selected community of key regional stakeholders to agree and implement a Regional Action Plan (RAP) that optimises Rural-Urban (RU) Linkages by addressing issues such as:

- Potential for Integrated RU Strategies, including opportunities & benefits
- Stakeholder's strategies for integrated RU development & COVID impact
- Partnerships/ Collaborations with other stakeholders
- Opportunities Identified
- Key Projects/ Initiatives

The impact that COVID-19 has had on the stakeholders, both positive and negative, and including: their response and changes implemented, are discussed with a focus on analysing the challenges the stakeholders faced with RU linkages.

Annex A provides a profile of the 9 pilots as well as examples of the analysis in this context.

2.1 PoliRuralPlus Supports

The PoliRuralPlus project is developing various innovative supports to empower communities to optimise their rural-urban linkages for integrated regional developments. These include:

2.1.1 PoliRuralPlus Methodology and RAP Diagnostic

WP3 defines the PoliRuralPlus methodology, including "Buddies" for each region[4] and standard forms such as the Pilot RAP Diagnostic form which provides a standard status snapshot for each pilot:

Basic Information

Region:
Title or Theme of the RAP:

Names and Email Addresses of Key People

- The Buddy:
  - Has the buddy done any form of Work Activity Journaling (WAJ) ?
  - Has the buddy contributed to tool co-design?
- Contact person for the pilot
  - Is that person doing any form of WAJ?
-
- Lead author on the RAP
  - Is that person doing any form of WAJ?
  - Have they contributed to tool co-design?
- Other contributors to the RAP
  - Are they doing any form of WAJ?
  - Have they contributed to tool co-design?

Alignment of RAP with National or Regional Policies

- How will it contribute to implementing the National CAP strategy?
- How will it contribute to implementing the National Plan for Recovery and Resilience?
- How will it contribute to other national or regional strategies?

Alignment of RAP with EU Policies

[4] As described in D3.1 "RAP Methodology".

- How will it contribute to the LTVRA
  - How will the RAP contribute to the region being 'strong'?
  - How will the RAP contribute to the region being 'connected'?
  - How will the RAP contribute to the region being 'resilient'?
  - How will he RAP contribute to the region being 'prosperous'?
- How will it contribute to the Green Deal?
- How will it contribute to the NEB (New European Bauhaus)?
- How will it contribute to the EU missions?
- How will it implement urban-rural policy integration and coordination?

How will the Different Measures of the RAP be Financed?

Figure 1: PoliRuralPlus Diagnostic Form

2.1.2 Funded Sub-Projects

WP6 of the PoliRuralPlus project provides financial support to third parties to implement sub-projects to support pilots to implement their Regional Actions Plans (RAP). These sub-projects are being provided as follows:

Phases	24 Q4	25 Q1	25 Q2	25 Q3	25 Q4	26 Q1	26 Q2	26 Q3	26 Q4	Description
Outreach	X	X								Challenges & ideas, based on grassroot initiatives
Mobilization		X	X	X	X					Open innovation & validation challenges conducted through co-design activities like hackathons
Development			X	X	X	X	X	X	X	Additional use cases
Enhancement					X	X	X	X	X	Refine & introduce new tools that complement existing PoliRuralPlus methodologies

Table 1: PoliRuralPlus outreach subprojects

2.1.3 PoliRuralPlus Dashboard of innovative Services

The PoliRuralPlus Dashboard provides an user-friendly single point of access to all of the PoliRuralPlus' innovative Services to support pilots with their RAPs

Each service has a specific function but works collectively to enhance the overall PoliRuralPlus foresight, planning, & community involvement process. The PoliRuralPlus Dashboard of Services currently[5] offers regional planners and stakeholders the following 6 PoliRuralPlus developed services, and 15 external "best-of-breed" complementary services:

- **Core PoliRuralPlus developed Services**
  1. **Advisor**: Interactive analysis of the PoliRuralPlus Knowledge Space to support pilots with their Regional Action Plans (RAPs).
  2. **Jackdaw**: An AI chat agent that empowers pilot leaders and stakeholders to interactively undertake map-based analysis for their region based on the best data that can be found about it.
  3. **MAATool**: A collaborative platform that facilitates stakeholders' engagement, data integration, and co-creation for developing and implementing Regional Action Plans (RAPs).
  4. **Magpie**: Searches an AI catalogue for a region.

[5] At 10/07/2025

5. **Vulture**: User-driven co-design environment to support the transformation of planning & policy work using AI & automation tools.
6. **Reference database**: Browse and search references in a comprehensive catalogue.

- **Complementary External Services**
  1. **NEB Dashboard**: New European Bauhaus (NEB) projects, activities, etc by region.
  2. **EU Funding Finder**: Guide to EU funding & development resources for rural areas.
  3. **TOOLS4CAP**: Toolbox to design, implement & monitor CAP Strategic Plans.
  4. **Rural Pact Community Platform**: Rural Pact & revitalisation, connect with peers & get inspired.
  5. **Decision Matrix:** PROSPECT+ Tool to explore innovative financing for RAP actions.
  6. **EDIH**: Explore the map of European Digital Innovation Hubs.
  7. **AKIS Training:** AKISConnect modules on Agricultural Knowledge & Innovation Systems (AKIS).
  8. **OECD Local Data Portal**: Map explore subnational data with > 100 indicators &10 key themes.
  9. **Regional Well-Being**:: Explore the map to find the quality of life across OECD regions.
  10. **RRF Funding**: Map of projects funded by the EU recovery & Resilience Facility (RRF)
  11. **Regional Statistics Explorer**: Definitive EU regions' socio-economic & territorial data
  12. **Smart Specialisation Platform**: Regional innovation strategies & priorities across the EU.
  13. **EMODnet Map & Data Serve**r: Environmental, spatial & climate data for land use & bioeconmy
  14. **Climate Solutions Simulator**: How your RAP aligns with climate commitments like Green Deal
  15. **Regional Innovation Scoreboard**: Assess research & innovation perf of your region & RAP

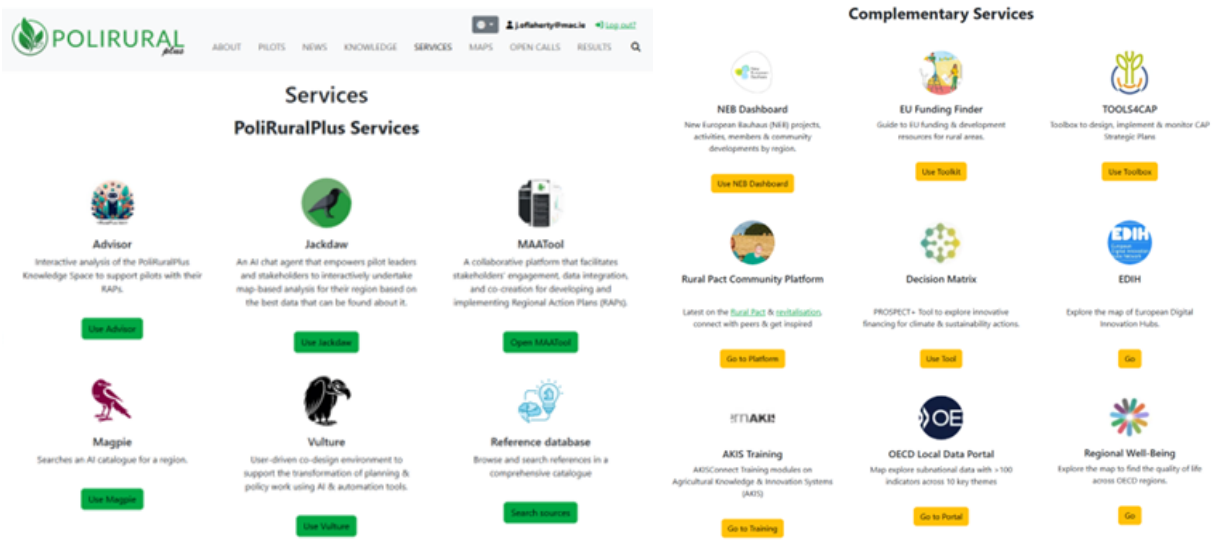


Figure 2: PoliRuralPlus Dashboard of services

This dashboard is designed to facilitate territorial intelligence and help to ensure that regional action plans remain evidence-based and future-ready. It enables the pilots to:

(a) Track key regional KPIs (e.g. population dynamics, service access, innovation readiness),
(b) visualise stakeholder interests and impact assessments, and
(c) Support evidence-informed decision-making throughout RAP development

The following figure illustrates the integration and coherence of the internal PoliRuralPlus Services for RAP Development:

Internal Services

- MAATool - collaboration system
- Advisor - PoliRuralPlus Knowledge Space GenAi
- References - Domain database[6]
- Jackdaw - geospatial chat agent
- Magpie - AI catalogue search
- Vulture - co-design work environment

- Advisor supports decision-making & synthesis.
- Jackdaw, Vulture, Magpie, & MAATool feed data, insights, & stakeholder inputs into Advisor.
- Magpie & MAATool are closely linked through stakeholder engagement & co-creation

Figure 3: Integration & Coherence of the PoliRuralPlus Dashboard Services

While the following complementary external external services, chosen by the pilots as being most useful to help them develop and implement their RAPs, were also included in the Dashboard to maximise its value to its users:

The Dashboard's Intended users and benefits include the following:

1. Pilot Leaders and all project partners:
   - Goal: Oversee and manage rural action plans (RAPs) for their specific pilot regions.
   - Needs: Tools for data analysis, stakeholder management, RAP progress tracking, and real-time insights.
   - Usage: Frequently uses What-If analysis tools, RAP development resources, & interacts with stakeholders.
2. Stakeholders (Local Authorities, Farmers, Businesses):
   - Goal: Engage with rural development initiatives and contribute to project success.
   - Needs: Clear access to collaboration tools, data visualizations, and project updates.
   - Usage: Provides input, reviews project progress, and uses stakeholder tools to stay informed.
3. Data Analysts/Researchers:
   - Goal: Conduct in-depth analysis on rural-urban linkages using project data.
   - Needs: Access to data visualization tools, datasets, and simulation models for policy analysis.
   - Usage: Heavy use of What-If tools and data libraries to evaluate different scenarios.
4. Policy Makers:
   - Goal: Make informed decisions based on rural-urban analysis and project outcomes.
   - Needs: Easy access to summarized project data, results, and knowledge space for policy insights.
   - Usage: Reviews analysis reports, engages with stakeholders, and tracks policy impact.

The following table characterises the PoliRuralPlus services:

Service	Role	Primary Use	Best For
Advisor	Interactive AI assistant for interpreting data, synthesizing insights, & supporting decision-making.	Supports RAP drafting & interpretation, stakeholder dialogue, & foresight navigation.	Decision-makers, planners, foresight teams.

[6] Described in Annex A

Jackdaw	Extracts & summarizes structured information from documents to support evidence-based planning.	Feeds documents into the knowledge space for RAP development & analysis.	Researchers, knowledge managers, analysts.
Vulture	User-driven co-design environment to support the transformation of planning & policy work using AI & automation tools..	Scans emails & communication channels to detect trends, signals, & emerging issues.	WP leaders, project buddies, innovation leads.
Magpie	Captures quotes, ideas, & qualitative insights from stakeholder interactions & workshops.	Collects & organizes qualitative data for RAP content & validation.	Facilitators, engagement coordinators, policy designers
MAATool	Facilitates stakeholder engagement, mapping, reflection, & co-creation using a structured approach.	Builds & strengthens the stakeholder ecosystem through participatory planning.	Stakeholder facilitators, regional planners, community leads.

Table 2: Characterisation of the PoliRuralPlus Dashboard services

2.1.3.1 PoliRuralPlus Advisor

User friendly service for all pilot leaders and stakeholders to interactively query the Knowledge Space of all public outputs of the PoliRuralPlus project[7].

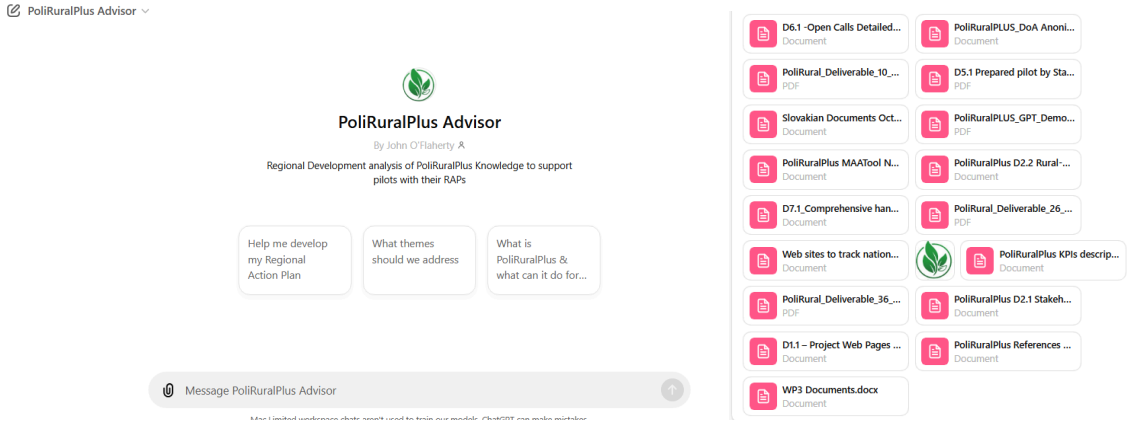


Figure 4: PoliRuralPlus Advisor Service & Knowledge Space

2.1.3.2 JACKDAW - Just-in-time AI Coordinator for Knowledge Discovery & Analytics on a World-scale

Jackdaw is an advanced, AI-powered data integration and decision-support service designed to enhance rural-urban linkages and foster inclusive, balanced, and sustainable development. It is a modular and scalable solution that enables policymakers, researchers, and stakeholders to analyze, visualize, and optimize policy and economic development strategies across diverse regional ecosystems.

Jackdaw is revolutionizing rural-urban development by making policy decision-making data-driven, transparent, and future-ready. It is an AI chat agent that empowers pilot leaders and stakeholders to interactively undertake map-based analysis for their region based on the best data that can be found about it from the best available authoritative databases, providing: Intelligent Data Integration & Decision Support for Rural-Urban Development.

Jackdaw is a key component of PoliRuralPlus, supporting Regional Action Plans (RAPs) by streamlining data-driven decision-making, improving cross-sectoral cooperation, and enhancing real-time rural-urban connectivity and Rural-Urban Development through:

1. Empowering Policymakers & Regional Planners
    a. Provides real-time data-driven insights to design effective policy interventions.
    b. Enhances cross-border and multi-level governance coordination.

[7] See the service's description in Annex B. An example of the service's use and benefits for the pilots is shown in Annex F.

2. Strengthening Local & Regional Economies
    a. Encourages sustainable rural businesses by integrating market intelligence and investment tools.
    b. Connects rural producers with urban markets through enhanced data access.
3. Bridging the Digital Divide
    Promotes data accessibility for rural areas, ensuring that remote regions benefit from digital tools.
    a. Enhances connectivity and reduces knowledge gaps through AI-enhanced insights.
4. Driving Innovation & Sustainability
    a. Facilitates rural-urban partnerships in climate resilience, smart agriculture, and green technologies.
    b. Helps in urban-to-rural knowledge transfer, ensuring sustainable land use and economic diversification.

Jackdaw uniquely supports the following users:

- Regional & National Policymakers → Develop data-backed policies for rural-urban linkages.
- Economic Developers → Identify investment opportunities and optimize rural business models.
- Academia & Researchers → Leverage rich datasets for applied policy analysis.
- NGOs & Community Groups → Engage with stakeholders through an interactive policy-shaping platform.
- Smart City & Rural Administrators → Bridge governance gaps with integrated decision-support tools.

With:

1. AI-Powered Smart Search & Vector-Based Data Retrieval
    - Uses vector search technology to dynamically select relevant tools, datasets, and knowledge sources.
    - Enhances decision-making by automatically identifying the most suitable data sources for specific challenges.
2. Modular, Open, and Extensible Architecture
    - Allows seamless integration of new data sources and analytical tools without modifying the core infrastructure.
    - Supports third-party plug-ins and API connections to enhance interoperability.
3. Multi-Actor Approach & Stakeholder Collaboration
    - Provides a structured environment for rural-urban stakeholders to interact, co-create policies, and share insights.
    - Supports interactive working groups, policy development forums, and collaborative decision-making models.
4. Custom Data Visualization & Reporting
    - Converts complex datasets (CSV, JSON, GeoJSON) into interactive visualizations.
    - Presents insights through dynamic dashboards, tables, and graphs for better decision-making.
5. Streamlined Policy Experimentation & Simulation
    - Allows users to test policy scenarios by connecting various datasets and evaluating impact in real-time.
    - Supports the creation of challenge-based policy trials, encouraging local innovation.
    - Supports EU Rural Action Plans, Horizon Europe Initiatives, and the OECD Rural-Urban Policy Guidelines.
    - Facilitates alignment with European Green Deal goals, smart villages, and territorial cohesion strategies.

Jackdaw is available as a cloud-based service or on-premise installation for local administrations.

- Offering customizable access levels for policymakers, researchers, and private stakeholders.
- Comes with a user-friendly interface and comprehensive training & support packages.
- Its Future Roadmap includes:
    - Enhanced AI Recommendations → Automated data insights for policymakers.

- Citizen Engagement Features → Crowdsourced policy feedback mechanisms.
- Real-time Predictive Analytics → Forecasting rural-urban dynamics based on evolving trends.

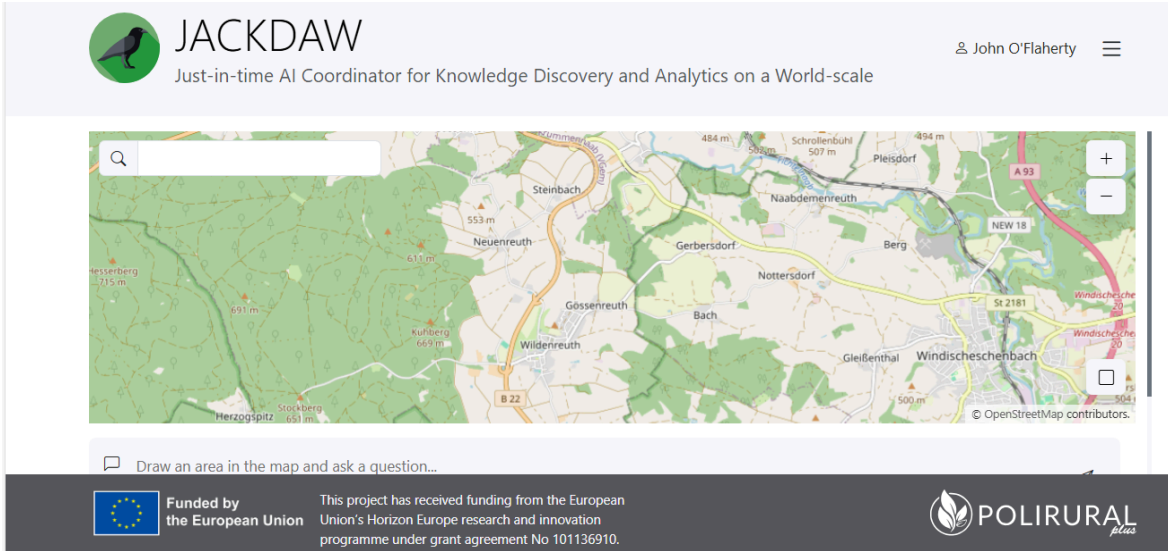


Figure 5: PoliRuralPlus Jackdaw Service

2.1.3.3 VULTURE

VULTURE is a "Versatile User-centric Learning and Task Understanding Retrieval Engine". It is an environment to support pilot leaders' and teams' Work Awareness by analysing their email patterns, to better focus their work and RAP requirements, and identify PoliRuralPlus services to support them in doing that.

VULTURE is a NO-CODE tool designed for automated extraction of useful information from emails, websites, and possibly YouTube videos. Instead of requiring users to write code, it allows interaction through natural language prompts, making it similar to a personal assistant that can help users filter and extract relevant insights from various information sources. It operates through a natural language interface, meaning that instead of programming, users can input prompts in plain language to direct the tool's operations. It was introduced in the PoliRuralPlus project as part of WP3's foresight methodology to enhance situational awareness and improve the efficiency of working with communication channels such as emails, newsletters, and bulletins.

VULTURE operates by the user sending emails, documents, calendar events, and more to Vulture. She then securely organizes them into a private space, ensuring that the user's data remains protected and inaccessible to prying eyes. Letting Vulture handle the mess, so the user can focus on substance.

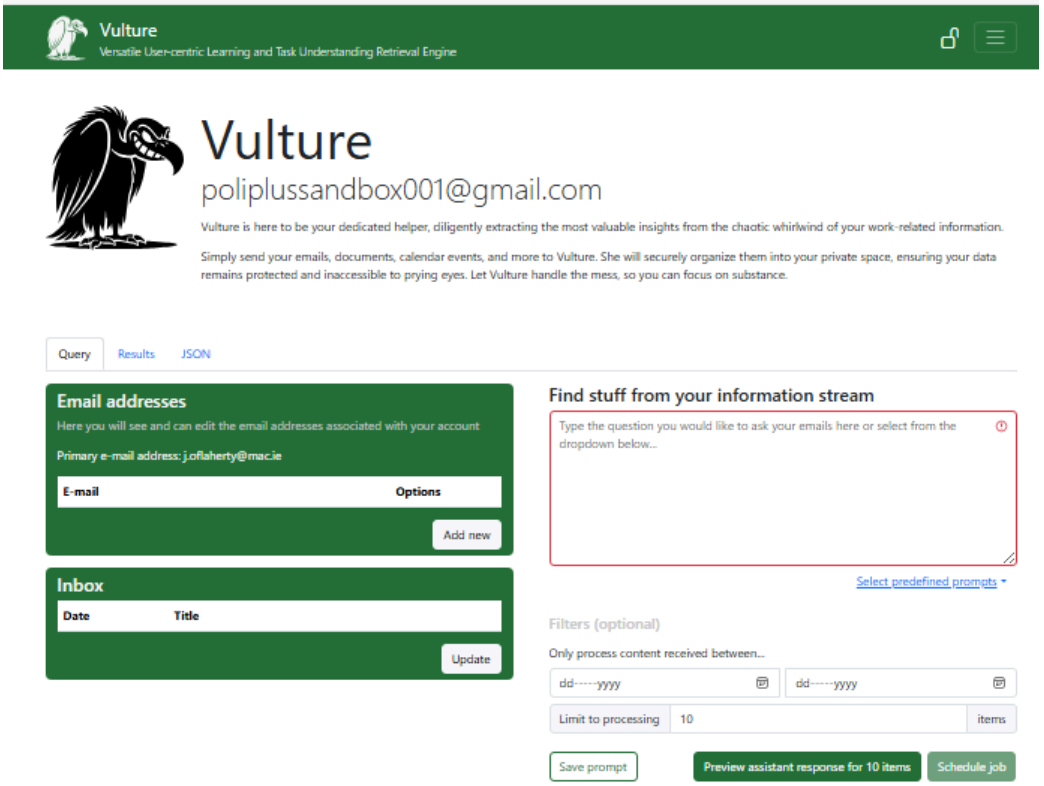


Figure 6: PoliRuralPlus Vulture Service

How to Use VULTURE (No-Code Information Extraction Tool)

VULTURE is a powerful tool for PoliRuralPlus participants who want to enhance productivity by automating information extraction. The more you use and refine your prompts, the more efficient and precise your insights will become.

1. Accessing VULTURE

If you are part of the **PoliRuralPlus project**, VULTURE may be available through a designated **Google Drive folder** or other internal platforms. Here's how to check:

- Visit the PoliRuralPlus **Google Drive repository**:
  👉 VULTURE Access & Resources (**If you have permission**).
- If you do not have access, contact **Patrick Crehan (cka.be)** or your WP3 lead.

2. Key Features of VULTURE

- **No Coding Required** – Interact via prompts instead of programming.
- **Email & Website Data Extraction** – Automatically scan, filter, and extract relevant insights.
- **Situational Awareness** – Helps organize and prioritize key information.
- **Customizable Queries** – Users guide the tool through natural language prompts.

3. VULTURE: Step-by-Step Guide

Step 1: Input a Query (Natural Language Prompt)

Instead of writing code, you will **type a prompt** in natural language. For example:

- **Extract key points** from the latest PoliRuralPlus emails.
- **Summarize important news** from a given website or newsletter.
- **Identify action items** in my unread emails from last week.

VULTURE will process your query and return a **structured summary**.

Step 2: Interact & Refine the Results

Once VULTURE provides results, you can ask follow-up queries to refine the output.

- Example:
  - "Summarize only the emails related to WP3 progress."
  - "Extract all mentions of 'Regional Action Plans' from my newsletters."

VULTURE learns from these refinements and adjusts its filtering.

Step 3: Export and Utilize Extracted Data

After processing the information, VULTURE allows you to:
✔ Save extracted summaries as a text or CSV file.
✔ Copy insights into project documentation.
✔ Share relevant data with your team.

4. Best Practices for Using VULTURE Efficiently

- **Use Clear Prompts** – Be specific in what you ask (e.g., "Summarize key takeaways from the last 5 project emails").
- **Experiment with Different Queries** – Try different wording to refine results.
- **Verify Important Extracts** – Since it's AI-driven, always cross-check key information.
- **Combine with PoliRuralPlus Tools** – Use extracted data in stakeholder engagement, RAPs, and foresight analysis.

5. Advanced Use Cases in PoliRuralPlus

- **Rural-Urban Linkages Analysis** – Extract trends from policy emails.
- **Stakeholder Engagement** – Identify key discussion points from meetings.
- **KPI Tracking** – Monitor project progress via automated data extraction.
- **Pilot Reports Review** – Quickly scan and summarize large reports for relevant insights.

2.1.3.4 MAGPIE

MAGPIE is a "Metadata Aggregation and Geospatial Processing Intelligence Engine" that searches an AI catalog for a region e.g. "Show me information about hazards in Czechia" from the Czech metadata catalog.

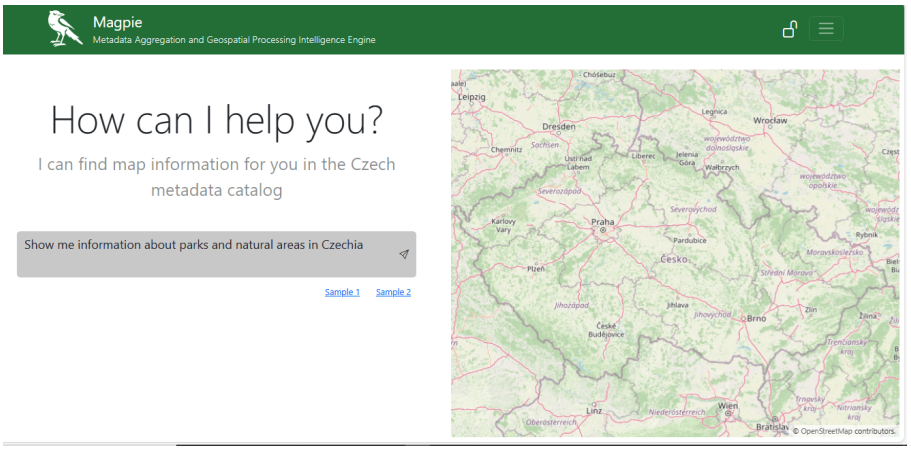


Figure 7: PoliRuralPlus Magpie Service

2.1.3.5 MAATool

The MAATool (Multi-Actor Approach Tool) is a collaborative platform developed within the PoliRuralPlus project to facilitate stakeholder engagement, data integration, and co-creation for developing and implementing Regional Action Plans (RAPs). It supports inclusivity by enabling diverse stakeholders and communities—to contribute transparently and collaboratively. The tool offers customizable features for managing stakeholder input, organizing tasks, and integrating data, ensuring demand-driven research and shared ownership. Accessible via invitation, the MAATool is designed to be flexible for various projects and regions, promoting effective and transparent planning processes.

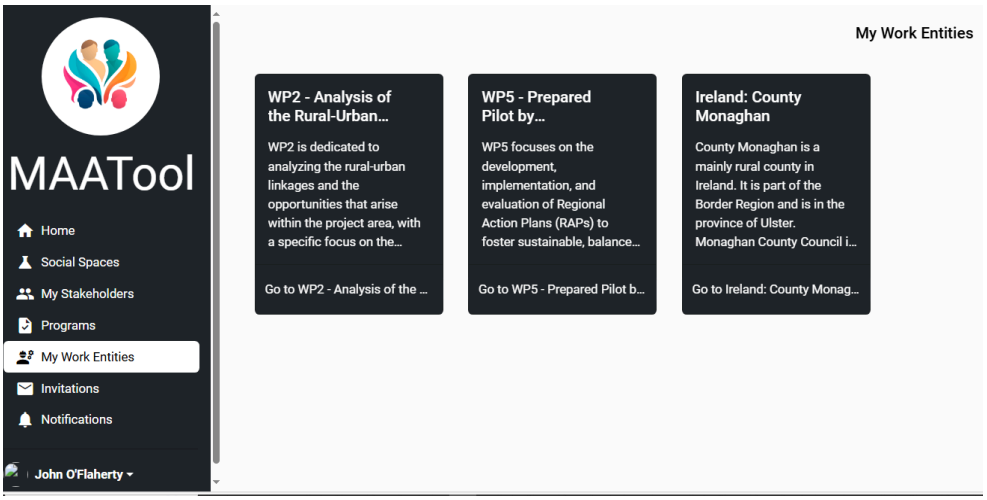


Figure 8: PoliRuralPlus MAATool Service

2.1.4 Synergies with the New European Bauhaus

PoliRuralPlus aligns with the New European Bauhaus[8] (NEB) under Task T7.3 by establishing synergies with project family actors. This promotes community-driven, sustainable, and inclusive regional development by embedding NEB principles—sustainability, aesthetics, inclusion—into Regional Action Plans (RAPs).

[8] New European Bauhaus: beautiful, sustainable, together. - European Union

Through the NEB, PoliRuralPlus connects the European Green Deal to place-based transformations in rural and urban settings. Core innovations include Circular Design Hubs, Inclusive Regional Design Guidelines, Nature-Based Solutions, and Smart Cultural Clusters, all of which empower communities to act as co-creators of their future.

Analysis of the RAPs show that the pilots already integrate NEB principles, as follows:

Pilot Region	Sustainability	Aesthetics	Inclusiveness
Finland – Mallusjoki	Smart tourism, circular economy	Art, culture, village identity	Stakeholder ecosystem
Ireland	Nature-based solutions, climate	Heritage regeneration	Rural-urban governance
Spain – ADESIMAN	Renewable energy, biodiversity	Cultural tourism, archaeology	Multi-municipality platform
Greece – Central Greece	Green infra, agritech	Landscapes, historic identity	Digital skills, AKIS
Malta	Regenerative agriculture	Human-centred rural revival	Youth & women inclusion
Slovakia – DigiStake	Green digital tools	Digital quality of life	Online engagement platform
Italy – Puglia	Local food, ethical trade	Zero-mile, agri-food aesthetics	Community-led development
Latvia – Vidzeme	Smart specialisation	Smart territorial design	Data-driven collaboration
Czech-Bavaria Border	Precision farming, climate	Heritage innovation ecosystem	Cross-border innovation

Table 3: NEB features of the PoliRuralPlus Pilots

Task T7.3 deploys multiple channels to institutionalize NEB within PoliRuralPlus:

- 'Interactive Dialogues' with NEB and Horizon peers
- Use of the Multi-Actor Approach Tool for stakeholder engagement and evaluation
- WP6 open calls with NEB-compliant criteria
- DECS dissemination of NEB best practices

These synergies transform rural-urban linkages by:

- Promoting participatory, inclusive planning frameworks
- Supporting new circular economy enterprises and social innovation
- Embedding cultural identity in place-making
- Leveraging NEB-aligned funding streams for long-term regeneration

Allowing PoliRuralPlus to contribute innovations to the NEB ecosystem and Facility Roadmap[9], such as the following:

Innovation Title	Primary Impact Sphere	Commercial Model	Notable Pilots
1.Inclusive Regional Design Guidelines	Policy Making	Policy Toolkit & Training	Ireland, Greece, Slovakia

[9] The New European Bauhaus Facility - European Union

2.Cultural Identity & Rural Landscape Integration	Societal & Social	Civic Engagement & Design Grants	Spain, Czechia, Latvia
3.PoliRuralPlus 5 Spheres Strategic Framework	Governance Integration	Strategic Planning Consultancy	All Pilots
4.Green Infrastructure and Nature-Based Solutions (NBS)	Climate Resilience	Public Sector Investment Model	Malta, Finland, Spain
5.Circular Design Hubs for Community-led Architecture	Business Innovation	EU Cohesion/NEB Grant Funded Programs	Italy, Monaghan, Malta

Table 4: PoliRuralPlus potential NEB innovations

PoliRuralPlus offers a replicable model for integrating NEB values into territorial foresight and policy. Thus empowering policymakers to prioritize NEB-aligned co-design processes, fund community innovation, and scale successful pilot actions for sustainable and inclusive rural-urban development.

2.2 PoliRuralPlus "Spheres of Exploitation"

To effectively sustain and exploit its Key Exploitable Results (KERs) through a holistic, comprehensive, integrated approach to rural development, the PoliRuralPlus' innovative "5 Spheres of Exploitation" approach was developed as a structured holistic strategic framework to facilitate rural-urban linkages and optimize regional action plans, as visualised in the following:

Figure 9: PoliRuralPlus 5 Spheres of Exploitation

The PoliRuralPlus holistic five Spheres of exploitation are described in the following table:

PoliRuralPlus Sphere	Description	Examples of good practice	Potential examples from PoliRuralPlus
Societal & Social	Focuses on promoting positive social changes and engaging stakeholders to integrate project benefits into societal practices.e.g.	• Community-Driven Development Projects: These are initiatives where local communities take the lead in identifying and addressing their needs. For example, the "LEADER" program[10] in the EU supports rural development projects initiated by local action groups. • Social Inclusion Programs: Initiatives aimed at integrating marginalized groups into the social and economic fabric of the community. The "Inclusive Cities" program[11] in the UK helps cities become more inclusive to migrants and refugees. • Volunteer Networks: Establishing volunteer networks to support various community services such as health, education, and local events. An example is "Volunteering New Zealand," which coordinates volunteer efforts across the country[12].	- Stakeholder Collaboration Platform: This tool enhances the database into an interactive online space for discussions, project ideation, and relationship-building among rural-urban stakeholders. It supports social cohesion and addresses the social capital decline post-COVID-19. - Community-Led Data Collection Tools: These simplified digital tools enable citizens to gather data on service gaps and environmental changes, fostering engagement and needs-based decision-making.
Research & Innovation	Utilizes research outcomes and innovative solutions to enhance further research and foster innovation through collaborations with academia and other projects.	• Smart Agriculture: Use of technology to improve agricultural practices. For instance, "Precision Farming" techniques in the Netherlands use data and GPS technology to enhance crop yields and reduce waste[13]. • Urban Innovation Labs: These labs foster collaboration between researchers, businesses, and government to develop smart city solutions. The "Barcelona Urban Lab" tests new technologies in real urban settings[14]. • Sustainability Research: Research initiatives focused on sustainability, such as the "Living Labs Global" network, which connects cities with innovative solutions for sustainable urban living[15].	- Comparative Analysis Framework: This methodology allows researchers to compare the impact of integrated development strategies across different rural communities, generating insights valuable for policy recommendations. - Rural-Focused Remote Work Trend Analysis: This research study leverages data to analyze the impact of the pandemic on remote work adoption in rural areas,

[10] Community-Driven Development Projects: The "LEADER" program in the EU supports rural development projects initiated by local action groups. https://ec.europa.eu/enrd/leader-clld_en.html

[11] Social Inclusion Programs: The "Inclusive Cities" program in the UK helps cities become more inclusive to migrants and refugees. https://www.compas.ox.ac.uk/project/inclusive-cities

[12] Volunteer Networks: "Volunteering New Zealand" coordinates volunteer efforts across the country. https://www.volunteeringnz.org.nz

[13] Smart Agriculture: "Precision Farming" techniques in the Netherlands use data and GPS technology to enhance crop yields and reduce waste. https://www.weforum.org/stories/2019/11/netherlands-dutch-farming-agriculture-sustainable/

[14] Urban Innovation Labs: The "Barcelona Urban Lab" tests new technologies in real urban settings. https://centreforpublicimpact.org/public-impact-fundamentals/barcelona-urban-lab-using-the-city-as-a-testing-ground-for-innovation/

[15] Sustainability Research: The "Living Labs Global" network connects cities with innovative solutions for sustainable urban living. https://livinglabsnetwork.com

			identifying opportunities and challenges.
Capacity Building & Education & Training	Aims to empower individuals and organizations with the necessary tools and expertise through capacity-building actions, education, and training programs.	• Vocational Training Programs: Programs that provide job-specific skills. The "Erasmus+ Vocational Education and Training" program[16] in the EU offers opportunities for individuals to improve their skills through apprenticeships and placements. • Community Education Programs: These programs offer lifelong learning opportunities for community members. For example, "Community Learning and Development"[17] in Scotland supports adult education and community capacity building. • Capacity Building Workshops: Workshops aimed at enhancing the capabilities of local leaders and organizations. The "Capacity for Disaster Reduction Initiative" (CADRI) provides training for disaster risk reduction in communities[18].	- upskilling Program: Rural Event Industry: Training programs focused on e-commerce, digital marketing, and data analysis for rural event operators, aiming to modernize businesses and align with local economic development goals. - Simulation-Based Planning Tool: An interactive tool for non-technical users to visualize the impact of land-use or service delivery changes, enhancing public understanding and participation in planning.
Business & Innovation & Financial	Stimulates business growth and innovation with a focus on financial aspects, involving engagement with businesses and financial institutions to capitalize on project results.	• Business Incubators: These provide support for startups through mentorship, funding, and networking. "Y Combinator" in Silicon Valley is a well-known business incubator that has supported numerous successful startups[19]. • Crowdfunding Platforms: Platforms that enable businesses to raise funds from a large number of people. "Kickstarter" is a popular crowdfunding platform that supports creative projects and startups[20]. • Public-Private Partnerships: Collaborations between government and private sector to fund and implement projects. The "European Investment Bank" (EIB)[21]	- Green Business and Startups Support: Initiatives that support green businesses and startups through access to funding, mentorship, and collaboration opportunities, promoting sustainable economic growth. - Digital Transformation Initiatives: Programs that drive digital literacy and innovation in rural areas, supporting the adoption of digital technologies and fostering economic resilience

[16] Vocational Training Programs: The "Erasmus+ Vocational Education and Training" program in the EU offers opportunities for individuals to improve their skills through apprenticeships and placements. https://erasmus-plus.ec.europa.eu/opportunities/organisations/learning-mobility-of-individuals/vocational-education-training

[17] Community Education Programs: "Community Learning and Development" in Scotland supports adult education and community capacity building. https://education.gov.scot/learning-in-scotland/education-sectors/community-learning-and-development-cld

[18] Capacity Building Workshops: The "Capacity for Disaster Reduction Initiative" (CADRI) provides training for disaster risk reduction in communities. https://www.cadri.net

[19] Business Incubators: "Y Combinator" in Silicon Valley is a well-known business incubator that has supported numerous successful startups. https://www.ycombinator.com/

[20] Crowdfunding Platforms: "Kickstarter" is a popular crowdfunding platform that supports creative projects and startups. https://www.kickstarter.com/

[21] Public-Private Partnerships: The "European Investment Bank" (EIB) supports such partnerships for infrastructure projects across Europe. https://www.eib.org/en/publications/epec-guide-to-public-private-partnerships

		supports such partnerships for infrastructure projects across Europe.	
Policy Making	Influences policy development and implementation at various levels by engaging with policymakers to ensure outcomes support rural development and sustainability.	• Integrated Urban-Rural Policies: Policies that address the needs of both rural and urban areas. The "Urban-Rural Linkages: Guiding Principles" by UN-Habitat[22] provides a framework for integrating urban and rural development. • Participatory Governance: Involving citizens in the decision-making process. The "Participatory Budgeting" initiative in Porto Alegre, Brazil, allows residents to decide how to allocate part of the municipal budget[23]. • Sustainable Development Strategies: Comprehensive plans to achieve sustainable development goals. The "2030 Agenda for Sustainable Development" by the United Nations outlines 17 goals for global sustainable development[24].	- Policy Options Explorer: This tool enables users to explore the impacts of different policy choices and strategies on their regions, aiding in evidence-based policy-making. - Rural Attractiveness Explorer: A tool for assessing how different policy choices affect rural attractiveness, helping to shape policies that enhance the appeal of rural areas.

Table 5: PoliRuralPlus Holistic 5 Spheres of Exploitation

This "5 Spheres of Exploitation" approach as a strategic framework to facilitate rural-urban linkages and optimize regional action plans builds on much previous experience with holistic approaches to integrated rural-urban (RU) regional developed by the UN Economic and Social Council (ECOSOC)[25], which emphasizes the necessity of an integrated approach to rural development, considering social, cultural, economic, environmental, and geographic realities. Historically, development efforts were fragmented and sector-specific, but the new model integrates multiple sectors and actors to address complex, interlinked challenges. They concluded that Integrated rural development must consider all sectors and involve all actors to create sustainable and inclusive growth. The approach should be seen as a conceptual framework rather than a rigid policy constraint. An analysis of that book to achieve the PoliRuralPlus objectives, concluded

1. **Holistic and Multi-Sectoral Integration:**
    - Effective rural development requires integrating efforts across multiple sectors, such as agriculture, environment, market access, health, and education.

[22] Integrated Urban-Rural Policies: The "Urban-Rural Linkages: Guiding Principles" by UN-Habitat provides a framework for integrating urban and rural development. https://unhabitat.org/urban-rural-linkages-guiding-principles

[23] Participatory Governance: The "Participatory Budgeting" initiative in Porto Alegre, Brazil, allows residents to decide how to allocate part of the municipal budget. https://www.wri.org/research/porto-alegre-participatory-budgeting-and-challenge-sustaining-transformative-change

[24] Sustainable Development Strategies: The "2030 Agenda for Sustainable Development" by the United Nations outlines 17 goals for global sustainable development. https://sdgs.un.org

[25] An Integrated Approach to Rural Development Dialogues at the Economic and Social Council, An Integrated Approach to Rural Development (un.org)

    - This integration ensures that improvements in one area support and enhance developments in others.
2. **Local Ownership and Participation:**
    - Development efforts must be locally owned and driven. Involving local communities in planning, implementation, and evaluation ensures relevance and sustainability.
    - Empowering local actors fosters a sense of ownership and accountability.
3. **Sustainability and Inclusiveness:**
    - Sustainable development practices must include marginalized groups and focus on renewable, adaptable solutions.
    - Inclusiveness in design and implementation is crucial for long-term success and social equity.
4. **Global Partnerships and Collaboration:**
    - Building alliances and partnerships at all levels, from local to global, is essential for comprehensive development efforts.
    - Coordination among international organizations, governments, NGOs, and the private sector enhances resource utilization and impact.

Thus the PoliRuralPlus approach:

1. **Adopts a Multi-Sectoral Approach:**
    - Embrace an integrated development strategy that addresses agriculture, environment, market access, health, and education simultaneously.
    - Ensure that improvements in one sector are supported by efforts in other sectors to create a virtuous cycle of development.
2. **Strengthens Local Involvement:**
    - Actively involve local communities and stakeholders in the decision-making process.
    - Develop mechanisms for local ownership and leadership to ensure that development initiatives are grounded in local realities and needs.
3. **Focuses on Sustainability:**
    - Implement sustainable practices that are environmentally friendly and socially inclusive.
    - Promote renewable and adaptable infrastructures and practices that can be maintained and scaled over time.
4. **Builds and Leverages Partnerships:**
    - Foster partnerships with international organizations, research institutions, NGOs, and the private sector.
    - Leverage these partnerships to access resources, knowledge, and technologies that support rural development.
5. **Promotes Inclusiveness:**
    - Ensure that development efforts are inclusive, targeting marginalized groups such as women, indigenous peoples, and ethnic minorities.
    - Focus on education and capacity building to empower these groups and enhance their participation in development activities.

Each sphere contributes uniquely to the broader objectives of rural-urban development. By integrating initiatives across these spheres, projects like PoliRuralPlus can create a holistic and lasting impact:

- **Societal & Social:** Enhances community resilience, social inclusion, and quality of life.
- **Research & Innovation:** Drives technological advancements, environmental sustainability, and economic growth.
- **Capacity Building Education & Training:** Empowers individuals and organizations, fostering a skilled and knowledgeable workforce.

- **Business Innovation & Finance:** Stimulates economic activity, supports entrepreneurship, and develops sustainable business models.
- **Policy-Making:** Establishes frameworks for balanced development, encourages participatory governance, and ensures long-term sustainability.

These examples and explanations illustrate the diverse and interconnected nature of rural-urban development, highlighting the importance of a multi-dimensional approach to achieving sustainable and inclusive growth.

2.2.1 Other spheres of exploitation

While the PoliRuralPlus "5 Spheres of Exploitation" approach is innovative in rural-urban regional development , it has parallels in various other projects and initiatives globally. Examples that illustrate how different spheres of exploitation—scientific, technical, commercial, policy, and societal—are applied in practice, include:

1. **United Nations' Efforts on Ending Violence Against Children (Global)**[26]:
   - **Policy Exploitation**: Develops comprehensive policies and frameworks under the Sustainable Development Goals (SDGs) to eliminate violence and exploitation of children.
   - **Societal Exploitation**: Engages communities and stakeholders to raise awareness and implement protective measures.
   - **Scientific Exploitation**: Conducts extensive research and data collection to understand the prevalence and impact of violence against children, informing global strategies and interventions
2. **CAPSEAH Initiative (Global)**[27]:
   - **Policy Exploitation**: Aligns various global policies and standards to protect against sexual exploitation, abuse, and harassment. This initiative ensures that humanitarian, development, and peace (HDP) operations uphold high standards of conduct and accountability.
   - **Technical Exploitation**: Implements practical online guidance and tools to help organizations integrate SEAH (Sexual Exploitation, Abuse, and Harassment) prevention measures into their operations.
   - **Societal Exploitation**: Focuses on community engagement and victim-survivor support to create a safe and responsive environment for those affected.
   - **Scientific Exploitation**: Utilizes data to monitor the implementation and effectiveness of SEAH prevention measures, contributing to a global understanding and improvement of standards.
3. **Sphères Project (Canada)**[28]:
   - **Societal Exploitation**: Focuses on supporting young victims of sexual exploitation through personalized and trauma-informed care. It integrates services from community organizations, health services, and police to offer comprehensive support.
   - **Policy Exploitation**: Works with local and provincial governments to influence policies that protect victims and improve intervention strategies.
   - **Technical Exploitation**: Uses data and technology to track incidents and effectiveness of interventions, improving resource allocation and response times.
   - **Commercial Exploitation**: While not primarily commercial, the project engages in fundraising and partnerships to secure sustainable funding.
   - **Scientific Exploitation**: Conducts research on the impact of exploitation and effectiveness of various interventions to contribute to academic and policy knowledge

[26] Global Partnership to End Violence against Children | Department of Economic and Social Affairs (un.org) https://violenceagainstchildren.un.org/sites/violenceagainstchildren.un.org/files/2030_agenda/sdg_leaflet.pdf.pdf
[27] (Safeguarding Support Hub).
[28] (Fondation Marie-Vincent) (Sphères).

These examples demonstrate the versatility and effectiveness of the 5 Spheres of Exploitation approach in various contexts, from local community projects to global initiatives. They highlight the importance of integrating multiple spheres to address complex issues comprehensively and sustainably.

To explore the use of the 5-spheres approach piloted in D2.1, each of the pilot's stakeholders' database was analysed using the PoliRuralPlus Advisor service using the knowledge space of the PoiRuralPlus database of reference (as described in D2.2) for its key urban-rural strategies, post-COVID linkage opportunities and how the PoliRuralPlus Dashboard services might best support each pilot. An early example of the Finnish pilot's users in Mallusjoki, a village of Orimattila city which is in the Päijät-Häme region, is presented in Annex A.4 of D2.1. While analysis of all current pilots is described in Annex A.

2.3 Task T7.4 Action Plan

Task T7.4, as described in D7.1, is developing actionable and deployable exploitation plans encompassing partners' individual plans, realized beyond PoliRuralPlus. This includes training partners to identify, assess, and develop exploitation plans and business models through Exploitation Workshops (EW). The process also includes IPR assessment from both IP owners and potential users' perspectives.

The Key Elements of its Action Plan are:

- Exploitation Workshops (EW): Define exploitation purpose, train partners, and develop plans.
- IPR Assessment: Draft guidelines on intellectual property protection and openness.
- Targeted Exploitation Plans: Focus on societal & social, research & innovation, capacity building, education & training, business, innovation & finance, policy-making.
- KER Prioritization: Assess results' innovativeness, exploitation potential, and impact. Develop deployment and business models for promising Key Exploitable Results (KERs).

Sub-task: AI Equipped DECS Promote awareness and competence in leveraging AI for project communication, dissemination, exploitation, and scaling. Objectives include:

- From All WPs to WP7: Guide partners to use AI applications for non-scientific communication.
- From WP7 to WP2: Use DECS materials to enhance understanding of rural strengths and opportunities.
- Training: Equip partners with AI tools and knowledge.

The current status of the Action Plan is as follows:

Phase	What	When	Who	Status
PLAN	Partners' preliminary exploitation plans (version 0) at the Handbook - B. DECS (Dissemination, Exploitation, Communications & Scaling-up) orientation and planning	M1	SML leads, all tasks, all partners, all pilots, experiments	✔
PLAN	IPR Review: Draft guidelines on intellectual property protection and openness	M3:4 – Apr24	MAC, with input from all partners	✔
PLAN	Fast Draft of D7.4 Exploitation plans and business models, edition 1	M5 – May24	MAC with input from T7.4 partners	✔
PLAN	**Exploitation Workshop 1:** Agree project-wide exploitation goals & terms, at 2nd project Meeting	M6 – Jun24	SRY, All partners	✔
PLAN	KER Prioritization: **Rank top 5-10 Key Exploitable Results, assign "owners" after workshop 1.**	M7 – Jul24	MAC, All partners	✔
PLAN	Market Analysis & Business Model Canvas: Research audiences and channels for KERs with business potential.	M7:12 – Dec24	MAC & Partners/ pilots with commercially viable KERs	✔

	Draft canvases for commercial KERs. Explore use of AI for communication and dissemination.			
PLAN	Partner Training: Workshop 2 on execution skills for various exploitation plans at 3rd Consrrtm MeetingReview use of AI	M12 -Dec24	SRY, potentially with external experts	✔
?PLAN	Develop plans for each target area (societal, research, capacity building, business, policy). Refinement & KPI Setting:Draft/review plans, set specific goals & metrics	M13-19 – Jul25	SRY, All Partners	✔
PLAN	D7.4 Exploitation plans and business models, edition 1 with comprehensive findings, insights, and best practices - for Project Review in M20.	M20 – Aug25	MAC, all partners contribute	✔
CHECK	Partners' exploitation plans, 1st wave	M20	SRY leads, all partners	✔
CHECK	Fast Draft of D7.8 Exploitation plans and business models, final edition	M21 –Sep25	MAC with input from T7.4 partners	✔
CHECK	Progress Tracking: Regular reporting on milestones, successes, and challenges	Ongoing	SRY & T7.4 partners	✔
DO	Partners' exploitation plans, 2nd wave	M24-35	SRY leads, all partners	
DO	MS4 Workshop at 5th Consortium Meeting - Review of D7.4 First Version of Exploitation Plans and Business Models: agree Financial projections, revenue models, and value propositions incorporated into the business models, showcasing their feasibility and potential.	M24 – Dec25	MAC, all partners contribute	
DO	Deploy KERs: Implement plans (service launch, research dissemination, policy advocacy, etc.)	Ongoing thru phase	Individual Partners, based on their KERs	
CHECK	Course Correction Workshop at 6th Consortium Meeting - Identify roadblocks, adjust strategies	M30 – Jun26	All partners, with T7.4 problem-solving support	
CHECK	KPI Analysis: Measure success against initial goals; Case Studies: Document successful exploitations to highlight lessons learned	M31-35 – Nov26	MAC, all partners provide data	
CHECK	Final Exploitation Plan (D7.8): Comprehensive findings, insights, and best practices	M35 – Nov26	MAC, all partners contribute	
ACT	Performance monitoring vs KPIs on DECS At Project's Executive Board (PEB) +GA + M18 and M36	SRY		
ACT	Knowledge Transfer: Create repositories for project resources and templates	M35-36 – Dec26	MAC, all partners contribute	
ACT	Spin-off Support: If feasible, provide follow-on funding/mentorship	M34-36 & after	Project leadership (if funding allows)	
ACT	MS6 - Project Wrap-up Final Exploitation Plans & Business Models: Financial projections, revenue models, & strategic approaches at Final Consortium Meeting	M36 – Dec26	MAC, all partners contribute	
ACT	Network Building: Maintain communication and collaboration among partners	Ongoing post pojct	SRY, All partners	

Table 6: PoliRuralPlus Exploitation T7.4 Action Plan

2.4 Exploitation KPIs

The status PoliRuralPlus Exploitation KPIs from the GA are discussed in Annex E, and summarised as follows:

KPI	Description	Involves	Target	Status[29]
E1 Convince the influential individuals, e.g policymakers to project results value	Influential individuals (authorities, policymakers, opinion influences) boost project results exploitation and replication.	Stakeholder around pilots	30+ influential ambassadors are engaged in the pilot and project to foster results exploitation	30
E2 Urban-rural practitioners	Encourage the adoption of PoliRuralPlus findings, measures, practices and solutions in value chains as a whole whilst building their capacities to further develop & deliver upscaling avenues.	Events and activities with and for pilot stakeholders, and beyond	50+ practitioners express interest to leverage the project results uptake	40
E3 Build preconditions for replication and exploitation of results	Provide impetus for PoliRuralPlus framework deployment, replication and additional development strategy	Activating external and smart financial instruments.	5+ spin-off economic operations activated	0
E4 Exploitation planning and scale up capacity building	To build capacity on Horizon Europe Key Impact Pathway concept	Training to Key Impact Pathways and exploitation planning	1 Exploitation workshop with minimum 20 project partners.	1
E5 Partners exploitation plans	To ensure project results exploitation beyond project time frame and follow up	Independent work upon guidance given at Exploitation Workshop	20 actionable exploitation plans	9[30]
E6 Business scale-up scenario	To deliver business model for selected project results	Independent work on guidance given at Exploitatin Workshop	50+ business models	75[31]
E7 Opportunities for business	To diffuse knowledge of opportunities	PoliRuralPlus pilots	50+ businesses ideation and development acts	32
E8 Facilitate partnerships and cooperation	Contribute to establishing, strengthening, and accelerating EU-scale cooperation for pertinent bodies, institutions, actors, structures, and authorities	Structured activities and a participative approach.	50+ agents of bodies and structures are cooperating - agreement or MoU.	27

Table 7: PoliRuralPlus Exploitation KPIs

The DoA defines the Key Exploitable Results (KERs) of PoliRuralPlus as being organized into five main spheres to ensure a comprehensive and multi-faceted impact. Each of the spheres focuses on a different aspect of

[29] At August 2025
[30] As discussed in section 4.1
[31] See Annex D, section 3.

rural-urban development, ensuring that the project's outcomes have a broad and lasting impact across multiple dimensions of society.

The exploitation measures and strategies outlined aim to amplify the PoliRuralPlus project's impact by engaging key stakeholders and creating sustainable pathways for ongoing utilization and replication. The impact of each exploitation measure (E1–E8) in supporting project sustainability and scale-up across the PoliRuralPlus pilot regions is as follows:

1. E1 - Convince Influential Individuals (30+ Ambassadors Engaged):
    - Impact: Engaging influential individuals, such as policymakers and opinion leaders, in the pilot regions will accelerate the adoption of PoliRuralPlus findings. Their support will lend credibility and visibility to the project, helping embed rural-urban initiatives into local and national policies. This is especially important in regions with established policy networks, like Finland and Ireland (Monaghan), where regional authorities can advocate for the project's integration into broader EU and national agendas.
2. E2 - Engage Urban-Rural Practitioners (50+ Practitioners Express Interest):
    - Impact: By encouraging practitioners to adopt and implement PoliRuralPlus practices, the project can foster hands-on application of its findings. Training and events will build capacity, enabling stakeholders in regions like Malta and Spain to implement innovative practices that enhance rural-urban linkages within existing value chains. This will facilitate knowledge-sharing and long-term skill development for both urban and rural stakeholders.
3. E3 - Build Preconditions for Replication (5+ Spin-Off Economic Operations):
    - Impact: Activating financial instruments and spin-offs will lay a foundation for replicating PoliRuralPlus successes in similar regions. For example, Greece and Italy can utilize this measure to support new rural enterprises or economic initiatives that mirror successful outcomes from other pilot regions, thereby scaling project impacts through entrepreneurial development.
4. E4 - Exploitation Planning and Scale-Up Capacity Building (1 Workshop with 20 Partners):
    - Impact: The exploitation workshop will equip partners with knowledge of the Horizon Europe Key Impact Pathway (KIP) concept, enhancing their ability to plan for scale-up. Regions like Slovakia and Latvia can benefit by integrating KIP principles into local strategies, promoting the continuity of PoliRuralPlus-inspired activities beyond the project's lifecycle.
5. E5 - Partners Exploitation Plans (20 Actionable Exploitation Plans):
    - Impact: Each pilot region will develop exploitation plans tailored to local needs, ensuring the sustainability of project results. These plans, created with input from the exploitation workshop, will act as blueprints for integrating PoliRuralPlus insights into ongoing regional development activities. This approach helps Bavaria-Czechia and other regions ensure long-term use and relevance of project outcomes.
6. E6 - Business Scale-Up Scenario (50+ Business Models):
    - Impact: Providing structured business models will empower regional stakeholders to commercialize project results, turning them into viable business opportunities. In regions like Malta and Greece, these business models can help rural stakeholders develop services and products that benefit both rural and urban populations, bridging the economic divide and fostering inclusive growth.
7. E7 - Opportunities for Business (50+ Business Ideation and Development Acts):
    - Impact: This initiative will encourage business ideation in pilot regions, stimulating the local economy through rural-urban entrepreneurial ventures. For example, Slovakia and Italy can leverage these ideation activities to inspire new business avenues that meet region-specific needs, driving economic resilience in rural communities.
8. E8 - Facilitate Partnerships and Cooperation (50+ Agreements or MoUs):

- Impact: Establishing formal partnerships will enhance cooperation among diverse stakeholders across pilot regions and the EU. These agreements will support coordinated action and shared resources, fostering a culture of collaboration in areas like Spain (Segobriga) and Finland, where inter-regional partnerships can strengthen regional innovation and rural-urban connectivity.

Each KER, tailored to the unique socio-economic and environmental contexts of the pilot regions, aims to create lasting improvements, fostering sustainable and integrated rural-urban development across Europe.

These exploitation measures provide a structured framework for ensuring that PoliRuralPlus results are not only integrated locally but are also scalable and adaptable across diverse rural-urban contexts. This targeted approach, by fostering cooperation, building capacity, and supporting business development, will secure a lasting impact on sustainable rural-urban development across the project's pilot regions.

The results for each KPIs across the 9 PoliRuralPlus pilot regions are summarised as follows:

KPI	Ireland (Monaghan	Slovakia	Greece	Italy	Finland	Bavaria-Czechia	Spain (Segobriga)	Latvia (Vidzeme)	Malta
Influential Individuals Engaged (E1)	Influential policymakers advocate rural-urban policies	Government officials prioritize rural revitalization	Stakeholder engagement initiated; outreach meetings ongoing.	Local councils support agricultural innovation	National advisors include project insights in planning	Cross-border policy alignment	Authorities support economic resilience policies	Influential Individuals Engaged	Key figures endorse coastal rural development
Urban-Rural Practitioners Engaged (E2)	Agri-tech and rural tourism experts	Agricultural and forestry stakeholders	Early engagement completed; practitioners from agri-food, tourism, creative industries involved.	Agro-industrial practitioners adopt project models	Environmental engineers integrate solutions	Regional trade experts enhance cooperation	Cultural and tourism experts	Urban-Rural Practitioners Engaged	Marine and agriculture practitioners explore models
Spin-Off Economic Operations (E3)	Sustainable tourism start-up	New agritech business in precision farming	No spin-offs yet; action plan includes capacity building & digital promotion for future business emergence.	Small-scale agricultural processing facility	Renewable energy or forestry venture	Cross-border agricultural supply chain	Social enterprise for rural revitalization	Spin-Off Economic Operations	Coastal eco-friendly farming initiative
Exploitation Workshop (E4)	Participation in central exploitation workshop	Participation in central exploitation workshop	Policy testing and stakeholder workshops are planned in Year 2.	Participation in central exploitation workshop	Participation in central exploitation workshop	Participation in central exploitation workshop	Participation in central exploitation workshop	Exploitation Workshop	Participation in central exploitation workshop
Actionable Exploitation Plans (E5)	Plans on rural tourism and community resilience	Plans on sustainable agriculture and forestry	Draft RAP prepared with ongoing consultation for expansion.	Development of agro-industrial hubs	Plans for rural energy resilience and innovation	Cross-border cultural and economic partnerships	Plans on economic resilience and heritage tourism	Actionable Exploitation Plans	Drafting Exploitation Plans
Business Models (E6)	Agri-tourism and heritage business models	Sustainable forestry and food processing models	Business support strategies defined (e.g., in creative and agrifood sectors); models expected in subsequent phases.	Local food production and processing models	Renewable energy and rural digital service models	Tourism and agricultural production models	Sustainable tourism and rural art models	Business Models	Exploring Business Models
Business Ideation and	Rural digital marketing and	Sustainable forestry and	Promotion of agritourism and agritech	Regional food branding	Rural digitalization and	Cross-border tourism and trade ideas	Heritage-based tourism	Business Ideation and Development	Discussing Business Ideation

Development (E7)	e-commerce ideas	agritech ideas	initiatives supported by training and outreach efforts.	and agritourism ideas	conservation ideas		and crafts ideas		and Development with stakeholders.
Partnerships and Cooperation (E8)	Partnerships with tourism and cultural organizations	Agreements with agricultural and forestry stakeholders	Partnerships in progress across AKIS network, agritourism, and policy entities; strengthened through outreach campaigns.	Collaboration with agri-business and food networks	Environmental groups and energy firms partnerships	Cross-border agreements for trade and tourism	MoUs with cultural and tourism organizations	Partnerships and Cooperation	Exploring Partnerships and Cooperation with stakeholders.

Table 8: PoliRuralPlus KPI results so far

The potential KPI results across each pilot region, specific focus areas & outcomes so far are as follows:

KPI E1: Influential Individuals Engaged

- Potential Result: Each pilot region engages at least three to five influential policymakers, community leaders, or regional planners who advocate for integrating PoliRuralPlus findings into local & national development frameworks.

KPI E2: Urban-Rural Practitioners Engaged (50+ Practitioners)

- Potential Result: Each region engages 5-7 practitioners to test & implement PoliRuralPlus practices within local value chains, such as agriculture, tourism, and infrastructure.

KPI E3: Spin-Off Economic Operations (5+ Spin-Offs)

- Potential Result: Each region supports at least one spin-off business or economic initiative based on project findings, fostering sustainable business ventures.

KPI E4: Exploitation Workshop (1 Workshop, 20 Participants)

- Potential Result: All regions participate in a central exploitation workshop, where they gain skills to scale up PoliRuralPlus methods and results within their unique local contexts.
- Impact on All Regions: Each pilot region's participants leave with concrete action plans to continue implementing PoliRuralPlus insights, creating local hubs of knowledge and capacity.

KPI E5: Actionable Exploitation Plans (20 Exploitation Plans)

- Potential Result: Each pilot region creates at least two tailored exploitation plans, focusing on the long-term sustainability of PoliRuralPlus practices.
- Potential Result: Each region develops 5-7 business models, tailored to local industries, that can be implemented by local businesses and stakeholders, leverage regional strengths and align with local economic and social contexts to create sustainable business opportunities:
    1. County Monaghan, Ireland – Establishing a circular economy framework focused on sustainable agriculture, renewable energy, and waste-to-resource systems to create green enterprise hubs.
    2. Slovakia – Implementing Smart Villages initiatives that integrate digital transformation, participatory budgeting, and community-driven rural business models to enhance economic resilience.
    3. Central Greece – Developing agritourism and agritech-driven entrepreneurship through training in sustainable farming technologies and digital marketing for local products.
    4. Apulia, Italy – Enhancing short food supply chains (SFSC) by connecting rural producers directly with urban markets through digital platforms and local food tourism strategies.

5. Mallusjoki, Finland – Establishing a Rural Event Industry Ecosystem that integrates local cultural heritage, tourism, and creative entrepreneurship to attract urban visitors and economic activities.
6. Czech-Bavarian border region, Czechia - Germany – Creating rural innovation hubs by adapting urban incubator models for startups and fostering cross-border business collaborations.
7. Spain – Developing rural-urban synergies through cultural heritage tourism, digital transformation, and renewable energy-driven business models.
8. Vidzeme, Latvia AI-enabled regional monitoring tool and integration into multiple local development plans (9 municipalities) demonstrates that actionable outputs are being operationalized across the region.
9. Malta – Driving rural business innovation through digital transformation audits, agricultural waste circularity, and youth-focused skills training in technology and entrepreneurship.

KPI E7: Business Ideation and Development (50+ Business Ideas)

- Potential Result: Each region supports ideation sessions to produce innovative business ideas addressing rural-urban development.

KPI E8: Partnerships and Cooperation (50+ Agreements/MoUs)

- Potential Result: Each pilot region establishes at least five formal partnerships or Memorandums of Understanding (MoUs) with relevant local, regional, or EU entities.

Across these KPIs, each region is developing customized plans, partnerships, and business models that leverage PoliRuralPlus findings to address their unique rural-urban challenges. Through targeted engagement, capacity building, and stakeholder collaboration, these KPIs drive the sustainability and scalability of PoliRuralPlus impacts. Each KPI's potential results are designed to empower pilot regions to create resilient rural-urban linkages, fostering sustainable economic growth and regional cooperation.

2.5 Expected Project Results

Section 16.2 of the GA defines 'Results' as "*any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights*".

The PoliRuralPlus project aims to generate a diverse range of results, both tangible and intangible, that enhance rural-urban linkages. These results encompass data, know-how, and information in various forms, potentially including intellectual property rights. All results from the PoliRuralPlus project are recorded in a common format in the Results Database at PoliRuralPlus Results, IPR and Other Results_v.0 - Google Sheets, as described in Annex C.

Based on the project's goals, deliverables, and RAPs[32], the top KERs likely to emerge from the PoliRuralPlus project, and their impact, are summarised as follows:

KER Title	Sphere of Exploitation	Description	Impact on Pilot Regions
Enhanced Rural-Urban Knowledge Space	Research & Innovation	An interactive platform for data sharing and analysis on rural-urban dynamics, aiding tailored and evidence-based	Empowers data-driven planning, benefiting diverse socio-economic regions like Latvia and Spain.

[32] As they are in July 2025

(Advisor)		decision-making.	
Multi-Actor Approach Tool (MAAT)	Societal & Social	Tool facilitating inclusive stakeholder engagement and feedback integration in rural-urban policymaking.	Enhances participation and policy integration in local governance, especially for community-driven regions like Malta and Slovakia.
Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	Capacity Building, Education & Training	Toolbox to visualize and assess regional attractiveness, supporting evidence-based regional planning and investment.	Facilitates targeted development in under-resourced areas like Greece and Ireland through spatial insight.
COVID-19 Impact Analysis on Rural-Urban Linkages	Research & Innovation	Assessment of pandemic impacts on rural-urban systems to guide future resilience strategies.	Provides actionable lessons for post-pandemic recovery tailored to regional vulnerabilities like in Italy and Czech-Bavaria.
Policy and Stakeholder Database	Policy Making	Comprehensive repository of stakeholders and policies enhancing interregional coordination and governance.	Improves cross-sector coordination in governance-heavy areas like Finland and Latvia.
Sustainability and Climate Adaptation Strategies	Policy Making	Action plans supporting climate-smart agriculture, NBS, and biodiversity aligned with EU Green Deal.	Supports ecological and economic resilience in climate-affected regions like Spain and Malta.
Guidelines for Grassroots Participation in RAPs	Societal & Social	Participatory framework to ensure grassroots voices shape regional development policies.	Increases legitimacy and relevance of RAPs in grassroots-focused areas like Slovakia and Italy.
Digital Dashboard for RAP Monitoring and Reporting	Policy Making	Monitoring tool offering real-time data on RAPs implementation and effectiveness.	Supports adaptive policy implementation with performance tracking in complex territories like Greece and Finland.
Foresight & transform work (VULTURE)	Research & Innovation	User-driven co-design environment to support the transformation of planning & policy work using AI & automation tools.	Enables proactive strategy-making in changing environments like Ireland and Czech-Bavaria.
Comprehensive Communication and Dissemination Framework	Capacity Building, Education & Training	Strategy to ensure widespread uptake and impact of PoliRuralPlus findings through structured communication.	Boosts awareness and practice replication in diverse rural-urban contexts like Spain and Latvia.
Green Business and Startup Support Programs	Business, Innovation & Financial	Support services and funding access for sustainable startups and SMEs in rural areas, promoting local green economies.	Empowers regions like Greece and Malta to attract sustainable business ventures and green investors.
Rural Event Industry Ecosystem Development	Business, Innovation & Financial	Establishment of rural cultural and tourism-based economic ecosystems like in Mallusjoki to boost creative entrepreneurship.	Drives tourism and cultural industry growth in rural areas, exemplified by Finland's Mallusjoki initiative.
Digital Transformation Initiatives for SMEs	Business, Innovation & Financial	Programs enhancing digital literacy and business tech adoption in rural SMEs to increase competitiveness and innovation.	Enables rural enterprises in Latvia and Italy to modernize operations and access broader markets.

Circular Economy Business Models for Rural Regions	Business, Innovation & Financial	Business models focusing on resource reuse and sustainable production in rural settings, aligned with EU Green Deal.	Supports waste reduction and value chain efficiency in agriculture-dominated areas like Spain and Ireland.

Table 9: PoliRuralPlus KERs and their impact

By achieving these results, the PoliRuralPlus project aims to foster sustainable, balanced, and inclusive development of rural-urban communities, leveraging innovative technologies and stakeholder collaboration to enhance regional resilience and interconnectedness.

3. Pilots' Results

Analysis of the pilots' RAPs as they have developed during the first period of the project, and the KERs likely to emerge from the PoliRuralPlus project can now be refined to include:

1. **Development of Regional Action Plans (RAPs) & Digital Tools**
   - Creation of methodologies and digital tools to support regional policy-making.
   - Inclusion of AI, data visualization, and collaborative decision-making platforms.
2. **Improved Rural-Urban Synergies and Governance Models**
   - Strengthening local and regional authorities.
   - Enhancing policies that integrate rural and urban development strategies.
3. **Pilot Validation and Implementation of Business Models**
   - Execution of 9 pilot projects to test and validate sustainable business models.
   - Development of 5-7 business models per pilot region tailored to local industries.
4. **Creation of an Innovation Ecosystem**
   - Establishment of cross-border innovation hubs.
   - Support for startups and SMEs to boost regional economic growth.
5. **Stakeholder Engagement and Capacity Building**
   - Engagement of over 1,000 ecosystem actors.
   - Organization of workshops, dialogues, and training programs to enhance stakeholder knowledge.
6. **Sustainability and Green Development**
   - Promotion of circular economy and sustainable business models in rural areas.
   - Alignment with EU Green Deal objectives and environmental policies.
7. **Policy and Funding Alignment**
   - Support for funding applications such as LEADER and EU Structural Funds.
   - Advocacy for policy integration at local, national, and EU levels.
8. **Knowledge Transfer and Dissemination**
   - Participation in New European Bauhaus (NEB) initiatives and events.
   - Publication of findings in academic journals, social media, and policy briefs.
9. **Digital and AI-Enabled Solutions**
   - Exploration of AI-powered advisory tools.
   - Integration of smart data systems for policy and business decision-making.
10. **Monitoring and Impact Evaluation**
    - Establishment of KPIs to measure business growth, stakeholder participation, and sustainability metrics.
    - Periodic evaluations to ensure project goals are met.

These outcomes aim to foster regional resilience, economic development, and social connectivity while addressing the challenges of rural-urban disparities. The following groups these potential KERs categorized under the five PoliRuralPlus Spheres as follows:

The results of a detailed analysis of the RAPs as defined in August 2025, to identify the expected KERs for each of the pilots, are summarised in the following table:

Sphere / Pilot Region	Societal & Social	Research & Innovation	Capacity Building, Education & Training	Business, Innovation & Finance	Policy Making
Apulia, Italy	Strengthened local food identity; community trust initiatives	Smart Specialisation focus on SFSC; data analytics for agri-products	SFSC best practices training; certification systems	'Made in Apulia' Food Brand; Market linkage services	Enhanced SFSC policy integration; food traceability policy
Central Greece	Agritourism networks fostering community identity	ICT for sustainable agri-tech; Smart resource use	Training AKIS actors in agritech; Youth education on sustainability	Branding of local products; Agrifood-financing connections	Integrative RAP aligned with CAP, NEB, and Smart City programs
Czech-Bavaria	Cross-border cultural identity & community engagement	Knowledge-sharing frameworks between Czech and German stakeholders	Bi-national workshops and training exchanges	Start-up incubators; public-private innovation schemes	Bi-regional policy synchronization efforts (e.g. Joint Strategy 2025)
Ireland (Monaghan)	Community planning tools; local youth engagement systems	Smart Village innovation frameworks	Vocational training in digital & green skills	SME innovation support packages	Cross-jurisdictional coordination templates (rural/urban)
Latvia (Vidzeme)	Citizen engagement, transparency, youth awareness	AI monitoring tool, open data, predictive planning	New expert roles, staff training, co-development	Data-driven budgeting, SME potential, civic tech	Indicator alignment, policy integration, national scaling
Mallusjoki, Finland	Stakeholder Collaboration Platform; Community-led Data Collection Tools	Comparative Analysis Framework; Remote Work Trend Study	Upskilling for Rural Event Industry; Simulation-based Planning Tool	Investment Prospectus Template; 'Made in Rural Finland' Certification	Integrated Planning Success Metrics
Malta	Food traceability and eco-labelling; inclusive engagement	Civic tech platforms; regenerative farming pilot projects	Digital training for small-scale producers	Smart agriculture business incubators	Urban-rural policy integration for farming and education
Slovakia	Digital Community Platform (atraktivnyvidiek.sk); Enhanced Rural Leadership	AI tools for decision-making; Digital transformation models	Participatory training; Workshops with rural youth & entrepreneurs	Governance toolkits for stakeholder inclusion	Strategies for cross-sectoral collaboration; Policy recommendation mechanisms
Spain (Cuenca)	Cultural heritage community initiatives	AI-driven tourism and energy use modeling	Tourism and circular economy capacity programs	Heritage-based enterprise models	EDIL governance platform; Localised participatory policy tools

Table 10: PoliRuralPlus pilots' expected KERs in each Sphere

Each of these KERs contributes to achieving sustainable regional development by integrating technological innovation, business growth, and social inclusion. They are summarised in the figure.

The most promising KERs which best align with each pilot's strengths, leveraging digital innovation, stakeholder engagement, and policy integration to foster sustainable rural-urban linkages and economic growth, are discussed in Annex A. This is a resource to help each pilot to choose which to focus on during the remainder of the project.

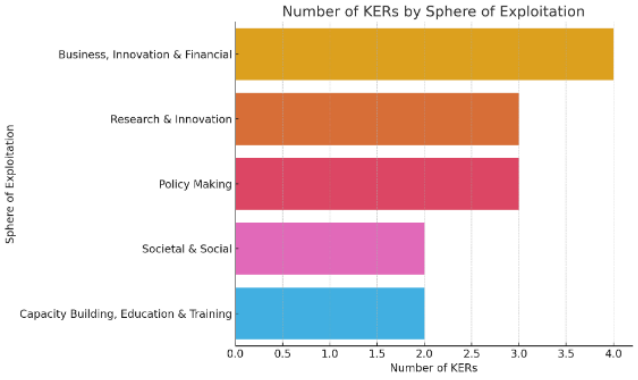


Figure 10: Pilot KERs in each Sphere

4. Exploitation Roadmaps

The GA specifies that the project partners must take measures aiming to ensure the exploitation of their results —either by themselves (e.g. a beneficiary owning results uses them directly) or indirectly by others (other beneficiaries or third parties, e.g. through licensing or by transferring the ownership of results).

4.1 Current Exploitation Plans of the Partners

The exploitation plans of PoliRuralPlus are being developed and evolved during the project based on partners' objectives and the project pilot results being achieved. Among the consortium we distinguish the following (non-mutually exclusive) types of partners:

- Regional Development Organisations.
- Academic & Research Partners
- Consultancy Partners
- Commercial Partners

The current exploitation plans of each of the partners are summarised in the following table and discussed in subsequent subsections:

Partner		Exploitation Plan	Funding Sources
Regional Development Organisations	MID	Monaghan sustainable and inclusive growth, & LEADER expertise	· regional development funds , · private investments · partnership with local government · local government support · EU funding, · consultancy fees,
	MYA	Build Rural Event Ecosystem engaging community members	
	SINNO	Cuenca region; supports stakeholder engagement and Multi Actor Approach	
	VPR	Long-term and balanced development in the Vidzeme region	
Academic & Research Partners	AUA	Academic research & dissemination, and exploitation of results	· collaborative projects · EU Horizon funding, · institutional funding · internal research grants, · internal university funds · national research grants, · regional development grants · university funding,
	CVUT	Capacity building on Horizon Europe Key Impact Pathway concepts & business models	
	DIT	Partnership for cross-border Pilot Region development focused on technology-driven rural development	
	PSNC	Semantic modelling and data integration	
Consultancy Partners	AL	Engage local stakeholders in regional development & experiments	· Consultancy fees, · EU Horizon funding, · institutional support · national research grants, · Private funding, · private sector contracts · private sector partnerships · project-based funding · regional development grants
	AV	Design and implementation of digital supporting tools with a focus on simulation and geospatial analysis	
	CCSS	Infrastructure and technology provider; end-user training and dissemination	
	CKA	Foresight methodology, innovations, and change management	
	P4A	Support regional pilot; web platform setup and third-party open calls	
	SML	Builds Rural Event Industry Ecosystem, & experimental digital content for rural tourism	

	SRY	Actionable and deployable plans via Exploitation Workshops & business models	
	SUA	Slovak regional development focused on social science and humanities (SSH)	
	TIN	Facilitate multi-actor collaboration for Short Food Supply Chain models	
Commercial Partners	GAIA	Rural analysis needs and socio-economic impact of digital agriculture	· Business Revenues · consultancy fees · EU Horizon funding, · local government support · Private funding, · Private investments, · regional development grants
	MAC	Support technology implementation & use leveraging ICT for regional development	
	NP	Integrated information systems and CAP expertise	

Table 11: Current Exploitation Plans of the PoliRuralPlus partners

In addition to partners that are contributing directly to rural pilots, also the transversal partners (for example WP4's IT partners) will likely develop new products and services.

4.2 Roadmaps extending to 2030 and beyond

Each of the pilot's RAP vision and current roadmap to beyond 2030 up to 2040 are as follows:

1. Bavaria-Czechia (Border Region)

Goal by 2040:
A cross-border innovation hub enhancing connectivity, social capital, and territorial identity.

Expected Impact by 2040:

- The region becomes a model for cross-border collaboration in rural innovation and startups.
- Strong cultural and business connections between Bavaria and Czechia enhance economic growth.
- Social and territorial identities are strengthened through cultural exchanges.

RAP Outline:

- Short-term Objectives:: Establish the Bavaria-Czechia Rural Innovation Network and foster business incubators.
- Implementation: Strengthen business links and promote rural startups through cross-border collaboration.
- Long-Term Strategies: Focus on building a robust rural-urban network that fosters innovation and cultural synergy.

2. Finland

Goal by 2040:
A thriving Rural Event Industry Ecosystem that drives habitability, community spirit, rural-urban cooperation and economic development.

Expected Impact by 2040:

- Finland becomes a global destination for rural events and cultural tourism.
- Strong community spirit, cooperation and economic opportunities arise from rural event tourism.
- Social cohesion and territorial identity are strengthened across rural and urban areas.

RAP Outline:

- Short-term Objectives: Promote habitability, enhance premises, and develop partnerships between rural communities and urban areas through rural events.

- Implementation: Promote habitability, build community spirit, local collaboration and capacity for organizing events, attract visitors through event tourism, and promote economic opportunities in rural areas.
- Long-Term Strategies: Build the capacity of the rural event industry, enhance premises, and maintain community spirit, focusing on year-round tourism and fostering rural-urban collaboration through cultural events.

3. Greece

Goal by 2040:
A diversified rural economy driven by sustainable agritech and agritourism.

Expected Impact by 2040:

- Greece's rural regions become regional frontrunners in agritech and agritourism.
- Rural areas attract international tourists and promote local products globally.
- Rural-urban connectivity is strengthened through digital infrastructure.

RAP Outline:

- Short-term Objectives: Provide training on sustainable agritech technologies and promote agritourism.
- Implementation: Enhance digital skills in agriculture, promote local agricultural products, and support the diversification of agritourism services.
- Long-Term Strategies: Leverage advanced agritech solutions and create a robust agritourism ecosystem that boosts rural economies.

4. Ireland (Monaghan County)

Goal by 2040:
A vibrant, integrated, and sustainable rural-urban community supported by a circular and green economy.

See Ireland's RAP Strategic Transition Plan_Circular Economy.pdf - Google Drive

Expected Impact by 2040:

- A thriving circular economy, fostering sustainable enterprises, resource efficiency, and environmental innovation.
- Full integration of social enterprises advancing inclusive, community-driven circular growth.
- Enhanced quality of life, with Monaghan serving as a model for balanced and regenerative rural-urban collaboration.

RAP Outline:

- Short-term Objectives: Establish foundational pathways for circular enterprise development, pilot sector-specific circular initiatives, and create support structures for social enterprises within the circular economy.
- Implementation: Promote circular economy opportunities in key sectors like sustainable agriculture and waste management, foster innovation in local livelihoods, and engage stakeholders in collaborative circular initiatives.
- Long-Term Strategies: Expand focus to circular energy solutions, sustainable agri-food practices, and building a resilient, resource-efficient community that strengthens rural-urban integration..

5**. Italy**

Goal by 2040:
Deep integration of rural and urban food systems, fostering healthy, sustainable lifestyles.

Expected Impact by 2040:

- Short food supply chains become the standard, ensuring food security and sustainability.
- Rural areas attract urban dwellers seeking healthy lifestyles, revitalizing rural communities.
- Balanced demographic shifts, reducing the rural-urban divide.

RAP Outline:

- Short-term Objectives:: Establish short food supply chains and promote healthy rural lifestyles.
- Implementation: Create direct linkages between rural producers and urban consumers, and develop sustainable food systems.
- Long-Term Strategies: Focus on food security, health promotion, and rural-urban cooperation for sustainable living

6. Latvia (Vidzeme Planning Region)

Goal by 2040:
A model for sustainable rural economies, driven by citizen engagement and diversified businesses.

Expected Impact by 2040:

- Latvia's rural regions become key contributors to national and EU development.
- Governance structures ensure rural-urban collaboration for resilient, sustainable growth.
- Local citizens actively engage in business diversification and decision-making.

RAP Outline:

- Short-term Objectives:: Engage citizens in diversified business practices and decision-making processes.
- Implementation: Develop sustainable economic models and foster inclusive governance across rural and urban regions.
- Long-Term Strategies: Promote local businesses, resilient economies, and enhanced governance for inclusive rural-urban development.

7. Malta

Goal by 2040:
A digitally transformed rural economy, empowering youth and promoting circularity.

Expected Impact by 2040:

- Malta's rural regions become leaders in digital agriculture, enhancing productivity and sustainability.
- A new generation of empowered rural entrepreneurs drives economic growth through digital innovation.
- Circular economy practices bridge societal divides and promote sustainability across the rural-urban spectrum.

RAP Outline:

- Short-term Objectives:: Promote digital transformation in agriculture and empower youth through entrepreneurship programs.
- Implementation: Build digital infrastructure, engage rural youth, and foster collaboration between rural and urban stakeholders.
- Long-Term Strategies: Focus on digital innovations in agriculture, youth empowerment, and circular economy models that enhance rural-urban integration.

8. Slovakia

Goal by 2040:
A fully revitalized, attractive, and sustainable rural region, with rural areas recognized as essential contributors to the nation´s sustainable development

Expected Impact by 2040:

- Rural areas become key contributors to Slovakia's national development.
- Strengthened political leadership and stakeholder engagement in rural policy.
- Sustainable, vibrant, and resilient rural communities, reducing urban migration as younger generations find viable career opportunities and quality of life in rural areas.
- Diverse rural economy capable of weathering economic shifts and climate impacts.
- Digital transformation and access to technology through development of Digital Innovation Hub.
- Enhanced social cohesion and local governance through participatory decision-making and community resilience measures.
- Alignment with broader EU rural and environmental goals.

RAP Outline:

- Short-term Objectives:: Build capacity for rural revitalization through stakeholder engagement and political leadership through stronger and enhanced intergovernmental and cross-sectoral collaboration
- Implementation: Foster inclusive decision-making and create a strategic framework for sustainable rural revitalization.
- Long-Term Strategies: Focus on building resilient communities, engaging rural populations in policy decisions, fostering economic and employment opportunities in rural regions and long-term education and workforce development.

9**. Spain**

Goal by 2040:
A region leveraging cultural heritage for rural economic development and community vitality.

Expected Impact by 2040:

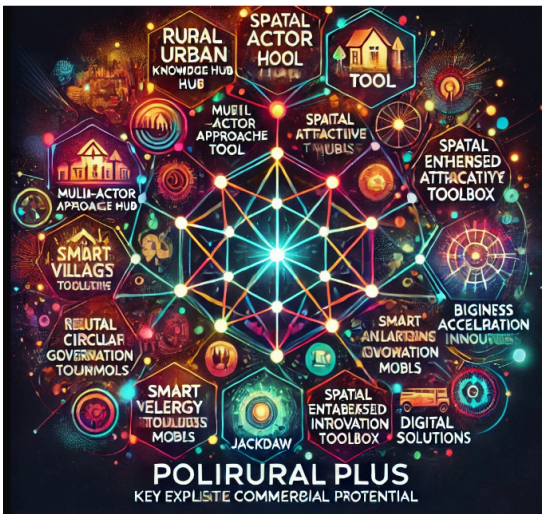
- Segobriga Archaeological Park becomes a center for cultural tourism, boosting the local economy.
- Local entrepreneurship thrives, driving rural economic resilience and innovation.
- Rural-urban economic synergies are created, reducing regional disparities.

RAP Outline:

- Short-term Objectives:: Utilize cultural heritage (e.g., Segobriga Park) to boost tourism and community engagement.
- Implementation: Promote entrepreneurship, attract visitors, and foster local collaborations between rural and urban areas.
- Long-Term Strategies: Expand tourism and cultural initiatives, focusing on sustainable economic growth through cultural heritage

These roadmaps and their comprehensive 5 Sphere impacts (described in section 2) on their locations and contexts indicate a holistic approach to fostering sustainable, inclusive, and resilient rural-urban development across the different pilot regions of the PoliRuralPlus project.

4.3 Key Exploitable Results (KERs) with Business Potential



Based on an analysis of the current RAPs, particularly the KERs in the business potential under the Business & Innovation & Financial sphere, the products and services listed in the following table have been identified as the most commercially viable project-level KERs. These have been selected based on their ability to generate revenue, support business growth, and attract investment while addressing key rural-urban challenges:

Project Key Exploitable Result (KER)	Product/Service	Why it has business potential
1. Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)	A digital knowledge-sharing platform integrating rural-urban policy insights, stakeholder mapping, and data visualization.	Can be commercialized as a subscription-based service for policymakers, researchers, and businesses needing high-quality rural-urban intelligence.
2.Multi-Actor Approach Tool (MAAT)	A stakeholder engagement and participatory governance platform.	Packaged as a SaaS (Software as a Service) for regional governments, development agencies, and private sector organizations needing structured stakeholder engagement.
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	A GIS-enabled tool for analyzing rural attractiveness and investment opportunities.	Can be monetized through consultancy services, data analytics subscriptions, and licensing agreements with regional authorities, tourism boards, and investment agencies.
4.Rural Circular Economy Funding Business Models	Business models that enable local enterprises to implement circular economy practices (e.g., waste-to-resource conversion, short food supply chains).	Used by incubators, accelerators, and financial institutions to support the growth of sustainable businesses through advisory services and financing mechanisms.
5.AI-Based Foresight & transform work (Vulture)	User-driven co-design environment to support the transformation of planning & policy work using AI & automation tools., to enhance innovation & strategic foresight. for rural-urban economic development	Governments and large businesses need to work more effectively to monitor futures outlook and adapt policies and investments. This can be monetized as a premium research service.
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)	AI-driven advisory and business intelligence solutions tailored for rural stakeholders and SMEs.	Integrated regional development and businesses increasingly rely on AI for market trend analysis, financial forecasting, and risk assessment. This service can be offered as a B2B subscription model.

Table 12: PoliRuralPlus project KERs with Business potential

These business-focused KERs represent significant commercial opportunities in rural-urban linkages, digital transformation, renewable energy, and circular economy models. By targeting the right stakeholders—including

policy, financial institutions, and regional development agencies—these products and services can be scaled and monetized for long-term sustainability.

In addition, there are many pilot-level KERs with commercial opportunities at a local-level such as

Pilot Key Exploitable Result (KER)	Product/Service	Why it has business potential
1.Smart Villages Digital Hub	A digital service hub supporting rural SMEs in their digital transformation.	Developed into a marketplace offering training, funding access, and technical support for digitalization in agriculture, rural tourism, and small businesses.
2.Renewable Energy Entrepreneurship Programs	Business incubation and funding support for rural renewable energy startups.	Aligns with the EU Green Deal and rising investor interest in clean energy solutions, making it attractive for venture capital and government-backed financing programs.
3.Digital Participatory Governance Models	A policy engagement platform for local governments and citizen-driven policy co-creation.	With the rise of participatory governance, municipalities and regional bodies could purchase access to this platform for better engagement and policy effectiveness.
4.Business Accelerator for Rural Tourism and Agribusiness	A startup incubation program supporting agritourism and rural creative industries.	Growing demand for sustainable tourism makes this accelerator attractive for tourism boards, EU rural development funds, and private investors.
5.Cross-Border Innovation Hubs	Physical and digital co-working and knowledge-sharing spaces supporting innovation in rural-urban collaboration.	Can be developed as a franchise model where different regions host and manage their own hubs while leveraging shared technology and networks.

Table 13: Pilots' KERs with local Business potential

These and many more KERs will be identified and exploited in the pilot RAPs (see Annex A).

4.4 KER Index

The final choice of all KERs will be agreed and described in D7.8 "Exploitation plans and business models, final edition" at the end of the project. In the meantime the pilots and partners will decide what activities they will wish to continue (=exploit) after the project ends, and consider which of the 5 spheres is most appropriate for each activity.

To do this the pilots and partners can use the KER index of the result, as developed in the CIties2023 project[33].

To prioritise project results and select KERs, the owner of the result or a "jury" of stakeholders assesses the result on three criteria: degree of innovation, exploitability, and impact, in columns 2,3,4 of the following table, rating them as High, Medium or Low. The KER Index, in column 5, is the multiple of the 3 criteria:

[33] D7.5-Exploitable-results-and-exploitation-plans-edition-3_3_v.3_def.pdf of the CITIES2030 – Co-creating resllient and sustainable food systems towards FOOD2030 project

Assessment / Criteria	**Innovation**	**Exploitability**	**Impact**	**KER Index**
Low (1)				
Medium (2)				
HIgh (3)				
Score				

Table 14: KER Index scoring table

As in the Cities2030 project, these ratings are currently assigned Low=1, Medium=2, High=3. This means that the KER index can vary from 1 to 729. The higher the KER index is, the more innovative, exploitable, and impactful the result is.

However depending on the chosen sphere for the KER, these values may need to be adjusted, e.g. for the pilots KERs in the “Societal & Social” and “Policy” spheres, impact might be the dominant criterion, so the value of a High rating might be increased beyond 3. While for commercial partners, KERs in the “Business, Innovation & Financial Sphere” Innovation may be dominant and its High rating might be increased beyond 3. This will be investigated and reported in D7.8.

5. Market Analysis & Business Model Canvases

The following table outlines appropriate business models and monetization strategies for each of the KERs that were identified as being commercially viable in the last section:

Key Exploitable Result	Potential Impact	Business Model	Explanation of the Model
1.Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)	Improved decision-making for policymakers and rural businesses through access to structured knowledge.	Subscription-based service for policymakers, researchers, and businesses.	A knowledge platform offering data insights and policy recommendations for a monthly or annual fee.
2.Multi-Actor Approach Tool (MAAT)	Enhanced stakeholder engagement in rural-urban development, leading to more effective policies.	Software-as-a-Service (SaaS) model for regional authorities and private sector organizations.	A cloud-based stakeholder management system where users pay for access and additional features.
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	Increased investment in rural areas through better spatial analysis and attractiveness mapping.	Consultancy services, data analytics subscriptions, and licensing agreements.	Regional authorities and investment firms pay for data-driven consultancy and mapping insights.
4.Rural Circular Economy Funding Business Models	Increased sustainability and economic viability of rural businesses through circular economy models.	Incubator and accelerator model offering business advisory and financing services.	Provides advisory services, training, and funding access to enterprises adopting circular economy models.
5.AI-Based Foresight & transform work (Vulture)	Improved long-term planning for rural development based on AI-driven foresight analysis.	Premium research service for governments and corporations requiring foresight analysis.	AI-driven foresight services sold as high-value consultancy reports and predictive analytics solutions.
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)	Improved decision-making for rural SMEs through AI-driven insights and risk assessment.	B2B subscription model for AI-driven market analysis and business intelligence services.	Offers AI-powered business insights to rural entrepreneurs on a subscription basis.

Table 15: KERs with Business Potential - Impact and Business Model

These KERs span across various thematic areas and regions, showcasing diverse opportunities for enhancing rural-urban linkages, and various business models. These KERs reflect the holistic and multi-faceted approach of the PoliRuralPlus project in fostering sustainable, inclusive, and resilient rural-urban development across various regions. The business potential of these results lies in their ability to enhance digital infrastructure, support innovative agricultural practices, promote sustainable business models, and improve stakeholder engagement. Each business model is designed to leverage the unique aspects of the respective KERs, ensuring sustainability and scalability while providing value to stakeholders and users.

5.1 Market Analysis of the KERs to be Commercialised

By the end of the project we expect to have generated robust, multilingual, adaptable unbiased and inclusive AI based KERs to identify, analyse and develop RU regional development strategies, actions and initiatives. Free and open-source PoliRuralPlus Dashboard of services that will ensure that all citizens and stakeholders can effectively and meaningfully and non-discriminatively participate .

Based on the project work so far and the discussion in Annex D, the following table provides a market evaluation for each KER, including demand levels, market size, expected growth, and key challenges they will face:

Key Exploitable Result (KER)	Potential Market Demand	Market Size	Market Growth	Market Challenges
1.Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)	High	Large – Governments, regional authorities, businesses.	Fast-growing due to increasing digitalization in governance.	Adoption barriers among policymakers and rural stakeholders.
2.Multi-Actor Approach Tool (MAAT)	High	Large – Regional governments, policymakers, NGOs.	Rapid growth due to rising demand for participatory governance.	Stakeholder engagement and resistance to change.
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	Medium	Medium – Investors, economic planners, regional authorities.	Moderate growth as investment in rural planning expands.	High cost of implementation and data integration complexities.
4.Rural Circular Economy Funding Business Models	High	Large – SMEs, agriculture, waste management, food production.	Fast growth driven by sustainability and EU Green Deal priorities.	High initial costs and need for policy support.
5.AI-Based Foresight & transform work (Vulture)	Medium	Medium – Government agencies, research institutions, investors.	Growing as foresight and predictive analysis gain traction.	Difficulty in predicting long-term economic trends.
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)	Medium	Medium – Small businesses, startups, policy analysts.	Steady growth with AI adoption in business intelligence.	Dependence on AI literacy and data availability.

Table 16: KERs with Business Potential - Market Analysis

The following table provides an overview of the key competitors for each KER and highlights how PoliRuralPlus solutions differ from existing market players.

Key Exploitable Result (KER)	Main Competitors	Competitor Description
1.Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)	World Bank Open Knowledge Repository[34], OECD Rural Development Database[35].	Provide large-scale knowledge-sharing platforms, focusing on global development policies but lack localized insights.
2.Multi-Actor Approach Tool (MAAT)	CitizenLab[36], Decidim (open-source participatory governance platforms)[37].	Offer citizen participation and e-governance tools, widely adopted but not customized for rural development.

[34] World Bank Open Knowledge Repository: https://openknowledge.worldbank.org
[35] OECD Rural Development Database: https://www.oecd.org/regional/rural-development/
[36] CitizenLab: https://www.citizenlab.co/
[37] Decidim: https://decidim.org/

3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	ESRI GIS[38], Google Earth Engine[39], and regional investment analysis tools.	GIS platforms used by investors and policymakers for mapping and regional planning, but lack real-time community-based input.
4.Rural Circular Economy Funding Business Models	Ellen MacArthur Foundation[40], Zero Waste Europe[41], and EU-funded circular economy projects.	Global initiatives promoting circular economy, focused on policy rather than direct business incubation.
5.AI-Based Foresight & transform work (Vulture)	McKinsey Foresight[42], Global Business Network[43], and EU foresight initiatives.	Global consulting and research firms offering long-term foresight but at premium consulting costs.
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)	IBM Watson AI for SMEs[44], Google AI for Business[45], Salesforce Einstein Analytics[46].	AI-driven business intelligence platforms catering to large enterprises but lacking focus on rural SMEs.

Table 17: KERs with Business Potential - Competitors Analysis

Each KER shows significant market potential in its respective domain, driven by current trends, market size, and the unique value propositions they offer. The primary challenges involve competition, securing funding, and ensuring stakeholder engagement and adoption.

It is expected that these KERs will highlight the PoliRuralPlus project's success in enhancing integrated RU regional development, and providing valuable tools for diverse user groups. The positive feedback and high adoption rates across various sectors demonstrate the impact and effectiveness of the PoliRuralPlus solutions, as follows:

1. Societal Impact:
    - Improved access to information for all stakeholders..
    - Enhanced social inclusion and participation in democratic processes.
2. Economic Impact:
    - Reduction in data and analysis costs and time for public administrations.
    - Economic efficiency through the provision of better RU deve
3. Scientific Impact:
    - Development of robust, multilingual, and adaptable AI tools.
4. Technological Impact:
    - New AI tools and technologies for RU development, and multilingual support.
    - Enhanced civic engagement tools integrated into various platforms.

By commercializing these exploitable KERs, the PoliRuralPlus project aims to promote inclusivity, accessibility, and effective participation in RU regional development while generating sustainable revenue and fostering innovation in RU areas.

[38] ESRI GIS: https://www.esri.com/en-us/arcgis/products/arcgis-pro/overview
[39] Google Earth Engine: https://earthengine.google.com/
[40] Ellen MacArthur Foundation: https://www.ellenmacarthurfoundation.org/
[41] Zero Waste Europe: https://zerowasteeurope.eu/
[42] McKinsey Foresight: https://www.mckinsey.com/featured-insights/leadership/mckinsey-foresight
[43] Global Business Network: https://www.gbn.com/
[44] IBM Watson AI for SMEs: https://www.ibm.com/watson/small-business
[45] Google AI for Business: https://cloud.google.com/solutions/ai
[46] Salesforce Einstein Analytics: https://www.salesforce.com/products/einstein-analytics/overview/

5.2 PoliRuralPlus Exploitable Results

The following table provides more information on these exploitable project results[47]:

Exploitable foreground KERs (description)	Exploitable product(s) or measure(s)	Sector(s) of application	Timetable, commercial or other use	Patents or other IPR exploitation (licences)	Owner & Other Beneficiaries involved[48]
1.Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)	Available through PoliRuralPlus Dashboard on Home — PoliruralPlus	Researchers, SMEs & policy makers..	1 year	OSS Apache2[49]	MAC & All
2.Multi-Actor Approach Tool (MAAT)	Available through PoliRuralPlus Dashboard on Home — PoliruralPlus	Regional Developers & policy makers.	3 years	OSS Apache2	SINO & All
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	Available through PoliRuralPlus Dashboard on https://PoliRuralPlus project.eu	Regional Developers & policy makers.	2 years	OSS Apache2 FRAND[50]	AVI, SRY & All
4.Rural Circular Economy Funding Business Models	Through Home — PoliruralPlus	R & U SMEs and businesses.	3 years	CC BY[51]	MID, NP & All
5.AI-Based Foresight & transform work (Vulture)	PoliRuralPlus Dashboard through Home — PoliruralPlus	Researchers, R & U Communities, SMEs and other stakeholders.	2 years	FRAND	CKA & All
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)	PoliRuralPlus services available through Home — PoliruralPlus	Users, Researchers, developers & providers of additional services.	2 years	OSS Apache2 FRAND[52]	CVUT, MID & All

Table 18: PolIRuralPlus exploitable KERsl

These results and their potential exploitation are summarised in the following table:

Exploitable foreground	Purpose	How, when and by whom will be exploited	IPR exploitable measures	Further research	Potential/ expected impact
1.Enhanced Rural-Urban	To provide real-time rural-urban	Governments, regional agencies, and	Subject to Apache2 licence	Yes, to enhance, reuse &	Trends: Smart city solutions, data-driven

[47] Using the Commission's Final Report format template B.2, available at ftp://ftp.cordis.europa.eu/pub/fp7/docs/final-report_en.doc

[48] See section 10.

[49] Apache 2 license, see section 10.

[50] Fair Reasonable And Non Discriminatory, see section 10.2.

[51] Creative Commons with attribution to the original author, see section 10.3

[52] Fair Reasonable And Non Discriminatory, see section 10.2.

Knowledge Space (PoliRuralPlus Advisor)	intelligence for policymakers and businesses, improving decision-making.	policymakers will adopt this tool as a subscription-based SaaS for planning and policy analysis. Expected deployment from 2025 onwards via government contracts and institutional partnerships.		extend its content.	decision-making
2.Multi-Actor Approach Tool (MAAT)	To facilitate structured engagement and participatory governance among stakeholders.	Municipalities and NGOs will implement MAAT as a governance tool in policy-making processes. Expected launch in 2025 with training workshops for stakeholders.	Openly available for R&D.	Yes, to enhance, reuse & extend its functionality	Trends: Sustainable development, smart integration
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	To visualize and assess many regional planning issues such as rural attractiveness factors, & mapping Innovation potential, to support regional investment and development[53].	GIS firms, urban planners, and investment agencies will use Jackdaw for regional analysis. Deployment starts in 2026 with consultancy services and SaaS subscriptions.	Openly available.	Yes, to reuse & promote PoliRuralPlus .	Trends: Stakeholder engagement, digital collaboration
4.Rural Circular Economy Funding Business Models	To promote circular economy practices and sustainable business models in rural areas.	Rural SMEs, sustainability consultants, and agribusinesses will adopt the business models through franchise and advisory programs. Rollout expected in 2025-2027 through industry collaborations.	Openly available for R&D.	Yes, to enhance, reuse, & extend its functionality.	Market Size: Significant growth expected Trends: Sustainable practices, rural entrepreneurship
5.AI-Based Foresight & transform work (Vulture)	To support long-term strategic planning with foresight analysis for governments and businesses.	Governments and large businesses will integrate foresight methodology for policy and economic resilience. Deployment in 2025-2027 through consulting engagements.	Open & easy access for all users and further R&D.	Yes, to enhance, reuse, & extend its knowledge.	Trends: Online learning, skill development
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)	To enhance business competitiveness in rural areas using AI-driven insights and financial forecasting.	Financial institutions and rural businesses will integrate AI-driven advisory tools to optimize decision-making. Expected commercialization in 2025 with enterprise licensing models.	Open & easy access for all users and further R&D.	Yes, to enhance, reuse, & extend its knowledge.	Market Size: Emerging market Trends: Sustainable land management, CSR

Table 19: Exploitation of PolIRuralPlus results

[53] As discussed in D7.2 “Practrice Abstracts – batcg 1

5.3 PoliRuralPlus Business and Revenue Models

The various PoliRuralPlus Dashboard services and OSS business models are being explored with users in WP5 and WP7. However, at this stage based on the analysis in Annex D, and considering the PoliRuralPlus objectives and target users, the appropriate OSS business models for the PoliRuralPlus Dashboard services are (in ranked order):

1. Selling software as a service – using the PoliRuralPlus Dashboard,
2. Selling professional services – e.g. training, tech support, consultancy, etc.
3. Partnership with funding organisations – public/private grants for RU linkage services,
4. Dual-licensing – will be used by individual KER providers,
5. Selling optional proprietary extensions - e.g. for special webservice features & versions.

Each of the Consortium partners will adopt variations of these for the different elements of the PoliRuralPlus outputs and their own Exploitation Plans, as described in section 9, as follows:

PoliRuralPlus KER	Sustainability Strategy/Business Model					Lead
	1	2	3	4	5	
	SaaS	Service	Funding	Dual	Extend	
1.Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)			✔		✔	MAC & All
2.Multi-Actor Approach Tool (MAAT)		✔	✔		✔	SINO, MID & All
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	✔		✔		✔	AV, SRY & All
4.Rural Circular Economy Funding Business Models		✔	✔		✔	MAC, NP & All
5.AI-Based Foresight & transform work (Vulture)			✔		✔	CKI & All
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)			✔		✔	CVUT, MID & All

Table 20: PolIRuralPlus Results' Business Models

Also based on the analysis in Annex D the most appropriate initial revenue earning model for the PoliRuralPlus Dashboard of Services is likely to be the "Sponsorship (Incentivized Advertising)" model with the EU and other appropriate public funding sponsors initially, and evolving over time to a "Freemium" model as the number of PoliRuralPlus users grow, to create a free and open-source webservice to help RU regional analysis and development.

Nevertheless, to ensure sustainable market revenues, the PoliRuralPlus consortium may:

- Provide and advertise additional paid services from third-parties which will pay for having the advertisement on the PoliRuralPlus Dashboard and agree to pay a fee to PoliRuralPlus per each client coming from the Dashboard.
- Crowdsource feedback and data from the Dashboard users (according to GDPR rules and to which users will be able to agree or not).

Adding non-intrusive advertisements would help the PoliRuralPlus Dashboard to generate revenues and then in the future, in parallel to the freemium model, a paid version of the service may be offered that removes these advertisements, providing extra PoliRuralPlus Dashboard revenues to guarantee its sustainability well into the future.

5.4 Potential business markets

As the digital transformation of society accelerates, the use of ICT and applications can significantly improve the daily lives of all citizens. PoliRuralPlus targets a diverse range of sectors within the urban-rural development landscape, focusing on regulatory bodies, businesses, civil society, the general public, and media. The EU market for these services is substantial, encompassing a significant portion of the population and economy. The global potential extends the applicability of PoliRuralPlus methodologies and tools to rural-urban contexts worldwide, enhancing sustainable and inclusive development practices.

The PoliRuralPlus project identifies several key target sectors and customer segments for its services. The primary focus is on actors involved in urban-rural development, including:

1. Regulatory and Facilitating Bodies: This includes local, regional, and national government bodies involved in regulating and facilitating environmental, economic, and societal aspects of urban-rural development.
2. Businesses and Social Partners: This sector involves businesses, financial institutions, and market bodies focused on innovative business models and sustainable practices in rural areas.
3. Civil Society: Non-profit organizations such as foundations, associations, social enterprises, cooperatives, and other community-based organizations.
4. General Public: The broader public, especially in rural and urban communities, to raise awareness about rural development and urban-rural synergies.

5.4.1 Markets Size in the EU and Globally

The potential market size for PoliRuralPlus services can be broadly categorized into the following:

1. European Market:
    - Urban-Rural Population: The EU's rural and exurban areas account for over 80% of its total area and are home to over 30% of its population.
    - SMEs and Social Enterprises: The European Union emphasizes the role of SMEs and social enterprises in rural areas. These entities contribute significantly to the local economies by fostering inclusiveness, resilience, and sustainability. They are vital for the green and digital transitions, which are key elements of the EU's long-term vision for rural areas.
2. Global Market:
    - The global scope includes rural and urban areas facing similar challenges as those in the EU. The methodologies and tools developed by PoliRuralPlus, such as AI/ML-aided analysis and regional KPI measures, can be adapted and applied globally, provided the necessary data infrastructure is available.

PoliRuralPlus Dashboard services are relevant to a vast market across various segments, including regulatory and facilitating bodies, businesses and social partners, civil society, and the general population. In the EU, this includes over 100,000 local authorities, 23 million SMEs, thousands of NGOs and community groups, and a significant rural population of approximately 112 million people. Globally, the numbers expand significantly, encompassing potentially thousands of regulatory bodies, over 200 million SMEs, numerous global NGOs, and a rural population of about 3.4 billion people. These estimates highlight the broad applicability and potential impact of PoliRuralPlus services both within the EU and worldwide.

Estimates of Relevant Market Segments for PoliRuralPlus Services in the EU and Globally

Regulatory and Facilitating Bodies

1. EU:
    - Local Authorities: Over 100,000 municipalities and local authorities.
    - National and Regional Authorities: Each of the 27 EU member states has multiple layers of regional and national authorities involved in urban-rural planning.
    - EU Institutions: Various bodies including the European Commission, European Parliament, and related agencies like the European Committee of the Regions.
2. Globally:
    - Countries: There are around 195 countries, each with its own set of regulatory bodies, potentially increasing the number of relevant authorities into the thousands when considering local, regional, and national levels.

Businesses and Social Partners

1. EU:
    - Small and Medium-sized Enterprises (SMEs): Approximately 23 million SMEs in the EU, many of which are located in rural areas.
    - Social Enterprises: Several thousand social enterprises focused on sustainable rural development.
    - Business Associations: Numerous associations at national and EU levels, such as the European Association of Craft, Small and Medium-Sized Enterprises (UEAPME).
2. Globally:
    - SMEs: Over 200 million SMEs worldwide, with a significant number involved in rural development.
    - International Business Networks: Numerous global business and trade organizations with a focus on sustainable development, such as the International Chamber of Commerce (ICC).

Civil Society

1. EU:
    - Non-Governmental Organizations (NGOs): Thousands of NGOs focusing on rural development, environmental protection, and social issues.
    - Community Groups: Numerous local community groups and associations involved in grassroots development initiatives.
2. Globally:
    - Global NGOs: Thousands of NGOs operating globally with interests in rural development, such as CARE International and the World Wildlife Fund (WWF).
    - Civil Society Networks: Extensive networks like CIVICUS, which have members in almost every country.

Citizens

1. EU:
    - Total Population: Approximately 448 million people as of 2023.
    - Rural Population: Around 112 million people live in rural areas, which is roughly 25% of the total EU population.
2. Globally:
    - Global Population: Approximately 7.9 billion people.
    - Rural Population: About 3.4 billion people live in rural areas globally, based on World Bank estimates.

These Market Segments for the PoliRuralPlus Dashboard Services are summarised and referenced as follows:

Segment	EU	Global
Regulatory and Facilitating Bodies	~100,000 Local Administrative Units (LAUs)[54] ~150,000 national and regional authorities[55];	Thousands of local, regional, and national authorities

[54] Regions in the European Union (europa.eu)

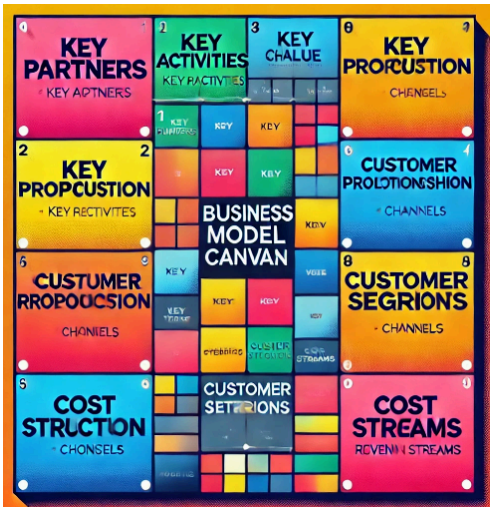
[55] Council of European Municipalities and Regions – CEMR - European Movement

	~50 EU agencies[56]	
Businesses and Social Partners	24.3 million SMEs[57]; 2.8 several thousand social enterprises[58]; ~1,000 business associations[59]	> 200 million SMEs; numerous global business and trade organizations
Civil Society	129,000 NGOs[60]; numerous community groups and associations	10 million NGOs[61]; extensive civil society networks
Citizens	Total Population: 448 million; Rural Population: 112 million (25%)	Total Population: 7.9 billion; Rural Population: 3.4 billion (43%)

Table 21: PollRuralPlus Results' Market Segments

These are huge markets and clearly indicate that the sustainable deployment of the PoliRuralPlus Dashboard services will not be limited by their potential market.

5.5 Business Model Canvases for commercial KERs.



Using a Business Model Canvas[62] strategic management and entrepreneurial analysis, given the highly innovative nature of the PoliRuralPlus KERs for its target markets, PoliRuralPlus Lean Business Model Canvas[63] strategic plans are being continuously evolved in task T7.4 to achieve the planned PoliRuralPlus business objectives:

These strategic plans will be further developed and evolved based on the future releases of the PoliRuralPlus services as a Minimum Viable Product (MVP) and their users' feedback in WP5, allowing collection of the maximum validated learning about PoliRuralPlus's customers and users for fine-tuning and adapting the solution to better respond to their evolving needs.

The PoliRuralPlus KERs will target Regulatory & Facilitating Bodies, Businesses & Social Partners and Civil Society & communities across Europe. To achieve the PoliRuralPlus KERs sustainable exploitation, the remainder of T7.4 will involve working back from what PoliRuralPlus's users actually want in WP5 and feedback from as many users as possible to ensure that the project's plans are not technology driven. In this, the key will be that the project continuously asks the right questions to both the current and further users that are attracted. This will be enabled by:

- Continuous Deployment of PoliRuralPlus, starting with initial fast prototype trials of each KER and then further MVPs from WP3 in a continuous loop of
  - Ideas Build Product Measure Data Learn
- Evolving the current Lean Business Model strategic plans, which may require pivots on what PoliRuralPlus features will provide for its users and service providers.

[56] Homepage - European Union (europa.eu)
[57] single-market-economy.ec.europa.eu/document/download/b7d8f71f-4784-4537-8ecf-7f4b53d5fe24_en?filename=Annual Report on European SMEs 2023_FINAL.pdf
[58] Social economy in the EU - European Commission (europa.eu)
[59] Horizontal Business Associations at EU Level | SpringerLink
[60] 25 Facts and Stats about NGOs Worldwide (techreport.ngo)
[61] 25 Facts and Stats about NGOs Worldwide (techreport.ngo)
[62] Alexander Osterwalder and Yves Pigneur (2010) *Business Model Generation: A Handbook for Visionaries, App Changers, and Challengers*. Wiley. http://www.businessmodelgeneration.com
[63] Adapted from The Business Model Canvas (http://www.businessmodelgeneration.com).

- Using proactive dissemination to drive the whole process and attract further Early Adopter users as described in D7.1 “PoliRuralPlus Communication and Dissemination Plan”.

As discussed in section 6, it is proposed that most PoliRuralPlus KERs specification, implementation documentation and source code will be published free and open source (licensed under Apache 2[64], which is compatible with EUPL and AGPL) to ensure their widespread awareness and take-up.

5.5.1 Draft canvases for all commercial KERs.

The following is a draft business canvas for the first KER - the PoliRuralPlus Advisor service in the usual canvas format:

Key Partners	Key Activities	Key Resources	Value Propositions	Customer Relationships	Channels	Customer Segments
- Governments, - regional development agencies - policymakers, -data providers, - research institutions-	- Data aggregation, policy analysis, -AI-based analytics development - platform maintenance.	- Data infrastructure - AI-powered analytics, - policy experts - digital platform.	- Provides real-time rural-urban intelligence -policy efficiency insights -stakeholder engagement tools.	- Ongoing support through subscriptions - data consultancy -policy advisory services.	-Online platform, research reports, - government workshops, policy briefings.	- Governments, - policymakers, - regional planners, - businesses, -NGOs, -research institutionS.

Cost Structure	Revenue Streams
- Platform development, - data acquisition, - AI model training, - research team salaries.	- Subscription-based SaaS for governments & businesses, - premium consulting services.

Table 22: PolIRuralPlus Advisor service Business Canvas

While the following table summarises the draft business canvases of the business models associated with all of the KERs. These business canvas tables outline the key components of each business model, providing a comprehensive overview of the strategies for leveraging the KERs' potential.

Key Exploitable Result (KER)	Key Partners	Key Activities	Key Resources	Value Propositions	Customer Relationships	Channels	Customer Segments	Cost Structure	Revenue Streams
1. Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)	Governments, regional development agencies, policymakers, data providers, research institutions	Data aggregation, policy analysis, software development.	Data platform, analytics tools, expert researchers.	Provides real-time rural-urban intelligence, supports policy efficiency.	Ongoing support through subscriptions and consultancy.	Online platform, research reports, policy briefings.	Governments, regional authorities, businesses, policymakers.	Platform development, data acquisition, research team salaries.	Subscription-based SaaS model for policymakers and businesses.

[64] https://www.apache.org/licenses/LICENSE-2.0

2. Multi-Actor Approach Tool (MAAT)	Local governments, NGOs, civic tech organizations, policy advocacy groups.	Facilitating stakeholder engagement, managing governance initiatives.	Stakeholder engagement technology, policy frameworks.	Enables structured stakeholder engagement and participatory governance.	Government partnerships, stakeholder engagement workshops.	SaaS platform, government meetings, stakeholder workshops	Local governments , policymakers , NGOs, community groups.	Software maintenance, stakeholder engagement event costs.	SaaS model with licensing fees for local governments.
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	Municipal governmnts,investment firms, urban planning agencies, GIS data providers.	GIS mapping, investment analysis, public-private partnerships	GIS tools, investment data, economic forecasting models.	Maps investment opportunities and regional attractiveness factors.	Client consulting, long-term partnerships with regional planners.	GIS dashboards, investment roadshows,economic forums.	Investors, economic planners, municipal authorities.	GIS technology, data licensing fees, consulting team costs.	Consulting services and licensing agreements with public agencies.
4.Rural Circular Economy Funding Business Models	Circular economy networks, sustainability consultants, green finance investors.	Supporting SMEs, implementing circular economy models.	Circular economy models, SME partnerships, regulatory compliance.	Promotes sustainability through circular economy practices.	SME engagement, sustainability advisory services.	Industry conferences, SME support networks, sustainability programs.	Agriculture businesses, waste management firms, local SMEs.	Model development, sustainability compliance, SME support costs.	Franchise fees from businesses implementing circular economy models.
5.AI-Based Foresight & transform work (Vulture)	Economic think tanks, foresight research groups, long-term policy planners.	Conducting scenario planning, offering strategic foresight workshops.	Foresight methodologies, big data analytics, research teams.	Supports long-term strategic planning with foresight analysis.	Research partnerships, long-term consulting engagements .	Economic conferences, research forums, policy whitepapers.	Government agencies, corporate strategists, economic researchers.	Big data acquisition, research staff, policy analysis costs.	Consulting fees for foresight analysis and strategic reports.
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)	AI research institutions, business development agencies, data analytics firms.	Offering AI-driven insights, developing business intelligence models.	AI algorithms, business analytics tools, financial data.	Empowers rural entrepreneurs with AI-driven business insights.	AI-based customer insights, business intelligence services.	AI dashboards, online consulting sessions, business events.	Rural SMEs, startups, financial institutions, policymakers .	AI development, business intelligence platform hosting costs.	Premium AI advisory services and B2B subscriptions.

Table 23: Business Model Canvases for all KERs with commercial potential

This Business Model Canvas table provides a structured commercialization strategy for each PoliRuralPlus KER.

These business canvases outline the key components of each business model, providing a comprehensive overview of the strategies for leveraging the KERs' potential.

5.6 Conclusions from the KERs & Business Model Canvases

The analysis of the KERs and their business models reveals several key conclusions regarding their commercialization potential, market viability, and strategic positioning. An analysis of these draft business canvases of the business models associated with each of the Key Exploitable Results (KERs), the following conclusions and recommendations can be drawn for the project:

1. Strong Market Demand and Growth Potential

- Many of the KERs align with major policy and investment trends such as the EU Green Deal, digital transformation, participatory governance, and AI-driven decision-making.
- High-growth sectors like renewable energy, digital rural entrepreneurship, and AI-powered analytics provide strong business opportunities.
- Government and institutional support is critical for adoption, as many solutions target policymakers, municipalities, and regional development agencies.

Implication: These solutions can leverage EU and national funding mechanisms, public-private partnerships, and regulatory incentives to drive adoption.

2. Need for Customization & Local Adaptation

- Many KERs require customization based on regional contexts (e.g., circular economy models, Smart Villages Digital Hub).
- Rural-urban policies and economic structures differ across regions, meaning the PoliRuralPlus solutions must be adaptable to various governance and economic systems.
- Localization of digital tools (like the Jackdaw Mapping Toolbox) is crucial for making data actionable at regional and municipal levels.

Implication: Successful commercialization will depend on offering modular and customizable solutions that can be adapted to specific regional needs.

3. Heavy Reliance on Government and Institutional Customers

- Many KERs are heavily dependent on government adoption, especially for governance tools like MAAT (Multi-Actor Approach Tool) and Digital Participatory Governance Models.
- Policy support is essential for success, as many solutions (e.g., renewable energy entrepreneurship, circular economy business models) need regulatory backing.

Implication: A government engagement strategy is critical, including working through pilot programs, lobbying for regulatory incentives, and integrating with existing policy frameworks.

4. Business Models Must Balance Public and Private Sector Funding

- Hybrid revenue models (public sector funding + private commercialization) are key to long-term financial sustainability.
- Public sector licensing (for tools like MAAT and Digital Governance Models) can provide a stable revenue stream.
- Private sector commercialization opportunities (e.g., AI-powered advisory tools, business accelerators, and renewable energy entrepreneurship) can bring additional funding.

Implication: A mixed funding approach (public-private partnerships, grants, corporate sponsorships, and direct monetization) will be necessary to sustain and scale these solutions.

5. Need for Strong Partnerships and Ecosystem Development

- Collaboration with strategic partners (governments, research institutions, businesses, NGOs) is essential for scaling the KERs.
- Cross-sector partnerships (between municipalities, digital service providers, and investment firms) will improve long-term viability.
- Innovation hubs and accelerators (such as cross-border initiatives) can drive adoption by supporting startups and SMEs in rural areas.

Implication: Building multi-stakeholder ecosystems around these KERs will enhance their long-term impact and commercialization potential.

6. Digitalization and AI Will Play a Central Role

- Many KERs integrate AI, GIS, and digital twin technologies to enhance decision-making and policy planning.
- AI-powered advisory tools for rural entrepreneurs offer data-driven business insights and economic forecasting.
- Digital platforms like PoliRuralPlus Advisor will be central in managing and delivering rural-urban intelligence.

Implication: Investment in AI, cloud computing, and data analytics capabilities will be essential to ensure these tools are competitive and impactful.

7. Challenges to Address

While the KERs have strong potential, several challenges must be addressed:

- Adoption Barriers: Government bureaucracies and slow policy implementation can delay market entry.
- Digital Literacy Gaps: Many rural SMEs and public sector agencies may lack the skills to fully utilize digital solutions.
- Regulatory and Compliance Risks: Variability in local regulations can impact scaling across different EU regions.
- Funding Constraints: Many solutions rely on public-sector funding, which can be unpredictable.

Mitigation Strategy:

- Capacity-building programs (training for policymakers and SMEs).
- Pilot projects and demonstrators to prove real-world impact.
- Blended financing approaches (public grants + private investment).

Strategic Recommendations for Commercialization

1. Adopt a Public-Private Business Model: Secure government contracts while expanding private sector opportunities (e.g., consulting, SaaS).
2. Leverage EU Policy and Funding Programs: Position the KERs within major EU initiatives (e.g., Green Deal, Digital Europe, Horizon Europe).
3. Develop Customizable and Modular Solutions: Ensure flexibility to meet regional policy and economic needs.
4. Build Strong Cross-Sector Partnerships: Work with municipalities, business networks, research institutions, and digital innovation hubs.
5. Ensure Digital and AI Integration: Maximize automation, data analytics, and digital twin technologies to improve decision-making.

The PoliRuralPlus KERs offer significant business potential by addressing urgent rural-urban challenges. However, their success will depend on strategic commercialization, strong partnerships, and alignment with policy priorities. By implementing a hybrid funding model and ensuring adaptability across regions, these innovations can drive long-term rural economic resilience and urban-rural integration. Initial questionnaires for each of these 6 KERs, based on the EU Innovation Radar Platform[65]and methodology[66] are shown in Annex G.

[65] Innovation Radar > Home

[66] Innovation Radar > Methodology

6. PoliRuralPlus Intellectual Property Rights (IPR)

The IPR Roadmap and ownership of the exploitable components of the PoliRuralPlus system (as identified in section 3) for the partners (being mainly copyright and secret know-how) are as follows:

IPR Owner **PoliRuralPlus IP Components**	**CVUT**	**MID**	**MAC**	**SUA**	**SRY**	**AUA**	**GAIA**	**NP**	**TIN**	**TYA**	**SML**	**CCSS**	**P4A**	**DIT**	**AVI**	**PSNC**	**SINO**	**CKA**	**VPR**	**AL**	**IPR Roadmap**
1.Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)	X		X		X								X								Will be licensed to a PoliRuralPlus company (PRPco)
2.Multi-Actor Approach Tool (MAAT)					X												X			X	Will be licensed to PRPco
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)							X					X	X		X	X					Will be licensed to PRPco
4.Rural Circular Economy Funding Business Models		X					X		X												
5.AI-Based Foresight & transform work (Vulture)									X									X	X		Will be licensed to PRPco
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)				X				X						X	X						Open free use

Table 24: PolIRuralPlus IPR Roadmap

6.1 IPR management

Management of Intellectual Property Rights (IPR) in PoliRuralPlus will, in general, address two types of results in the project:

- Open-Source data repositories and software modules and implementations developed by the partners, which may be subject to other licensing conditions incorporated in the Consortium Agreement, that reflects pre-existing know-how brought to the project.
- Open services developed by the Consortium, which are subject to Open-Source licenses or open IPR conditions set by regulatory or other bodies.

Management of IPR was already given careful attention in the DoA and is firmly embedded in the project throughout its entire duration. Activities thus contemplate the management of existing IPR and knowledge, as well as IPR and knowledge generated during the project.

Partners are providing free-access rights to the consortium for the use of any of their past IPR and knowledge, which might be needed during the project, all of which is defined in the Consortium Agreement.

It is envisaged that the partners will protect different elements of the foreground technology and data developed within the work programme. A review and analysis of the most appropriate IPR tools to protect the different results will continue to be carried out in task T6.4 during the project. Moreover, the partners have included

confidentiality provisions in the Consortium Agreement, whereby crucial information related to knowledge and its future exploitation should not escape the control of the consortium.

It is of critical importance that there is a clear, reasonable and acceptable breakdown of how to share different elements of IPR among all the consortium partners, and all partners ownership proportional to their work in the project and in tune with their business strategy and position in the supply chain. This project follows the default regime in terms of Intellectual Property rules for collaborative Horizon Europe projects, whereby all Partners receive full ownership and exploitation rights of all the foreground results generated by this project. In terms of how this IPR will be shared among the partners, in-depth discussions are continuously taking place during the remainder of WP6 for current and future plans, and will conclude how this IPR is to be shared out among them, in keeping with their contribution to the project and any background knowledge, but also in keeping with the active role they have played in the project, as well as the role they will play in the post-project exploitation of the results.

Commercial PoliRuralPlus KERs and services will aim to be on the market within a year after this project ends. The Consortium Agreement will be enhanced by D7.8 “Exploitation plans and business models, final edition”, which will contain clear and well defined conditions and processes by which the IPR and project results will be shared, managed and fully exploited. From the European (and global) RU communities’ support sector, D7.8 will cover exploitation restrictions, licensing arrangements, protection of the intellectual property generated within the project, methods for disseminating KERs, results, etc.

6.2 PoliRuralPlus Services FRAND Approach

The PoliRuralPlus Services can only operate and have value for users, as long as the PoliRuralPlus online platform and services are available. So, the IPR management of the services must balance:

- Availability of the platform and services, to reassure and encourage RU stakeholders and all users, as well as third-party developers, to use the services in their apps.
- Enable the PoliRuralPlus service providers to earn revenues to continue to provide, maintain and scale-up those online services into the future, as outlined in the following table:

PoliRuralPlus KER	Operational Requirements
1.Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)	● Requires ongoing R&D, ChatGPT Team space & maintenance
2.Multi-Actor Approach Tool (MAAT)	● Requires ongoing R&D and operational support & maintenance
3.Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)	● Requires ongoing R&D and operational support & maintenance
4.Rural Circular Economy Funding Business Models	● Requires ongoing R&D and operational support
5.AI-Based Foresight & transform work (Vulture)	● Requires ongoing R&D and operational support & maintenance
6.AI-Powered Advisory Tools for Rural-Urban development (Dashboard)	● Requires hosting, operational support & maintenance

Table 25: PolIRuralPlus Services Operational requirements

To achieve a balance, the providers of the PoliRuralPlus Services will provide them based on a FRAND (Fair, Reasonable And Non-Discriminatory) policy to facilitate users and usage, while encouraging

- the RU User Community and stakeholders to use PoliRuralPlus’s KERs and services,

- all related service providers to use the PoliRuralPlus platform's open APIs to readily integrate into Dashboard services ecosystem.

FRAND is a voluntary commitment between the Service Provider and each user of the service. It is based on a reasonable and non-discriminatory licensing concept used by standards organisations, who often request from the owner of an IPR (usually a patent) that is (or may become) essential to practice a technical standard[67]. In that context the terms have the following meanings:

- Fair relates mainly to the underlying licensing terms. Drawing from anti-trust/competition law; fair terms mean terms which are not anti-competitive and that would not be considered unlawful if imposed by a dominant firm in their relative market. Examples of terms that would breach this commitment are (i) requiring licensees to buy licenses for products that they do not want in order to get a license for the products they do want or requiring licensees to take licenses to certain unwanted or unneeded patents to obtain licenses to other desired patents (bundling), (ii) requiring licensees to license their own IP to the licensor for free (free grant backs) and (iii) including restrictive conditions on licensees' dealings with competitors (mandatory exclusivity).
- Reasonable refers mainly to the licensing rates. A reasonable licensing rate is considered to be a rate charged on licenses which would not result in an unreasonable aggregate rate if all licensees were charged a similar rate. According to this view, aggregate rates that would significantly increase the cost to the industry and make the industry uncompetitive are unreasonable. Similarly, a reasonable licensing rate must reward the licensor with adequate compensation for contributing its essential patents to a standard. Compensation is adequate if it provides the licensor with the incentive to continue investing and contributing to the standard in future time periods.
- Non-discriminatory relates to both the terms and the rates included in licensing agreements. As the name suggests this commitment requires that licensors treat each individual licensee in a similar manner. This does not mean that the rates and payment terms cannot change depending on the volume and creditworthiness of the licensee. However, it does mean that the underlying licensing condition included in a licensing agreement must be the same regardless of the licensee. This obligation is included to maintain a level playing field with respect to existing competitors and to ensure that potential new entrants are free to enter the market on the same basis.

These concepts and the evolving (and sometimes controversial[68]) FRAND approach have been adapted to the PoliRuralPlus Dashboard services by the following FRAND policy adopted by the service providers.

Third-party beneficiaries of the PoliRuralPlus FRAND policy are entitled to expect that each PoliRuralPlus Dashboard service:

- Is provided and used only on an "As Is" basis, without warranties or conditions of any kind, either express or implied, unless required by applicable law or agreed to in writing.
- Will continue to be thus provided for at least 2 years after the PoliRuralPlus project ends.
- Is provided on a fair, reasonable and non-discriminatory basis to all users who wish to use it.
    - The Dashboard services are available free for partners' research, training and private use.
    - Commercial and external research users' fees for use of the service will be based on rates that:
        - Provide the services' providers with an adequate incentive to be able to continue investing and contributing to the services in future time periods,
        - Are based on a common approach,

[67] https://en.wikipedia.org/wiki/Reasonable_and_non-discriminatory_licensing

[68] "Fair, Reasonable and Non-Discriminatory (FRAND) Licensing Terms - *Research Analysis of a Controversial Concept", JRC Science and Policy Report,* European Commission Joint Research Centre Institute for Prospective Technological Studies, 2015, https://ec.europa.eu/jrc/en/publication/eur-scientific-and-technical-research-reports/fair-reasonable-and-non-discriminatory-frand-licensing-terms-research-analysis-controversial

- Are not anti-competitive and are reasonable even if no other alternative similar service exists.

- Documentation, support and communications with the service providers is through https://PoliRuralPlusproject.eu only.

In the same way that FRAND licensing has strong implications for innovation and barriers in standards and patent IPRs, the PoliRuralPlus FRAND policy is intended to balance the interest between different stakeholders, foster Innovation and overcome barriers in the wide take-up and use of the PoliRuralPlus Dashboard services to empower RU stakeholders people to more fully participate and contribute to the European Digital Single Market[69] and Europe's Digital Future[70].

6.3 PoliRuralPlus Open Software, Documents and Data IPR

6.3.1 PoliRuralPlus Apache 2 Open-source Software license

The PoliRuralPlus Dashboard services and cloud platform, specification, implementation documentation and source code will be published free and open source.

The PoliRuralPlus project aims to create open-source services on its Dashboard platform to provide services and apps, and proactively to attract apps' developers by publishing the services under a solid, proven open-source license.

There are many open-source licences[71] but the partners agreed that three were most appropriate to meet the PoliRuralPlus objectives, as compared and contrasted in the following table:

License	Author	Latest version	Publication date	Linking	Distribution	Modification	Private use	Sublicensing
Apache License[72]	Apache Software Foundation	2.4	2004	Permissive	Permissive	Permissive[73]	Yes	Permissive
EUPL[74]	European Commission	1.2	2009	Limited	?	With an explicit compatibility list[75]	?	?
GNU Affero General Purpose Licence (AGPL)[76]	Free Software Foundation	3.0	2007	GPLv3 compatible only	Copylefted[77]	Copylefted	Yes[1]	Copylefted

Table 26: Comparison of possible PoliRuralPlus Open-source Licenses

The partners will provide the PoliRuralPlus services' software under the Apache-2 license[78], as it:

[69] http://ec.europa.eu/priorities/digital-single-market_en
[70] Shaping Europe's digital future | Shaping Europe's digital future (europa.eu)
[71] https://en.wikipedia.org/wiki/Comparison_of_free_and_open-source_software_licenses
[72] https://en.wikipedia.org/wiki/Apache_License
[73] Matrix of EUPL compatible open source licences | Joinup (europa.eu)
[74] https://en.wikipedia.org/wiki/European_Union_Public_Licence
[75] Matrix of EUPL compatible open source licences | Joinup (europa.eu)
[76] Affero General Public License - Wikipedia, Affero GPL is a modified version of GPLv3 (https://en.wikipedia.org/wiki/GNU_General_Public_License), with obligations for webserver developers, that is likely to be appropriate to some PoliRuralPlus software, see https://www.gnu.org/licenses/why-affero-gpl.html
[77] Copyleft means can be used, modified, and distributed freely on condition that anything derived from it is bound by the same conditions, https://en.wikipedia.org/wiki/Copyleft
[78] See www.apache.org/licenses and discussion in section 9.

- explicitly grants rights where necessary to operate, modify and distribute the software;
- permits the code that it covers to be subsumed into closed source projects;
- is suitable for safeguarding the IPR of project results as well as EC investments;
- Apache License 2 is simple, widely used and compatible with EUPL and GNU Affero General Public License (GPL) version 3, (EUPL or AGPL) and Apache 2 licensed code can be combined – resulting in EUPL or AGPL licensed software.

However, the PoliRuralPlus licensing remains flexible enough to be compatible with the exploitation plans of the partners of the consortium.

- A dual licencing model may be used for some PoliRuralPlus services, such as value added features.
- The originator/owner of the software can license and use their code as both Proprietary and Open-source – e.g. for commercial exploitation.

The Apache 2 License

- Requires preservation of the copyright notice and disclaimer.
- Allows the user the freedom to use the software for any purpose, to distribute it, to modify it and to distribute modified versions of the software, under the terms of the license, with no royalties.
- Does not require a derivative work of the software or modifications to the original to be distributed using the same license

The following text is included in the header of all PoliRuralPlus open-source code files to indicate their Apache 2 license

<license>
<name> Apache License, Version 2.0 </name>
<url> http://www.apache.org/licenses/LICENSE-2.0 </url>
<comments>
The work represented by this file is partially funded by the PoliRuralPlus project through the European Commission's Horizon Europe Programme (Grant Agreement: 101136910)
Copyright © 2025, PoliRuralPlus Consortium.
Licensed under the Apache License, Version 2.0 (the "License");
you may not use this file except in compliance with the License.
You may obtain a copy of the License at http://www.apache.org/licenses/LICENSE-2.0
Unless required by applicable law or agreed to in writing, software distributed under the License is distributed on an "AS IS" BASIS, WITHOUT WARRANTIES OR CONDITIONS OF ANY KIND, either express or implied.
See the License for the specific language governing permissions and limitations under the License.
</comments>
</license>

During the project the PoliRuralPlus software development, coordination and Issue-tracking is carried out on https://github.com/PoliRuralPlus-eu, using the GitHub open-source approach and tools. This site is currently private to the partners. However, the PoliRuralPlus open-source software will be made available to the wider open-source community on GitHub near the end of the project, when the code is stabilised and the PoliRuralPlus exploitation plans are finalised.

6.3.2 PoliRuralPlus Dual Licensing

While the main PoliRuralPlus services will be available as open-source and thus take up and maintenance of the system by a community of developers will ensure the long-term deployment of the PoliRuralPlus API, some of the

PoliRuralPlus value-added applications may be produced as proprietary software and their providers may decide to deploy them on a commercial license-fee profit basis after the project ends.

So, elements of PoliRuralPlus may be deployed on a Dual License basis[79], similar to the successful best practice products such as MySQL[80] and OpenOffice[81].

With dual licensing, PoliRuralPlus partners are able to distribute their software components as open-source under one license while generating revenue from commercial clients for it under another license. Many SMEs and companies need the non-open-source license because they want to modify the software for competitive reasons and keep the source code of the modifications secret. The modifications could be user interface branding, porting the software to novel features, implementing new protocols or integrating legacy applications on which they do not possess full copyright and therefore have licensing constraints.

The details of the proprietary license can vary. In most cases it includes a change in the redistribution conditions of the software. This limits the ability of the proprietary version of the software to compete with software licensed under the open-source license.

6.3.3 PoliRuralPlus IPR – Documents

All the PoliRuralPlus documents are protected by normal copyright, but as specified in the standard Grant Agreement, all published documents and deliverables contain the following Legal Notice and Disclaimer:

> *The PoliRuralPlus project has received funding from the European Union's Horizon Europe Programme under Grant Agreement No. 101136910. The views and conclusions contained here are those of the authors and should not be interpreted as necessarily representing the official policies or endorsements, either expressed or implied, of the PoliRuralPlus project or the European Commission. The European Commission is not liable for any use that may be made of the information contained therein.*
> *The Members of the PoliRuralPlus Consortium make no warranty of any kind with regard to this document, including, but not limited to, the implied warranties of merchantability and fitness for a particular purpose. The Members of the PoliRuralPlus Consortium shall not be held liable for errors contained herein or direct, indirect, special, incidental, or consequential damages in connection with the furnishing, performance, or use of this material.*
> *© PoliRuralPlus Consortium 2025*

While all PoliRuralPlus website content, papers, leaflets, press releases, displays, etc. – include the following image:

And/or the following text:

> *The PoliRuralPlus project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No 101136910.*
>
> *© PoliRuralPlus Consortium 2025. All rights reserved*

[79] Dual-Licensing Models Explained, Featuring Heather Meeker | FOSSA Blog
[80] http://www.mysql.com/company/legal/licensing/
[81] http://www.openoffice.org/license.html

The Partners agreed that all the PoliRuralPlus public documents[82] would be openly available under the Creative Commons Attribution Copyright (CC-BY) latest version 4 license[83] that allows free use of the content but requires attribution to the original author and project.

In coming to this decision, the partners considered the following Creative Commons options[84].

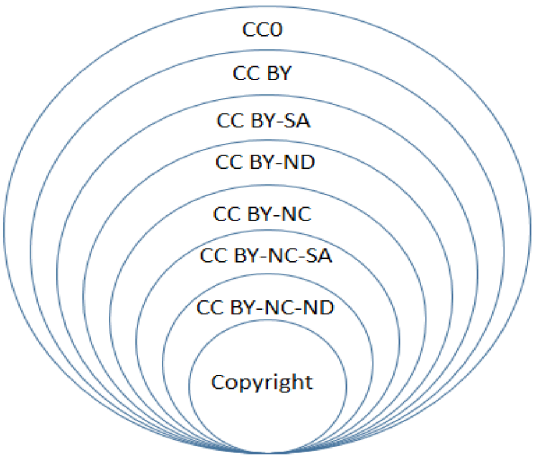


Figure 11: Creative Commons Copyright options

While the core right allows redistribution for non-commercial purposes without modification, the 4 major condition modules are:

1. Attribution (BY), requiring attribution to the original author;
2. Share Alike (SA), allowing derivative works under the same or a similar license
3. Non-Commercial (NC), requiring the work not to be used for commercial purposes;
4. No Derivative Works (ND), allowing only the original work, without derivatives.

These modules are combined to form the 6 major licenses of the Creative Commons.

1. Attribution (CC BY),
2. Attribution Share Alike (CC BY-SA),
3. Attribution No Derivatives (CC BY-ND),
4. Attribution Non-Commercial (CC BY-NC),
5. Attribution Non-Commercial Share Alike (CC BY-NC-SA),
6. Attribution Non-Commercial No Derivatives (CC BY-NC-ND).

[82] Including the formulations of queries to the PoliRuralPlus Advisor and other GenAI tools as they are key to their effectiveness. Thus the queries are IP with protection rights. Partners agreed at the WP2 meeting on 25 Feb25 that they would be open subject to Creative Commons with Attribution (CC-BY).

[83] https://creativecommons.org/licenses/by/4.0/

[84] https://creativecommons.org/licenses/by/4.0/

6.3.4 PoliRuralPlus IPR - Open Data

Open Data is facilitated increasingly by sharing under public terms (Creative Commons licenses[85], Public Domain dedication[86] or Open Data Commons licenses[87]) to manage copyright restrictions that might otherwise limit dissemination or reuse of data[88].

PoliRuralPlus may have some data on its end-users. Their data protection and privacy requirements are explicitly addressed in WP1 and the project's Data Management Plan (DMP) is described in D1.3. However, the project and service is generating operational and public results data that is anonymous and not of a sensitive nature. The partners considered the following protection instruments for these latter data assets, which are mapped in the following table[89]:

- Instance Data: all kinds of facts that can be represented in digital code and thus made available for further machine processing.
- Metadata: all kinds of symbolic artefacts that provide information about data.
- Ontology: are used to organise metadata - description of the metadata schemas themselves.
- Content: additional background information.
- Database Right protects a collection of independent works, data or other.
- An Unfair Practices Act protects rights holders against certain trade practices, which are considered unfair.
- Patenting does not directly impact the protection of semantic metadata

	Copyright	Database Right	Unfair Practice	Patents
Instance Data	Yes	Yes	Yes	Partly
Metadata	No	Yes	Yes	No
Ontology	Yes	Yes	Yes	Partly
Content	Yes	No	Yes	No

Table 27: PoliRuralPlus Public Data protection options

In keeping with the PoliRuralPlus open access approach, the Partners agreed that the project's public data and datasets (Aside from the PoliRuralPlus KER's Training Data Sets, which will be FAIR but subject to the Apache 2 licence, as discussed in section 3.3) would be published by default (unless there is an explicit reason why not) under an Open Data Commons Attribution (ODC BY) license having considered the following options[90]

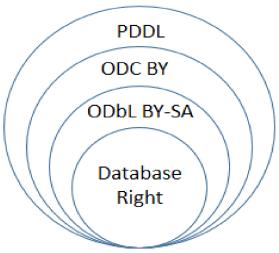


Figure 12: Open Data options

As indicated in the following table:

[85] https://creativecommons.org/licenses/
[86] http://wiki.creativecommons.org/CC0
[87] http://opendatacommons.org
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Table 28: Comparison of ODC options

7. Conclusions and Recommendations

The PoliRuralPlus project, through its 9 pilot regions, is demonstrating the potential for fostering sustainable, balanced, and inclusive development in rural-urban communities. The project's focus on integrated RU territorial development, knowledge exchange, and stakeholder collaboration has yielded valuable insights and tools that can be applied to other regions facing similar challenges.

Key recommendations for future initiatives include:

- **Fostering collaboration and knowledge sharing:** Encourage regular exchanges and collaborative initiatives between rural and urban stakeholders to break down silos and promote a shared vision for development.
- **Promoting inclusivity:** Involve a wide range of stakeholders, including citizens, businesses, and NGOs, in rural-urban development initiatives to ensure that the needs and aspirations of all community members are considered.
- **Supporting social innovation:** Recognize and replicate successful practices that address local challenges and promote social innovation, such as community-led initiatives and social enterprises.
- **Strengthening the LEADER approach:** Advocate for mandatory budgets, streamlined procedures, and recognition of local action groups (LAGs) as key actors in rural development.
- **Enhancing territorial connections:** Encourage multi-sectoral collaboration and joint projects to strengthen rural-urban linkages, such as the development of integrated transport systems and the promotion of local food systems.
- **Leveraging digital tools:** Promote the use of digital tools for collaboration, marketing, and bridging the digital divide between rural and urban areas.
- **Advocating for policy coherence:** Ensure alignment between urban and rural policies and encourage partnerships between different levels of government to create a more supportive environment for integrated territorial development.
- **Utilizing R&I foresight:** Adapt foresight approaches to the specific contexts of rural-urban areas and anticipate future challenges, such as climate change and demographic shifts.
- **Supporting SECAP implementation:** Facilitate regional cooperation and local involvement in the development and implementation of Sustainable Energy and Climate Action Plans (SECAPs) to promote energy efficiency and renewable energy sources.
- **Raising awareness and encouraging participation in energy communities:** Conduct awareness campaigns, advocate for political support, and create dedicated financing mechanisms to promote the development of energy communities.
- **Addressing energy poverty:** Raise awareness of energy poverty in rural areas, conduct energy audits, advocate for clear legal frameworks, and support intermediaries like energy social workers to help vulnerable households access affordable and sustainable energy solutions.

By implementing these recommendations, policymakers and practitioners can create a more sustainable, resilient, and inclusive future for rural-urban communities across Europe.

This document outlines the exploitation plans and business models for the Key Exploitable Results (KERs) of the PoliRuralPlus project. It provides detailed strategies to sustain and exploit these KERs effectively through a structured strategic framework. The document categorizes the KERs into five spheres of exploitation: Societal & Social, Research & Innovation, Capacity Building & Education & Training, Business & Innovation & Financial, and Policy Making. It also includes specific roadmaps extending to 2030 and beyond, tailored to various regional contexts.

1. **Societal & Social Sphere**:
    - The project focuses on promoting positive social changes and engaging stakeholders to integrate project benefits into societal practices.
    - Initiatives include stakeholder collaboration platforms and community-led data collection tools.
2. **Research & Innovation Sphere**:
    - Utilization of research outcomes and fostering further research and innovation through collaborations.
    - Includes tools like comparative analysis frameworks and rural-focused remote work trend analysis.
3. **Capacity Building & Education & Training Sphere**:
    - Empowering individuals and organizations through capacity-building actions and educational programs.
    - Initiatives include upskilling programs for the rural event industry and simulation-based planning tools.
4. **Business & Innovation & Financial Sphere**:
    - Stimulation of business growth and innovation.
    - Engagement with businesses and financial institutions to capitalize on project results.
    - Examples include support for green businesses and startups, and digital transformation initiatives.
5. **Policy Making Sphere**:
    - Influence on policy development and implementation by engaging with policymakers.
    - Development of tools like the Policy Options Explorer and the Rural Attractiveness Explorer to aid in evidence-based policymaking.

7.1 Conclusions

PoliRuralPlus has strong potential to revolutionize rural-urban development through digital innovation, AI-driven policy support, and sustainability-focused business models. However, long-term impact will depend on strategic funding, cross-sector partnerships, and regional customization. Implementing these recommendations will ensure PoliRuralPlus remains a valuable tool for regional development, economic resilience, and policy innovation across Europe and beyond.

1. **Strong Market Potential for PoliRuralPlus KERs**
   The Key Exploitable Results (KERs) identified in the project have strong commercial potential, aligning with major policy trends such as the EU Green Deal, digital transformation, AI-driven governance, and renewable energy entrepreneurship. However, their success depends on customization, stakeholder engagement, and strategic funding models.
2. **Government & Institutional Adoption is Critical**
   Many PoliRuralPlus solutions target municipalities, regional planners, and policymakers. However, slow bureaucracy and adoption resistance present challenges. Ensuring these tools are incorporated into government workflows and supported by EU funding initiatives is essential for success.

3. **Hybrid Business Models Are Necessary for Sustainability**
   To sustain PoliRuralPlus services beyond the project's lifecycle, the report identifies a hybrid model combining:
   - Public funding (EU & government grants, regional development funds)
   - Private sector investments (startups, SMEs, corporate partnerships)
   - Subscription-based SaaS models for AI-powered advisory tools and digital twin solutions This mixed model allows PoliRuralPlus to balance financial sustainability with accessibility.
4. **Digital and AI-Driven Approaches Will Enhance Rural-Urban Integration**
   The increasing use of AI-powered decision support, spatial analytics, and data-driven governance models will enhance decision-making and optimize rural-urban strategies. AI-based tools for policy foresight and smart villages are particularly valuable.
5. **Customization and Regional Adaptability Are Essential**
   Rural-urban interactions vary significantly across regions, requiring PoliRuralPlus solutions to be modular and adaptable to different economic, environmental, and governance conditions. Customization will be key for wider adoption.
6. **Challenges in Scaling Up PoliRuralPlus KERs**
   Despite strong potential, several obstacles need to be addressed:
   - Lack of digital skills among rural SMEs & policymakers
   - Regulatory barriers in different EU regions
   - Funding gaps for early-stage commercialization
   - Need for stronger public-private partnerships Overcoming these challenges requires strategic capacity-building programs, pilot testing, and policy alignment.

7.2 Recommendations

1. **Leverage EU & National Funding Mechanisms**
   PoliRuralPlus should position itself within major EU funding frameworks such as:
   - LEADER
   - Horizon Europe
   - European Green Deal
   - Smart Villages Initiatives
   - Common Agricultural Policy (CAP) These programs can provide financial backing for PoliRuralPlus KERs and support long-term sustainability.
2. **Strengthen Partnerships with Municipalities and Local Stakeholders**
   - Work with regional development agencies and local governments to integrate PoliRuralPlus tools into policy planning.
   - Engage rural SMEs, cooperatives, and research institutions to co-develop business models.
   - Establish formal MoUs with regional policymakers for long-term adoption.
3. **Develop a Clear Commercialization Roadmap for AI-Powered Solutions**
   - Launch the PoliRuralPlus Dashboard of Services as a subscription-based SaaS platform for governments and urban planners.
   - Introduce AI-powered tools for rural business intelligence as a freemium model, allowing basic access with premium features for enterprise users.
   - Ensure continuous AI training and improvements to maintain relevance.
4. **Expand Cross-Border Rural-Urban Innovation Hubs**
   - Create shared digital workspaces for rural startups, researchers, and policymakers to collaborate on sustainable business models.
   - Support cross-border trade and knowledge exchange between rural-urban regions (e.g., Czech-Bavaria, Spain-Portugal).
   - Utilize European Digital Innovation Hubs (EDIH) to provide funding and resources.
5. **Develop Training & Capacity Building for Rural Entrepreneurs**

- Offer online & in-person workshops on digital transformation, AI applications, and rural entrepreneurship.
- Partner with vocational training centers and universities to provide skills development programs for rural businesses.
- Create a Rural Business Acceleration Program to support new startups.

6. **Enhance Open-Source Collaboration & Licensing Models**
   - Maintain PoliRuralPlus tools as open-source under Apache 2 licensing, ensuring broad accessibility.
   - Adopt a dual-licensing model, allowing proprietary versions of certain tools for premium commercial users.
   - Encourage third-party service developers & researchers to contribute to the PoliRuralPlus ecosystem.
7. **Improve Digital Literacy & Technology Adoption in Rural Areas**
   - Provide user-friendly mobile versions of PoliRuralPlus tools to increase adoption.
   - Offer interactive AI-based tutorials for rural policymakers and SMEs.
   - Partner with telecom & technology providers to improve digital access in underserved rural areas.
8. **Create a PoliRuralPlus Business Support Network**
   - Establish an advisory board of investors, EU policymakers, and business leaders to guide commercialization.
   - Develop a network of business mentors to support rural startups using PoliRuralPlus tools.
   - Host an annual PoliRuralPlus Innovation Summit to showcase successful case studies and attract new stakeholders.

By implementing these recommendations, the PoliRuralPlus project can effectively leverage the potential of the KERs, ensuring sustainable and impactful rural-urban development. By implementing these recommendations, the PoliRuralPlus project aims to bridge the gap between rural and urban areas, promoting collaboration, inclusivity, innovation, and informed decision-making for sustainable and resilient development .

Annex A Profiles of the PoliRuralPlus Pilot Regions

The PoliRuralPlus pilot regions are summarised in the following figure:

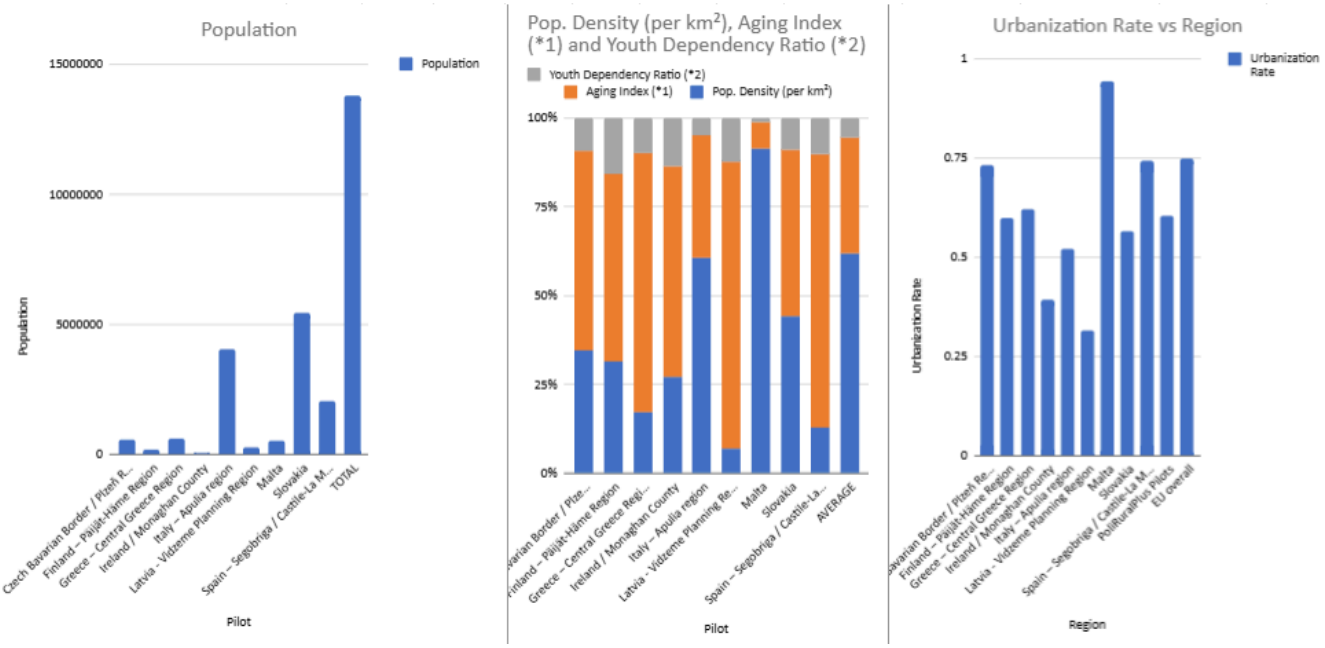


Figure 13: Characteristics of the PoliRuralPlus pilot regions

1. Czech Bavarian Border / Plzeň Region

- **Geography**: Located in the western part of the Czech Republic, bordering Bavaria in Germany. The Plzeň Region features diverse landscapes with the Bohemian Forest and fertile agricultural land.
- **Economy**: Known for industrial activities, particularly around the city of Plzeň, famous for its Pilsner beer. The region also has significant agricultural and forestry industries.
- **Urban-Rural Dynamics**: The city of Plzeň is a major urban center with a strong industrial base, surrounded by smaller towns and rural areas focused on agriculture and forestry.
- **Tourism**: Popular for its historical sites, breweries, and natural parks.

Analysis of the stakeholders feedback identified the following challenges and COVID-19 Impact on Urban-Rural Linkages in the region:

Category	Description
Challenges in Urban-Rural Linkages	Fragmented governance, limited digital connectivity, lack of integration between urban and rural policies, disparities in economic opportunities, and challenges in rural infrastructure investment.
COVID-19 Impact on Urban-Rural Linkages	COVID-19 caused a shift in population dynamics with urban-to-rural migration, increased remote work, disruption of supply chains, enhanced focus on local food systems, and disparities in healthcare access.
Useful Notes or Details	PoliRuralPlus tools such as Jackdaw Mapping Toolbox and AI-based foresight methods have been instrumental in identifying weak spots and formulating data-driven solutions.
Other Considerations	Opportunities exist for strengthening regional policies, promoting Smart Villages initiatives, and leveraging EU funding mechanisms to bridge urban-rural disparities.

Table 29: Czech Bavarian Border / Plzeň Region challenges

Key Insights

- Governance fragmentation and economic disparities remain major challenges.
- COVID-19 accelerated rural digitalization but exposed inequalities in healthcare and infrastructure.
- PoliRuralPlus solutions provide data-driven decision-making for rural planning.
- EU policy frameworks and Smart Villages initiatives offer long-term solutions

Czech-Bavaria – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Research & Innovation

KER: *COVID-19 Impact Analysis on Rural-Urban Linkages*
Research on pandemic disruptions and adaptations, highlighting rural opportunities.

Impact: Supports strategic adjustments post-COVID, especially for mobility and health services.
Implementation:

- Publish key findings and trends.
- Create policy briefs for cross-border stakeholders.
- Embed insights in RAP updates.

Research & Innovation

KER: *Foresight and Futures Outlook Methodology.*
Strategic planning framework using scenario-based projections.
Impact: Helps manage cross-border risks and innovations proactively.
Implementation:

- Form a bi-national foresight committee.
- Conduct workshops on shared futures.
- Integrate outputs into bilateral strategic plans.

2. Finland – Päijät-Häme Region

- **Geography**: Situated in southern Finland, this region includes many lakes and is characterized by its hilly terrain.
- **Economy**: The economy is diverse with a mix of manufacturing, services, and a significant forestry sector. The city of Lahti is a notable industrial and cultural hub.
- **Urban-Rural Dynamics**: Lahti is the main urban center, with the surrounding areas being more rural and focused on agriculture and forestry.
- **Tourism**: Attracts visitors for its natural beauty, lakes, and outdoor recreational activities.

Analysis of the stakeholders' feedback identified the following key conclusions and recommendations:

1. **Urban-Rural Collaboration is Essential**
    - Stakeholders emphasized the importance of strong partnerships between rural and urban areas to enhance economic development, resource sharing, and infrastructure improvements.
    - Regional development forums and joint planning initiatives were seen as key mechanisms to ensure integrated growth.
2. **COVID-19 Had a Mixed Impact on Rural Areas**
    - While some rural areas suffered from isolation and economic decline, others benefited from increased interest in remote work and rural living.
    - Challenges such as mental health issues and digital illiteracy were highlighted, requiring targeted interventions.
3. **Need for Digital Infrastructure and Training**
    - Rural areas still face a digital divide, limiting opportunities for remote work, e-commerce, and education.
    - Digital literacy programs and infrastructure investments were strongly recommended.
4. **Economic Diversification is Critical**
    - Rural areas must move beyond traditional agriculture-based economies to incorporate new sectors such as renewable energy, digital services, and tourism.
    - Cross-border innovation hubs and entrepreneurship programs can help rural economies become more resilient.
5. **Support for Local Businesses is a Priority**
    - The need for business accelerators, e-commerce platforms, and marketing support for rural enterprises was frequently mentioned.
    - Rural businesses require mentorship programs to help them integrate into broader markets, including urban centers.
6. **Sustainability and Circular Economy**
    - Many stakeholders emphasized the importance of circular economy models, integrating local food systems, waste management, and renewable energy initiatives to promote sustainability.
7. **Public-Private Partnerships are Vital**
    - Collaboration between governments, businesses, and NGOs is necessary to implement effective policies and projects.
    - EU funding was highlighted as an opportunity that should be fully utilized.
8. **Education and Skill Development Need Expansion**
    - More targeted education programs are required to equip rural populations with skills for modern industries.
    - Rural youth programs should focus on entrepreneurship, digital literacy, and career mentoring.
9. **Mental Health and Wellbeing Should be Prioritized**

- The pandemic highlighted the vulnerability of rural populations to mental health issues due to isolation and economic uncertainty.
- Tailored mental health programs should be developed for rural communities.

Recommendations

1. **Strengthen Urban-Rural Partnerships**
   - Create structured programs that foster collaboration between rural businesses and urban markets.
   - Organize annual regional development forums to discuss challenges and strategies.
2. **Develop Digital Connectivity and Literacy**
   - Invest in high-speed broadband expansion to rural areas.
   - Implement digital skills training programs for rural businesses and individuals.
3. **Encourage Economic Diversification**
   - Establish co-working spaces and remote work hubs to attract professionals to rural areas.
   - Support innovation hubs that focus on rural entrepreneurship and sustainable business models.
4. **Enhance Support for Rural Businesses**
   - Provide financial incentives, training, and mentorship programs for rural entrepreneurs.
   - Develop platforms that enable rural producers to directly market their goods to urban consumers.
5. **Leverage EU and National Funding**
   - Guide municipalities and businesses in accessing EU funding opportunities for rural development.
   - Create grant programs specifically aimed at improving rural-urban linkages.
6. **Promote Circular Economy Models**
   - Encourage sustainable practices in agriculture, energy production, and local food networks.
   - Develop waste management solutions that integrate urban and rural systems.
7. **Improve Infrastructure and Transportation**
   - Invest in better road, rail, and digital connectivity between rural and urban centers.
   - Expand public transportation to facilitate rural access to urban markets and services.
8. **Boost Education and Workforce Training**
   - Develop specialized programs for rural students to bridge skill gaps.
   - Promote collaboration between universities and rural businesses for research and training.
9. **Implement Comprehensive Mental Health Programs**
   - Partner with healthcare providers to establish rural-specific mental health services.
   - Increase awareness campaigns to reduce stigma around mental health in rural areas.
10. **Strengthen Policy Frameworks**
    - Advocate for national policies that support rural business growth, digital transformation, and sustainability.
    - Foster intergovernmental collaboration to ensure rural priorities are integrated into regional development plans.

These conclusions and recommendations provide a roadmap for enhancing rural-urban linkages and ensuring sustainable rural development post-COVID-19.

Päijät-Häme – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Business, Innovation & Financial

KER: *Rural Event Industry Ecosystem Development*
A model integrating local culture, tourism, and entrepreneurship into a cohesive rural economic sector.
Impact: Drives rural revitalization through community events, drawing urban visitors and creative entrepreneurs.
Implementation:

- Formalize ecosystem partners (e.g., via MoUs).
- Build a digital platform for event promotion.
- Use event feedback to refine service models.

Policy Making

KER: *Digital Dashboard for RAP Monitoring and Reporting*
A dynamic dashboard tracking RAP KPIs and adaptation in real time.
Impact: Enables evidence-based RAP governance in complex territories.
Implementation:

- Populate the dashboard with pilot indicators.
- Use it in regional council meetings.
- Share templates with local LEADER groups.

3. Greece – Central Greece Region

- **Geography**: Located in the central part of mainland Greece, featuring mountainous terrain and coastal areas.
- **Economy**: The economy is diverse with agriculture (notably cotton, olive oil, and fruits), tourism, and some industrial activities.
- **Urban-Rural Dynamics**: Includes significant cities like Lamia and Chalkida, with extensive rural areas devoted to agriculture and small-scale farming.
- **Tourism**: Famous for its historical sites, ancient ruins, and natural beauty, including coastal and mountain tourism.

Analysis of the stakeholder feedback from the Greek pilot, led to the following conclusions:

1. **Need for Enhanced Stakeholder Engagement**
    - Many stakeholders feel that communication and engagement efforts should be more structured and frequent.
    - Regular feedback loops and meetings can improve alignment between rural and urban stakeholders.
2. **Challenges in Policy Implementation**
    - Rural stakeholders in Greece have highlighted difficulties in integrating policy measures with regional development strategies.
    - Bureaucratic processes slow down the implementation of Regional Action Plans (RAPs).
3. **Limited Digital Infrastructure in Rural Areas**
    - Many rural stakeholders experience connectivity issues, making digital transformation efforts challenging.
    - The adoption of AI and smart governance tools (e.g., PoliRuralPlus Advisor) requires improved digital infrastructure.
4. **Strong Demand for Rural-Urban Business Models**
    - Stakeholders identified gaps in market access for rural products, requiring better business models.
    - There is an increasing interest in rural circular economy initiatives, yet financial support remains a barrier.
5. **Climate and Sustainability Concerns**
    - The impact of climate change on agriculture and rural economies is a major concern.
    - Stakeholders are looking for more sustainable solutions such as renewable energy programs and AI-driven environmental monitoring.
6. **Training and Capacity-Building Needs**
    - There is a strong demand for training programs, particularly in digital skills, business development, and sustainability.
    - Stakeholders believe training should be tailored to rural entrepreneurs and small-scale farmers.
7. **Fragmented Funding Landscape**
    - Access to EU funding and local financial resources remains inconsistent.
    - Stakeholders highlight a need for clear guidelines and support mechanisms to secure investment.

Recommendations Based on the Stakeholder Feedback

1. **Develop a Structured Stakeholder Engagement Plan**
    - Introduce periodic meetings, surveys, and co-design workshops to ensure continuous feedback.
    - Leverage digital participatory governance models to improve stakeholder interactions.

2. **Simplify Policy Implementation Processes**
    - Advocate for streamlining administrative requirements for rural businesses and stakeholders.
    - Create policy support toolkits for local authorities to facilitate easier integration of RAPs.
3. **Invest in Digital Infrastructure and Smart Connectivity**
    - Collaborate with telecom providers to improve rural internet access.
    - Prioritize the rollout of smart governance tools such as MAAT and PoliRuralPlus Advisor.
4. **Support Business Innovation in Rural Areas**
    - Establish dedicated business accelerators focusing on rural tourism, agribusiness, and green industries.
    - Develop mentorship programs that connect rural entrepreneurs with urban investors and policymakers.
5. **Enhance Sustainability Initiatives**
    - Expand renewable energy entrepreneurship programs to help rural communities become more self-sufficient.
    - Encourage AI-driven monitoring systems to track climate impact and resource use.
6. **Expand Training and Capacity-Building Efforts**
    - Launch digital education programs tailored to rural needs, including AI-powered advisory tools for entrepreneurs.
    - Organize workshops that teach practical skills in e-commerce, digital marketing, and sustainable farming.
7. **Facilitate Access to Funding and Investment**
    - Provide clear guidance on EU and national funding opportunities.
    - Establish a centralized funding support desk to help stakeholders navigate financial resources.

By implementing these recommendations, PoliRuralPlus can maximize stakeholder participation and improve the effectiveness of regional development initiatives in Greece.

Greece – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Capacity Building, Education & Training

KER: *Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)*
A tool that visualizes regional development priorities and attractiveness for tourism, housing, etc.
Impact: Supports spatial planning and promotion of rural areas in regions with untapped tourism potential.
I**mplementation:**

- Pilot the toolbox in an area with emerging tourism.
- Train municipal planners on interpreting outputs.
- Link outputs to RAP investment priorities.

Business, Innovation & Financial

KER: *Green Business and Startup Support Programs*
Initiatives supporting rural green startups through funding, mentorship, and innovation hubs.
Impact: Builds entrepreneurial ecosystems around sustainability.
Implementation:

- Collaborate with incubators or regional development agencies.
- Launch a call for green business ideas.
- Offer startup mentoring and seed funding.

4. Ireland / Monaghan County

- **Geography**: Located in the northern part of the Republic of Ireland, characterized by drumlins and small lakes.
- **Economy**: Predominantly agricultural, focusing on dairy, beef, and poultry farming, with some light manufacturing.
- **Urban-Rural Dynamics**: Largely rural with small towns such as Monaghan town serving as local commercial hubs.
- **Tourism**: Known for its scenic landscapes, heritage sites, and outdoor activities like fishing and hiking.

Analysis of the Monaghan pilot's stakeholders' feedback identified the following appropriate strategies and potential KERs for the region's **Integrated Rural-Urban Development**

Strategy	Explanation for County Monaghan
Circular Economy Framework	Developing a roadmap that fosters sustainable enterprises, resource efficiency, and local resilience in Monaghan. This aligns with Ireland's zero waste and carbon neutrality goals by 2050.
Integration with LEADER Programme	LEADER Programme partnership ensures support for green enterprises, renewable energy projects, and community capacity building.
Landscape and Waste Inventory Study	Identifying gaps in Monaghan's circular economy, particularly in waste-to-resource systems, infrastructure needs, and stakeholder awareness.
Smart Agriculture and Sustainable Farming	Promoting eco-friendly farming practices that enhance productivity while conserving natural resources.
Renewable Energy Initiatives	Community-led renewable energy initiatives to improve local energy resilience and independence.
Multi-Actor Approach & Stakeholder Engagement	A structured method of engaging key actors through workshops, consultations, and participatory governance mechanisms.
Digital Tools for RAP Planning	Adoption of PoliRuralPlus tools (GPT Knowledge Space, JACKDAW, and MAA Tool) to enhance data-driven decision-making.
Support Network for Circular Economy Enterprises	Establishing a centralized support system for local businesses transitioning towards circular models.
Public-Private Partnerships & Policy Advocacy	Encouraging collaborations between government bodies, enterprises, and academia to align local strategies with EU circular economy policies.

Table 30: Monaghan Strategies

To ensure that Monaghan becomes a leading example of rural-urban integration driven by sustainability, digitalization, and collaborative governance, the following framework of KERs in the 5 Spheres of Exploitation is proposed:

Sphere	Potential KERs for County Monaghan
Societal & Social	Community-Led Circular Economy Platform - An interactive space for collaboration between stakeholders, policy-makers, and businesses.
Research & Innovation	AI-Enhanced Circular Economy Monitoring - Developing AI-powered tools for tracking waste management, resource efficiency, and sustainability impacts.
Capacity Building, Education & Training	Circular Economy Knowledge Hub - Training and educational programs for entrepreneurs and local communities on best practices in sustainability.
Business, Innovation & Financial	Circular Economy Incubator - A business accelerator focusing on sustainable enterprises, green startups, and renewable energy projects.
Policy Making	Regional Circular Economy Action Plan (RAP) - A structured roadmap aligning Monaghan's sustainability initiatives with EU and national policies.

Table 31: Monaghan Potential KERs

Monaghan – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Sphere: Capacity Building, Education & Training

KER: *Spatial Enhanced Attractiveness Mapping Toolbox (Jackdaw)*
A visualization tool that helps regions identify and map factors influencing their attractiveness—such as infrastructure, services, or natural assets—for investment, tourism, or migration.
Impact: Assists Irish planners and local authorities in identifying spatial development priorities for both urban and rural settlements, aligning with balanced regional development goals.
Implementation:

- Engage local authorities and planners in pilot testing the toolbox.
- Overlay local datasets (e.g., CSO, county development plans) with Jackdaw.
- Use outputs in public consultation to prioritize actions in the Regional Action Plan (RAP).

Sphere: Research & Innovation

KER: *Foresight & transform work (Vulture)*
A structured approach to scenario planning and long-term strategic visioning, helping regions prepare for possible socio-economic or environmental futures.
Impact: Empowers Monaghan to proactively shape resilient and adaptive policies in areas like rural service provision, land use, and demographic change.
Implementation:

- Convene a foresight working group with local stakeholders and researchers.
- Run scenario-building workshops (e.g., on depopulation or green transitions).
- Incorporate foresight outcomes into RAP updates and future-proof planning.

Sphere: Business, Innovation & Financial

KER: *Circular Economy Business Models for Rural Regions*
Sustainable models promoting reuse, recycling, and resource efficiency in rural enterprise (e.g., agri-waste repurposing, community composting, eco-tourism).
Impact: Offers a foundation for green enterprise hubs, fostering job creation while addressing climate and waste management goals.
Implementation:

- Identify existing circular economy initiatives (e.g., waste-to-energy or upcycling).
- Collaborate with local LEADER groups and LEOs to run business ideation workshops.
- Pilot a circular economy microgrant scheme or incubator for rural innovators.

5. Italy – Apulia Region

- **Geography**: Located in the southeastern part of Italy, known for its long coastline along the Adriatic and Ionian Seas.
- **Economy**: Strong in agriculture (especially olive oil, wine, and vegetables), fishing, and increasingly in tourism.
- **Urban-Rural Dynamics**: Features cities like Bari and Lecce with vibrant urban life, surrounded by extensive rural areas with agricultural activities.
- **Tourism**: Attracts tourists for its beautiful beaches, historic towns, and culinary traditions.

Analysis of the stakeholders' feedback identified the following strategies for Integrated Rural-Urban Development

1. **Workshops & Educational Events** – Strengthen rural-urban linkages through collaborative learning.
2. **Surveys & Stakeholder Engagement** – Gather rural community needs to create integrated strategies.
3. **Rural-Coastal Cooperation** – Develop synergies between rural inland and coastal urban economies.
4. **Promotion of Rural Culture & Short Supply Chains** – Encourage local food systems and sustainable agriculture.
5. **Remote Work & Digital Infrastructure** – Create coworking spaces in rural areas with strong connectivity.
6. **Eco-Tourism Development** – Expand biodiversity and rural tourism to attract urban visitors.
7. **Renewable Energy & Circular Economy** – Foster rural energy independence and sustainable solutions.
8. **EU Funding Support & Technical Assistance** – Guide rural stakeholders on accessing development funds.
9. **Improved Rural-Urban Mobility** – Strengthen transport and logistics for better integration.

The potential KERs in Each Sphere of Exploitation are as follows:

Sphere	Potential Key Exploitable Results (KERs)
Societal & Social	Stakeholder engagement platforms, community-driven data tools, eco-tourism services, rural coworking spaces.
Research & Innovation	AI-driven rural forecasting, blockchain for supply chains, smart agriculture monitoring.
Capacity Building & Education	Training programs for digital work, rural business innovation, workshops on cooperative economies.
Business & Innovation & Financial	Rural business accelerators, digital platforms for rural-urban trade, smart logistics.
Policy Making	Integrated rural-urban governance frameworks, EU-wide best practice repositories, renewable energy policies.

Table 32: Apulia Potential KERs

Apulia – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Societal & Social

KER: *Guidelines for Grassroots Participation in RAPs*
A participatory framework for involving local communities in shaping development plans.
Impact: Ensures inclusivity, especially in remote or underserved rural areas.
Implementation:

- Organize citizen forums and co-creation labs.
- Include civl society and SMEs in RAP updates.
- Document pilot implementation as a replicable model.

Business, Innovation & Financial

KER: *Digital Transformation Initiatives for SMEs*
Programs to upskill rural SMEs and enable digital tools adoption.
Impact: Boosts competitiveness in agro-food and rural service sectors.
Implementation:

- Run digital audits for SMEs.
- Connect them with rural innovation networks.
- Offer subsidized e-commerce/digital training.

6. Latvia - Vidzeme Planning Region

- **Geography**: Located in the northeastern part of Latvia, featuring forests, rivers, and hilly landscapes.
- **Economy**: Mixed economy with agriculture, forestry, and some manufacturing, particularly around the centers.
- **Urban-Rural Dynamics**: Valmiera and Ogre is the main urban center, with vast rural areas dedicated to farming and forestry.
- **Tourism**: Known for its natural parks, historical sites, and outdoor activities such as hiking and canoeing.

Based on an analysis of the stakeholders' feedback in the Latvian pilot, the key strategies for integrated rural-urban development are as follows:

Strategy	Explanation for the Region
Monitoring Framework for Regional Development	Establishing a unified system to track regional progress ensures that all stakeholders remain informed and engaged in long-term planning and execution.
Strengthening Multi-Level Governance	Collaboration between municipalities, national ministries, and private sector players ensures alignment between regional and national policies.
Support for Entrepreneurship and Innovation	Business support initiatives foster rural entrepreneurship, particularly in high-quality food production and sustainable development.
Sustainability and Environmental Adaptation	Adoption of eco-friendly policies and circular economy principles reduces the ecological footprint and promotes smart specialization in sustainable industries.
Stakeholder-Driven Rural Development	Engaging local communities in decision-making fosters social cohesion and ensures that policy actions align with citizens' needs.

Table 33: Vidzeme Strategies

To support the Latvian pilot's focus on fostering digital transformation, economic sustainability, and stakeholder-driven rural-urban integration its potential KERs categorised in the 5 spheres are as follows:

Sphere of Exploitation	Potential Key Exploitable Results (KERs)
Societal & Social	• **Empowered communities**: Citizens actively use VPR PATHWATCH to influence local decisions. • **Civic trust and engagement**: Improved transparency fosters greater public involvement. • **Youth education on governance tools**: Long-term awareness from early age.
Research & Innovation	• **AI-driven regional monitoring tool (PATHWATCH)**: A novel geospatial digital platform for real-time development tracking. • **Prototype-to-operational model**: New methodology for transforming data into predictive planning. • **Open data integration framework**: Harmonized datasets from multiple sources.
Capacity Building, Education & Training	• **New institutional roles**: Permanent Data Analyst and GIS Specialist positions established. • **Training for municipal staff**: Enhanced digital and data literacy across governance levels. • **Hands-on engagement in tool development**: Hackathons and iterative prototyping with stakeholders.

Business, Innovation & Financial	• **Foundations for data economy spin-offs**: Potential for SMEs to develop services around the platform. • **Use of platform in budgeting**: Municipalities use evidence-based allocation for more efficient investments. • **Digital governance services**: Opening pathways for public-private collaboration in civic tech.
Policy Making	• **Indicator harmonization**: Adopted by all 10 municipalities and being scaled nationally. • **Policy integration**: Tool used in RAP 2028–2036 and municipal development plans. • **Scalable governance model**: VPR positioned as Baltic centre of excellence for territorial monitoring.

Table 34: Vidzeme Potential KERs

Vidzeme – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Sphere	KER	Impact on the Region	Implementation
Societal & Social	Citizen engagement channel	Strengthens trust, boosts civic participation in planning & elections	Mobile app deployment; 25%+ uptake targeted by 2029
	Baltic centre of excellence	Positions VPR as a regional leader in smart governance	Dissemination, peer exchange, replication by other regions
Research & Innovation	VPR PATHWATCH platform	Enables data-driven, predictive planning for sustainable development	AI + geospatial tool developed in phases (2025–2026), stakeholder tested
	Open data infrastructure	Increases transparency and supports local innovation & entrepreneurship	Harmonisation with national portals (RAIM, data.gov.lv, etc.)
Capacity Building, Education & Training	Enhanced governance capacity	Improves data use and monitoring quality in regional institutions	Hiring of Data Analyst & GIS expert by 2028
	Data literacy & UX co-development	Builds skills, fosters collaboration between public and private actors	Hackathons, workshops, prototyping (PRP Open Calls)
Business, Innovation & Finance	Public-private data ecosystem	Stimulates new services and digital business models	Platform enables SME access to open data and analytics tools
	Evidence-based municipal budgeting	Optimizes public investment decisions and boosts fiscal efficiency	Integration of tool into municipal planning/budgeting workflows
Policy Making	Harmonised indicator framework	Enables consistent monitoring and policy alignment across levels	Agreement with 10 municipalities + national stakeholders
	Policy integration mechanism	Embeds long-term monitoring into governance cycles	Incorporated into RAP 2028–2036 and 9 local planning documents

Table 35: Impact & implementation of Vidzeme's Potential KERs

7. Malta

- **Geography**: An archipelago in the central Mediterranean, consisting of three main islands: Malta, Gozo, and Comino.
- **Economy**: Diverse economy with strong tourism, manufacturing, and financial services sectors.
- **Urban-Rural Dynamics**: Highly urbanized with dense population centers, but also features rural areas with agricultural activities.
- **Tourism**: Major tourist destination for its historical sites, beaches, and cultural events.

Based on the stakeholder feedback in the Malta pilot, the following key strategies are being implemented to enhance integrated rural-urban development:

1. Digital Transformation and Smart Agriculture
   - Explanation: Digital technologies and precision agriculture are being leveraged to improve the efficiency and sustainability of farming in rural areas.
   - Regional Justification: Malta's small land area and fragmented rural zones require optimized land use, making digital farming an effective tool.
2. Circular Economy and Sustainability
   - Explanation: Initiatives are focusing on resource efficiency, waste reduction, and local value chains to integrate rural-urban economies.
   - Regional Justification: Malta's reliance on imports can be reduced through stronger circular economy initiatives between rural producers and urban consumers.
3. Youth Entrepreneurship and Rural Workforce Development
   - Explanation: Programs that encourage youth engagement in agribusiness and sustainable industries are being prioritized.
   - Regional Justification: Declining interest among young people in rural industries threatens long-term sustainability, necessitating skill-building initiatives.
4. Strengthened Rural-Urban Tourism Links
   - Explanation: Rural heritage and eco-tourism initiatives are being developed to attract urban tourists while preserving cultural sites.
   - Regional Justification: Malta's tourism sector is heavily concentrated in urban areas; expanding into rural zones enhances economic diversification.
5. Digital Coworking and Remote Work Hubs
   - Explanation: Creating remote work hubs in rural areas helps urban professionals relocate while contributing to rural economic activity.
   - Regional Justification: Malta's connectivity and infrastructure support the relocation of digital workers, which can enhance rural economies.
6. Sustainable Energy and Smart Mobility
   - Explanation: Renewable energy projects and smart mobility solutions are being promoted in rural areas.
   - Regional Justification: Malta's heavy reliance on energy imports necessitates the expansion of local, renewable energy sources.

With Malta pilot's focus on leveraging digital innovation, sustainability, and youth empowerment to create a resilient and future-ready rural-urban system the potential KER in the 5 Spheres of Exploitation will be as follows:

Each strategy contributes to potential innovations that can be categorized within the **PoliRuralPlus 5 Spheres of Exploitation**:

Sphere	Potential KERs
Societal & Social	- Youth-focused entrepreneurship ecosystem - Community-led tourism initiatives integrating urban-rural experiences
Research & Innovation	- AI-powered environmental monitoring for agribusiness - Blockchain-based traceability solutions for rural supply chains
Capacity Building, Education & Training	- Training programs in smart agriculture and precision farming - Digital literacy and entrepreneurship programs for youth
Business, Innovation & Financial	- Business accelerator for rural tourism and agribusiness - Digital transformation programs for rural SMEs
Policy Making	- Policy frameworks supporting smart rural innovation - Integration of digital agriculture and circular economy policies

Table 36: Malta Potential KERs

Malta – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Societal & Social

KER: *Multi-Actor Approach Tool (MAAT)*
Platform to integrate stakeholder feedback in regional policy design.
Impact: Enhances democratic participation in small-island development planning.
Implementation:

- Roll out MAAT workshops with rural communities
- Use it to gather inputs for upcoming RAP revision.
- Report outcomes to national planning authorities.

Business, Innovation & Financial

KER: *Green Business and Startup Support Programs*
Accelerators and grants for sustainability-focused rural enterprises.
Impact: Supports eco-tourism and agri-business diversification in rural areas.
Implementation:

- Identify green niche markets (e.g., marine eco-tourism).
- Launch a rural innovation prize or challenge.

Provide technical mentoring and investor match-making.

8. Slovakia

- **Geography**: Landlocked country in Central Europe, characterized by mountainous regions in the north and fertile plains in the south.
- **Economy**: Industrial and service sectors dominate, with significant automotive manufacturing and electronics production. Agriculture is also important.
- **Urban-Rural Dynamics**: Major cities like Bratislava and Košice are urban centers, with extensive rural areas focusing on agriculture and small-scale farming.
- **Tourism**: Known for its natural springs, castles, national parks, and mountain resorts, particularly in the Tatra Mountains.

Analysis of the stakeholders' feedback in the Slovak pilot, identified the following key strategies for integrated rural-urban development:

1. Regional and Local Cooperation – Enhancing collaboration across NGOs, businesses, policymakers, and authorities.
2. International Cooperation in Agro-Food and Education – Strengthening partnerships for sustainability and research.
3. Joint Conferences and Workshops – Encouraging knowledge exchange to break sectoral silos.
4. Vision for More Attractive Rural Regions – Developing policies to enhance rural economic appeal.
5. Digitalization and Innovation in Rural Areas – Expanding smart village initiatives and digital tools.
6. Education and Skill Development – Implementing programs for all age groups to bridge skill gaps.
7. COVID-19 Impact Analysis Integration – Using findings from research to improve resilience.
8. Equal Access to Economic Aid – Ensuring public and private rural businesses receive financial support.
9. EU and International Funding Utilization – Leveraging funding sources to drive rural-urban projects.

To support the region's efforts to promote rural sustainability, digital innovation, and economic resilience, the pilot's potential KERs in the 5 Spheres of Exploitation are as follows:

Sphere	Potential Key Exploitable Results (KERs)
Societal & Social	Stakeholder Collaboration Platform, Policy framework for agro-food cooperation, Digital inclusion programs.
Research & Innovation	AI-powered regional development assessments, Blockchain-based agro-food traceability, Smart agriculture platforms.
Capacity Building & Education	Policy planning training modules, Workshops on integration strategies, Digital literacy programs for rural communities.
Business, Innovation & Financial	Rural business incubators, Sustainable investment models for agro-food, Smart tourism business models.
Policy Making	Integrated rural-urban governance framework, Economic recovery strategies post-COVID-19, Public-private partnership guidelines.

Table 37: Slovakia Potential KERs

Slovakia – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Societal & Social

KER: *Multi-Actor Approach Tool (MAAT)*
A tool for structured stakeholder engagement, integrating local feedback into rural-urban policymaking.
Impact: Enhances participation and policy integration, particularly vital for Slovakia's small, community-based governance models.
Implementation:

- Mobilize community groups to test the MAAT in local consultations.
- Organize workshops to demonstrate the tool to rural councils.

Document lessons learned for policy refinement.

9. Spain – Segobriga / Castile-La Mancha Region

- **Geography**: Located in central Spain, characterized by a mix of plains, hills, and river valleys.
- **Economy**: Predominantly agricultural with significant production of cereals, olives, and wine. Some industrial activities are present.
- **Urban-Rural Dynamics**: Smaller cities like Cuenca and Toledo serve as urban centers, with vast rural areas dedicated to farming.
- **Tourism**: Rich in historical and cultural heritage, including the ancient Roman city of Segobriga and medieval towns.

Analysis of the stakeholders' feedback in the Spanish pilot, identified the following key strategies for integrated rural-urban development:

Key Strategy	Explanation for the Spanish Region
Integrated Local Development Strategy (EDIL)	Encourages collaboration between rural and urban areas through participatory planning, enhancing economic and social cohesion.
Sierra and Mancha Conquense Community Transformation Office (OTC)	Supports the formation of energy communities and promotes sustainable energy models in rural-urban areas.
Sustainable Tourism Projects	Focuses on sustainable tourism by preserving cultural and natural heritage while boosting local economies.
Pilot Agendas for Urban and Rural Development (ADUR)	Establishes a detailed analysis of rural-urban realities to create tailored strategies against depopulation.
Cultural and Creative Industry Development	Encourages rural entrepreneurship in the cultural sector, fostering creativity-based businesses that strengthen economic ties between urban and rural areas.
Renewable Energy and Smart Mobility Initiatives	Develops energy independence in rural areas through sustainable solutions in collaboration with urban networks.
Digitalization and Innovation in Rural Areas	Implements digital transformation strategies to integrate rural communities into broader digital economies.

Table 38: Segobriga / Castile-La Mancha Strategies

These strategies will contribute to stronger rural-urban linkages in the Spanish pilot region, fostering economic resilience, social inclusion, and digital integration, with the following potential KERs in Each of the Five Spheres of Exploitation:

Sphere of Exploitation	**Potential KERs**
Societal & Social	Community-Led Rural-Urban Development Platform – An interactive platform to facilitate stakeholder engagement, knowledge-sharing, and collaboration in integrated rural-urban planning.

Research & Innovation	Smart Energy Communities for Rural-Urban Synergies – A research-based innovation for decentralized energy production and management in collaboration with urban areas.
Capacity Building, Education & Training	Cultural Entrepreneurship & Digital Skill Development Programs – Training initiatives to enhance the role of the cultural and creative economy in rural areas and provide digital literacy for rural entrepreneurs.
Business, Innovation & Financial	Rural Creative Economy & Tourism Business Models – Development of sustainable tourism and cultural heritage business models that promote economic diversification in rural regions.
Policy Making	Integrated Policy Framework for Sustainable Rural-Urban Development – A framework designed to align local policies with EU-level sustainability, economic, and digital transformation goals.

Table 39: Segobriga / Castile-La Mancha Potential KERs

Segobriga – Potential KERs

The following are potential KERs that the pilot might consider and choose which to implement during the remainder of the project:

Policy Making

KER: *Sustainability and Climate Adaptation Strategies*
Action plans for integrating nature-based and climate-smart solutions into rural policy.
Impact: Enhances resilience of rural tourism and agriculture in climate-vulnerable zones.
Implementation:

- Co-create adaptation strategies with local farmers.
- Use EU Green Deal frameworks to fund pilots.
- Share progress via PoliRuralPlus Dashboard.

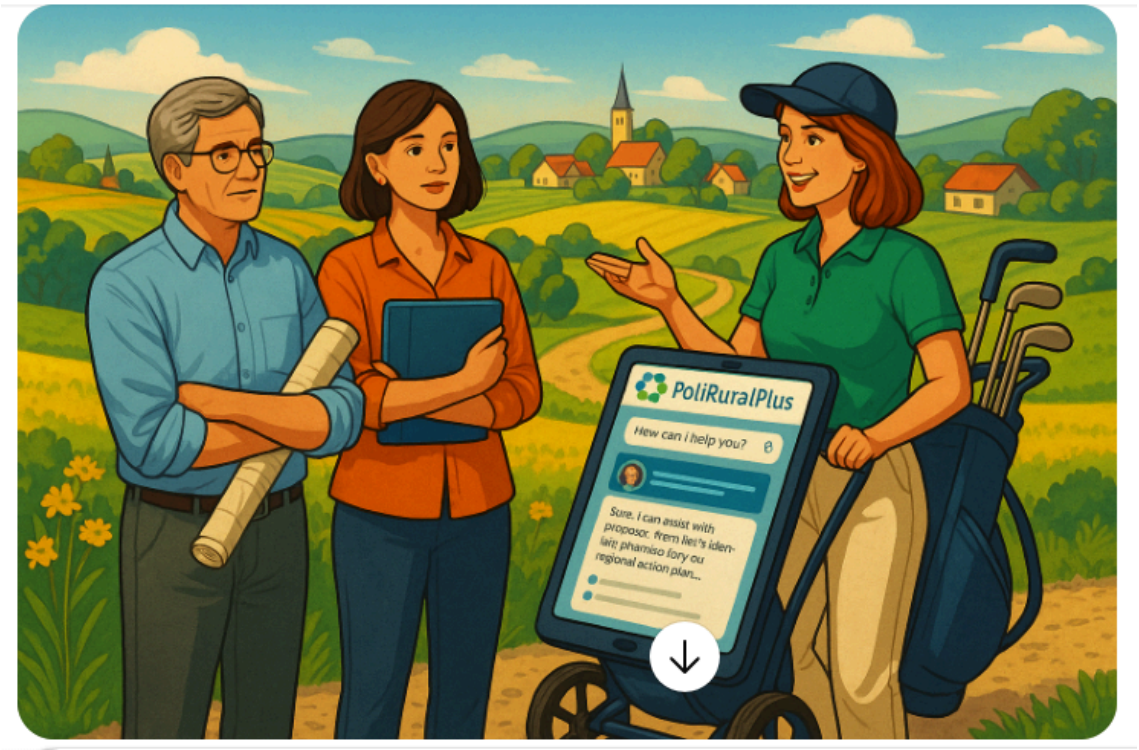
Business, Innovation & Financial

KER: *Circular Economy Business Models for Rural Regions*
Frameworks for sustainable, locally closed-loop production and services.
Impact: Revitalizes traditional industries with low-waste, value-added processes.
Implementation:

- Host a design thinking workshop on circularity.
- Engage chambers of commerce in pilot rollout.
- Promote local label and marketing schemes.

Annex B: PoliRuralPlus Advisor “Caddy” service

The PoliRuralPlus Advisor custom GPT service is an Innovative Support Tool designed to support regional action plans, offering a digital "caddy" to guide stakeholders through complex data and planning processes. This tool, known as the PoliRuralPlus Advisor, leverages the capabilities of advanced language models to provide tailored advice and insights specific to the needs of rural-urban regional planners.



Accessible through a dedicated link, the PoliRuralPlus Advisor acts as a productivity tool that can analyze the PoliRuralPlus project’s extensive content, helping users to efficiently identify, refine, document, and visualize their regional development strategies. It's a pivotal first step towards a comprehensive dashboard service that will bring new knowledge and data specific to each task and region.

This user-friendly service is built on a foundation of various project deliverables, offering an interactive experience that combines the comprehensive knowledge base of the PoliRuralPlus project with the interactive intelligence of AI. However, users are advised to engage critically with the tool—editing responses, questioning outputs, and using the interaction to enhance their strategic planning visions, goals and efforts.

PoliRuralPlus Advisor is a specialized AI system designed to support the PoliRuralPlus project, which aims to foster balanced, sustainable, and inclusive rural-urban development across Europe using digital innovation tools like AI, GIS (Geographic Information Systems), and foresight methodologies. The tool facilitates decision-making and collaboration across various regions by integrating AI technologies and data-driven insights into territorial planning and stakeholder engagement processes.

For more information or to access the tool, visit PoliRuralPlus Advisor. This resource is aimed at empowering regional planners and stakeholders, enhancing their ability to craft informed, effective action plans that address the unique challenges and opportunities within their regions.

Annex C: PoliRuralPlus Results Database

All results from the PoliRuralPlus project are recorded in a common format in the Results Database at PoliRuralPlus Results, IPR and Other Results_v.0 - Google Sheets

The PoliRuralPlus Results, IPR and Other Results_v.0 Results Database provides a structured overview of project outcomes, including the classification, ownership, technical readiness, intellectual property (IP), and status of each result. Key components include:

- **Result Attributes**: Each entry includes the result's name, SYGMA classification, project work package (WP), Key Exploitable Result (KER) category, relevant rural pilots, technical readiness level (TRL), description, target audience, IP rights, and owner.
- **Result Types and Options**: Options for classifying results include:
    - **Result Types**: Scientific discovery, product, service, industrial process, business model, policy recommendation, event, qualified personnel, etc.
    - **Target Audience**: Options are restricted to one audience per result, such as policymakers, citizens, business partners, or EU institutions.
    - **Intellectual Property Rights (IPR)**: Various IP designations are listed, including patents, registered designs, trademarks, open access, etc.
    - **Technical Readiness Levels (TRLs)**: Levels range from TRL 1 (basic principles observed) to TRL 9 (actual system proven in an operational environment).

Current Results (at 02/052025):

A summary of some of the results already listed includes:

- **Hub4Everybody**: A GIS-integrated tool for data sharing at TRL 9, classified as a product under WP4 and aimed at research and innovation across all pilots.
- **PoliRuralPlus Advisor**: A service to aid planners and stakeholders in creating Regional Action Plans, rated at TRL 7, focusing on a multi-faceted impact across all pilot regions.
- **MAA-tool**: This tool supports the multi-actor approach, also at TRL 7 and classified under WP4, with a comprehensive impact across all pilot areas.
- **PoliRuralPlus Database of Regional Stakeholders**: A scientific discovery aimed at societal and social impacts, providing methodologies and workflows (TRL 7).
- **PoliRuralPlus Reference Database**: A scientific model under WP2, targeting societal impacts and stakeholder engagement with TRL 7.
- **LLM Agentic Geospatial Tool Use**: Innovative fusion of AI + GIS in regional foresight and governance, with AI-powered decision support tools that are intelligent, interactive, and spatially aware, enabling deeper understanding and more responsive action in rural-urban development planning.

Exploitation KPIs:

The document includes exploitation measures aligned with target KPIs:

- **Engaging Influential Individuals**: Aims for 30+ ambassadors for project value replication.
- **Urban-Rural Practitioner Adoption**: Targets interest from over 50 practitioners.
- **Replication Preconditions**: Activating 5+ spin-off operations.
- **Exploitation Planning**: Hosting workshops and developing 20+ actionable plans.
- **Business Scale-Up and Opportunities**: Envisions 50+ business models and ideation acts.
- **Partnership Facilitation**: Establishes 50+ cooperative agreements or MoUs with relevant bodies.

The document serves as a comprehensive tracking and classification system for PoliRuralPlus results, targeting specific audiences, IP designations, and TRLs to support efficient exploitation and dissemination across the project's target regions and stakeholders.

Each Partner can document a result of the project for the PoliRuralPlus website as follows:

1. Save the template - document with a new name to the same GD folder which is this: https://drive.google.com/drive/folders/1ewshC_8yu_o94Ta_oOkkjf4LlVk-zree?usp=drive_link
2. Describe the result into the document
3. Produce a pdf-file of the document
4. Save the pdf-file to the same GD folder as the document has been saved
5. Fill in the classifying info of the results at the excel spreadsheet: https://docs.google.com/spreadsheets/d/1bRaDU5WECRL5d4ALcaVVb5Y5w9735KgnndBAAbkK9tA/edit?usp=sharing
6. Add the link to the pdf-document to the excel spreadsheet - column N.

Annex D: PoliRuralPlus KERs Revenue Models

The PoliRuralPlus KERs are categorized into its five spheres of exploitation:

(1) **Societal & Social**: Focuses on promoting positive social changes and engaging stakeholders to integrate project benefits into societal practices.
(2) **Research & Innovation**: Utilizes research outcomes and innovative solutions to enhance further research and foster innovation through collaborations with academia and other projects.
(3) **Capacity Building & Education & Training**: Aims to empower individuals and organizations with the necessary tools and expertise through capacity-building actions, education, and training programs.
(4) **Business & Innovation & Financial**: Stimulates business growth and innovation with a focus on financial aspects, involving engagement with businesses and financial institutions to capitalize on project results.
(5) **Policy Making**: Influences policy development and implementation at various levels by engaging with policymakers to ensure outcomes support rural development and sustainability

Except for Sphere 4, most of these KERs will be mainly free, open-source and widely available to ensure wide take up and high impact on all rural-urban regions and their communities right across Europe. For the same reason, the PoliRuralPlus platform and services, will be a free and open-source cloud-based web-services platform. The project is developing an Open Dashboard of services to enable any future additional and third-party services to be integrated into the PoliRuralPlus System and extend its impact. To ensure wide uptake, improved RU analysis and synthesis, as well as multilingual processing on devices for everyone, the PoliRuralPlus services will be accessible on both fixed and standard modern devices.

1 PoliRuralPlus Webservice Revenue Models

A business model describes how an organization creates and delivers value to customers. It characterizes products or services that a company provides, and the way a company is compensated for them - a revenue model.

The characteristics that constitute business models of software products and services involves a combination of the following characteristics[91]:

- Distribution approach. The most important business model characteristic is the distribution approach that a company uses to provide services or create products for customers. Three main distribution approaches that can be used: on-premise, cloud, and hybrid.
- Source code licensing. Based on licensing of source code the company creates, the software may be proprietary or open-source code.
- Revenue streams. A software revenue stream defines the way a company is paid for its products and services. A business model can make use of one or several revenue streams. For instance, software product revenue streams can include ad revenue, sales, subscriptions, and their combinations.
- Business model interaction. Software companies can choose between two types of business model interactions while forming its business model. It can take a form of one-to-many or many-to-many. The former is traditional value delivery, when a provider directly solves customer problems (Trello, Microsoft Office, Photoshop, etc.). The latter implies that a company creates a platform where both end-providers and customers meet (Airbnb, Uber, or Upwork). But more on that below.

B2C or B2B market. Eventually, a company must choose the target audience that it sells products or services to, which would lead to the company taking the business-to-business (B2B) or the business-to-consumer (B2C)

[91] Adapted from Software Business Models for Products, Services and Platform (altexsoft.com)

approach. B2B means that a company sells services to other businesses and B2C means selling a product or service directly to a consumer.

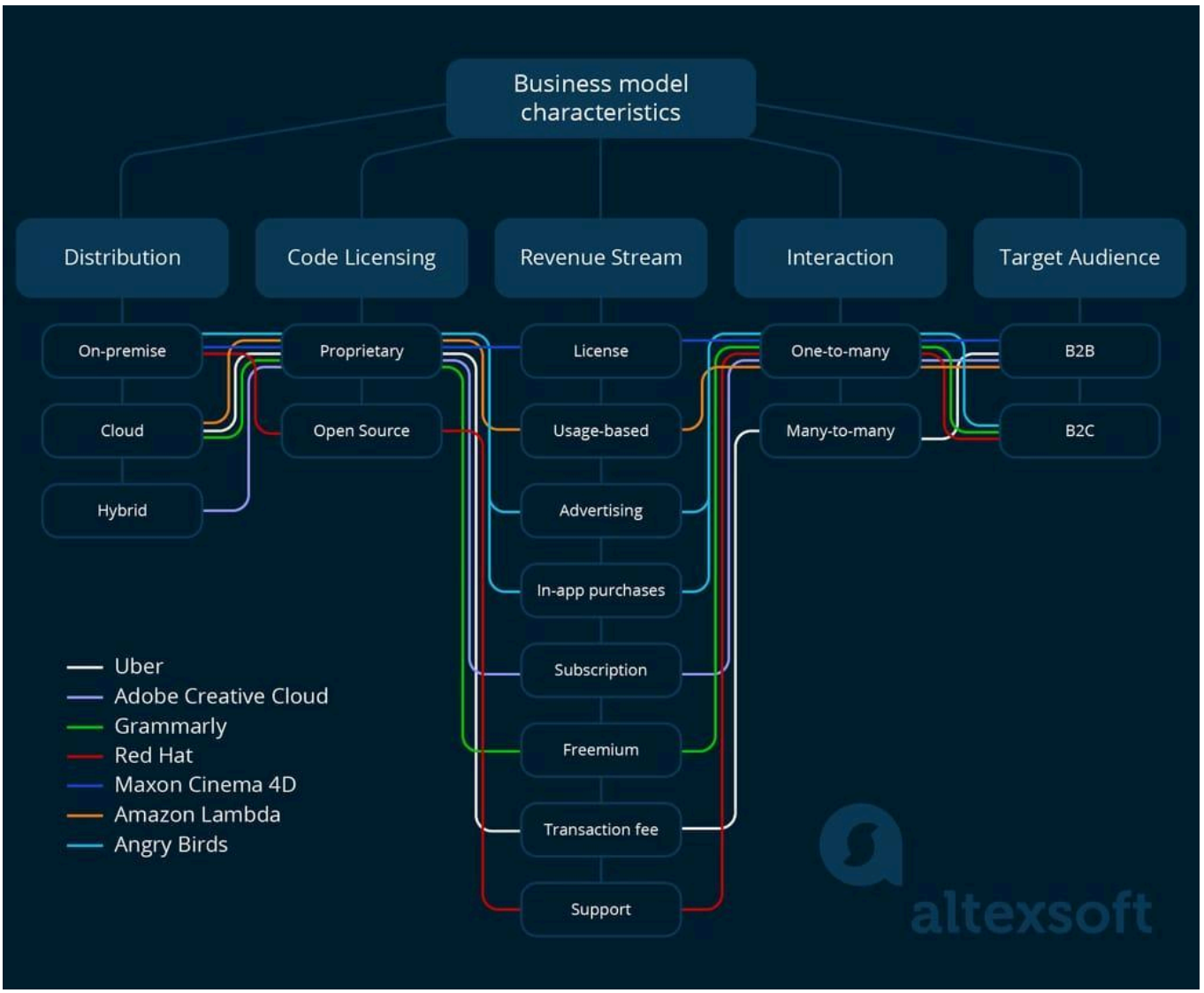


Figure 14: Business Model Characteristics

1.1 Distribution

The software distribution approaches are analysed in the following table:

Approach	Description & Analysis
On-premises	The on-premises distribution approach entails a software product being installed and running within a client's in-house infrastructure, be that a single computer or a local server. The traditional distribution approach has been used for many years by such companies as SAP, Oracle, and Microsoft. Pros of traditional on-premises software distribution approach ● On-premises deployment allows you to customize the product, aligning it with client' needs. ● It allows simple integration with a client's other corporate systems over the intranet. ● All infrastructural expenses are covered by one client. Cons of traditional on-premises distribution approach ● Implementation of a new on-premises environment requires a lot of time. ● The client must have its own IT support staff and in-house server hardware if you provide corporate-level software. ● These first two factors may turn potential customers towards cloud competitors. ● If a product is distributed via a license model, your clients will be hesitant about making a large, upfront investment in a license considering the risks. ● If on-premises software was customized, upgrading it becomes increasingly more complicated. Examples: Microsoft Office, Maxon Cinema 4d, KMPlayer.
Cloud-based	The main characteristic of the cloud-based distribution approach is that the software runs at a hosting provider or in the cloud service. For instance, software as a service (SaaS) is a cloud-based distribution approach in which a provider hosts its applications and makes them available to customers via the Internet. According to the SaaS method, businesses and individuals don't need to install applications on their own computers or own data centers. They can access the software using a Web browser or a mobile device. SaaS is typically delivered via a term-based subscription. Pros of the cloud-based distribution approach ● Cloud products and services have faster implementation timeframes for clients ● Users will be able to access products and information remotely from anywhere at any time, given that they have an Internet connection ● The SaaS approach doesn't require any initial setup costs from users. The customers just need to subscribe and log into their account to get full access to the webservice and its updates ● The SaaS approach gives you the opportunity to provide the same software version for all your customers. This means that you have a single version to maintain, upgrade, de bug, and provide storage support for. ● The main revenue stream of the cloud distribution approach is subscriptions,and as a result you will be able to receive revenue as long as the client uses the software, on an ongoing basis. Cons of cloud distribution approach ● There may be compatibility issues between cloud solutions and integration with existing on-premise enterprise applications that your clients already have. ● You are fully responsible for service outages that may occur. Setting up reliable infrastructure is required. Examples: Amazon Web Services, Dropbox, Netflix.

Hybrid	Some software companies have a hybrid distribution approach. Hybrid in this case is the approach that combines a SaaS solution with an on-premise software application. So, a cloud-driven technology complements an on-premise one. For instance, Adobe Creative Cloud combines on-premise products like Photoshop with additional cloud services like libraries, presets, etc. Besides, on-premise software gets updated as if deployed on the cloud, regularly and without asking the client to purchase a separate license for each new version of a product. As high-speed Internet connection has become a new standard, hybrids will become increasingly more common. Another way to realize the hybrid deployment is to let customers choose between a SaaS service or an on-premises solution and provide the opportunity to switch from one to the other if needed. For example, Microsoft Outlook can be deployed on-premises but can also be accessed online. Pros of hybrid software distribution ● It allows a client the flexibility to move information between on-premises data centers and third-party cloud services, without being locked into a particular cloud provider or their own infrastructure ● Users can take advantage of tight integration with existing corporate systems and they can also easily transfer large files regardless of their Internet speed. ● A provider can ensure seamless updates of on-premise software and distribute different features between on-premise and cloud ● Sensitive or highly regulated information (e.g. medical records) can stay on-premise, while operations that don't involve sensitive data can be conducted in the cloud The hybrid approach combines and amplifies the difficulties of both SaaS and on-premise approaches. ● On-premise has limited customization opportunities compared to that of a pure cloud version ● If customizations are available, updating software becomes a critical engineering challenge ● If software is accessible both from a web interface and an on-premise interface, the amount of front-end development tasks significantly increases Examples: Adobe Creative Cloud, Salesforce, Zendesk.

Table 40: Distribution Approaches

1.2 Business model interaction

Broadly, there are two types of business model interactions used to build a sustainable service:

1. one-to-many business model interaction
2. many-to-many business model interaction.

These two types have fundamentally different strategies of creating services. The one-to-many business model interaction approach requires companies build products with the end consumer only in mind. While, the many-to-many value model requires being mindful of both producers and consumers. For example, YouTube requires building tools for producers - video hosting on YouTube - and for consumers - video viewing.

Each model has its own strategy. In the case of the one-to-many business model interaction, users interact with software that is created. So, the product is valuable itself. The many-to-many business model interaction allows users to interact with each other using software that the company creates. As a result, the product has no value unless there's a community of producers and consumers around it.

Interaction	Discussion
one-to-many	One-to-many business model interaction is one in which companies create products and services, develop and evolve them, and sell to customers. Most eCommerce stores and software products work according to this value model. Examples: Adobe Creative Cloud, Buzzsumo, Microsoft Office, Gmail
many-to-many	Many-to-many business model interaction allows one group of users (producers) to create and consume value on the platform for the other group of users (consumers) to consume. Examples: Wikipedia, Uber, AliExpress, Google search engine

Table 41: Business Model Interactions

1.3 Source Code Licencing

Licence	Discussion
Proprietary	In most cases, **proprietary software** doesn't let the user access, change, or reuse the copyrighted source code. Even if a program is free to use, it may have proprietary code that users and third-parties can't change. In this case, code written in a high-level language is assembled in a machine language, which is executable by a machine but unreadable by a human. Most companies make their software products proprietary to protect it from copying, changing, or emulating. However, the software owner can choose to make their copyright-protect code available for alteration by users. **Pros:** ● Users will be sure that the product will work properly due to a single source for support, bug fixes, security fixes, and regular upgrades ● Software is protected by copyright and can be monetized **Cons:** ● The owner of proprietary software is responsible for all updates, customization (if needed), and maintenance. Having a limited engineering capacity may slow down feature development compared to competing providers. ● Proprietary software may be unaffordable to many potential clients ● The code owning organization is the only one responsible for finding and fixing code vulnerabilities. So, closed-code software is more likely to be vulnerable to malware and attacks than open-source code where possible exploits can be better detected as a community effort **Examples**: Microsoft Windows, McAfee, iTunes.
Open source	Open source software means that users get software and access to source code free. An increasing number of technology companies create open source software. For instance, the Black Duck Software 2016 The Tenth Annual Future of Open Source Survey found a very high rate of 78% of companies run part or even all of their operations on OSS, and 66% create software for customers built on open source. The survey found that the main drivers of growing open source adoption are the quality of OSS solutions, feature support, and susceptibility to customization. The vendor charges for customization, support, and maintenance are traditionally the main open monetization mechanisms for open source software. A common practice of the open source projects is when the "parent" company - which is the main contributor to such a project - provides all support. This includes user support, product maintenance, hosting, consulting, and defining the product strategy.

	For instance, Jet Brains creates tools for developers in companies such as Wikipedia, Salesforce, and Pinterest. At the same time, JetBrains is an active participant in the open source community. It has its own open source projects and JetBrainers make commitments to non-JetBrains open-source projects. For example, PyCharm is a product developed by JetBrains. PyCharm is the integrated development environment (IDE) used in computer programming, specifically for the Python language. This IDE has the Community Edition which is released under Apache License and the Professional Edition released under a proprietary license. Pros of creating open source software ● OSS is a great opportunity to present the innovative features and technical capabilities of your product to attract more users. ● Clients can customize a product for their needs. ● OSS is a good way to improve brand recognition among technology companies ● As mentioned above, OSS has less chance of having vulnerabilities as they can be detected by a community Cons of open source software ● Many corporate clients will struggle to create formal policies for selecting and approving open source code ● Creating open source products require finding additional revenue streams Examples: VLC, Ubuntu, Open Office.

Table 42: Business Model Licensing options

1.4 Revenue Streams

Sustainable exploitation of the PoliRuralPlus services will require an ongoing revenue source to continue to provide the webservice and the cloud-based PoliRuralPlus Dashboard services. One approach is to earn revenues from the PoliRuralPlus webservice itself. The following are the top six monetisation strategies that could be used:[92].

1. Free, But with Ads (In-webservice Advertising)	This is a model used frequently in webservices. In this business model, the cost-barrier to purchasing the webservice is removed and allows free downloads. The goal is to accumulate a sizeable user base and gather information on the people interacting with the webservice. Then, this data gets sorted and sold to webservice publishers who pay to place targeted ads in the webservice. Facebook is a good example of a webservice that does this well. Its users don't directly pay Facebook anything to download or use their platform, but Facebook leverages a vast amount of their data to sell highly targeted ads. And this monetisation strategy has proven to be very effective for Facebook. Summary: Essentially, revenues are earned by selling data-driven advertising space in the webservice. This can be done independently or working with a ad partner. Pros ● webservices are in a prime position to collect a lot of data on their users (such as their in-webservice behaviour and their location).

[92] This table is adapted from App Monetization: 6 Bankable Business Models That Help Apps Make Money - Localytics (uplandsoftware.com)

	• Allows users to benefit quickly because people love free webservices. • Can be effective if moderate and targeted advertising is used (ads are interesting yet limited). • advertising spend has surpassed radio, magazines and newspapers since 2014[93] (lucrative and growing industry). Cons • Not an innovative model and people can get annoyed with ads, which may lead to webservice churn[94]. • ads can compromise the webservice experience (especially for LRC users) by claiming a portion of the already limited screen size. • Generally this model does not work for niche or utility webservices that are designed to help users perform important functions (ads will be too unnatural and intrusive in this setting when people just want to do something quickly). So it is not suitable for PoliRuralPlus.
2. Freemium (Gated Features)	Similar to in-webservice advertising, the webservice is also offered for free in a business model, but certain features are gated and cost money to be unlocked. In other words, people have access to an webservice's basic functionality, but there is a charge for premium or proprietary features. The premise of this model is that you attract people to your webservice and give them a rich preview of what your webservice can do (without giving them everything). The goal is to accumulate and engage webservice users until they are willing to pay for additional in-webservice tools. A great example of a brand that capitalises on this strategy is Angry Birds. The Rovio team (the creator of Angry Birds) released a free version of their webservice. However, the webservice keeps certain features hidden (like being able to juice up your bird, additional levels, etc.) until users upgrade (for a small fee) to the full version. This allows people to easily play Angry Birds and become fans of the webservice without hesitating at the initial price. Once webservice users have conquered a few levels, they're engaged enough to pay for the full-fledged version for more hours of fun. Summary: This monetisation strategy allows teasing of users with a stripped-down version of the webservice until they are hooked enough to happily buy additional features. Pros • This business model makes it easy to build up a large user base and showcases the webservice so people get hooked (and then it can be upsold!). • People who "try before they buy" are more likely to become engaged and loyal users later. • Flexible model because it can be adapted to almost any vertical. So it could work for PoliRuralPlus. Cons • If too few features are offered for free, webservice churn will be high. • If too many features are offered for free, it will be difficult/complex to convince the existing user base to pay for an upgrade (upgrade won't

[93] Ad Revenues To Surpass Newspapers, Magazines, Radio This Year -- Forecast (martech.org)
[94] https://clevertap.com/blog/churn-rate

	have much incremental value). So, this will require careful consideration of PoliRuralPlus's benefits for users. ● webservice marketers must be careful not to provide a large segment of their users (the free ones) with an inferior webservice experience. This cannot be allowed to happen with PoliRuralPlus!
3. Paid Webservices (Cost Money to Download)	The paid webservice business model simply means the webservice is not free to download. If people want to use the webservice, they must first purchase it from the webservice store. Paid webservices and brands make money upfront with every new user. The key to finding success with this model is the ability to showcase the perceived value of the webservice with a killer webservice listing (which includes screenshots, five star reviews, etc.) that differentiates it from similar free webservices. Put another way, the most profitable paid webservices do a great job of selling their webservice's unique features, be it design or functionality or brand. For example, Calendars 5 is a paid productivity webservice in Apple's webservice store. Calendars 5's iTunes listing shows the webservice as a "smart calendar" that incorporates tasks, human language and reminders in a clean and colourful layout. The webservice's listing page includes rich screenshots that highlight its sleek design and positive reviews about its superior functionality. Within a few seconds, the webservice can make a compelling case that it's better than Apple's default calendar and thus, worth the monetary investment. Summary: The paid webservice business model is like a "pay then play" strategy that is propped up by a marketing team's ability to convince users to buy the webservice instead of free substitutes. Pros ● webservice developers and webservice marketers earn revenue upfront with every new download. ● People who have paid for a web service are more likely to turn into engaged users (since they spent money to purchase the webservice vs. choosing a free one). ● In this model, the webservice does not usually have any in-webservice advertising thus allowing it to have a cleaner interface. ● This model motivates webservice developers to focus on innovation since people expect paid webservices to be the cream of the crop. Cons ● Selling an webservice is hard because webservice stores are so overcrowded (stiff competition from many free webservices). ● webservice stores take a cut of the revenue from paid webservices (Apple gets approximately 30%). ● Paid models are a shrinking part of webservice store revenue. ● 90% of paid webservices are downloaded less than 500 times per day[95] (cost-barrier to gaining a large number of users). ● The project is committed to pzroviding POLIRURALPLUS for free!
4. In-webservice Purchases	This webservice monetisation strategy involves selling physical or virtual goods within the webservice and then retaining the profits. In-webservice purchases

95 Webservice Download and Usage Statistics (2020) - Business of Webservices

(Selling Physical/Virtual Goods)	can include a wide variety of consumer goods such as clothes and accessories. However, in-webservice purchases can also be virtual goods such as extra lives or in-webservice currency. Whatever the webservice is selling, the in-webservice purchases must feel like a natural part of the webservice. MeetMe is an example of a web service that has creatively incorporated in-webservice purchases into their social webservice. People can download MeetMe for free and use it to browse profiles, chat with people and connect with locals. However, users can also purchase credits to enhance their visibility and gain new ways to interact with people. MeetMe's purchase model is lucrative because the webservice is able to clearly highlight the benefits of in-webservice currency. Summary: The in-webservice purchases model is about turning the webservice into another sales channel (for physical products that are used in the real world) or a storefront (for virtual goods which can only be used inside the webservice). Pros ● This webservice business model works particularly well for eCommerce/mCommerce brands and is flexible enough for other verticals too. ● In-webservice purchases can help webservice marketers make comfortable profits with the lowest amount of risk. ● Buying virtual goods can lead to deeper levels of engagement (growing monetisation strategy). ● The profit margin is usually high with this model because brands don't have the traditional expenses on that brick-and-mortar stores do (like staffing and rent). ● Flexible model which can also be adapted to include affiliate programs and partnerships that drive referral revenue. Cons ● webservice stores usually take a cut of the revenue for virtual goods (but not physical goods or services) purchased inside an webservice. ● Recently, this model has received bad publicity because government officials are pressuring Apple and Google to add stricter regulations to prevent children from making accidental in-webservice purchases. ● Webservices will need to be more transparent on their webservice store listing page if they include in-webservice purchases (which may prevent some people from downloading). ● Probably not appropriate for PoliRuralPlus!
5. Paywalls (Subscriptions)	The paywall webservice business model is similar to the freemium model except that it focuses on gating *content*, not features. Paywalls allow an webservice user to view a predetermined amount of content for free and then prompts them to sign up for a paid subscription to get more. This model is best suited for service focused webservices and allows brands to earn revenue on a recurring basis. An example of an webservice that utilises this webservice business model is Umano, which transforms news stories into podcasts. Umano allows users to listen to a limited number of stories until they sign up for a premium subscription. With this strategy, people get to use all Umano's best features, but

	for a fixed amount of time until they are engaged enough to pay for unlimited use and content. Summary: At its core, this model is like a "pay later" or "free trial" model because users get to test drive the webservice, but then need to sign up for a subscription to bypass certain content limits and restrictions. Pros ● People get to experience all the webservice's features which increases session lengths and lowers webservice churn. ● This webservice business model results in a continual weekly/monthly/yearly (depending on the setup) flow of revenue since subscriptions usually auto-renew. ● Subscribers are more likely to be loyal and engaged webservice users. ● Subscriptions and content gating also motivate webservice developers and webservice marketers to ensure they curate high-quality content that is worth paying for. ● Might be viable for PoliRuralPlus. Cons ● Does not easily translate to all verticals (most suited for news, lifestyle and entertainment webservices since they can limit content like articles read or videos watched). ● It can be hard to determine where and when to place a paywall (what is the right limit to place?). So tricky to apply in PoliRuralPlus.
6. Sponsorship (Incentivized Advertising)	This is probably the newest and most innovative entrant in the world. Sponsorship entails partnering with advertisers, who provide the webservice users with rewards for completing certain in-webservice actions. In this model, brands and agencies pay to be part of an incentive system. The webservice earns money by taking a share of the revenue from redeemed rewards. This way, advertising can be incorporated into the webservice that enhances the webservice's ability to engage users. An early adopter of this webservice business model is RunKeeper. RunKeeper uses incentivised advertising to motivate its users to track their running activity with their webservice to unlock exclusive rewards and promotions. This strategy lets RunKeeper monetise their webservice without disrupting their webservice's experience with banner ads. Summary: In the sponsorship webservice business model, advertisers gain inclusion in the webservice by funding rewards for its users, who earn these rewards by engaging more with the webservice. Pros ● Innovative webservice business model which can be adapted for many verticals. ● This advertising strategy will likely be better received by webservice users because it is relevant and related to an webservice's purpose. ● webservice developers and marketers earn revenue, advertisers get more ad space and users benefit from free promos. ● It could work very well for PoliRuralPlus's clearly targeted users. Cons ● marketers need to be careful about what actions they incentivise within

	their webservice (Apple has been cracking down on incentivising downloads and social sharing). • This webservice business model has not been as thoroughly tried and tested as the other ones (results and success may vary).

Table 43: Webservices Revenue Models

However, rather than adopting one of these models, Webservices are trending towards Blended Models[96]. The following chart[97] shows the popularity and revenues from five top webservice business models (excluding sponsorships). Interestingly, it shows that advertising is the most popular webservice monetisation strategy, but subscriptions are the most profitable (so another reason to go with the latter for PoliRuralPlus!).

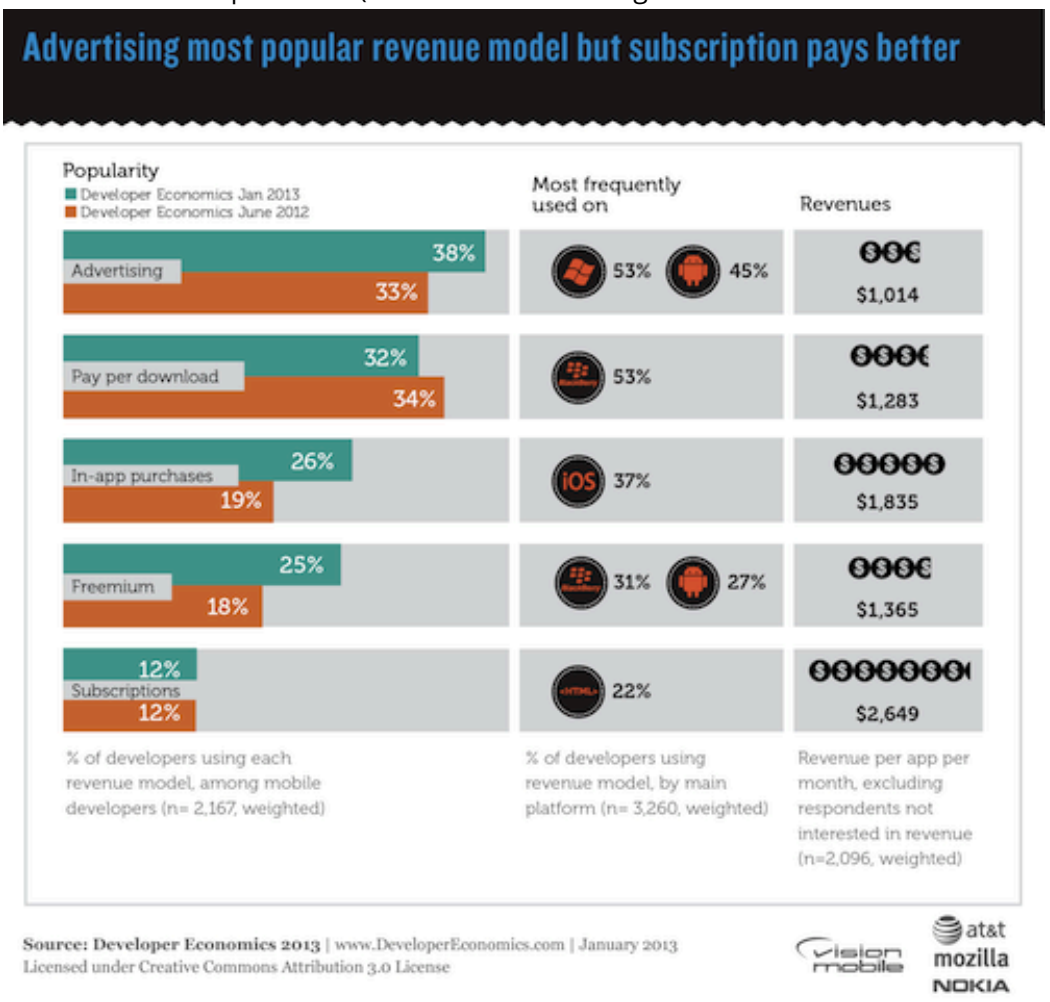


Figure15 Webservices Blended Revenue Models

As the webservice landscape becomes more sophisticated, there will probably be a trend towards more blended models. For instance, PoliRuralPlus could start with a "free, but with ads" model and then offer users a paid upgrade to an ad-free version, which is a "freemium" approach.

Revenue streams

[96] Monetization (slideshare.net)

[97] From Webservice Monetization: 6 Bankable Business Models That Help Webservices Make Money - Localytics (uplandsoftware.com)

Generally, most ICT companies have a hybrid mix of revenue streams to meet different market needs. The revenue streams below aren't mutually exclusive, so it's possible to mix them and use more than one to balance between two main goals: gaining users and increasing revenue.

Revenue Stream	Explanation
1. Paid apps and license	The concept of a license-based revenue stream entails a provider charging a customer money once for installing software. This is probably the most common and simple monetization approach widely used with on-premise products. On the other hand, a finite price can also be a barrier for you to gain a large number of users due to the competition with free and open source analogs. If you want people to purchase your product, you should demonstrate to them its high value. In a traditional on-premises distribution approach, a one-time upfront, perpetual license fee is used, which gives customers the right to use the software indefinitely. However, technical support and the right to product updates can be priced separately in some cases, especially for professional software. For instance, the Cinema 4d, 3d modeling and animation package requires paying for each new version even if a customer has paid a full price for a perpetual licence Examples: Cinema 4D, ADW Launcher EX, Minecraft.
2. Free, with in-app advertising	In-app advertising allows you to make money by selling advertising space in your application. However, this means of monetization will be the smart choice only if the implementation is done correctly and you deliver the relevant advertising content. The more personalized advertisements you make, the more revenue you will derive from it. Examples: Angry Birds, Facebook, Twitter.
3. Sponsorship	Sponsorship. Sponsorship is a subtype of an in-app advertising monetization stream. According to the sponsorship strategy, you agree to become a partner with an advertising company which will provide users of your product with some rewards for completing certain actions in your app. Brands and agencies pay you to be a part of an incentive system. This way, you receive a certain part of the revenue from redeemed rewards. At the same time, incorporating advertising into your webservice will increase your app's ability to engage users. For instance, RunKeeper motivates its users to track running activity with their service using incentive advertising. If the users track their running with this app, they will unlock exclusive rewards and promotions. In-app sponsorship realized in RunKeeper Examples: RunKeeper, Gayot.
4. Free, with in-app purchases	In-app purchases mean that your product provides physical or virtual goods sales. You can sell everything from clothes and food to an in-game currency. This revenue strategy works well for eCommerce and mCommerce brands but is also flexible enough for other verticals. In-app purchase monetization strategy can include affiliate programs and partnerships as additional revenue streams. Examples: VSCO, Meet me.

5. Subscriptions	Subscription monetization is based on a subscription license. It means that customers pay a per-user fee, either monthly or annually, which allows them to use the software during the subscription term. Users lease the software instead of buying it. The subscription payment includes not only software licenses, but also support services and new versions of the software as they are released. There are several possible options for the subscription model. A subscription objective is to retain customers under a long-term contract and secure monthly/weekly/annual revenue flow. The customer should renew a subscription license at the end of each term, or lose the right to use the software. Subscriptions are common for all types of digital content: - software, gaming, newspaper, or streaming. If you run magazine, news, or video streaming apps that can limit content, it will be the most suitable means of monetization. Sometimes, subscriptions can be combined with usage-based payments. For instance, MailChimp suggests subscription-based payments but their types depend on the number of people you reach out to in mail campaigns and the number of emails you send monthly.
6. Standard subscription	Standard subscription. Users have to subscribe to use the service and pay a one-time introductory price for a specific duration. Standard subscription in iTunes Examples: Financial Times, SalesForce.
7. Free trial.	Users can play with a product for a specified time and then decide whether they should pay for a subscription. The access is provided immediately but it won't be billed until the free trial period is over. Free trial subscription Examples: Adobe Creative Cloud, Netflix.
8. Freemium	. The freemium monetization stream is a subscription subtype that represents the combination of free and paid (premium) versions. It's a free service with the option to get access to paid, premium, or an advanced version with additional features. Everyone has free access to basic product functionality, and there is a charge for additional capabilities. The main goal of this model is to attract people and show them what your product can do and the value they can receive from it. The purpose of the free version is to provide a great user experience and to build relationships with customers so they will want to pay for additional tools. Tinder has a freemium version that can be upgraded to get broader feature-support Examples: Grammarly, Tinder, Zapier.
9. Usage-based license	A usage-based license is often employed in B2B products. It means that clients subscribe to "a pay-as-you-go" license based upon some measure of consumption, paying for only what they use. That metric could be tied to different usage aspects such as registrations, enrollments, purchases, course completions, certificate completions, franchise locations, and even logging onto the system. For instance, Amazon Lambda, PaaS service for software development, provides up to 1 million free requests per month and then the company charges for every request or makes charges depending on the amount of memory a user consumes. Usage-based license Lambda Amazon Web Service Examples: Amazon Lambda, MailChimp (pay as you go plan), Shutterstock.

10. Transaction Fee	The transaction fee system is one in which the company charges a commission based on volume for enabling or executing transactions. The amount of the transaction fee can be both a percentage or a flat fee.This model is the most useful for providers because they are not charged anything before they get some value from the marketplace. On the other hand, the marketplace get a piece of all the value that passes through the platform. This revenue stream requires an engaged audience using the marketplace or service because the goods or services become more valuable when more people use them. It's easy to predict monetization income from a transactions fee revenue stream. Examples: Airbnb, Uber, eBay.
11. Extra charge for enterprise services, support, and consulting	This is a revenue stream that involves getting an extra fee for providing special services for corporate clients. Such companies have special requirements for software products that need to be customized only for them. Famous open source software companies Red Hat and Hortonworks leverage support and consulting services as their main monetization streams.

Table 44: Revenue Streams

Discussion

As high-speed Internet connection is now common globally, different business and revenue models blend. On-premise software can now be combined with cloud SaaS and work on a subscription basis, as proven by Adobe Creative Cloud products. Thus, a business model doesn't place many limitations in terms of choosing revenue streams. But the nature of the market and customer expectations are changing as well. What specifics should be kept in mind when choosing the business model characteristics and revenue streams for your business?

1. Proliferation of freemium services. As competition both in B2C and B2B segments is tense, users expect to receive the core features for free or they'll consider competitors. So, the product should provide quite unique experiences and services to mass consumers to be distributed for a license or subscription only. For instance, the media and entertainment industry hold up as every movie or a video game is expected to deliver a unique experience. This can't be said about lifestyle management, time management, and messaging apps.
2. Cloud surge in the corporate sector. Enterprise mobility and BYOD (bring your own device) trends have become common in the corporate sector. People tend to use their corporate software from any device, blending work and leisure lifestyles. Making B2B and corporate software cloud accessible is no longer a foregone conclusion.
3. Personalization and precise ad targeting. Advertising in applications hasn't gone anywhere, but selling ads space isn't enough. Users expect to see personalized ads based on their previous interactions with the web. While making your own ad personalization is expensive, using such services as AdSense from Google is a good option to make ads more valuable to customers.

Eventually, monetization and business model strategies should be configured after prioritizing target customer expectations. Lean startup approaches, such as creating a minimum viable product (MVP) helps to evaluate initial assumptions, including those related to revenue streams.

1.5 Revenue Models for PoliRuralPlus KERs

Going through the webservice revenue models above, the key question on which would best suit the PoliRuralPlus webservice are[98]:

1. What problem is the PoliRuralPlus webservice trying to solve and how?
2. What is unique about the PoliRuralPlus webservice and would people pay for this?

[98] This is adapted from Webservice Monetization: 6 Bankable Business Models That Help Webservices Make Money - Localytics (uplandsoftware.com)

3. What else would PoliRuralPlus webservice users be willing to pay for?
4. What business models do competing webservices use[99] and how well have they worked?

Also, it's important to have a balance between the need to gain users with the need to earn revenue. Some webservice business models earn more money at first but at the expense of quickly acquiring many users, while others result in high downloads first and profits later. What is our timetable? Can we afford to initially forgo revenue to accumulate users? (Given the funded PoliRuralPlus project, it is likely to be worth it for PoliRuralPlus's users).

Webservice monetisation strategies need to be chosen and built into the webservice before its launch in the webservice store. These strategies can be iterated as time passes or even changed completely, but we must approach with the dual mindset of building a great webservice *and* an eventual business. Also the above business models are not mutually exclusive, but can be mixed or more than one can be used!

Based on this analysis, the most appropriate initial earning model for PoliRuralPlus is likely to be "Sponsorship (Incentivized Advertising)" with EU and other appropriate public funding sponsors initially and evolving over time to a "Freemium" model as the number of PoliRuralPlus users grow, creating a free and open-source webservice to help people to have a live, rapid and proper translation around the world. Nevertheless, to have success on the market making revenue, the PoliRuralPlus consortium plans to:

- Provide and advertise additional paid services from third parties which, first-of all, will pay for having the advertisement on the PoliRuralPlus webservice and which, after all, will agree to pay a fee to PoliRuralPlus per each client coming from the webservice.
- Crowdsource feedback and data from the webservice users (according to GDPR rules that will be set and to which users should be able to agree or not).

2 PoliRuralPlus Service Open-Source Business Models

As discussed above, it is likely that the PoliRuralPlus API, services and cloud platform, specification, implementation documentation and source code will be published free and open-source to ensure their widespread awareness and take-up.

There are several different types of business models to sustain and generate revenues from Open-Source Software (OSS) such as the PoliRuralPlus Dashboard and services, as outlined in the following analysis:[100].

1. **Dual-licensing** Dual licensing offers the software under an open-source license but also under separate proprietary license terms. The proprietary version can be sold to finance the continued development of the free open-source version[101]. Customers can be attracted to a no-cost and open-source edition, then be part of an up-sell to a

[99] For PoliRuralPlus these include
- Google Translate.
- Microsoft Translator.
- Yandex.
- IBM Watson Language Translator.
- Amazon Translate.
- Bing Translator.
- Cloud Translation API.

See more competing MT Webservices at Best Machine Translation Software in 2024: Compare Reviews on 30 | G2

[100] Adapted from http://en.wikipedia.org/wiki/Business_models_for_open-source_software

[101] Karl M. Popp (2011). Advances in software economics: A reader on business models and Partner Ecosystems in the software industry. Norderstedt, Germany: BOD. ISBN 978-3-8448-0405-8.

commercial enterprise edition. Furthermore, customers will learn of open-source software in a company's portfolio and offerings but generate business in other proprietary products and solutions, including commercial technical support contracts and services. A popular example is the MySQL database which is dual-licensed under a commercial proprietary license as well as under the GPLv2 by Oracle[102].

2. **Selling professional service** — The financial return of costs on open-source software can also come from selling services, such as training, technical support or consulting rather than the software itself[103]. Another possibility is offering open-source software in source code form only, while providing executable binaries to paying customers only, offering the commercial service of compiling and packaging of the software. Open-source companies using this business model successfully are for instance RedHat and IBM[104], a more specialised example is that of Revolution Analytics[105].

3. **Selling of branded merchandise** — Some open-source organisations, for instance Mozilla Foundation[106] or the Wikimedia Foundation[107], try to sell branded merchandise articles (e.g. t-shirts, coffee mugs). This can be also seen as an additional service to the user community.

4. **Selling software as a service** — Selling subscriptions for online accounts and server access to customers is a way of making profit based on open-source software. Also, combining desktop software with a service, called software plus services. Providing cloud computing services or Software as a Service (SaaS) without the release of the open-source software itself, neither in binary nor in source form, conforms with most open-source licenses (with exception of the AGPL[108]). While legal, Richard Stallman calls SaaS *"inherently bad"* as the software freedoms are not given[109]. The Free Software Foundation (FSF) called the server-side use-case without release of the source-code the Application Service Provider (ASP) *loophole in the GPLv2* and

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[102] "Commercial License for OEMs, ISVs and VARs", http://www.mysql.com/about/legal/licensing/oem/, "Q4: What is Oracle's dual license model for MySQL software? A: Oracle makes its MySQL database server and *MySQL Client Libraries available under both the GPL and a commercial license. As a result, developers who use or distribute open source applications under the GPL can use the GPL-licensed MySQL software, and OEMs, ISVs and VARs that do not want to combine or distribute the MySQL software with their own commercial software under a GPL license can purchase a commercial license.*"

[103] Karl M. Popp and Ralf Meyer (2010). Profit from Software Ecosystems: Business Models, Ecosystems and Partnerships in the Software Industry. Norderstedt, Germany: BOD. ISBN 3-8391-6983-6.Wheeler, David A. (February 2009). "F/LOSS is Commercial Software". Technology Innovation Management Review, http://timreview.ca/article/229

[104] McMillan, Robert (2012-03-28). "Red Hat Becomes Open Source's First $1 Billion Baby", http://www.wired.com/wiredenterprise/2012/03/red-hat/. "*Other companies have made big money selling Linux — Intel, IBM, Dell, and others have used it as a way to sell hardware and support services — but Red Hat has managed the tricky business of building a software platform that big businesses will pay for.*"

[105] http://en.wikipedia.org/wiki/Revolution_Analytics

[106] Mozilla Foundation Open Letter Orders Unofficial Mozilla Merchandise Sellers to Stop, Legal Action Hinted (March 16, 2004), http://www.mozillazine.org/articles/article4484.html

[107] http://shop.wikimedia.org/, *The official online store for Wikipedia and its sister projects.*

[108] http://en.wikipedia.org/wiki/Affero_General_Public_License

[109] Molla, Rani (2013-08-06). "Hacktivist Richard Stallman takes on proprietary software, SaaS and open source", http://gigaom.com/2013/08/06/hactivist-richard-stallman-takes-on-proprietary-software-saas-and-open-source/, "He also claims software as a service (SaaS) is inherently bad because your information goes through a server beyond your control and that server can add additional software when it likes."Johnson, Bobbie (2008-09-29). "Cloud computing is a trap, warns GNU founder Richard Stallman", http://www.theguardian.com/technology/2008/sep/29/cloud.computing.richard.stallman. "Web-based programs like Google's Gmail will force people to buy into locked, proprietary systems that will cost more and more over time, according to the free software campaigner"

encourage therefore the use of the Affero General Public License[110] which plugged this hole in 2002[111]. In 2007 the FSF contemplated about including the special provision of AGPLv1 into GPLv3[112] but ultimately decided to keep the licenses separated[113].

5. **Partnership with funding organisations** Other financial situations include partnerships with other companies. Governments, universities, companies, or other non-governmental organisations may develop internally or hire a contractor for custom in-house modifications to software, then release that code under an open-source license. Some organisations support the development of open-source software by grants or stipends, like Google with the Summer of Code initiative.[114]. The EU and HE programme funding the current PoliRuralPlus project could also be considered a good example!

6. **Voluntary donations** Also, there were experiments by Independent developers to fund development of open-source software donation-driven directly by the users, e.g. with the Illumination Software Creator[115][16]. SourceForge, for example, lets users donate money to hosted projects which have chosen to accept donations[116]. The arrival of Internet micro-payments systems like PayPal[117], flattr[118] and Bitcoin[119] is helping this approach. Also, bigger donation campaigns exist. For instance, the Mozilla Foundation had a fundraising campaign to support the launch of the Firefox 1.0 web browser[120].

7. **Bounties** The users of a particular software artefact may come together and pool money into an open-source bounty for the implementation of a desired feature or functionality. Offered bounties as a funding approach has existed for some time, for instance Bountysource is a web platform which offers this funding model for open-source software[121]. Another bounty source are companies or foundations who set up bounty programs for implemented features or bug-fixes in open-source software which has a relevance to them. For instance, freelancing

[110] ttp://en.wikipedia.org/wiki/Affero_General_Public_License

[111] List of free-software licences on the FSF website, http://www.fsf.org/licensing/licenses/index.html, "We recommend that developers consider using the GNU AGPL for any software which will commonly be run over a network" and Tiemann, Michael (2007). "GNU Affero GPL version 3 and the "ASP loophole", http://opensource.org/node/152

[112] http://en.wikipedia.org/wiki/GPLv3

[113] Why did you decide to write the GNU Affero GPLv3 as a separate license?, http://www.gnu.org/licenses/gpl-faq.html#SeparateAffero

[114] https://summerofcode.withgoogle.com, Byfield, Bruce (2005-09-21). "Google's Summer of Code concludes (first year)", http://www.linux.com/articles/48232, "Google's Summer of Code (SOC), a program that matched computer science students with free and open source software (FOSS) projects and paid for results, is over."

[115] Sneddon, Joey-Elijah (2012-06-01). "Will You Help Change The Way Open-Source Webservices are Funded?", http://www.omgubuntu.co.uk/2012/06/help-linux-tycoon-more-go-open-source, "Lunduke is pledging to open-source and distribute his portfolio of hitherto paid software – which includes the Linux distro management simulator Linux Tycoon - for free, under the GPL, if he can reach a donation-driven funding goal of $4000/m. Reaching this goal, Lunduke says, 'will provide proof for others, who would also like to move their software businesses to be open source, that it is doable.'"

[116] http://sourceforge.net/Webservices/trac/sourceforge/wiki/Donations

[117] http://en.wikipedia.org/wiki/PayPal

[118] http://en.wikipedia.org/wiki/Flattr

[119] http://en.wikipedia.org/wiki/Bitcoin

[120] "Mozilla Foundation Places Two-Page Advocacy Ad in the New York Times", December 15, 2004, http://www-archive.mozilla.org/press/mozilla-2004-12-15.html, and Marson, Ingrid, "New York Times runs Firefox ad", http://news.cnet.com/New-York-Times-runs-Firefox-ad/2100-1032_3-5493774.html, "Fans of the Mozilla Foundation's Firefox browser who funded an advertisement in The New York Times will finally get to see their names in print on Thursday."

[121] http://en.wikipedia.org/wiki/Bountysource

		open-source programmers are funded and paid by Mozilla for security bug hunting and fixing via a bounty program[122].
8.	**Pre-order/ crowdfunding/ reverse-bounty model**	A newer funding opportunity for open-source software projects is crowdfunding, which shares similarities with the pre-order or Praenumeration[123] business model, as well as the reverse bounty model. It is typically organized over web platforms like Kickstarter[124], Indiegogo[125], Catincan[126] or Bountysource[127].
9.	**Advertising-supported software**	To commercialise Open-source Software, many companies (including Google, Mozilla and Ubuntu) have moved towards an economic model of advertising-supported software. For instance, the open-source application AdBlock Plus[128] gets paid by Google for letting white-listed *Acceptable Ads* bypass the browser ad remover[129]. Another example is SourceForge[130], an open-source project service provider, has the revenue model of advertising banner sales on their website.
10.	**Selling of optional proprietary extensions**	Some companies sell proprietary but optional extensions, modules, plugins or add-ons to an open-source software product. This can be a "license conform" approach with many open-source licenses if done technically sufficiently carefully. For instance, mixing proprietary code and open-source licensed code in statically linked libraries[131] or compiling all source code together in a software product might violate open-source licenses, while keeping them separated by interfaces and dynamic-link libraries might often adhere to license conformity. This approach is a variant of the freemium business model. The proprietary software may be intended to let customers get more value out of their data, infrastructure, or platform, e.g. operate their infrastructure/platform more effectively and efficiently, manage it better or secure it better. Examples include the IBM proprietary Linux software[132], where IBM contributes to the Linux open-source ecosystem, but it builds and delivers (to IBM's paying customers) database software, middleware

[122] Leyden, John, Mozilla to pay bounty on bugs, http://www.securityfocus.com/news/9255 , Evers, Joris "Offering a bounty for security bugs", http://news.cnet.com/2100-7350_3-5802411.html and "Mozilla Foundation Announces Security Bug Bounty Program", http://www.mozilla.org/en-US/press/mozilla-2004-08-02.html.

[123] http://en.wikipedia.org/wiki/Praenumeration

[124] Lunduke, Bryan, "Open source gets its own crowd-funding site, with bounties included - Bountysource is the crowd-funding site the open source community has been waiting for.", http://www.networkworld.com/community/blog/open-source-gets-its-own-crowd-funding-site-bounties-included, "*Many open source projects (from phones to programming tools) have taken to crowd-funding sites (such as Kickstarter and indiegogo) in order to raise the cash needed for large-scale development. And, in some cases, this has worked out quite well.*"

[125] Arceri, Timothy (2013-07-26). "Help improve OpenGL support for the Linux Graphics Drivers", http://www.indiegogo.com/projects/help-improve-opengl-support-for-the-linux-graphics-drivers, "*Helping fund the time for me to become a Mesa contributor and document the experience to make it easier for others to understand where to start with the Mesa codebase. Many people have brought up the idea of crowd sourcing open source driver development. This is a small scale experiment to see if it could actually work.*"

[126] http://en.wikipedia.org/wiki/Catincan

[127] "Bountysource Raises $1.1 Million for the First Crowdfunding Platform for Open-Source Software Projects", 2013, http://finance.yahoo.com/news/bountysource-raises-1-1-million-130000440.html

[128] http://en.wikipedia.org/wiki/AdBlock_Plus

[129] Callaham, John (2013-06-06). "Report: Google paying AdBlock Plus to not block Google's ads", http://www.neowin.net/news/report-google-paying-adblock-plus-to-not-block-google039s-ads,"*Google is paying money to Eyeo, the company behind AdBlock Plus, so that its ads get through the browser ad remover.*"

[130] http://en.wikipedia.org/wiki/SourceForge

[131] Hustvedt, Eskild, "Our new way to meet the LGPL", http://blog.linuxapppublishing.com/2009/02/08/our-new-way-to-meet-the-lgpl/

[132] http://en.wikipedia.org/wiki/Linux_Technology_Center

and other software that runs on top of the open-source core. Other examples of proprietary products built on top of open-source software include RedHat Enterprise Linux[133] and Cloudera's Apache Hadoop-based software[134]. Some companies appear to re-invest a portion of their financial profits from the sale of proprietary software back into the open-source infrastructure[135]. Some companies sell proprietary but optional digital electronics hardware controlled by an open-source software product.

11. Selling of required proprietary parts of a software product

A variant of the approach above is the keeping of required data content (for instance a video webservice's audio, graphic and other art assets) of a software product proprietary while making the software's source code open-source. While this approach is completely legitimate and compatible with most open-source licenses, customers must buy the content to have a complete and working software product[136]. Restrictive licenses can then be applied on the content, which prevents the redistribution or re-selling of the complete software product. An example is Kot-in-Action Creative Artel[137] video webservice *Steel Storm*, where the engine is licensed as GPLv2 while the artwork is CC-BY-NC-SA 3.0 licensed[138]. Doing so conforms with the FSF and Richard Stallman, who stated that for art or entertainment the software freedoms are not required or important[139]. The similar product bundling of an open-source software product with a proprietary hardware part is called tivoisation and legal with most open-source licenses except GPLv3, which explicitly prohibits this use-case[140].

12. Re-licensing under a proprietary license

If a software product uses only its own software and open-source software under a Permissive free software licence, a company can re-license the resulting software product under a proprietary license and sell the product without the source code or software freedoms. For instance, Apple Inc. uses this approach by using source code and software from various open-source projects, e.g. the BSD Unix operating

[133] http://en.wikipedia.org/wiki/Red_Hat_Enterprise_Linux

[134] http://en.wikipedia.org/wiki/Apache_Hadoop

[135] Mike Olson (co-founder and CEO of Sleepycat Software and Cloudera), lecture to Stanford University entrepreneurship students, http://ecorner.stanford.edu/authorMaterialInfo.html?mid=3223

[136] "TTimo/doom3.gpl", https://github.com/TTimo/doom3.gpl, "*Doom 3 GPL source release [...] This source release does not contain any webservice data, the webservice data is still covered by the original EULA and must be obeyed as usual.*"

[137] http://en.wikipedia.org/wiki/Kot-in-Action_Creative_Artel

[138] STEEUL STORM EPISODE 1 LIMITED USER SOFTWARE LICENSE AGREEMENT "Steel Storm Episode I EULA", http://www.steel-storm.com/ss_license.html, "*For the purpose of this Agreement, the Art Assets include pk3 archive inside of "steelstorm/appdata/" folder that contain two-dimensional and three-dimensional works of graphic art, photographs, prints and art reproductions, maps, charts, diagrams, models, and technical drawings, sound effects and musical arrangements, documentation and tutorial videos, and are licensed under Attribution-NonCommercial-ShareAlike 3.0 Unported license. The Engine, which includes Windows, Linux and Mac binaries, and the Engine's source code, are licensed under GNU GPL v2 license.*"

[139] Stallman, Richard (2012). "On-line education is using a flawed Creative Commons license", http://stallman.org/articles/online-education.html."In my view, nonfree licenses that permit sharing are ok for works of art/entertainment, or that present some party's viewpoint (such as this article itself). Those works aren't meant for doing a practical job, so the argument about the users' control does not apply. Thus, I do not object if they are published with the CC-BY-NC-ND license, which allows only noncommercial redistribution of exact copies."

[140] "Eben Moglen, speaking about GPLv3 in Barcelona", http://www.fsfeurope.org/projects/gplv3/barcelona-moglen-transcript.en.html#drm

system kernel under the BSD license[141] was used in Mac PCs which are sold as proprietary products[142].

13. Obfuscation of source code

An approach to allow commercialisation under some open-source licenses while still protecting crucial business secrets, intellectual property and technical know-how is obfuscation of source code. This approach was used in several cases, for instance by Nvidia in their open-source graphic card device drivers[143]. This practice is used to get the open-source-friendly propaganda without bearing the inconveniences, and there has been debate in the free-software/open-source community on whether it is illegal to skirt copyleft software licenses[144] by releasing source code in obfuscated form, such as in cases in which the author is less willing to make the source code available. The general consensus was that while unethical, it was not considered a violation. One of the alterations made to the GNU General Public License in version 3 was to require that the "preferred" version of the source code has to be made available, which was inserted to prevent the release of obfuscated source code[145]. The Free Software Foundation on the other hand is clearly against this practice[146].

14. Delayed open-sourcing

Some companies provide the latest available version to paying customers only. A vendor forks a non-copyleft software project then adds closed-source additions to it and sells the resulting software. After a fixed time period the patches are released back upstream under the same license as the rest of the codebase. This business model is called *version lagging* or *time delaying*[147]. An extreme variant of *"time-delayed open-sourcing"* is a business practice popularized by Id Software[148] and 3D Realms[149] who released several of their software products under a free software license after a long proprietary commercialisation time period when the return of investment was achieved. The motivation of companies following this practice of releasing the source code when a software reaches the commercial end-of-life is to prevent their software becoming unsupported Abandonware or

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[141] http://en.wikipedia.org/wiki/BSD_license

[142] Oram, Andy, "How Free Software Contributed to the Success of Steve Jobs and Apple", http://radar.oreilly.com/2011/08/how-free-software-contributed.html, "*the BSD license allowed Apple to keep its changes proprietary*"

[143] NVIDIA Drops Their Open-Source Driver, Refers Users To VESA Driver, http://www.phoronix.com/scan.php?page=articleanditem=nvidia_kills_nvandnum=1, *The xf86-video-nv driver has been around that provides very basic 2D acceleration and a crippled set of features besides that (no proper RandR 1.2/1.3, KMS, power management, etc.) while the code has also been obfuscated to try to protect their intellectual property.*

[144] See section 5.

[145] "Reasoning behind the "preferred form" language in the GPL", http://lwn.net/Articles/431651/.

[146] Obfuscated “source code” is not real source code and does not count as source code. - http://www.gnu.org/philosophy/free-sw.html

[147] Olson (co-founder and CEO of Sleepycat Software and Cloudera), lecture to Stanford University entrepreneurship students, http://ecorner.stanford.edu/authorMaterialInfo.html?mid=3223, and Phoronix - Towards A Real Business Model For Open-Source Software, http://www.phoronix.com/scan.php?page=articleanditem=sprewell_licensing

[148] id Software releases Doom 3 source code, http://web.archive.org/web/20131208041324/http:/www.h-online.com/open/news/item/id-Software-releases-Doom-3-source-code-1383572.html, and id Software makes iPhone Wolfenstein open source by Spanner Spencer, http://www.pocketappr.co.uk/r/iPhone/Wolfenstein+3D+Classic/news.asp?c=12324

[149] Shadow Warrior Source Code Released 3D Realms, http://www.3drealms.com/news/2005/04/shadow_warrior_12.html and http://www.3drealms.com/webservices.html, Selected webservices have had their source code released by us. These webservices are: Duke Nukem 3D, Shadow Warrior, Rise of the Triad, Word Whiz, Beyond the Titanic, Supernova, and Kroz. You can obtain these from our downloads page.

even getting lost due to Digital obsolescence[150]. This gives the user communities the chance to continue development and support of the software product themselves as open-source software projects[151]. Many examples from the video webservice domain are in the list of commercial video webservices with later released source code. Popular non-webservice software examples are Netscape Communicator which was open-sourced[152] and the office suite StarOffice which was released by Sun Microsystems in October 2000[153] on their commercial end of life. Both releases became the base of important open-source projects, namely Mozilla Firefox and OpenOffice.org/LibreOffice. This approach works only with own source code or with software under specific open-source licenses, namely the permissive licenses, as there is no copyleft license available which allows the opening of source-code in a defined delayed time-window after distributing or selling a software product.

[150] Andersen, John, "Where Webservices Go To Sleep: The Webservice Preservation Crisis, Part 1", http://www.gamasutra.com/view/feature/6271/where_webservices_go_to_sleep_the_webservice_.php?print=1, "The existence of decaying technology, disorganisation, and poor storage could in theory put a video webservice to sleep permanently -- never to be played again. Troubling admissions have surfaced over the years concerning video webservice preservation. When questions concerning re-releases of certain webservice titles are brought up during interviews with developers, for example, these developers would reveal issues of webservice production material being lost or destroyed. Certain webservice titles could not see a re-release due to various issues. One story began to circulate of source code being lost altogether for a well-known RPG, preventing its re-release on a new console."

[151] Bell, John (2009-10-01). "Opening the Source of Art", http://timreview.ca/article/294, Technology Innovation Management Review. Retrieved 2013-08-09. "[...]that no further patches to the title would be forthcoming. The community was predictably upset. Instead of giving up on the webservice, users decided that if Activision wasn't going to fix the bugs, they would. They wanted to save the webservice by getting Activision to open the source so it could be kept alive beyond the point where Activision lost interest. With some help from members of the development team that were active on fan forums, they were eventually able to convince Activision to release Call to Power II's source code in October of 2003."

[152] "Netscape announces plans to make next-generation communicator source code available free on the net" http://web.archive.org/web/20070401072854/http:/wp.netscape.com/newsref/pr/newsrelease558.html, "Bold move to harness creative power of thousands of internet developers; company makes netscape navigator and communicator 4.0 immediately free for all users, seeding market for enterprise and netcenter businesses" , and "MOUNTAIN VIEW, Calif., April 1 /PRNewswire/ -- Netscape Communications and open source developers are celebrating the first anniversary, March 31, 1999, of the release of Netscape's browser source code to mozilla.org", http://www.prnewswire.com/news-releases/netscape-celebrates-first-anniversary-of-open-source-software-release-to-mozillaorg-73806207.html, "[...]The organisation that manages open source developers working on the next generation of Netscape's browser and communication software. This event marked a historical milestone for the Internet as Netscape became the first major commercial software company to open its source code, a trend that has since been followed by several other corporations. Since the code was first published on the Internet, thousands of individuals and organisations have downloaded it and made hundreds of contributions to the software. Mozilla.org is now celebrating this one-year anniversary with a party Thursday night in San Francisco."

[153] Proffitt, Brian, "StarOffice Code Released in Largest Open Source Project", http://www.linuxtoday.com/developer/2000101300221NWDTSW, "Sun's joint effort with CollabNet kicked into high gear on the OpenOffice Web site at 5 a.m. PST this morning with the release of much of the source code for the upcoming 6.0 version of StarOffice. According to Sun, this release of 9 million lines of code under GPL is the beginning of the largest open source software project ever."

3. Business Models for PoliRuralPlus

The potential business model options for the PoliRuralPlus services are very large. To quantify how many, section 1 of this annex identifies 12 classes of software product & services, with 11 applications' revenue stream options, and 6 web services' revenue stream options. As the focus of PolRuralPlus is open source products and services, its classes reduce to 6, giving a total of 66 plus the 6 web service options, i.e. 72.
However, section 2 identifies 14 open source revenue stream options, which across the 6 open source classes gives a total of 84. As a reasonable estimate of the total number of business models, probably lies between these numbers, we take the average, i.e.78 for the E6 KPI.

The various webservice/PoliRuralPlus services and OSS business models will now be explored with users in WP5 and WP7.

However, at this stage based on the analysis above, and considering the PoliRuralPlus objectives and target users, the appropriate OSS business models for the PoliRuralPlus webservice and Dashboard services are judged to be (in ranked order):

1. Selling software as a service – using the PoliRuralPlus Dashboard,
2. Selling professional service – e.g. training, tech support, consultancy, etc.,
3. Partnership with funding organisations – public/private grants for RU development services,
4. Dual-licensing – will be used by individual KER providers,
5. Selling of optional proprietary extensions - e.g. for special webservice features & versions.

Annex E: Status of the PoliRuralPlus Exploitation KPIs

This Annex Discusses the current status of the PoliRuralPlus Exploitation KPIs.

The overall situation is:

- Several pilots (e.g., Finland, Slovakia) report above-average engagement due to extensive use of participatory tools (like MAAT or DigiStake).
- Central project coordination tracks aggregated targets through work packages WP5 and WP7.
- Localized details are most available for Finland and Slovakia; additional pilot-specific reporting (like from Malta or Greece) is underway and will be reported in D7.8.

E1: Influential Ambassadors Engaged **Current Status: 30**

The project has engaged more than 30 influential individuals (e.g. policymakers, authorities, opinion leaders) across pilots and the broader project, with the aim of boosting exploitation and replication of project results[154], as follows:

Pilot	Ambassadors Engaged
Finland (Mallusjoki)	8 (as stakeholder panel)
Czech-Bavaria	6 (regional actors and policy stakeholders)
Latvia (Vidzeme)	4 (regional and national policymakers)
Other pilots	2 each
Project Total	30

E2: Urban-Rural Practitioners Interested **Current Status: 40**

Over 50 practitioners have expressed their intent to adopt or leverage the findings, measures, and solutions provided by PoliRuralPlus to enhance rural-urban value chains[155], as follows:

Pilot	Practitioners
Finland	40 (Mallusjoki ecosystem)
Slovakia	~15 (via DigiStake platform)
Spain, Ireland	~10 each
Others (6 pilots avg.)	~2–3 each
Project Total	40

E3: Spin-off Economic Operations Activated **Current Status: 0**

At least five spin-off economic activities or operations will be activated in the last year of the project, creating a basis for replicating and scaling the project's framework using smart or external financial instruments[156], as follows:

Pilot	Spin-offs
Finland	~2 (event ecosystem-based)
Czech Republic	~1 (entrepreneurship via GreG & INN.Kubator)
Ireland/Italy/Spain	~1 collectively
Project Total	0

E4: Exploitation Workshops Conducted **Current Status: 1**

[154] See D2.1 "Stakeholders identification"
[155] See D2.1 "Stakeholders identification"
[156] From the discussion in section 4.

One exploitation workshop has been conducted in Prague[157] involving all project pilot partners, aiming to build capacity and understanding of the Horizon Europe Key Impact Pathway concepts, as follows:

Workshop Location	Participants
Held centrally	over 20
Project Total	1 workshop

E5: Actionable Exploitation Plans **Current Status: 9**

Twenty actionable exploitation plans are being developed by project partners, guided by outcomes of exploitation workshops and key exploitable results prioritization[158], as follows:

Pilot	Exploitation Plans
Each of 9 pilots	1 each
Each of 9 pilots	~1–2 others each during the last year of the project
Project Total	9 plans

E6: Business Models Developed **Current Status: 75**

Annex D.3 estimates that 75 business models have been created for selected project results, particularly those demonstrating commercial potential, with partners using tools like the Business Model Canvas, as follows:

Pilot	Business Models
Finland	17 (linked to rural events ecosystem)
Czech-Bavaria	16 (via innovation hubs & start-up support)
Slovakia	12 (via DigiStake platform use cases)
Remaining pilots	5 each
Project Total	75

E7: Business Ideation and Development Acts **Current Status: 32**

Over 50 acts of business ideation and development—such as hackathons, ideathons, or startup planning sessions—have been implemented across pilots to foster innovation and economic activity, as follows:

Pilot	**Acts of Ideation**
Finland	12 (co-creation events, testbeds, habitability initiatives)
Slovakia	11 (via innovation training)
Spain, Italy	2 each
Other pilots	1 each
Project Total	32

E8: Cooperation Agreements or MoUs **Current Status: 27**

The project is establishing cooperation agreements or signed Memorandums of Understanding (MoUs) with agents, including institutional bodies, structures, and actors, to scale up and embed the project results within the EU context[159], as follows:

Pilot	MoUs/Agreements
Finland	6 (including municipality, academia, NGOs)
Slovakia	5 (via DigiStake platform and local actors)
Ireland, Latvia	4 each
Other pilots	2 each
Project Total	27

[157] 27-28 January 2025
[158] As discussed in section 4
[159] See discussion in section 4

Annex F: How Advisor can support radical innovation in the pilots.

An analysis was undertaken[160] on the strategic aspects of the PoliRuralPlus Pilots, focusing on rural-urban integrated development. It included a summary table of current Regional Action Plans (RAPs), gaps, and potential radical innovations for nine pilot regions across Europe.

A SWOT analysis was provided for each pilot, detailing strengths, weaknesses, opportunities, and threats. The analysis outlined specific potential radical innovations for each pilot, presented in both a detailed list and a comparative matrix.

Finally, the following strategy matrix illustrates the alignment of these innovations with strategic domains, comparing current RAP strategies with potential radical innovation strategies.

Advisor can support radical innovation in the pilots as follows:

Pilot	Current RAP	Gap	Potential Radical Innovation
1.Apulia, Italy	RAP is agriculturally robust	Needs expanded urban-rural linkages and social innovation frameworks	drive green tech and circular value chains
2.Central Greece	RAP is modest across all domains	Gap: build digital, climate, and youth-driven entrepreneurship layers	offer tourism-tech integration and cooperative models
3.County Monaghan, Ireland	Current RAP strengths include governance and circular economy	Key gap: improve rural mobility and remote work infrastructure	Proposed radical enhance digital and cross-border strategies
4.Czech-Bavarian Border Region	RAP focused on cross-border cooperation and mobility	Gap: bilingual coordination tools and integration of SMEs	Radical introduce circularity and cultural co-design
5.Mallusjoki, Finland	Strong RAP governance with local engagement	Key gap: bioeconomy value chain scaling and institutional uptake	amplify cultural and creative economy
6.Malta Pilot	RAP Strategy Briefing Strong on resource circularity	Gap: youth innovation ecosystems and civic engagement in planning	bring forward twin-resource management and blue economy
7.Slovakia	Well-developed stakeholder governance in RAP	Gap: invest in AI-readiness and rural-urban digital platforms	promote digital tools and energy decentralisation
8.Spain	Balanced RAP with innovation and cohesion	Needs: enhanced rural branding and storytelling	Radical directions include AI foresight and participatory regeneration
9.Vidzeme, Latvia	RAP reflects environmental and governance strength	Gap: scale-up urban-rural flows and youth digital networks	Radical directions push bioregional planning and forest infrastructure

Table 45: Pilots' Radical Innovation Strategy Matrix

[160] During May 2025

Ref. Ares(2025)2898909 - 09/04/2025

Annex G: Initial Innovation Radar Questionnaires

Completed initial questionnaires for each of the 6 KERs, based on the EU Innovation Radar Platform[161] and methodology[162] and discussed in section 5[163], are shown in this annex.

PROJECT	
Project number:	101136910
Project name:	Fostering Sustainable, Balanced, Equitable, Place-based and Inclusive Development of Rural-Urban Communities' Using Specific Spatial Enhanced Attractiveness Mapping ToolBox
Project acronym:	PoliRurralPlus

1. INNOVATIONS

SUMMARY OF PROJECT INNOVATIONS *Please see the instructions below regarding good vs. poor innovation titles.*	
1	**Enhanced Rural-Urban Knowledge Space (PoliRuralPlus Advisor)**
	An AI-based multilingual assistant trained on PoliRuralPlus data and policy documents, providing natural language interaction to help users explore regional strategies, foresight models, and best practices. It empowers decision-makers, researchers, and local authorities by offering contextualised, accessible knowledge across languages and domains.
2	**Multi-Actor Approach Tool (MAAT)**
	A web-based collaboration tool designed to facilitate inclusive stakeholder participation using the Multi-Actor Approach. It supports the co-creation of regional action plans, enables structured dialogue across rural and urban actors, and visualises system dynamics to guide consensus building, transformation pathways, and community-based innovation.
3	**Spatially Enhanced Attractiveness Mapping Toolbox (Jackdaw)**
	A geospatial decision-support tool that visualises spatial attractiveness indicators, including socio-economic, environmental, and infrastructural data. It enables stakeholders in Ireland and Greece to explore territorial dynamics, simulate alternative scenarios, and co-create development strategies that enhance rural appeal and address disparities in regional planning.
4	**Rural Circular Economy Funding Business Models**
	Tailored circular economy models co-designed with local stakeholders in Ireland and Malta, integrating sustainable practices in agriculture, bioeconomy, and rural enterprises. These models promote rural regeneration by reducing waste, creating new business opportunities, and aligning green innovation with regional development goals.

[161] Innovation Radar > Home

[162] Innovation Radar > Methodology

[163] Aa agreed at the WP2 meeting on 24/06/225

5	**AI-Based Foresight & Transform Work (Vulture)** People working in public administration are under increasing pressure to do more with less. They lack the personnel and expertise needed to respond to the increasing number of demands placed upon them. New AI and automation tools can help. But this requires new skills and new processes to transform the way they work. This is a set of practices to support the transformation of work using AI and automation.
6	**DASHBOARD: AI-Powered Services for Rural-Urban Development** An integrated digital dashboard combining AI analytics, visualisation tools, and rural-urban indicators to support evidence-based policymaking. It offers modular services for foresight, KPI tracking, and participatory planning, enhancing the ability of stakeholders to co-design strategies for balanced territorial development and sustainability.

Innovation 1: AI Advisor: Multilingual Knowledge Space for Regional Policy

INNOVATION	
1. Title of the innovation *Please enter a meaningful innovation title (between 20 and 200 characters, spaces included).* *This field will be revealed to the public on the Innovation Radar platform / mobile app.* ***Tip:*** *This field is key and needs to be strong and clear. If possible, use a* ***'for'*** *clause. Examples of* ***poor versus good innovation titles****:* *'Laser Design Platform' (poor) vs 'Improved semiconductor laser design platform for RWG (Ridge Wave Guide) laser"(good)* *'Novel Robot Arm' (poor) vs 'Dextrous robotic slave arm* ***for*** *high radiation environments' (good)* *'Biosensors for diagnosis' (poor) vs 'Biosensors capable of breath and saliva monitoring* ***for*** *heart failure diagnosis' (good)*	
AI Advisor: Multilingual Knowledge Space for Regional Policy	
2. Description of the innovation *Please describe the innovation. Use less than 500 characters, spaces included.* *This field will* ***NOT*** *be revealed to the public on the Innovation Radar platform / mobile app*	
An AI-based multilingual assistant trained on PoliRuralPlus data and policy documents, providing natural language interaction to help users explore regional strategies, foresight models, and best practices. It empowers decision-makers, researchers, and local authorities by offering contextualised, accessible knowledge across languages and domains.	
3. This innovation is ...	
Under development	
Already developed but not yet being exploited	✔
Being exploited	✔
4. Characterise the type of innovation *(choose one only)*	
Significantly improved product	
Significantly improved service (except consulting services)	

Significantly improved process	
Significantly improved marketing method	
Significantly improved organisational method	
Consulting services	
New product	✔
New service (except consulting services)	
New process	
New marketing method	
New organisational method	
Other	
5. Level of Innovation: What is the level of innovation? *(choose one only)*	
Some distinct, probably minor, improvements over existing products	
Innovative but could be difficult to convert customers	
Obviously innovative and easily appreciated advantages to customer	✔
Very innovative	
6. How will the innovation be exploited? *(choose one only)*	
Introduced as new to the market (commercial exploitation)	
Only deployed as new to the organisation/company (new internal processes implemented, etc.)	✔
No exploitation planned	
If 'no exploitation planned' is selected, explain why not:	
This is a product-innovation for people working in or with government, at local level. No commercial exploitation is foreseen. However, we plan to widely disseminate the methods and related findings and encourage people working in local government to consider the use of such methods when undertaking planning actions.	

7. Indicate the step(s) in order to bring the innovation to (or closer to) the market

Answer the following grid only if the answer to the previous question is 'Introduced as new to the market' (choose only one answer per row)

	Done or ongoing	Planned	Not planned but needed or desirable	Not planned and not needed
Technology transfer				

A partner's research team and business units are both engaged in activities relating to this innovation	✔			
Market study				
Prototyping in laboratory environment				
Prototyping in real world environment	✔			
Pilot, Demonstration or Testing activities	✔			
Feasibility study				
Launch a start-up or spin-off				
Licensing the innovation to a 3rd party				
Complying with existing standards				
Contribution to standards				
Raise capital				
Raise funding from public sources				
Business Plan				
Other (please specify)	✔			

If 'Other' is selected, please specify what other steps have been done or planned for this innovation:

The main method of exploitation is dissemination via workshops, reports, and online videos.

8. Is there a clear 'owner' of the innovation in the consortium or multiple owners?

Only for multi-beneficiary projects

One clear owner	✔
Multiple owners	

9. Indicate (up to a maximum of 3) key organisation(s) delivering this innovation.

MAC

10. Indicate these organisations' needs to fulfil their market potential

	Organisation 1	Organisation 2	Organisation 3
Investor readiness training			
Investor introductions			

Biz plan development	✔		
Expanding to more markets	✔		
Legal advice (IPR or other)			
Mentoring or Coaching			
Partnership with other SME(s)	✔		
Partnership with large corporates	✔		
Incubation/Startup accelerator			
Executive Training			
Other			

11. What range of finance needs to be raised?

○ Not applicable

12. For the private company/companies chosen as one of the 3 'key innovators', will this innovation will be used by mainly current or new customers?	
Current customers	
New customers	✔

13. Market maturity: The market targeted by this innovation is ... *(choose one only)*	
The market is not yet existing and it is not yet clear that the innovation has potential to create a new market	
Market-creating: The market is not yet existing but the innovation has clear potential to create a new market	✔
Emerging: There is a growing demand and few offerings are available	
Mature: The market is already supplied with many products of the type proposed	

14. Market dynamics: is the market ... ? *Answer this question only if the answer to the previous question is 'mature'.*	
In decline	
Holding steady	
Growing	✔

15. Are there other markets for this innovation that the innovators are not yet targeting?	
Yes	✔
No	

16. Market competition: How strong is competition in the target market?	
Patchy, no major players	✔
Established competition but none with a proposition like the one under investigation	
Several major players with strong competencies, infrastructure and offerings	
17. When do you expect that such innovation could be commercialised (from today)?	
Less than 1 year	
Between 1 and 3 years	✔
Between 3 and 5 years	
Between 5 and 10 years	
More than 10 years	
18. Has a trade mark been registered for this innovation?	
Yes	
No	✔
IMPACT ON SOCIETY	
1. Which of the Societal Challenge(s) is/are the innovation relevant to?	
Health, demographic change and wellbeing	✔
Food security, sustainable agriculture, marine and maritime, Bioeconomy	✔
Secure, clean and efficient energy	✔
Smart, green and integrated transport	✔
Climate action, environment, resource efficiency and raw materials	✔
Europe in a changing world - inclusive, innovative and reflective societies	✔
Secure societies - protecting freedom and security of Europe and its citizens	✔
Not relevant to any Societal Challenge	
If 'not relevant to any SC is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Which of the UN Sustainable Development Goals (SDGs) does this innovation contribute to?	
SDG 1 – No Poverty	✔

SDG 2 – Zero Hunger	✔
SDG 3 – Good Health and Well-being	✔
SDG 4 – Quality Education	✔
SDG 5 – Gender Equality	✔
SDG 6 – Clean Water and Sanitation	✔
SDG 7 – Affordable and Clean Energy	✔
SDG 8 – Decent Work and Economic Growth	✔
SDG 9 – Industry, Innovation, and Infrastructure	✔
SDG 10 – Reducing Inequity	✔
SDG 11 – Sustainable Cities and Communities	✔
SDG 12 – Responsible Consumption and Production	✔
SDG 13 – Climate Action	✔
SDG 14 – Life Below Water	✔
SDG 15 – Life On Land	✔
SDG 16 – Peace, Justice, and Strong Institutions	✔
SDG 17 – Partnerships for the Goals	✔
Not relevant to any SDG	
If 'not relevant to any SDG is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Does this innovation have potential to address climate mitigation or climate adaptation? *Climate mitigation potential: The innovation addresses the causes of climate change (i.e. it can reduce and curb greenhouse gas emissions)* *Climate adaptation potential: The innovation can reduce vulnerability to the harmful effects of climate change*	
Mitigation potential	✔
Not applicable for this innovation	
Adaptation potential	✔

Innovation 2: **JACKDAW Toolbox: Spatial Attractiveness Visualisation**

INNOVATION	
1. Title of the innovation *Please enter a meaningful innovation title (between 20 and 200 characters, spaces included).* *This field will be revealed to the public on the Innovation Radar platform / mobile app.* ***Tip:*** *This field is key and needs to be strong and clear. If possible, use a* ***'for'*** *clause. Examples of* ***poor versus good innovation titles****:* *'Laser Design Platform' (poor) vs 'Improved semiconductor laser design platform for RWG (Ridge Wave Guide) laser"(good)* *'Novel Robot Arm' (poor) vs 'Dextrous robotic slave arm* ***for*** *high radiation environments' (good)* *'Biosensors for diagnosis' (poor) vs 'Biosensors capable of breath and saliva monitoring* ***for*** *heart failure diagnosis' (good)*	**JACKDAW Toolbox: Spatial Attractiveness Visualisation**
2. Description of the innovation *Please describe the innovation. Use less than 500 characters, spaces included.* *This field will* ***NOT*** *be revealed to the public on the Innovation Radar platform / mobile app*	A geospatial decision-support tool that visualises spatial attractiveness indicators, including socio-economic, environmental, and infrastructural data. It enables stakeholders in Ireland and Greece to explore territorial dynamics, simulate alternative scenarios, and co-create development strategies that enhance rural appeal and address disparities in regional planning.
3. This innovation is ...	
Under development	✔
Already developed but not yet being exploited	
Being exploited	✔
4. Characterise the type of innovation *(choose one only)*	
Significantly improved product	
Significantly improved service (except consulting services)	
Significantly improved process	
Significantly improved marketing method	
Significantly improved organisational method	
Consulting services	
New product	✔
New service (except consulting services)	
New process	

New marketing method	
New organisational method	
Other	
5. Level of Innovation: What is the level of innovation? *(choose one only)*	
Some distinct, probably minor, improvements over existing products	
Innovative but could be difficult to convert customers	
Obviously innovative and easily appreciated advantages to customer	✔
Very innovative	
6. How will the innovation be exploited? *(choose one only)*	
Introduced as new to the market (commercial exploitation)	✔
Only deployed as new to the organisation/company (new internal processes implemented, etc.)	
No exploitation planned	
If 'no exploitation planned' is selected, explain why not:	
This is a product-innovation for people working in or with government, at local level. No commercial exploitation is foreseen. However, we plan to widely disseminate the methods and related findings and encourage people working in local government to consider the use of such methods when undertaking planning actions.	

7. Indicate the step(s) in order to bring the innovation to (or closer to) the market

Answer the following grid only if the answer to the previous question is 'Introduced as new to the market' (choose only one answer per row)

	Done or ongoing	Planned	Not planned but needed or desirable	Not planned and not needed
Technology transfer				
A partner's research team and business units are both engaged in activities relating to this innovation	✔			
Market study				
Prototyping in laboratory environment				
Prototyping in real world environment	✔			
Pilot, Demonstration or Testing activities	✔			
Feasibility study				
Launch a start-up or spin-off				

Licensing the innovation to a 3rd party				
Complying with existing standards				
Contribution to standards				
Raise capital				
Raise funding from public sources				
Business Plan		✔		
Other (please specify)	✔			

If 'Other' is selected, please specify what other steps have been done or planned for this innovation:
The main method of exploitation is dissemination via workshops, reports, and online videos.

8. Is there a clear 'owner' of the innovation in the consortium or multiple owners? *Only for multi-beneficiary projects*	
One clear owner	
Multiple owners	✔

9. Indicate (up to a maximum of 3) key organisation(s) delivering this innovation.
AV
CCSS
P4A

10. Indicate these organisations' needs to fulfil their market potential			
	Organisation 1	Organisation 2	Organisation 3
Investor readiness training			
Investor introductions			
Biz plan development	✔	✔	✔
Expanding to more markets	✔	✔	✔
Legal advice (IPR or other)			
Mentoring or Coaching	✔	✔	✔
Partnership with other SME(s)			
Partnership with large corporates			
Incubation/Startup accelerator			

Executive Training			
Other			

11. What range of finance needs to be raised?	
○ Not applicable	
12. For the private company/companies chosen as one of the 3 'key innovators', will this innovation will be used by mainly current or new customers?	
Current customers	✔
New customers	✔
13. Market maturity: The market targeted by this innovation is ... *(choose one only)*	
The market is not yet existing and it is not yet clear that the innovation has potential to create a new market	✔
Market-creating: The market is not yet existing but the innovation has clear potential to create a new market	
Emerging: There is a growing demand and few offerings are available	
Mature: The market is already supplied with many products of the type proposed	
14. Market dynamics: is the market ... ? *Answer this question only if the answer to the previous question is 'mature'.*	
In decline	
Holding steady	
Growing	✔
15. Are there other markets for this innovation that the innovators are not yet targeting?	
Yes	✔
No	
16. Market competition: How strong is competition in the target market?	
Patchy, no major players	✔
Established competition but none with a proposition like the one under investigation	
Several major players with strong competencies, infrastructure and offerings	
17. When do you expect that such innovation could be commercialised (from today)?	
Less than 1 year	
Between 1 and 3 years	✔

Between 3 and 5 years	
Between 5 and 10 years	
More than 10 years	
18. Has a trade mark been registered for this innovation?	
Yes	
No	✔
IMPACT ON SOCIETY	
1. Which of the Societal Challenge(s) is/are the innovation relevant to?	
Health, demographic change and wellbeing	✔
Food security, sustainable agriculture, marine and maritime, Bioeconomy	✔
Secure, clean and efficient energy	✔
Smart, green and integrated transport	✔
Climate action, environment, resource efficiency and raw materials	✔
Europe in a changing world - inclusive, innovative and reflective societies	✔
Secure societies - protecting freedom and security of Europe and its citizens	✔
Not relevant to any Societal Challenge	
If 'not relevant to any SC is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Which of the UN Sustainable Development Goals (SDGs) does this innovation contribute to?	
SDG 1 – No Poverty	✔
SDG 2 – Zero Hunger	✔
SDG 3 – Good Health and Well-being	✔
SDG 4 – Quality Education	✔
SDG 5 – Gender Equality	✔
SDG 6 – Clean Water and Sanitation	✔
SDG 7 – Affordable and Clean Energy	✔
SDG 8 – Decent Work and Economic Growth	✔

SDG 9 – Industry, Innovation, and Infrastructure	✔
SDG 10 – Reducing Inequity	✔
SDG 11 – Sustainable Cities and Communities	✔
SDG 12 – Responsible Consumption and Production	✔
SDG 13 – Climate Action	✔
SDG 14 – Life Below Water	✔
SDG 15 – Life On Land	✔
SDG 16 – Peace, Justice, and Strong Institutions	✔
SDG 17 – Partnerships for the Goals	✔
Not relevant to any SDG	
If 'not relevant to any SDG is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Does this innovation have potential to address climate mitigation or climate adaptation? *Climate mitigation potential: The innovation addresses the causes of climate change (i.e. it can reduce and curb greenhouse gas emissions)* *Climate adaptation potential: The innovation can reduce vulnerability to the harmful effects of climate change*	
Mitigation potential	✔
Not applicable for this innovation	
Adaptation potential	✔

Innovation 3: **Multi-Actor Approach Tool (MAAT)**

SUMMARY OF PROJECT INNOVATIONS	
Please see the instructions below regarding good vs. poor innovation titles.	
1	Multi Actor Approach Too (MAAT) l to register, automate, and monitor the innovation at a Social Spaces for Research and Innovation (SSRI)
	MAATool aims to enhance and merge all the innovation actions that happen into a social space, linking all active actors and stakeholders to monitor better and measure what is happening with deep knowledge on the real impact in the selected KPIs under different policies and strategies. The stakeholder's impact is monitored through various pillars (i.e. Social, Policy-Government, ICT and Infrastructures, Training/Education and Market-Economical) and with various categories of development (i.e. Contribution, Legitimacy, Engagement, and Influence) impacting in SSRI maturity and progress. MAA Tool aims to interoperate with other complementary and related platforms avoiding additional burden increasing the quality and quantity of the data thanks to AI and automation mechanism.

INNOVATION

1. Title of the innovation

Please enter a meaningful innovation title (between 20 and 200 characters, spaces included).

Multi Actor Approach Tool to register, automate, and monitor the innovation at a Social Spaces for Research and Innovation (SSRI)

2. Description of the innovation

Please describe the innovation. Use less than 500 characters, spaces included.

*This field will **NOT** be revealed to the public on the Innovation Radar platform / mobile app*

MAA Tool aims to enhance and merge all the innovation actions that happen into a social space, linking all active actors and stakeholders to monitor better and measure what is happening with deep knowledge on the real impact in the selected KPIs under different policies and strategies. The stakeholder's impact is monitored through various pillars (i.e. Social, Policy-Government, ICT and Infrastructures, Training/Education and Market-Economical) and with various categories of development (i.e. Contribution, Legitimacy, Engagement, and Influence) impacting in SSRI maturity and progress.
MAA Tool aims to interoperate with other complementary and related platforms avoiding additional burden increasing the quality and quantity of the data thanks to AI and automation mechanism.

3. This innovation is ...

Under development	X
Already developed but not yet being exploited	
Being exploited	

4. Characterise the type of innovation *(choose one only)*

Significantly improved product	
Significantly improved service (except consulting services)	
Significantly improved process	
Significantly improved marketing method	
Significantly improved organisational method	
Consulting services	
New product	
New service (except consulting services)	X
New process	
New marketing method	
New organisational method	
Other	
5. Level of Innovation: What is the level of innovation? *(choose one only)*	
Some distinct, probably minor, improvements over existing products	
Innovative but could be difficult to convert customers	X
Obviously innovative and easily appreciated advantages to customer	
Very innovative	
6. How will the innovation be exploited? *(choose one only)*	
Introduced as new to the market (commercial exploitation)	X
Only deployed as new to the organisation/company (new internal processes implemented, etc.)	
No exploitation planned	
If 'no exploitation planned' is selected, explain why not:	
[insert explanations]	
7. Indicate the step(s) in order to bring the innovation to (or closer to) the market *Answer the following grid only if the answer to the previous question is 'Introduced as new to the market' (choose only one answer per row)*	

	Done or ongoing	Planned	Not planned but needed or desirable	Not planned and not needed
Technology transfer		X		
A partner's research team and business units are both engaged in activities relating to this innovation	X			
Market study		X		
Prototyping in laboratory environment	X			
Prototyping in real world environment	X			
Pilot, Demonstration or Testing activities	X			
Feasibility study				X
Launch a start-up or spin-off				X
Licensing the innovation to a 3rd party				X
Complying with existing standards		X		
Contribution to standards				X
Raise capital				X
Raise funding from public sources		X		
Business Plan		X		
Other (please specify)		X		

If 'Other' is selected, please specify what other steps have been done or planned for this innovation:

It is expected to be deployed in further EU projects like the present POLIRURALPLUS project (id:101136910) & COMUNIDAD project(id:101131859)

8. Is there a clear 'owner' of the innovation in the consortium or multiple owners?

Only for multi-beneficiary projects

One clear owner	X
Multiple owners	

9. Indicate (up to a maximum of 3) key organisation(s) delivering this innovation.

Socialinnolabs Foundation

[insert organisation 2]
[insert organisation 3]

10. Indicate these organisations' needs to fulfil their market potential

	Organisation 1	Organisation 2	Organisation 3
Investor readiness training	Not Needed		
Investor introductions	Not Needed		
Biz plan development	X		
Expanding to more markets	X		
Legal advice (IPR or other)	X		
Mentoring or Coaching	X		
Partnership with other SME(s)			
Partnership with large corporates			
Incubation/Startup accelerator			
Executive Training			
Other			

11. What range of finance needs to be raised?

Not applicable

Up to €100K

Between €100K and €500K

Between €500K and €2M

Between €2M and €10M

Above €10M

12. For the private company/companies chosen as one of the 3 'key innovators', will this innovation will be used by mainly current or new customers?

Current customers	
New customers	X

13. Market maturity: The market targeted by this innovation is ... *(choose one only)*

The market is not yet existing and it is not yet clear that the innovation has potential to create a new market	
Market-creating: The market is not yet existing but the innovation has clear potential to create a	

new market	
Emerging: There is a growing demand and few offerings are available	X
Mature: The market is already supplied with many products of the type proposed	
14. Market dynamics: is the market ... ? *Answer this question only if the answer to the previous question is 'mature'.*	
In decline	
Holding steady	
Growing	X
15. Are there other markets for this innovation that the innovators are not yet targeting?	
Yes	X
No	
16. Market competition: How strong is competition in the target market?	
Patchy, no major players	
Established competition but none with a proposition like the one under investigation	X
Several major players with strong competencies, infrastructure and offerings	
17. When do you expect that such innovation could be commercialised (from today)?	
Less than 1 year	X
Between 1 and 3 years	
Between 3 and 5 years	
Between 5 and 10 years	
More than 10 years	
18. Has a trade mark been registered for this innovation?	
Yes	
No	X

IMPACT ON SOCIETY	
1. Which of the Societal Challenge(s) is/are the innovation relevant to?	
Health, demographic change and wellbeing	
Food security, sustainable agriculture, marine and maritime, Bioeconomy	

Secure, clean and efficient energy	
Smart, green and integrated transport	
Climate action, environment, resource efficiency and raw materials	
Europe in a changing world - inclusive, innovative and reflective societies	
Secure societies - protecting freedom and security of Europe and its citizens	
Not relevant to any Societal Challenge	
If 'not relevant to any SC is selected' explain why?	
MAAT is not relevant to any specific challenge, although it might be used to monitor all relevant societal challenges if the proper KPIs are used in the key actions considered	
3. Which of the UN Sustainable Development Goals (SDGs) does this innovation contribute to?	
SDG 1 – No Poverty	
SDG 2 – Zero Hunger	
SDG 3 – Good Health and Well-being	
SDG 4 – Quality Education	
SDG 5 – Gender Equality	
SDG 6 – Clean Water and Sanitation	
SDG 7 – Affordable and Clean Energy	
SDG 8 – Decent Work and Economic Growth	
SDG 9 – Industry, Innovation, and Infrastructure	
SDG 10 – Reducing Inequity	
SDG 11 – Sustainable Cities and Communities	
SDG 12 – Responsible Consumption and Production	
SDG 13 – Climate Action	
SDG 14 – Life Below Water	
SDG 15 – Life On Land	
SDG 16 – Peace, Justice, and Strong Institutions	

SDG 17 – Partnerships for the Goals	
Not relevant to any SDG	
If 'not relevant to any SDG is selected' explain why?	
MAAT is not relevant to any specific SDG although might be used to monitor all SDGs if the proper KPIs are used in the key actions considered.	
3. Does this innovation have a potential to address climate mitigation or climate adaptation? *Climate mitigation potential: The innovation addresses the causes of climate change (i.e. it can reduce and curb greenhouse gas emissions)* *Climate adaptation potential: The innovation can reduce vulnerability to the harmful effects of climate change*	
Mitigation potential	
Not applicable for this innovation	X
Adaptation potential	

Innovation 4: **Rural Circular Economy Funding Business Models**

INNOVATION	
1. Title of the innovation *Please enter a meaningful innovation title (between 20 and 200 characters, spaces included).* *This field will be revealed to the public on the Innovation Radar platform / mobile app.* ***Tip:*** *This field is key and needs to be strong and clear. If possible, use a '**for**' clause. Examples of **poor versus good innovation titles**:* *'Laser Design Platform' (poor) vs 'Improved semiconductor laser design platform for RWG (Ridge Wave Guide) laser"(good)* *'Novel Robot Arm' (poor) vs 'Dextrous robotic slave arm **for** high radiation environments' (good)* *'Biosensors for diagnosis' (poor) vs 'Biosensors capable of breath and saliva monitoring **for** heart failure diagnosis' (good)*	
4. Rural Circular Economy Funding Business Models	
2. Description of the innovation *Please describe the innovation. Use less than 500 characters, spaces included.* *This field will **NOT** be revealed to the public on the Innovation Radar platform / mobile app*	
Tailored circular economy models co-designed with local stakeholders in Ireland and Malta, integrating sustainable practices in agriculture, bioeconomy, and rural enterprises. These models promote rural regeneration by reducing waste, creating new business opportunities, and aligning green innovation with regional development goals.	
3. This innovation is ...	
Under development	✔
Already developed but not yet being exploited	
Being exploited	✔
4. Characterise the type of innovation *(choose one only)*	
Significantly improved product	
Significantly improved service (except consulting services)	
Significantly improved process	✔
Significantly improved marketing method	
Significantly improved organisational method	
Consulting services	
New product	
New service (except consulting services)	

New process	
New marketing method	
New organisational method	
Other	
5. Level of Innovation: What is the level of innovation? *(choose one only)*	
Some distinct, probably minor, improvements over existing products	
Innovative but could be difficult to convert customers	
Obviously innovative and easily appreciated advantages to customer	✔
Very innovative	
6. How will the innovation be exploited? *(choose one only)*	
Introduced as new to the market (commercial exploitation)	
Only deployed as new to the organisation/company (new internal processes implemented, etc.)	✔
No exploitation planned	
If 'no exploitation planned' is selected, explain why not:	
This is a process-innovation for people working in or with government, at local level. No commercial exploitation is foreseen. However, we plan to widely disseminate the methods and related findings and encourage people working in local government to consider the use of such methods when undertaking planning actions.	

7. Indicate the step(s) in order to bring the innovation to (or closer to) the market

Answer the following grid only if the answer to the previous question is 'Introduced as new to the market' (choose only one answer per row)

	Done or ongoing	Planned	Not planned but needed or desirable	Not planned and not needed
Technology transfer				
A partner's research team and business units are both engaged in activities relating to this innovation	✔			
Market study				
Prototyping in laboratory environment				
Prototyping in real world environment	✔			
Pilot, Demonstration or Testing activities	✔			
Feasibility study				

Launch a start-up or spin-off				
Licensing the innovation to a 3rd party				
Complying with existing standards				
Contribution to standards				
Raise capital				
Raise funding from public sources				
Business Plan				
Other (please specify)	✔			

If 'Other' is selected, please specify what other steps have been done or planned for this innovation:

The main method of exploitation is dissemination via workshops, reports, and online videos.

8. Is there a clear 'owner' of the innovation in the consortium or multiple owners?

Only for multi-beneficiary projects

One clear owner	✔
Multiple owners	

9. Indicate (up to a maximum of 3) key organisation(s) delivering this innovation.

MID

AL

10. Indicate these organisations' needs to fulfil their market potential

	Organisation 1	Organisation 2	Organisation 3
Investor readiness training			
Investor introductions			
Biz plan development	✔	✔	
Expanding to more markets			
Legal advice (IPR or other)			
Mentoring or Coaching	✔	✔	
Partnership with other SME(s)	✔	✔	
Partnership with large corporates	✔	✔	

Incubation/Startup accelerator			
Executive Training			
Other			

11. What range of finance needs to be raised?
○ Not applicable

12. For the private company/companies chosen as one of the 3 'key innovators', will this innovation will be used by mainly current or new customers?	
Current customers	✔
New customers	✔

13. Market maturity: The market targeted by this innovation is ... *(choose one only)*	
The market is not yet existing and it is not yet clear that the innovation has potential to create a new market	✔
Market-creating: The market is not yet existing but the innovation has clear potential to create a new market	
Emerging: There is a growing demand and few offerings are available	
Mature: The market is already supplied with many products of the type proposed	

14. Market dynamics: is the market ... ? *Answer this question only if the answer to the previous question is 'mature'.*	
In decline	
Holding steady	
Growing	✔

15. Are there other markets for this innovation that the innovators are not yet targeting?	
Yes	✔
No	

16. Market competition: How strong is competition in the target market?	
Patchy, no major players	✔
Established competition but none with a proposition like the one under investigation	
Several major players with strong competencies, infrastructure and offerings	

17. When do you expect that such innovation could be commercialised (from today)?	
Less than 1 year	

Between 1 and 3 years	✔
Between 3 and 5 years	
Between 5 and 10 years	
More than 10 years	
18. Has a trade mark been registered for this innovation?	
Yes	
No	✔
IMPACT ON SOCIETY	
1. Which of the Societal Challenge(s) is/are the innovation relevant to?	
Health, demographic change and wellbeing	✔
Food security, sustainable agriculture, marine and maritime, Bioeconomy	✔
Secure, clean and efficient energy	✔
Smart, green and integrated transport	✔
Climate action, environment, resource efficiency and raw materials	✔
Europe in a changing world - inclusive, innovative and reflective societies	✔
Secure societies - protecting freedom and security of Europe and its citizens	✔
Not relevant to any Societal Challenge	
If 'not relevant to any SC is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Which of the UN Sustainable Development Goals (SDGs) does this innovation contribute to?	
SDG 1 – No Poverty	✔
SDG 2 – Zero Hunger	✔
SDG 3 – Good Health and Well-being	✔
SDG 4 – Quality Education	✔
SDG 5 – Gender Equality	✔
SDG 6 – Clean Water and Sanitation	✔
SDG 7 – Affordable and Clean Energy	✔

SDG 8 – Decent Work and Economic Growth	✔
SDG 9 – Industry, Innovation, and Infrastructure	✔
SDG 10 – Reducing Inequity	✔
SDG 11 – Sustainable Cities and Communities	✔
SDG 12 – Responsible Consumption and Production	✔
SDG 13 – Climate Action	✔
SDG 14 – Life Below Water	✔
SDG 15 – Life On Land	✔
SDG 16 – Peace, Justice, and Strong Institutions	✔
SDG 17 – Partnerships for the Goals	✔
Not relevant to any SDG	
If 'not relevant to any SDG is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Does this innovation have potential to address climate mitigation or climate adaptation? *Climate mitigation potential: The innovation addresses the causes of climate change (i.e. it can reduce and curb greenhouse gas emissions)* *Climate adaptation potential: The innovation can reduce vulnerability to the harmful effects of climate change*	
Mitigation potential	✔
Not applicable for this innovation	
Adaptation potential	✔

Innovation 5: AI-Based Foresight & Transform Work (Vulture)

INNOVATION	
1. Title of the innovation *Please enter a meaningful innovation title (between 20 and 200 characters, spaces included).* *This field will be revealed to the public on the Innovation Radar platform / mobile app.* ***Tip:*** *This field is key and needs to be strong and clear. If possible, use a* ***'for'*** *clause. Examples of* ***poor versus good innovation titles****:* *'Laser Design Platform' (poor) vs 'Improved semiconductor laser design platform for RWG (Ridge Wave Guide) laser"(good)* *'Novel Robot Arm' (poor) vs 'Dextrous robotic slave arm* ***for*** *high radiation environments' (good)* *'Biosensors for diagnosis' (poor) vs 'Biosensors capable of breath and saliva monitoring* ***for*** *heart failure diagnosis' (good)*	
AI-Based Foresight & Transform Work (Vulture)	
2. Description of the innovation *Please describe the innovation. Use less than 500 characters, spaces included.* *This field will* ***NOT*** *be revealed to the public on the Innovation Radar platform / mobile app*	
People working in public administration are under increasing pressure to do more with less. They lack the personnel and expertise needed to respond to the increasing number of demands placed upon them. New AI and automation tools can help. But this requires new skills and new processes to transform the way they work. This is a set of practices to support the transformation of work using AI and automation.	
Under development	✔
Already developed but not yet being exploited	
Being exploited	✔
4. Characterise the type of innovation *(choose one only)*	
Significantly improved product	
Significantly improved service (except consulting services)	
Significantly improved process	✔
Significantly improved marketing method	
Significantly improved organisational method	
Consulting services	
New product	
New service (except consulting services)	
New process	
New marketing method	

New organisational method	
Other	
5. Level of Innovation: What is the level of innovation? *(choose one only)*	
Some distinct, probably minor, improvements over existing products	
Innovative but could be difficult to convert customers	
Obviously innovative and easily appreciated advantages to customer	✔
Very innovative	
6. How will the innovation be exploited? *(choose one only)*	
Introduced as new to the market (commercial exploitation)	
Only deployed as new to the organisation/company (new internal processes implemented, etc.)	✔
No exploitation planned	
If 'no exploitation planned' is selected, explain why not:	
This is a process-innovation for people working in or with government, at local level. No commercial exploitation is foreseen. However, we plan to widely disseminate the methods and related findings and encourage people working in local government to consider the use of such methods when undertaking planning actions.	

7. Indicate the step(s) in order to bring the innovation to (or closer to) the market

Answer the following grid only if the answer to the previous question is 'Introduced as new to the market' (choose only one answer per row)

	Done or ongoing	Planned	Not planned but needed or desirable	Not planned and not needed
Technology transfer				
A partner's research team and business units are both engaged in activities relating to this innovation	✔			
Market study				
Prototyping in laboratory environment				
Prototyping in real world environment	✔			
Pilot, Demonstration or Testing activities	✔			
Feasibility study				
Launch a start-up or spin-off				
Licensing the innovation to a 3rd party				

Complying with existing standards				
Contribution to standards				
Raise capital				
Raise funding from public sources				
Business Plan				
Other (please specify)	✔			

If 'Other' is selected, please specify what other steps have been done or planned for this innovation:

The main method of exploitation is dissemination via workshops, reports, and online videos.

8. Is there a clear 'owner' of the innovation in the consortium or multiple owners?

Only for multi-beneficiary projects

One clear owner	
Multiple owners	✔

9. Indicate (up to a maximum of 3) key organisation(s) delivering this innovation.

Vidzeme Planning Region

CKA

10. Indicate these organisations' needs to fulfil their market potential

	Organisation 1	Organisation 2	Organisation 3
Investor readiness training			
Investor introductions			
Biz plan development	✔	✔	
Expanding to more markets			
Legal advice (IPR or other)			
Mentoring or Coaching	✔	✔	
Partnership with other SME(s)	✔	✔	
Partnership with large corporates	✔	✔	
Incubation/Startup accelerator			
Executive Training			

Other	✔	✔	

11. What range of finance needs to be raised?	
○ Not applicable	
12. For the private company/companies chosen as one of the 3 'key innovators', will this innovation will be used by mainly current or new customers?	
Current customers	✔
New customers	
13. Market maturity: The market targeted by this innovation is ... *(choose one only)*	
The market is not yet existing and it is not yet clear that the innovation has potential to create a new market	✔
Market-creating: The market is not yet existing but the innovation has clear potential to create a new market	
Emerging: There is a growing demand and few offerings are available	
Mature: The market is already supplied with many products of the type proposed	
14. Market dynamics: is the market ... ? *Answer this question only if the answer to the previous question is 'mature'.*	
In decline	
Holding steady	
Growing	✔
15. Are there other markets for this innovation that the innovators are not yet targeting?	
Yes	✔
No	
16. Market competition: How strong is competition in the target market?	
Patchy, no major players	✔
Established competition but none with a proposition like the one under investigation	
Several major players with strong competencies, infrastructure and offerings	
17. When do you expect that such innovation could be commercialised (from today)?	
Less than 1 year	
Between 1 and 3 years	✔
Between 3 and 5 years	

Between 5 and 10 years	
More than 10 years	
18. Has a trade mark been registered for this innovation?	
Yes	
No	✔
IMPACT ON SOCIETY	
1. Which of the Societal Challenge(s) is/are the innovation relevant to?	
Health, demographic change and wellbeing	✔
Food security, sustainable agriculture, marine and maritime, Bioeconomy	✔
Secure, clean and efficient energy	✔
Smart, green and integrated transport	✔
Climate action, environment, resource efficiency and raw materials	✔
Europe in a changing world - inclusive, innovative and reflective societies	✔
Secure societies - protecting freedom and security of Europe and its citizens	✔
Not relevant to any Societal Challenge	
If 'not relevant to any SC is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Which of the UN Sustainable Development Goals (SDGs) does this innovation contribute to?	
SDG 1 – No Poverty	✔
SDG 2 – Zero Hunger	✔
SDG 3 – Good Health and Well-being	✔
SDG 4 – Quality Education	✔
SDG 5 – Gender Equality	✔
SDG 6 – Clean Water and Sanitation	✔
SDG 7 – Affordable and Clean Energy	✔
SDG 8 – Decent Work and Economic Growth	✔
SDG 9 – Industry, Innovation, and Infrastructure	✔

SDG 10 – Reducing Inequity	✔
SDG 11 – Sustainable Cities and Communities	✔
SDG 12 – Responsible Consumption and Production	✔
SDG 13 – Climate Action	✔
SDG 14 – Life Below Water	✔
SDG 15 – Life On Land	✔
SDG 16 – Peace, Justice, and Strong Institutions	✔
SDG 17 – Partnerships for the Goals	✔
Not relevant to any SDG	
If 'not relevant to any SDG is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Does this innovation have potential to address climate mitigation or climate adaptation? *Climate mitigation potential: The innovation addresses the causes of climate change (i.e. it can reduce and curb greenhouse gas emissions)* *Climate adaptation potential: The innovation can reduce vulnerability to the harmful effects of climate change*	
Mitigation potential	✔
Not applicable for this innovation	
Adaptation potential	✔

Innovation 6: DASHBOARD: AI-Powered Services for Rural-Urban Development

INNOVATION	
1. Title of the innovation *Please enter a meaningful innovation title (between 20 and 200 characters, spaces included).* *This field will be revealed to the public on the Innovation Radar platform / mobile app.* ***Tip:*** *This field is key and needs to be strong and clear. If possible, use a* ***'for'*** *clause. Examples of* ***poor versus good innovation titles****:* *'Laser Design Platform' (poor) vs 'Improved semiconductor laser design platform for RWG (Ridge Wave Guide) laser"(good)* *'Novel Robot Arm' (poor) vs 'Dextrous robotic slave arm* ***for*** *high radiation environments' (good)* *'Biosensors for diagnosis' (poor) vs 'Biosensors capable of breath and saliva monitoring* ***for*** *heart failure diagnosis' (good)*	
DASHBOARD: AI-Powered Services for Rural-Urban Development	
2. Description of the innovation *Please describe the innovation. Use less than 500 characters, spaces included.* *This field will* ***NOT*** *be revealed to the public on the Innovation Radar platform / mobile app*	
An integrated digital dashboard combining AI analytics, visualisation tools, and rural-urban indicators to support evidence-based policymaking. It offers modular services for foresight, KPI tracking, and participatory planning, enhancing the ability of stakeholders to co-design strategies for balanced territorial development and sustainability.	
Under development	✔
Already developed but not yet being exploited	
Being exploited	✔
4. Characterise the type of innovation *(choose one only)*	
Significantly improved product	✔
Significantly improved service (except consulting services)	
Significantly improved process	
Significantly improved marketing method	
Significantly improved organisational method	
Consulting services	
New product	
New service (except consulting services)	
New process	
New marketing method	

New organisational method	
Other	
5. Level of Innovation: What is the level of innovation? *(choose one only)*	
Some distinct, probably minor, improvements over existing products	
Innovative but could be difficult to convert customers	
Obviously innovative and easily appreciated advantages to customer	✔
Very innovative	
6. How will the innovation be exploited? *(choose one only)*	
Introduced as new to the market (commercial exploitation)	✔
Only deployed as new to the organisation/company (new internal processes implemented, etc.)	
No exploitation planned	
If 'no exploitation planned' is selected, explain why not:	
This is a product innovation for people working in or with government, at local level. No commercial exploitation is foreseen. However, we plan to widely disseminate the methods and related findings and encourage people working in local government to consider the use of such methods when undertaking planning actions.	

7. Indicate the step(s) in order to bring the innovation to (or closer to) the market

Answer the following grid only if the answer to the previous question is 'Introduced as new to the market' (choose only one answer per row)

	Done or ongoing	Planned	Not planned but needed or desirable	Not planned and not needed
Technology transfer				
A partner's research team and business units are both engaged in activities relating to this innovation	✔			
Market study				
Prototyping in laboratory environment				
Prototyping in real world environment	✔			
Pilot, Demonstration or Testing activities	✔			
Feasibility study				
Launch a start-up or spin-off				
Licensing the innovation to a 3rd party				

Complying with existing standards				
Contribution to standards				
Raise capital				
Raise funding from public sources				
Business Plan				
Other (please specify)	✔			

If 'Other' is selected, please specify what other steps have been done or planned for this innovation:

The main method of exploitation is dissemination via workshops, reports, and online videos.

8. Is there a clear 'owner' of the innovation in the consortium or multiple owners?

Only for multi-beneficiary projects

One clear owner	
Multiple owners	✔

9. Indicate (up to a maximum of 3) key organisation(s) delivering this innovation.

MAC

AV

10. Indicate these organisations' needs to fulfil their market potential

	Organisation 1	Organisation 2	Organisation 3
Investor readiness training			
Investor introductions			
Biz plan development	✔	✔	
Expanding to more markets			
Legal advice (IPR or other)			
Mentoring or Coaching	✔	✔	
Partnership with other SME(s)	✔	✔	
Partnership with large corporates	✔	✔	
Incubation/Startup accelerator			
Executive Training			

Other	✔	✔	

11. What range of finance needs to be raised?	
○ Not applicable	

12. For the private company/companies chosen as one of the 3 'key innovators', will this innovation will be used by mainly current or new customers?	
Current customers	
New customers	✔

13. Market maturity: The market targeted by this innovation is ... *(choose one only)*	
The market is not yet existing and it is not yet clear that the innovation has potential to create a new market	✔
Market-creating: The market is not yet existing but the innovation has clear potential to create a new market	
Emerging: There is a growing demand and few offerings are available	
Mature: The market is already supplied with many products of the type proposed	

14. Market dynamics: is the market ... ? *Answer this question only if the answer to the previous question is 'mature'.*	
In decline	
Holding steady	
Growing	✔

15. Are there other markets for this innovation that the innovators are not yet targeting?	
Yes	✔
No	

16. Market competition: How strong is competition in the target market?	
Patchy, no major players	✔
Established competition but none with a proposition like the one under investigation	
Several major players with strong competencies, infrastructure and offerings	

17. When do you expect that such innovation could be commercialised (from today)?	
Less than 1 year	
Between 1 and 3 years	✔
Between 3 and 5 years	

Between 5 and 10 years	
More than 10 years	
18. Has a trade mark been registered for this innovation?	
Yes	
No	✔
IMPACT ON SOCIETY	
1. Which of the Societal Challenge(s) is/are the innovation relevant to?	
Health, demographic change and wellbeing	✔
Food security, sustainable agriculture, marine and maritime, Bioeconomy	✔
Secure, clean and efficient energy	✔
Smart, green and integrated transport	✔
Climate action, environment, resource efficiency and raw materials	✔
Europe in a changing world - inclusive, innovative and reflective societies	✔
Secure societies - protecting freedom and security of Europe and its citizens	✔
Not relevant to any Societal Challenge	
If 'not relevant to any SC is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Which of the UN Sustainable Development Goals (SDGs) does this innovation contribute to?	
SDG 1 – No Poverty	✔
SDG 2 – Zero Hunger	✔
SDG 3 – Good Health and Well-being	✔
SDG 4 – Quality Education	✔
SDG 5 – Gender Equality	✔
SDG 6 – Clean Water and Sanitation	✔
SDG 7 – Affordable and Clean Energy	✔
SDG 8 – Decent Work and Economic Growth	✔
SDG 9 – Industry, Innovation, and Infrastructure	✔

SDG 10 – Reducing Inequity	✔
SDG 11 – Sustainable Cities and Communities	✔
SDG 12 – Responsible Consumption and Production	✔
SDG 13 – Climate Action	✔
SDG 14 – Life Below Water	✔
SDG 15 – Life On Land	✔
SDG 16 – Peace, Justice, and Strong Institutions	✔
SDG 17 – Partnerships for the Goals	✔
Not relevant to any SDG	
If 'not relevant to any SDG is selected' explain why?	
It is relevant to all societal challenges in that it could increase the productivity of people in local government enabling them to respond more fully and more effectively to the increasing range of demand being placed on them.	
3. Does this innovation have potential to address climate mitigation or climate adaptation? *Climate mitigation potential: The innovation addresses the causes of climate change (i.e. it can reduce and curb greenhouse gas emissions)* *Climate adaptation potential: The innovation can reduce vulnerability to the harmful effects of climate change*	
Mitigation potential	✔
Not applicable for this innovation	
Adaptation potential	✔

....

2. GENERAL QUESTIONS

How do you consider the project's performance in terms of innovation?	
Performing below my expectations	
Meeting my expectations	✔
Exceeding my expectations	
Highly exceeding my expectations	
Does the innovator engage end-users organisations?	Yes

If 'Yes' to previous question, are the end-users in the consortium?					Yes
If 'Yes' to previous question; please indicate which project participant(s) are end-users and what is their key contribution					
	Providing ideas	Testing	Validation	Deployment	Not an end-user
Participant A		✔	✔	✔	
Participant B		✔	✔	✔	
Participant C, etc.		✔	✔	✔	
If 'No' to previous, Please indicate which types of organisation outside the consortium are engaged with and what is their key input as user?					
	Providing ideas	Testing	Validation	Deployment	Not consulted
Potential procurer of innovation (Public sector)					
Potential procurer of innovation (Private sector)					
Citizen Group					
NGO					
Regulator					
Policy Maker					
Other					
IPR & exploitation					
Are there IPR issues within the consortium that could compromise the ability of the organisation(s) to exploit new products/solutions/services, internally or in the market place?					No
Which are the external bottlenecks that compromise the ability of project partners to exploit new products, solutions or services, internally or in the market place?					
Regulation					
Skills in the wider workforce					✔
Standards					
Financing					✔
Trade issues (between MS, globally)					
IPR					
Others					
Indicate how many patents have been applied for by the project:					*0*

How would you rate the level of commitment of relevant organisation(s) to exploit the innovation?	
Very low	
Low	✔
Average	
High	
Very High	

Please indicate the one participant (excluding large enterprises) that the panel considers to be the most impressive in terms of innovation potential within the context of the innovations identified
AV

Please provide concrete recommendations for the project to improve its innovations and their potential to deliver impact in - or close to - the market place.
See D7.4 Recommendations

Hypothetically but honestly, would you invest your own money in any innovation developed by this project?	*YES*

Please indicate the participant(s) from which a woman is in a position of leadership *(such as Principal Investigator / Work Package Leader)* for this project:
CVUT, SUA, SRY, AUA, MYA, SML, P4A, DIT, VPR, AL