

LE^{NS}EGS

LARGE EARTH OBSERVATION
NEW SPACE ECOSYSTEM
GROUND SEGMENT

COMMUNICATION, DISSEMINATION AND EXPLOITATION PLAN V1
28/01/2025



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D5.1 COMMUNICATION, DISSEMINATION AND EXPLOITATION PLAN

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Abstract	This deliverable aims to share the defined communication, dissemination and exploitation strategy for LEONSEGS. The activities will be periodically reviewed and adjusted to meet the project goals, and a new version of this deliverable is expected by

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	M23.
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v2.0	28/01/2025	Final check and submission	F6S

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1	GMV AEROSPACE AND DEFENCE SA	GMV	Spain
1.a	GMV GmbH	GMV	Germany
1.b	GMV Romania	GMV	Romania
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4	F6S NETWORK LIMITED	F6S	Ireland
5	AISTECH SPACE SL	AISTECH	Spain

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HISTORY OF CHANGES

Section	Nature of change
General	<ul style="list-style-type: none"> • Removal of Satellogic logo and other mentions across the Microsoft Word template • Inclusion of AISTECH logo and other mentions across the Microsoft Word template
1. Introduction	<ul style="list-style-type: none"> • Update of the figure presenting Communication, dissemination & exploitation in Horizon Europe Projects
2.2.3 Content Planning	<ul style="list-style-type: none"> • Schedule update, aligned with the new schedule detailed on the AMENDMENT No AMD-101082493-5
2.2.4 F6S Platform	<ul style="list-style-type: none"> • Update to reflect the platform current number of users and plan to leverage other existing space-related projects communities
2.2.5 Website	<ul style="list-style-type: none"> • Removed the need for an additional page dedicated only to events, as these are being published in the Insights menu (under Blogs/News section)
2.2.6 Newsletter	<ul style="list-style-type: none"> • Schedule update, aligned with the new schedule detailed on the AMENDMENT No AMD-101082493-5
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3.4.1 Dissemination of Public Deliverables	<ul style="list-style-type: none"> • Deliverables dates update, aligned with the new schedule detailed on the AMENDMENT No AMD-101082493-5
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Section	Nature of change
4 Communication and Dissemination Action Plan	<ul style="list-style-type: none"> • Timeline update, aligned with the new schedule detailed on the AMENDMENT No AMD-101082493-5
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5.3 Project Exploitable Results	<ul style="list-style-type: none"> • Updated information about KER 1 • Removal of KER O2 and KER O3
5.4 Target Group & End-users	<ul style="list-style-type: none"> • Added new information on end-users
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ABBREVIATIONS

AMEOS	Automated Multi-mission Earth Observation Service
API	Application Programming Interface
BMC	Business Model Canvas
BG	Background
B2B	Business-to-business
BUS	Business Model (new or improved)
CC BY	Creative Commons Attribution International Public Licence
CA	Consortium Agreement
CAPEX	Capital Expenditure
DSG	Design (new or improved)
EA	Exploitation Area
EC	European Commission
EUSPA	European Union Agency for Space Programme
ESA	European Space Agency
EO	Earth Observation
EU	European Union
GA	Grant Agreement
GNSS	Global Navigation Satellite System
GDRP	General Data Protection Regulation
GSaaS	Ground Segment as a Service
HE	Horizon Europe
HW	Hardware
IP	Intellectual Property

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IPR	Intellectual Property Rights
KER	Key Exploitable Results
KPI	Key Performance Indicators
LEARN	Learning and Training (learning modules, curricula)
M	Month
MCAAS	Mission Control as a Service
METH	Method, Material, Technology, Design (new or improved)
MOCPS	Multi-mission Operations Control and Processing Service
MOOC	Massive Open Online Course
NASA	National Aeronautics and Space Administration
NOAA	National Oceanic and Atmospheric Administration
OGC	Open Geospatial Consortium
OPEX	Operating Expense
PR	Project Result
PROC	Industrial Process (new or improved)
PROD	Product (new or improved)
SCBIR	Semantic Content Based Image Retrieval
SCI	Scientific Discovery, Model, Theory
SDC	Service Dominant Strategy Canvas
SERV	Service (new or improved)
SIAM	Satellite Image Automatic Mapper
SLA	Service Level Agreement
STAC	Spatio Temporal Asset Catalog
SW	Software
SWOT	Strengths, Weaknesses, Opportunities, and Threats

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TRL	Technology readiness levels
USP	Unique Selling Point
UVP	Unique Value Proposition
VHR	Very High Resolution
WP	Work Package

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EXECUTIVE SUMMARY

The LEONSEGS project aims to prototype a flexible multi-mission EO (Earth Observation) ground segment that will pave the way for a federated European New Space ecosystem. Its communication, dissemination and exploitation strategy will be an essential part of this project from the start and will be key to guarantee the results' business sustainability even after the end of the project.

The strategic planning will enable the developments and achievements of the project to be made visible to a wide community of stakeholders which includes new space players, researchers, end-users, EO data providers, EO services, and policy makers.

This document presents a detailed description of the LEONSEGS communication, dissemination, and exploitation strategic plan to be followed throughout the project:

- **Introduction** – Project contextualisation and description of the goals and potential challenges to be addressed.
- **Communication Plan** – Description of the planned communication activities and expected impact.
- **Dissemination Plan** – Description of the planned dissemination activities and expected impact.
- **Communication and Dissemination Action Plan** – Overview of the WP5 deliverables timeline, and description of partners' involvement in communication and dissemination activities.
- **Exploitation Plan** – Description of the planned exploitation activities and expected impact.
- **Conclusion** – Review of the previous content.

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1 INTRODUCTION

The concept of LEONSEGS relies on a federated environment of EO data providers that collaborate all together through harmonised interfaces and that are managed by a central automated multi-mission service, able to coordinate and produce for the user complex EO product. Therefore, its main objectives are:

- To federate European New Space players through its GSaaS (Ground Segment as a Service) paradigm widening their access to a larger market whose complex requests could not be served in an isolated manner.
- To offer optimised and sophisticated EO-based products/services to end-users based on intelligent search and best combination of heterogeneous datasets from the different federated providers and other external providers and archives.

The aimed prototype will demonstrate an affordable multi-mission ground segment able to manage a heterogeneous space segment embracing heterogeneous assets, including different missions on-boarding different types of instruments and multiple New Space constellations in the short term. It will also be able to federate a large pool of EO resources in order to answer complex end-users requests in a transparent manner.



FIGURE 1 – LEONSEGS PLATFORM INFOGRAPHIC

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As explained in the above figure, end-users will consult the LEONSEGS platform and request specific information, while external Data providers, New players and Ground Station service providers feed the platform with data. The LEONSEGS platform will be able to generate the best and most affordable options that fulfil the end-users requests.

This innovative platform prototype is set to improve the end-users experience in terms of EO-based products availability, while reducing the latency to deliver high quality and complex EO-based products and services. It will also reduce the price for EO services and create room for a sustainable EU collaborative New Space ecosystem, which will contribute to the increase of the exploitation of EU space assets.

Therefore, LEONSEGS communication will be key to spreading the advantages of this platform to both the scientific community and the public. It aims to increase awareness and visibility of the project among larger audiences, raising interest of multiple stakeholders and promoting the results further than its own community. The defined communication activities will add public value to the project achievements by transforming complex scientific and technological results into media resources.

As part of LEONSEGS overall communication goals, we can list:

- To strategically communicate the project and disseminate its outcomes to the widest possible audience, including non-technical audiences.
- To perform international open scientific and technical dissemination towards the relevant industrial and academic communities for long-term legacy.
- To contribute to New Space interfaces standardisation and to feedback on agile POC building iterations including demonstrations.
- To identify future commercial opportunities from the point of view of the New Space stakeholders.
- To pave the way for a federated and sustainable New Space ecosystem.

The below figure¹ serves as theoretical inspiration for LEONSEGS Communication, Dissemination and Exploitation plans presented in this document:

¹ European Commission: European Research Executive Agency, Communication, dissemination & exploitation what is the difference and why they all matter, Publications Office of the European Union, 2023, <https://data.europa.eu/doi/10.2848/289075>

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FIGURE 2 – "COMMUNICATION, DISSEMINATION & EXPLOITATION WHAT IS THE DIFFERENCE AND WHY THEY ALL MATTER"

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2 COMMUNICATION PLAN

LEONSEGS communication strategy is built upon specific principles that will guarantee the consistency in both LEONSEGS content and the generated interest throughout the project. Those principles are:

- Coherence (following the brand guidelines structure that describe the correct usage of the logo, typography and project templates)
- Clarity (to ensure that each target audience understands the message and its intention)
- Personalisation (customised messages, channels, and tools for the different target audiences)
- Multi-channel communication (to reach different audiences according to the channel they use).

2.1 BRAND IDENTITY

LEONSEGS brand identity aims to be professional, modern, innovative, but also original and creative since it is important to distinguish this brand from all the others that already deal with space data and usually have a more “engineering/scientific” look.

For the concept board, the consortium used the words “GSaaS – Ground Segment as a Service” (associated with cloud technology and internet cloud services), “stars”, “aerospace”, “New Space Players”, “multi-mission”, “automated”, “scalability”, and “semantic search”. These words helped us design the logo, which includes the icon for the “ground segment”.

In addition, the words “trust”, “security”, “originality”, “action” and “dynamic” defined the intention behind the chosen colours blue, orange, yellow and red to be differentiated from regular cold colours associated with space companies or projects (most common are blue, purple and grey often associated with sky, space, innovation and technology).

For typography, a sans serif font was essential to keep the idea of modernity and clarity, therefore the chosen typeface was DM Sans.

Below are the final results from LEONSEGS Brand Guidelines document (including logo, colour palette, typography and logo usage recommendations):

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FIGURE 3 – LEONSEGS LOGO



FIGURE 4 – LEONSEGS LOGO WITH TAGLINE

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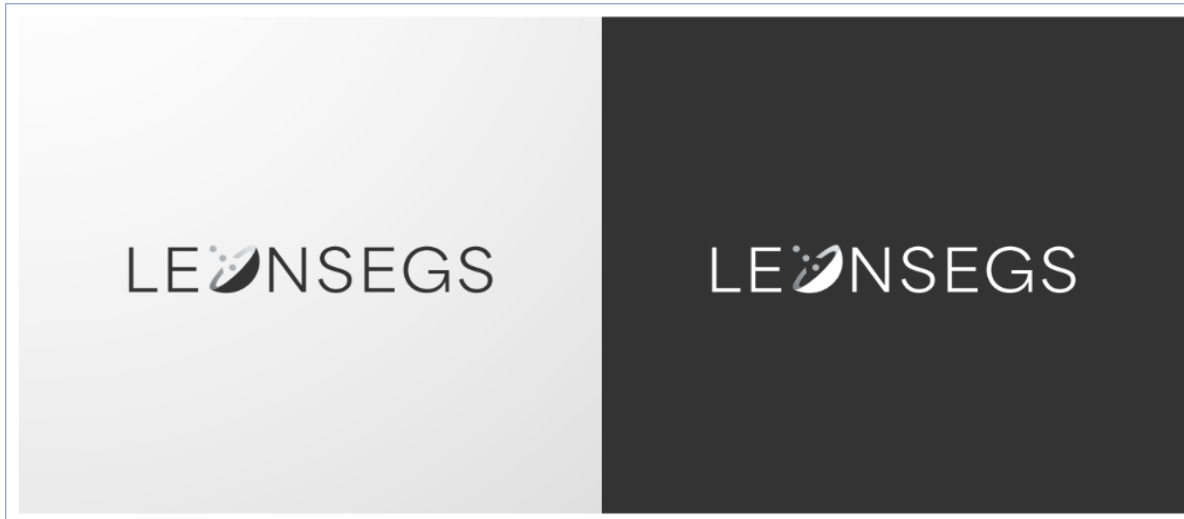


FIGURE 5 – LEONSEGS LOGO BLACK AND WHITE VERSIONS



FIGURE 6 – LEONSEGS COLOUR PALETTE

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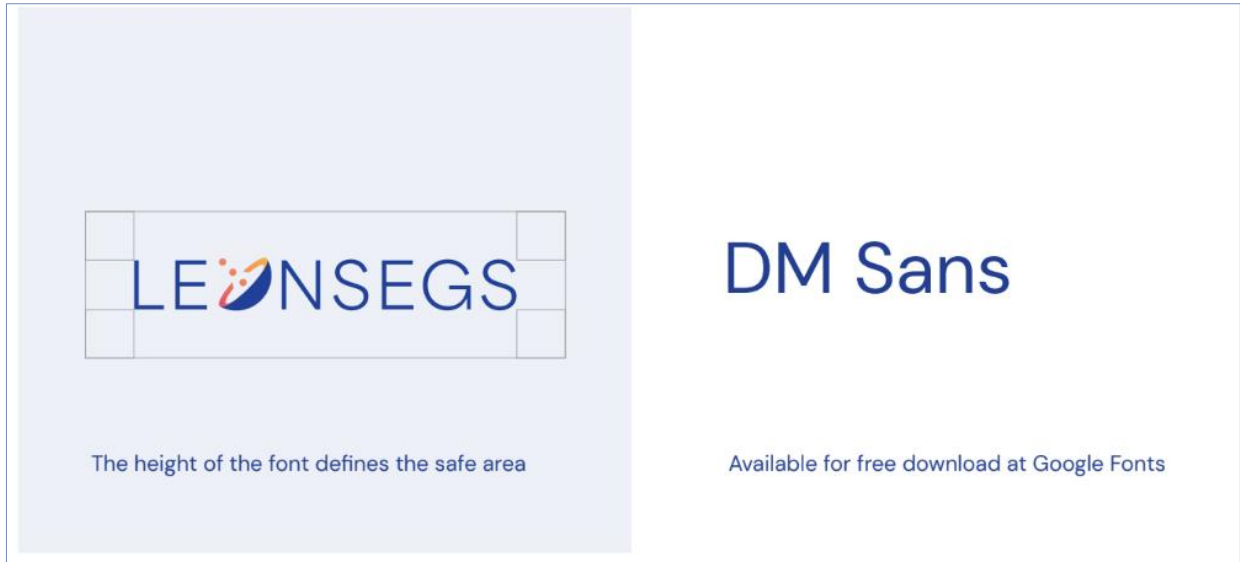


FIGURE 7 – LEONSEGS TYPOGRAPHY



FIGURE 8 – LEONSEGS LOGO USE RECOMMENDATIONS

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2.2 CHANNELS AND TOOLS

This section will present in more detail how LEONSEGS will use its brand identity and concept, considering the previously mentioned communication principles that will guarantee a coherent set of contents to be used in this project's digital communication activities.

2.2.1 COMMUNICATION MATERIALS

Internal communication materials, like the Microsoft Word and PowerPoint templates, are exclusive for the partners and ensure every partner uses the same visual communication when presenting the project.

The external communication materials, such as the ones used on social media accounts, website, newsletters and F6S platform account, are strategically designed and prepared for project promotion to the external audience.

- **Word template** – The present document is the perfect example of LEONSEGS Word template, mainly used for project deliverables like this one. It allows every partner to share the same document structure and design, which gives coherence to the consortium work.
- **PowerPoint presentation template** – Presentations are a big part of a project, as the partners will need to pitch the project to potential stakeholders or showcase project developments and achievements. It is essential to keep visual harmony and coherence in LEONSEGS' external communication.

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FIGURE 9 – WORD TEMPLATE COVER



FIGURE 10 – POWERPOINT TEMPLATE

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2.2.2 SOCIAL MEDIA

LEONSEGS' social media strategy includes both technical and friendly communication to engage with all audiences and trigger awareness and discussion amongst the key stakeholders.

Currently, there are three social media accounts and networks to promote the project's mission and generate initial awareness:

- **LinkedIn** - [@LEONSEGS](#)
- **X (previously known as Twitter)** - [@LEONSEGS_eu](#)
- **YouTube** - [@LEONSEGS](#)

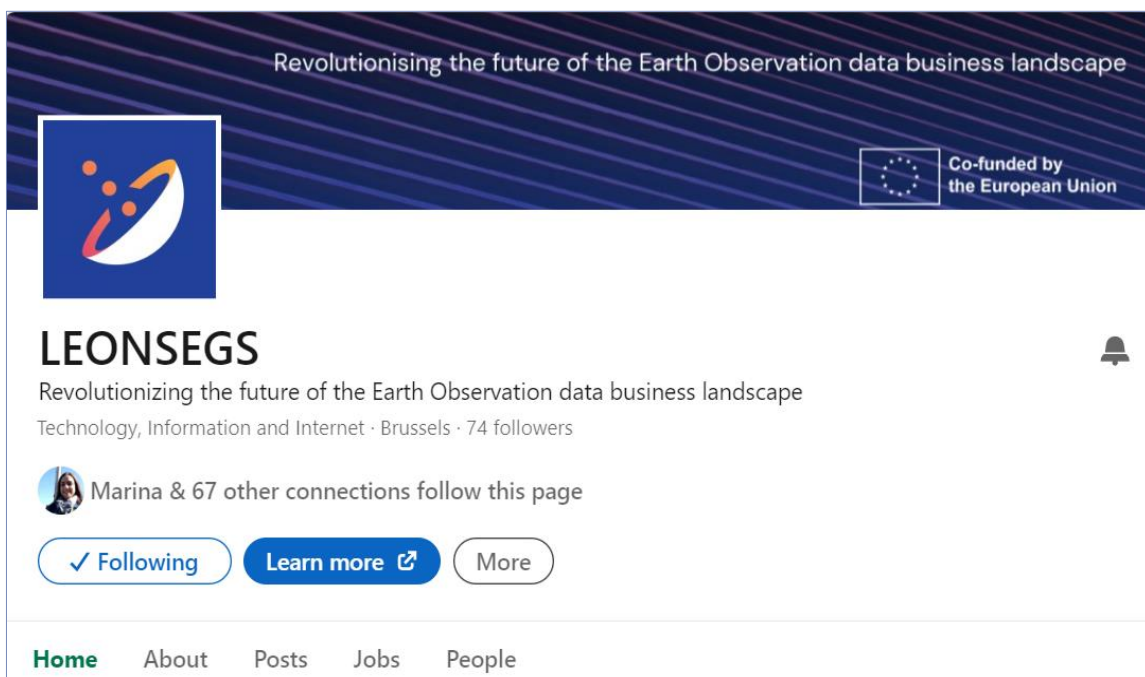


FIGURE 11 – LEONSEGS LINKEDIN PAGE

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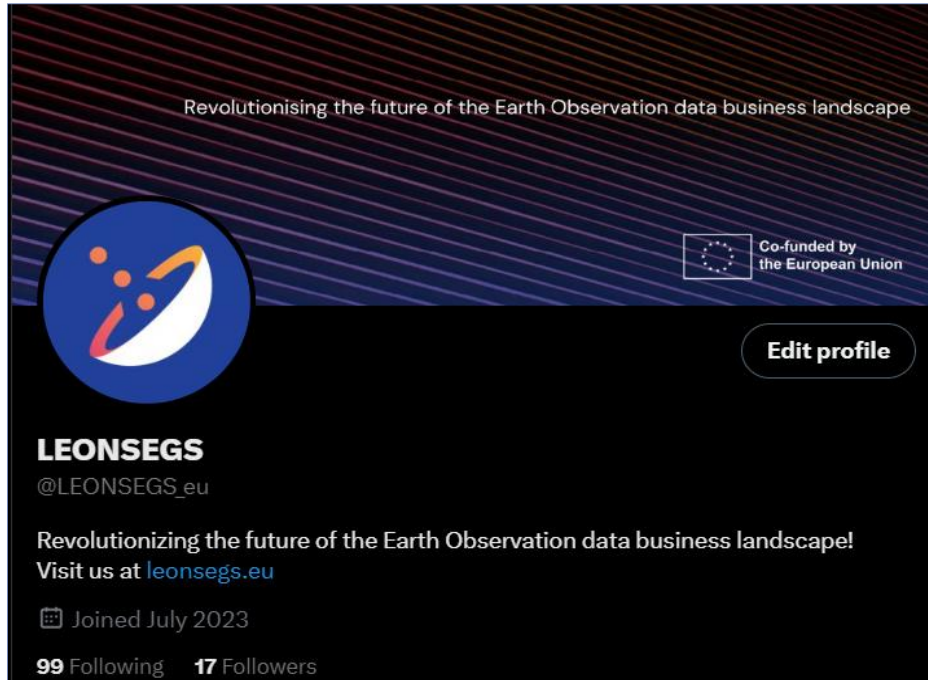


FIGURE 12 – LEONSEGS X PAGE

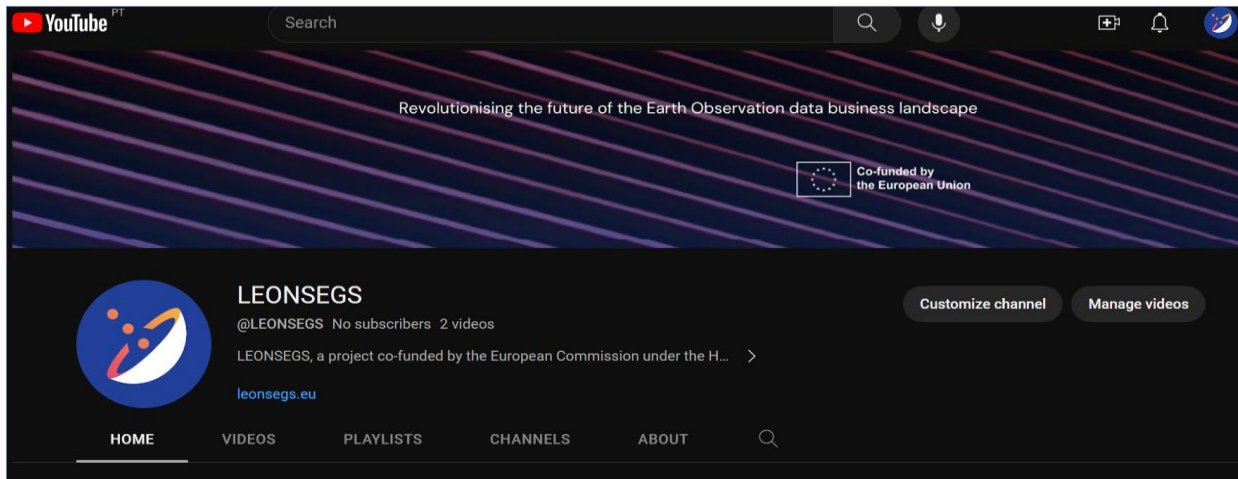


FIGURE 13 – LEONSEGS YOUTUBE CHANNEL

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CONTENT PLANNING

LEONSEGS' content will be diversified: from posters to flyers, videos and newsletters, the project will spread a different range of communication activities.

As a starting point for LEONSEGS' communication strategy, the consortium contemplated the communication activities proposed in the Grant Agreement, which include:

- One poster and one flyer (to be done during the first year and used as promotional material).
- A project website (launched in September 2023).
- Two videos (one is promotional and should be created during the first year, and the other is informative and presents the results by M36).
- One newsletter per semester (the project is expected to have at least five published newsletters during the M6, M20, M25, M30 and M36).
- Media relations pack (this is an exclusive material for journalists, to include all the promotional and informative material and it will be updated throughout the project).
- Five interviews/articles and six success stories (the interviews can be prepared to both partners and other future project participants – these can include, for example, other Horizon Europe project partners that will create synergies with the project research partners; and the success stories will be collected towards the end of the project and aim to bring insights from researchers, organised events and partners' final feedbacks).
- ²Social media campaigns (social media activity is expected to happen throughout the life cycle of the project to create awareness and generate engagement with stakeholders and traffic to the project's website).
- Four to six events per year (as part of the communication plan, F6S is mapping relevant events for networking, stakeholder engagement and project promotion, where some partners can – in a primary stage – attend, and – in the future – potentially act as speakers).

² See Table 2 for social media campaigns full description.

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WHERE	WHEN	PRICE	NAME	GOING? (Who?)	Reason to go
Espoo (Finland)	17-19 Jan 2024		Winter Satellite Workshop 2024		Opportunity to meet New Space companies/stakeholders
Brussel	23-24 Jan 2024		16th European Space Conference		To promote LEONSEGS project
Malaga	20-22 Feb 2024		SMALL SATELLITES & SERVICES INTERNATIONAL FORUM		Opportunity to meet New Space companies/stakeholders
Washington DC	18-21 March 2024		SATELLITE 2024		GMV participated in 2023 edition
ESOC, Darmstadt, Germany	22-26 Apr 2024		ISSFD 2024		Networking, disseminate our LEONSEGS approach of conceiving FOS as part of a centralized Ground Segment platform
Paris	18-20 Jun 2024		SpaceOps 2024 Workshop		GMV participated in 2023 edition in Dubai
Brussel	24-25 June 2024		The European Space Forum		To promote LEONSEGS project
Athens	7-12 July 2024		2024 IEEE International Geoscience and Remote Sensing Symposium		Promote LEONSEGS applications and services for Remote Sensing
ESA/ESTEC (Noordwijk, The Netherlands)	18-19 Sept 2024		ESA Industry Space Days 2024		To promote LEONSEGS project
Paris	16-20 Sept 2024		World Satellite Business Week		To promote LEONSEGS project

TABLE 1 – EVENTS MAP SNAPSHOT

- Social media content calendar

The social media plan includes at least one post per week³, on both LinkedIn and X, and will include the following campaigns:

³ Might change as the project evolves.

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Campaigns	Short description about the content	Goal	Timeline
Project presentation	Easy to understand posts explaining the project scope, goals, developments.	To raise awareness	M1-M12
Partners presentations	Introducing the partners' work and background to the audience.	To inform	Until M20
Blog promotion	Promoting new blogs available on the project's website.	To promote activities and increase views	On going
EO curiosities	Content about Earth Observation topics not necessarily related to the project	To engage and increase curiosity around the topic	On going
Newsletter reminder	Reminder to subscribe the project newsletter and inform about its exclusive information	To increase subscriptions and raise awareness	M5 M11 M17 M24 M29 M35
Special days	Content that can serve as a social media "hook", like Earth Day	To engage and increase curiosity around the topic	On going
EO Agenda	Promoting events around the topic	To inform	On going
Success stories & interviews	Promoting success stories from the project developments and applications and interviews from people involved in the project	To raise awareness	M24-M36
LEONSEGS business	Promoting possible applications for the project in real life and in the business market	To raise awareness	M24-M36

TABLE 2 – SOCIAL MEDIA CAMPAIGNS

The written content will be followed by photos, gifs or videos in order to create a more dynamic and appealing feed (see examples below).

As part of the project storytelling strategy, a fictional character was created (ALEON – word game between the words “alien” and “LEONSEGS”) to engage with the audience. This character is meant to be someone from outer space who is fascinated by the Earth, therefore it is easy to combine ALEON’s curiosity with the content planned for social media.

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FIGURE 14 – VIDEO FROM SOCIAL MEDIA WITH CHARACTER ALEON



FIGURE 15 – SOCIAL MEDIA POST EXAMPLE USING THE STORYTELLING STRATEGY

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FIGURE 16 – EO CURIOSITIES SOCIAL MEDIA CAMPAIGN COVER VIDEO

OCT					
Post #	Date	Status	Campaign	Copy	
1	10	Scheduled	PROJECT PRESENTATION	<p>LEONSEGS website is officially launched 🚀</p> <p>Learn more about this fantastic project that will change the game for #earthobservation 🌍 services & for the #European #NEWSpace ecosystem 🇪🇺</p> <p>Follow us!</p> <ul style="list-style-type: none"> 👉 Here (link for Twitter or LinkedIn) 👉 On LinkedIn/Twitter @leonsegs 👉 & Visit our website leonsegs.eu 	
2	17	Scheduled	PARTNERS PRESENTATION	<p>Meet LEONSEGS' partner coordinator 🤝</p> <ul style="list-style-type: none"> 👉 @GMV has an extensive experience in coordinating international collaborative research 🇪🇺 projects and is the world-wide leader in ground segments <p>Find out more about this company at gmv.com ⚡</p>	
3	24	Scheduled	EO CURIOSITIES	<p>👉 On this day, 77 years ago American researchers took the first ever photo of the 🌍 Earth from space!</p> <ul style="list-style-type: none"> 🌍 Earth images have become an essential tool to learn more about our planet & they are also our very own visit card! <p>@SpaceCenterHou 👉 https://bit.ly/3ZIM9Bx</p>	
4	31	Scheduled	EO AGENDA	<p>Meet ALEONI He loves the space & is fascinated about humans and #earthobservation 🌍</p> <p>That's why he loves events & #networking!</p> <p>Check out 📅 his agenda:</p> <ul style="list-style-type: none"> 👉 EU Space Week 2023 🇪🇺 7-9 Nov 👉 Space Tech Expo 🇪🇺 14-16 Nov 👉 UK Space Conference 2023 🇬🇧 21-23 Nov 	

TABLE 3 – SOCIAL MEDIA CALENDAR EXAMPLE (OCTOBER 2023)

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- Social media templates

As part of the brand book, a few templates were created for social media purposes, following the brand guidelines.



FIGURE 17 – SOCIAL MEDIA TEMPLATE FOR EVENTS PROMOTION

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FIGURE 18 – SOCIAL MEDIA TEMPLATE FOR PARTNERS PRESENTATION

2.2.3 F6S PLATFORM

The F6S platform (www.f6s.com) has currently over 5.5 million founders and startups registered. Therefore, through F6S, LEONSEGS has the possibility to reach a wide audience and make them aware of the project activities.

LEONSEGS overall programme will be available on this network, with a dedicated page, as a way to promote the project. The platform can also be used to increase awareness about the events being organised by the project.

Finally, LEONSEGS plans to also leverage other existing space-related projects communities on the F6S platform, in which the F6S partner is or has participated in, to spread LEONSEGS messages.

2.2.4 WEBSITE

The project website (www.leonsegs.eu) was launched during M3, as set in the GA. It is meant to provide a futuristic visual and an intuitive interface, for those who explore it. It follows the previously mentioned brand guidelines and it is targeting all LEONSEGS stakeholders with the following information:

- Homepage – Including a main slideshow providing images and project goals, which work as a first impression for the user;

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- About page – Project overview and detailed information, including partners and LEONSEGS infographics;
- Insights page⁴ – This page is to be fed with blogs, success stories, interviews, use cases and recommendations, public reports and the media relations pack;
- Contact page – Includes a contact form.

In the future, it is planned to have one more page dedicated to:

- Business – To promote the business potential of LEONSEGS.



FIGURE 19 – WEBSITE HOMEPAGE SLIDESHOW

⁴ Currently under development.

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FIGURE 20 – WEBSITE “ABOUT” PAGE – “GOALS” SECTION

2.2.5 NEWSLETTER

It is also possible to subscribe⁵ to the LEONSEGS newsletter inside the website’s homepage. This is a communication activity that is expected to happen five times during the project life span (M6, M20, M25, M30 and M36). It will be developed through Mailchimp and circulated via email lists.

The main goal of this newsletter is to inform the audience about the project’s latest updates, while raising awareness about the project. To achieve this, the content selected for this activity will involve:

- Project highlights;
- Project updates and developments;

⁵ All data collected will be stored and saved according to the GDPR compliance.

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- Event promotion;
- Partners promotion;
- Blogs and success stories;
- Social media call to action.

The content available in the newsletter is a selection of the previous months' content highlights, which may include blog posts, interviews or other articles related to the project.

2.2.6 EVENTS

According to the GA, at least six events will be organised, which are:

- Stakeholders' workshops – as part of T4.1, at least two workshops will happen in order to assess the stakeholders' feedback after the trials period. Now, there is still no final date, nor further details for these events, as they are still being defined.
- Webinar – as part of T5.2, this will be a training activity in a webinar format for either the stakeholders or the public in general⁶.
- Workshop with sister projects – as part of T5.1, within the clustering activities topic, F6S will organise this to engage and create synergies with other HE projects.
- Policy recommendation workshop – as part of T5.5, F6S will also organise a workshop dedicated to policy recommendations.
- Workshop included in an event – as part of T5.1, the engagement with stakeholders can also be done through in person workshops within a major event.⁷

Also included in the KPIs for the communication activities⁸, the partners are expected to participate in external events as speakers/promoters of the project.

2.2.7 OTHER COMMUNICATION ACTIVITIES

To expand the previously mentioned communication efforts, a few other side activities are being developed, such as:

⁶ To be decided.

⁷ To be decided.

⁸ See Table 4 for communication activities.

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- Blog guideline document – as part of the content strategy and with the aim to facilitate the participation of all partners in the production of blogs, this document describes detailed guidelines of how to write a blog article;
- LinkedIn credits strategy – every month the LEONSEGS LinkedIn account has 250 invitation credits, which means that a selected partner can invite others to follow the page. This will increase the number of followers and spread the message within the industry;
- EU Projects synergies – On-going communication and cross-promotion between projects from the same programme and/or from relevant industries.
- Partners contact list – a document shared with the partners where everyone involved in the project can add their social media profiles in order to be tagged by LEONSEGS and, consequently, increase the project's online community.

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3 DISSEMINATION PLAN

The communication plan presented above is highly connected to the dissemination plan, which will allow the spread of messages about this project results to all targets.

3.1 TARGET AUDIENCES

To disseminate the project content and create awareness, it is essential to understand who the targets are, what their needs are and how LEONSEGS can reach them. A map of audiences has been developed, according to levels of interest (in which level one is the most important and relevant for this project):

- Level One: Business interest
 - **New space players** – This includes new space companies, researchers (from the scientific community), spinoffs and start-ups who are users of ground segment as a service and are willing to become federated into this ecosystem to enlarge their access to the market.
 - **EO service/product providers** – From established satellite operators exploiting EO systems, to ground station services providers and EO service providers.
 - **EO service/product consumers** – Public and private entities that receive and make use of remote sensing products.
 - **External data providers** – Includes external data providers and EO offline catalogues.
- Level Two: Governmental and Public interest
 - **Other industries** – Companies from different sectors (agriculture, forestry, water management, rural and urban development) that might be interested in exploring the LEONSEGS platform.
 - **Public institutions** – Such as EUSPA (European Research Executive Agency), that can include LEONSEGS in the European space community and create relevant links between this project and the user's needs.
 - **General public** – Non-technical people who may want to understand better what LEONSEGS has to offer and discover that there is a big market in EO data growing every day.

3.2 KEY MESSAGES

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To ensure each targeted audience receives the message according to their needs, there are differentiated key messages to be delivered. These key messages (below-mentioned) might change during the project timeline taking into consideration that both the targets' needs and the project achievements are constantly evolving:

- **New space players** – Benefit from a federated ecosystem that will enable you to develop and grow your activity and access a wide network of stakeholders.
- **EO service/product providers** – Open a new sales channel and enlarge your market opportunities by accessing new EO service end-users.
- **EO service/product consumers** – Benefit from the LEONSEGS platform and its federated ecosystem by accessing innovative and highly valuable services.
- **External data providers** – Leverage and explore your data in a new federated environment.
- **Other industries** – Explore the LEONSEGS platform.
- **Public institutions** – Learn more about LEONSEGS and explore networking opportunities.
- **General public** – Discover LEONSEGS' mission and activities.

3.3 KEY PERFORMANCE INDICATORS (KPIs)

Keeping track of communication and dissemination activities and monitoring its results it's the only way to measure if the project is reaching the established KPIs (according to the GA) and to potentially overpass them.

Every three months the communication and dissemination results will be presented to the consortium partners to discuss if there is the need to adjust the strategy and to ensure that the KPIs are being achieved.

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Activity	KPI	Target	How to measure
Website	1000 unique visits per year	All	Use Google Analytics and /or Matomo to track and report on the project website traffic
Videos	2 videos	All	Communication and dissemination report
Newsletters	5	All	Communication and dissemination report
Content	5 interviews/feature articles and 6 success stories	All	Communication and dissemination report
Social Media	500 followers and 100 posts	All	Social media metrics (available on each platform) to track engagement
Events	4 to 6 per year	All	Communication and dissemination report

TABLE 4 – KPIS AND MONITORING PLAN

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COMMUNICATION AND DISSEMINATION REPORT		2023					2024												2025												
KPI	Activity	Jul M1	Aug M2	Sep M3	Oct M4	Nov M5	Dec M6	Jan M7	Feb M8	Mar M9	Apr M10	May M11	Jun M12	Jul M13	Aug M14	Sep M15	Oct M16	Nov M17	Dec M18	Jan M19	Feb M20	Mar M21	Apr M22	May M23	Jun M24	Jul M25	Aug M26	Sep M27	Oct M28	Nov M29	Dec M30
	LinkedIn																														
500 followers	Nr followers																														
100 posts	Nr posts																														
	Twitter																														
500 followers	Nr followers																														
100 posts	Nr posts																														
	YouTube																														
Subscribers																															
2 videos	Videos																														
	Newsletters																														
5/6	Issue nr.																														
	Website																														
5	Nr Interviews																														
6	Nr success stories																														
5	Nr blogs																														
1000 unique visitors/year	Nr unique visitors																														
	Events																														
4 to 6 events/year	Nr events attended																														
1 co-organised with clustering projects workshop after the 2nd year																															
1 2-day public workshop	Nr events organised																														
3 workshops with End-Users																															

TABLE 5 – COMMUNICATION AND DISSEMINATION PROJECT REPORT TEMPLATE

3.4 DISSEMINATION ACTIVITIES: CHANNELS AND TOOLS

In LEONSEGS, the consortium is committed to effectively disseminating the project results to a wide audience. To achieve this, the consortium will employ a comprehensive range of dissemination tools and channels. These include social media engagement and participation in external events, such as conferences and workshops, where the team will showcase the project's progress and outcomes. Additionally, the partners will prioritise the publication of scientific articles in reputable journals to ensure the findings are accessible to the scientific community.

Furthermore, the establishment of media relations will play a crucial role in reaching a broader audience. By engaging with media outlets and journalists, the team will be able to communicate the significance and impact of the LEONSEGS project to the public. This will not only raise awareness about the project but also foster a better understanding of the potential benefits it offers.

It is important to note that the dissemination plan is closely aligned with the communication plan's objectives. By doing so, there will be mutual collaboration among the key players involved in the LEONSEGS project. This collaborative approach will not only enhance the dissemination efforts but also ensure the project's long-term success.

Dissemination Level: **PUBLIC**

3.4.1 DISSEMINATION OF PUBLIC DELIVERABLES

There are 12 public deliverables defined by the GA, which will be uploaded and available on the project website. All of them represent a good opportunity to share developments and achievements related to LEONSEGS. See them below:

Deliverable No	Deliverable Name	WP No	Type	Dissemination Level	Due Month
D3.1	POC High Level Architecture	3	Report	Public	20
D3.2	POC End-User Guide	3	Report	Public	33
D5.1	Communication, Dissemination and Exploitation Plan v1	5	Report	Public	19
D5.2	Communication and Dissemination Materials v1	5	Report	Public	20
D5.3	Scientific and Technical Abstracts Compilation v1	5	Report	Public	19
D5.4	MOOC Design, Implementation and 1 st edition Report	5	Report	Public	31
D5.6	Communication, Dissemination and Exploitation Plan v2	5	Report	Public	23
D5.7	Communication and Dissemination Materials v2	5	Report	Public	29
D5.8	Communication and Dissemination Materials v3	5	Report	Public	35
D5.9	Scientific and Technical Abstracts Compilation v2	5	Report	Public	29

Dissemination Level: **PUBLIC**

Deliverable No	Deliverable Name	WP No	Type	Dissemination Level	Due Month
D5.10	Scientific and Technical Abstracts Compilation v3	5	Report	Public	35
D5.12	Road to Standardisation V2	5	Report	Public	35

TABLE 6 – PUBLIC DELIVERABLES

3.4.2 MEDIA RELATIONS

Media relations are planned to be built throughout the project life cycle, to allow a better promotion of organised events, relevant achievements, success stories and other project activities. Whether it is by attending events or by personal networks, a **database** will be created and shared within the consortium to update with relevant media contacts, which can be used to send out **press releases**, for instance.

Also mentioned in the GA, there is a KPI related to the creation of a **media kit** that will be available on the website and include official materials, such as: visuals, explanatory infographics, quote cards, data, videos, and pictures to facilitate journalists' access and understanding of the project.

Dissemination Level: **PUBLIC**



Press Release

LEONSEGS project to revolutionize the future of the Earth Observation (EO) data business landscape

July 7, 2023, Madrid

LEONSEGS stands for Large Earth Observation New Space Ecosystem Ground Segment and is set to be a federated environment prototype of EO data providers that collaborate all together through harmonized interfaces and that are managed by a central automated multi-mission service, able to coordinate and produce for the End-User complex EO product.

The proposed multi-mission ground segment shall federate New Space players supporting the heterogeneity of the New Space ecosystem through harmonized interfaces for each profile, and especially with:

- New Space stakeholders which need or wish to externalize their ground segment infrastructures.
- EO existing products providers with their own space and ground segment willing to access to the market that this infrastructure will offer.

The 30-month project started in July 2023 and is the result of a multi-disciplinary collaboration involving: GMV, the coordinator, with an extensive experience in managing international collaborative research projects and world-wide leader in ground segments; PLUS (Paris-Lodron University of Salzburg), a highly reputed academic partner with a cut-of-the-edge experience on EO processing; SATELLOGIC, a New Space leader in EO, operating a proprietary constellation of high-resolution satellites capable of imaging earth in high frequency; and F6S, one of the best companies with expertise on community building, dissemination and communication, especially for engaging with stakeholders.

This 2.8-million-euro project, co-funded under EC Horizon Europe collaborative research programme, aims to contribute to European EO non-dependence and leadership with disruptive innovations in the Ground Segment for complex scenarios of multiple collaborative missions to tackle challenging End-Users needs.

On LEONSEGS's potential the Project Coordinator from GMV, Mr. Stan Markelov, said: *"GMV is proud to engage with all European New Space players willing to exploit synergies in order to offer optimized and sophisticated EO-based products and services. The potential of this endeavor will be realised with close coordination and collaboration between private sector, EU policy makers and end users"*.

FIGURE 21 – LEONSEGS FIRST PRESS RELEASE

Dissemination Level: **PUBLIC**

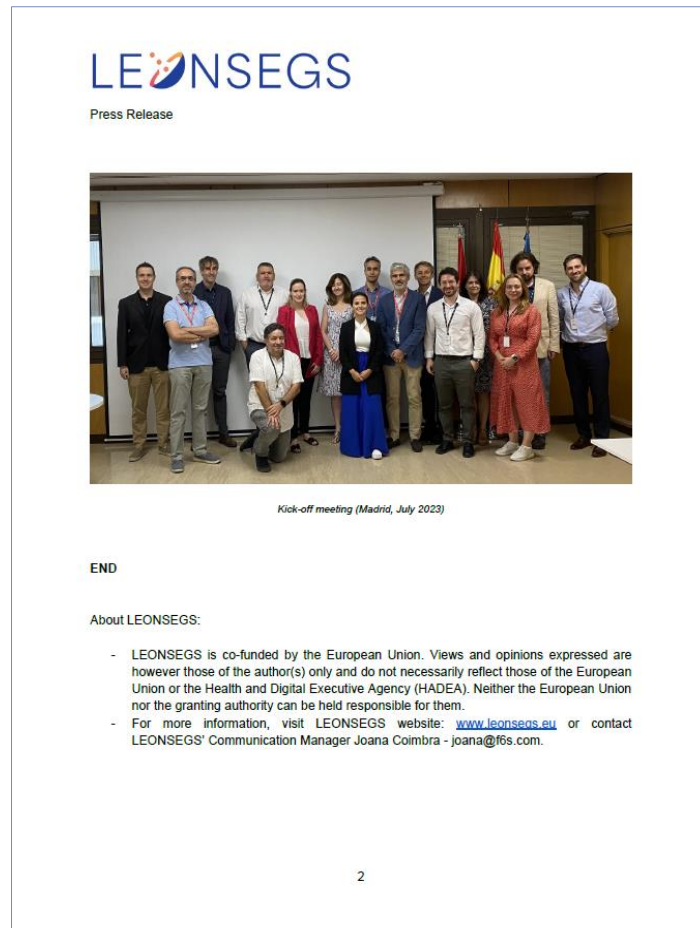


FIGURE 22 – LEONSEGS FIRST PRESS RELEASE (CONT.)

3.4.3 OPEN SCIENCE

As a project funded by public sources, LEONSEGS is deeply committed to serving not only European societies, but also other involved societies. To fulfil this commitment, LEONSEGS has implemented a robust and comprehensive set of open science practices throughout the entire lifecycle of the project. These practices are aimed at supporting the project's objective and ensuring the highest standards of research data management.

LEONSEGS recognises the importance of research excellence and integrity, and as such, it is dedicated to making research data and results readily available to other researchers and the general public. This commitment extends to all significant scientific activities or outputs that are associated with data generated during the project's lifetime. The data will be shared in an appropriate and accessible form, adhering to practical, legal, ethical, and commercially viable

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considerations. This will enable data use, re-use, and interoperability, thereby fostering a collaborative and dynamic research environment.

To achieve this, newly generated knowledge will be disseminated through long-term preservation **repository** Zenodo. The provision of research data through this repository will be further described in the Data Management Plan (D1.4 and D1.5).

Aside from its focus on open science, LEONSEGS is also fully committed to adhering to EU policies on open education. As part of this commitment, LEONSEGS will develop and implement a **Massive Open Online Course (MOOC)** that meets the highest quality criteria. This initiative not only contributes to the modernisation and digitalisation of EU higher education but also provides an opportunity for a wider audience to access valuable educational resources.

3.4.4 EVENTS

Events play a crucial role in disseminating project results, as they provide opportunities to showcase the project to a wider audience, engage with stakeholders, and generate interest and support. Event activities such as attending conferences and organising workshops can help raise awareness, create networking opportunities, and attract potential stakeholders. Additionally, events allow for direct communication and interaction, enabling the project team to share updates, answer questions, and gather feedback. By leveraging events effectively, the project can gain visibility, build a community, and increase its chances of success.

To achieve this, a living document has been created as part of the project's mastersheet where the consortium works collaboratively by adding inputs regarding new events coming up, relevant conferences and possible event organisation (see table 7).

All the events, either attended, organised or just related to the topic of LEONSEGS will be part of the communication strategy through content production for social media campaigns (EO Agenda)⁹ and the website.

⁹ See Table 2 for social media campaign ideas, which includes "EO Agenda" to promote EO related events happening.

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EVENTS							
PRIORITY	Month	Due month	Location	Reason	Organizer	Status	Additional notes

TABLE 7 – EVENTS PROJECT DASHBOARD

3.4.5 SYNERGIES

Collaborative synergies with other EU projects will be actively fostered and strengthened. The consortium acknowledged the importance of the exchange of expertise to further enhance the collective strengths of the projects. Regular communication, alignment of objectives, and the promotion of each other’s achievements will contribute to a cohesive and mutually beneficial collaboration.

Therefore, the plan is for LEONSEGS to explore the possibilities of cooperating with other projects in the same field. The consortium agreed on the following possibilities for collaboration:

- Mutual Promotion and Visibility

Possible by displaying these projects description, logo, and link to their websites in LEONSEGS website

- Social Media Engagement

Leveraging the power of social media, LEONSEGS plans to increase interactions with other projects. Likes, comments, shares and reposts will facilitate cross-promotion, fostering a dynamic digital ecosystem

- Joint Events and Presentations

When either project organises public events, LEONSEGS advocates inviting representatives from partner projects. These joint sessions have the power to not only enrich the event but also provide opportunities for cross-promotion and knowledge exchange

- Collaboration Activities

Co-organising workshops, webinars, and sessions on shared interests will encourage collaboration. Joint research papers are also an interesting option.

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As specific examples, LEONSEGS plans to engage in discussions for regular collaborations with MESEO and DOMINO-E projects, as these are seen as important projects for a synergy capable of advancing the EO sector and their intentions fully align with the LEONSEGS' development of a federated environment for EO data providers to collaborate.

The three projects could engage in ways to maximise their outreach and impact, such as:

- Creating joint communication materials (press releases, newsletters, social media campaigns)
- Co-organising workshops and/or webinars
- Developing co-authored research publications

In summary, LEONSEGS is committed to building bridges, fostering innovation, and creating a collaborative ecosystem that transcends individual projects.

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5 EXPLOITATION PLAN

The exploitation plan is an extension of the initial exploitation strategy defined by the project partners in the project proposal. It is centred on the successful exploitation of the LEONSEGS results. The partners are committed to ensuring the uptake and utilisation of the results extend beyond the project's duration.

This initial exploitation plan is a living document which will be updated as the project progresses. The consortium will apply for additional support through the Horizon Booster Services to ensure that the exploitation strategy undergoes a thorough review by experts and is enhanced.

This deliverable is publicly available. Any confidential details critical to the successful implementation of the project's results, which by making public may hinder the project, will be handled in a separate, confidential document, specifically Deliverable 5.5 – *Road to Future Commercialisation (M21)*. The exploitation plan will be reviewed and updated in D5.6 – *Communication, Dissemination and Exploitation Plan v2 (M23)*

5.1 INTRODUCTION

The project focuses on ensuring that LEONSEGS complex Earth Observation (EO) products and services will be fully identified and analysed in terms of their exploitation potential. The consortium collectively acknowledged the significance of initiating early discussions on the exploitation plan and activities before the T5.5 Future Exploitation initial start date.

To facilitate the proper uptake of the project results by relevant stakeholders, an exploitation plan for LEONSEGS has been set in place, identifying:

- The current methodology agreed by the consortium. It identifies and describes the exploitable results, the potential users (target groups), the initial plan on the interface standardisation actions;
- The initial steps for a sustainable business, including preliminary market analysis, and LEONSEGS's current value proposition for future industrial market uptake;
- Strategy for the protection of project results and management of intellectual property rights.

Since the exploitation is a collaborative exercise, these sections were agreed upon, with the involvement of all partners, following online meetings and shared documents.

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5.2 EXPLOITATION METHODOLOGY

To achieve the objective of developing a practical exploitation plan, a tailored five-phase methodology will be employed, utilising various tools to effectively identify, manage, and utilise the project's results. This five-phase structured methodology was unanimously agreed upon by all partners.

Identification (M1-20)	Characterisation (M20-M30)	Testing (M20 -M30)	Exploit & Sustainability (M23-M36)	Own (M1 - M36)
<ul style="list-style-type: none"> • Identification of PR & KER & Owners • Identification of target groups • Exploitation pathways 	<ul style="list-style-type: none"> • Market analysis • Competitors and strategic alliances • SWOT analysis 	<ul style="list-style-type: none"> • Gathering insights during the project • Early needs with end-users • Refining the value proposition 	<ul style="list-style-type: none"> • Long-term strategic planning • Expansion and diversification • Seeking additional funding opportunities • Road to future commercialisation • Contribute to policymaking (policy recommendations) 	<ul style="list-style-type: none"> • IPR Management (background, foreground, ownership (including shared ownership), access rights, distribution, and utilisation during and after development)

FIGURE 23 – FIVE-PHASE EXPLOITATION METHODOLOGY

Phase 1 Identification (M1 to M20) involves mapping project results and identifying Key Exploitable Results (KERs) based on their scientific, societal, and economic impact. Innovative results will be categorised and analysed for their potential as future market offerings, considering both standalone products and enhancements to existing services. A portfolio of value-added offerings will be created, highlighting their benefits, features, and unique aspects, potentially comparing them with similar research approaches. At the same time, target groups for LEONSEGS will be identified, along with the appropriate dissemination content and channels to reach them effectively.

The Characterisation phase (M20 to M30) will involve refining KER descriptions, including defining the problem addressed, exploring alternative solutions, and highlighting Unique Selling Propositions (USPs), competitive advantages, and end-user benefits. A comprehensive market analysis will be conducted, including identifying market opportunities, assessing market dynamics, and analysing competitors' strengths and weaknesses. The consortium will explore potential strategic alliances and partnerships, conduct feasibility analyses to assess the viability of developed solutions, and perform a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis to identify and mitigate internal and external risks and to develop strategic planning. Dedicated exploitation workshops will be conducted to identify optimal business models (subscription-based

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models), and key pathways for commercialisation. Specific requirements for achieving route-to-market maturity will be extracted, and canvases will be designed for envisioned adopters and future customers. The well-known Business Model Canvas will be enhanced by incorporating the Service Dominant Strategy Canvas, particularly suitable for novel open computing platforms. Furthermore, a Value Proposition Canvas or a condensed Marketing Plan will be integrated for the KER.

According to the Grant Agreement, LEONSEGS project will consider primarily two exploitation paths:

- Introduction of new/improved product to the market

Unique product features and benefits will be defined through market research. Target users, market trends, and competitors will shape the marketing strategy, addressing pricing, and distribution.

- Provision of business support services: a) consultancy, b) process development c) training.

The service scope includes consultancy, process development, and training. Services will prioritise efficiency, customisation, and quality assurance through tailored methodologies, targeted training programs, and robust feedback mechanisms.

Those exploitation paths will be further analysed and detailed in D5.5.

Phase 3 Testing (M20 to M30) will focus on evaluation and iterative refinement of the LEONSEGS proposition. Throughout the project, gathering insights from end-users will be a key priority to refine the value proposition. Early engagement with end-users is crucial to understand their specific needs and challenges. By actively listening to their feedback, the consortium can ensure that the project's solutions effectively address real-world problems and deliver genuine value. End-user feedback will be gathered through stakeholder events and workshops designed for demonstrations.

Regular feedback loops with end-users will allow the consortium to gather valuable insights into the usability, effectiveness, and overall impact of the project's outputs. This iterative process will enable the consortium to adapt and refine the project's direction, ensuring that the final product or service meets the evolving needs and expectations of the target audience.

The consortium will actively seek to establish direct connections and identify potential adopters and first customers. This will involve direct industry links with European mid-sized companies (mid-caps), SMEs, and startups, as well as potential adopters and envisioned first customers. Each partner will actively contribute by identifying at least five key synergies derived from the actual market through their existing networks of end-users, vendors, and

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collaborators. This collaborative approach, even in cases where immediate adopters are not secured, guarantees valuable direct feedback from the real market.

Phase 4 Exploit & Sustainability (M23 to M36): The consortium will focus on long-term strategic planning to ensure the sustainability and continued impact of project outcomes. Key aspects include exploring opportunities to expand the application of project results to new markets, sectors, and user groups. Key aspects also include actively pursuing funding from both public and private sources to support further development, commercialisation, and dissemination of project outcomes. A comprehensive commercialisation roadmap will be developed, encompassing strategies for intellectual property protection, licensing, and market entry. Proactive engagement with policymakers and relevant stakeholders will be essential to provide policy recommendations based on project findings and contribute to the development of an enabling environment for innovation and technology transfer.

A dedicated exploitation workshop will assist partners in formulating both individual and collective exploitation plans. This will involve identifying key sub-value chains and exploring potential collaborations with other partners, external stakeholders, established companies, and other relevant projects. Partners' motivations for exploitation will be categorised, such as promoting to market, producing, redistributing, exploiting internally, assigning or licensing to third parties, conducting further research, integrating within their line of business, or offering complementary services like training and consulting.

After project completion, several key actions are crucial for LEONSEGS' long-term success. Maintaining operational excellence requires continuous upkeep of servers, databases, and network systems, ensuring platform stability and data security through regular upgrades. Providing exceptional customer support is paramount, requiring dedicated resources for user assistance, addressing inquiries, and ensuring user satisfaction. Driving market growth necessitates sustained customer acquisition and expansion efforts, including targeted marketing campaigns and building valuable partnerships. Finally, continuous investment in research and development is essential for implementing new technologies, developing innovative services, and maintaining a competitive edge in the evolving market. By effectively addressing these key areas, LEONSEGS can ensure its long-term success and maximise its impact.

Phase 5 Intellectual Property Rights (IPR) management will be implemented from the start of the project until its end. The consortium will leverage a knowledge registry to manage intellectual property rights (IPR), royalties, and partner contributions. This system will ensure transparency and facilitate joint exploitation opportunities, adhering to the guidelines established by IPRHelpdesk.eu. Additionally, a Contributions-Benefits Matrix will be maintained for the KER, alongside existing tables for Background, Foreground, and Assistive Contributions. This comprehensive approach aligns with recommended EC platforms like the

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Innovation Radar and the Horizon Results Platform, where the consortium intends to submit KER for wider dissemination and potential exploitation opportunities.

The above-mentioned phases are subject to review and refinement during the following months and according to the needs and requirements of the project. The Consortium is currently engaged in the deeper characterisation of key exploitable results. This process is time-intensive, as it necessitates iterative collaboration among all partners, following the established methodology. The main outcomes of this stage are the key results to be further commercialised, partners involved, risks, markets or countermeasures to be applied.

5.3 PROJECT EXPLOITABLE RESULTS

A preliminary identification of 4 key exploitable results (KERs) is presented in the GA. However, based on the feedback after the first interim review meeting, it was agreed with the partners that only the Multi-mission EO ground segment service platform (KER O1) reported below will be further developed and updated during the project, under the coordination of F6S. LEONSEGS should first consider the system as a whole, integrating other results. Partners engaged in collaborative brainstorming sessions discussing the exploitable results. To facilitate this process, a survey was distributed to partners, initiating the preliminary stages of refining the KER. The platform will provide complex EO products based on existing catalogues and planned acquisition activities in an efficient way: provide Ground Segment as a Service to EO constellations lowering input barriers to EO market for newcomers and connecting them with new potential users.

Initial information about the KER is detailed in the table below, including description, work package (WP), Technology Readiness Level (TRL) to measure or indicate the maturity of the technology, IP asset, IP protection model and ownership.

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KER Name	WP/ Tasks	Early exploitation Path	IP Asset Type	IP Protection Model	Initial TRL Level / Target TRL Level	IP Owner
Multi-mission EO ground segment service platform	WP2 WP3	Develop a prototype of the Multi-mission EO ground segment service Platform, pointing out the value added proposed by the business as well as technological leap in the state of the art. Market analysis in order to identify the most suitable strategies and potential customers. Exploration of the resources and framework to implement and the	-PROD - SERV - PROC - BUS - DSG - METH - SCI - LEARN	- Confidentiality, -Ownership of knowledge -Trade secret -Patent -Copyright -Trade Market: New Space constellations and operators, Satellite operators, Added value services providers (B2B) -Software	TRL 4 / TRL 6	GMV

Dissemination Level: **PUBLIC**

KER Name	WP/ Tasks	Early exploitation Path	IP Asset Type	IP Protection Model	Initial TRL Level / Target TRL Level	IP Owner
		strategy to performance in the long and short term.				

TABLE 9 – LIST OF KEY EXPLOITABLE RESULTS

The characterisation table below will be used to outline the key features of KERs and detail the chosen exploitation route. The information will serve as the foundation for the business plan. The project partners will collaboratively discuss and refine the characterisation table interactively. The table will focus on relevant information and secure resources for sustainable result utilisation. It will be updated in the second version of this deliverable.

KER 1

Multi-mission EO ground segment service platform	
Problem	Current trends in the EO market are towards ever greater demands on the amount, type, quality and complexity of the EO products available to the end-ser (end-user are considered those consuming information, products and data generated from EO missions), placing upstream demands on the satellite and its constellations, increasing the amount of data generated and transferred to ground (e.g. demanding data at higher revisit). Within this context, established satellite operators, EO service providers and New Space companies are competing to independently offer their products and services,

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Multi-mission EO ground segment service platform	
	<p>most of the time not fully satisfying the level of performance (e.g. latency, availability, spatial resolution, etc.), cost requirements and quality (e.g. limited usage on the selection of type of sensors) expected by the end-users.</p> <p>The lack of an integrated system that automatically plans and orchestrates multi EO missions sharing common infrastructures, resources and architecture, leads to the adoption of inefficient business models (benefits/costs ratio) with high investment in Ground Segment infrastructures and Operations.</p>
Alternative innovative solution	<p>Customers of LEONGSEGS are considered in the business-to-business context: satellite operators, EO service providers and New Space companies.</p> <p>End-users are considered those consuming information, products and data generated from EO missions and provided by the customers.</p> <p>Alternative innovative solutions are important to benchmark the proposed innovation and to get a better insight on competition. Having a picture of the weaknesses and strengths of the alternative solutions, will help you to compare and to quantify the added value of the solution and to have insight on how the alternative solutions are delivered (who is providing them and at which conditions).</p> <p>Currently, the end-users are using EO products and services made available through technical solutions offered by well-known standalone satellite operators, EO data providers, emerging New Space companies, etc.</p> <p>In the case of large satellite operators, the attention is more focused on the implementation and control of the entire supply chain on specific vertical markets, so covering the entire process from satellite production, including Ground Segment infrastructure deployment and management, to data distribution; if on the one hand this allows to optimise resources and increase overall efficiency, on the other, huge capital investments to acquire or develop the necessary infrastructures and capabilities are required, with significant impacts</p>

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Multi-mission EO ground segment service platform	
	<p>on the final price of the products/services offered to the end-users. Usually, large satellite operators do not rely on “As a service” solutions.</p> <p>The New Space companies are trying to minimise the overall costs, launching low-cost and smaller satellites, and externalising, most of the time, the Ground Segment services, including advanced data processing on the ground, adopting business models such as GSaaS. New Space companies are also providing vertical solutions, integrating externalised or services and “as a Service” providers.</p> <p>With regards to the Ground Segment services, emerging companies are penetrating the EO market as providers of ground segment as-a-service (GSaaS), making available their own infrastructures (e.g. antennas, servers, cloud networks, etc) and SW solutions (processing as a service, mission control as a service” to orchestrate and implement specific EO missions. These service providers do not provide end-to-end Ground segment solutions, but separate elements, like for instance, Ground Stations as a Service, Processing as a Service, Mission Control as a Service. An end-to-end Ground Segment as a Service (GSaaS), like the one developed in LEONSEGS is an innovative huge step in the “As a Service concept”.</p>
<p>Unique Selling Point USP - Unique Value Proposition UVP</p>	<p>New Space Companies will benefit in terms of reduced capital expenditure (CAPEX), rapid scalability, easy network access, reduced operating expense (OPEX), availability to its customers of a broader catalogue of EO product services based on the fusion of coming data from various onboard sources and have access to powerful computing units. In such a way the New Space companies would focus their investment on satellite segments and related technology relying on pre-existing and efficient ground infrastructures. Additionally, traditional satellite operators could enrich their offer of services thanks to the federation and reduce the CAPEX to accomplish this aim. In addition, they could migrate to a Cloud-based concept of Operations and Service provision.</p> <p>The shared management of a federated system that integrates and harmonises a plurality of heterogeneous systems will lead to an improvement in terms of service performance (i.e. more diversified services in shorter times and at lower costs). Companies from</p>

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Multi-mission EO ground segment service platform	
	<p>different industries would be pushed to integrate/expand their existing service portfolio by offering their customers more economically advantageous and highly reliable solutions thanks to the greater availability of EO data. Some established satellite operators will benefit from the use of a federated system with a central automated multi-mission service to complement their existing ground station network; in addition, through commercial agreements, Ground Station service providers would see an increase in the number of customers using their infrastructures.</p> <p>The scientific community will be able to take advantage of a greater number of heterogeneous data coming from various technologies, allowing them to perform more complex and effective tests/demos and investigate new potential technologies contributing to position Europe as a competitive, secure, and trusted leader of such transition in key areas.</p>
Description	<p>The final solution will implement a prototype composed of two segments: Multi-mission Operations Control and Processing Service (i.e. MOCPS), and an Automated Multi-mission Earth Observation Service (i.e. AMEOS). These two segments as an integrated platform will provide automated generation of multi-mission EO products and services and Ground Segment as a Service (GSaaS) for New Space operators.</p> <p>In particular, the AMEOS manages EO product requests from the EO end-users, interconnections with federated EO product providers and external catalogues. The Data Semantic Data Retrieval Algorithm enhances AMEOS by improving the relevance and accuracy of catalogue imagery retrieval and ensuring that user's queries are understood contextually. AMEOS is also responsible for the generation of multi-mission EO products and coordination with product generation function of MOCPS for user requests that involve tasking of on-orbit sensors.</p> <p>MOCPS provides GSaaS platform to the New Space players. It interconnects with simulated New Space Operator space segment and provides interfaces for satellite command and telemetry service, ground station contacts planning, on-orbit sensors tasking and raw</p>

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Multi-mission EO ground segment service platform	
	<p>sensor data download. In addition, MOCPS performs a raw sensor data processing, generation and distribution to the AMEOS segment.</p> <p>Together, these two segments create an integrated Proof of Concept platform that streamlines EO service requests, enhances data accessibility for all federated users, and fosters innovations in the New Space economy.</p> <p>To support the adoption of the new advanced system for satellite tasking and data retrieval, comprehensive and user-friendly training materials will be developed.</p> <p>These materials, delivered in multiple formats, including webinars for public audiences and EO stakeholders, as well as a MOOC (Massive Open Online Course), will ensure broad adoption and upskilling for users, empowering them to effectively utilise the system’s innovative features. This includes upskilling technical staff, engaging EO stakeholders, and building capacity among public services and policymakers.</p>
"Market" – Target market	<p>Considering the Market segmentation as reported in the European Union Agency for Space Programme (EUSPA) EO and Global Navigation Satellite System (GNSS) Market Report Issue 1, 2022, all n.16 segments could benefit from the advantages offered by KER 1.</p> <p>Within the KER scenario, the potential target customers are:</p> <ul style="list-style-type: none"> - New Space Companies (e.g. Space Perspective, Aerospace, Bellatrix Aerospace, Leaf Space, Relativity Space, ABL Space System, Firefly Aerospace, ICEYE, Solstorm, Pixxel, Astroscale, Kymeta) - Big constellations and traditional operators (Copernicus, European Space Agency (ESA Earth Explores), National EO programs (DUBAI), etc. - Established satellite operators (e.g. Inmarsat; Eutelsat; GlobalStar)

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Multi-mission EO ground segment service platform	
	<ul style="list-style-type: none"> - EO Service providers, such as Ground station service providers (e.g. KSAT StellarStation by Infostellar, Leaf Space, Global Ground Station Network by RBC Signals, AWS Ground Station by Amazon Web Services, Mission Control as a Service (MCAAS) by Spaceit).
<p>"Market" – Early Adopters</p>	<p>The implementation of use cases in the agriculture domain serves as a practical demonstration of the capabilities offered by the KER.</p> <p>By focusing on specific areas of interest (AoI) such as vineyards in Spain and agricultural regions in Austria, the consortium can identify some potential key early adopters who are likely to benefit from the advanced functionalities offered by KER.</p> <p>1. Vineyard Owners and Wine Producers in Spain</p> <ul style="list-style-type: none"> ● Profile: Vineyard owners are often early adopters of technology due to the competitive nature of the wine industry. They seek innovative solutions to enhance grape quality, optimise irrigation, and manage pest control. ● Adoption Drivers: <ul style="list-style-type: none"> ○ Precision Agriculture: The ability to automate monitoring and data collection through the KER can help vineyard managers make informed decisions about irrigation and fertilisation, ultimately improving yield and quality. ○ Real-Time Data Access: The integration of EO data allows for timely interventions, such as adjusting irrigation schedules based on soil moisture levels, which is crucial in regions with variable climates. <p>2. Agricultural Cooperatives in Austria</p> <ul style="list-style-type: none"> ● Profile: These cooperatives represent groups of farmers who collaborate to enhance productivity and share resources. They are typically more open to adopting new technologies that can benefit multiple members.

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- Adoption Drivers:
 - Collective Resource Management: By utilising the KER, cooperatives can coordinate satellite tasking and data processing across multiple farms, leading to improved efficiency and reduced costs.
 - Enhanced Decision-Making: Access to integrated EO products enables cooperatives to make data-driven decisions that benefit all members, such as optimising crop rotation and resource allocation.

3. Agri-Tech Startups

- Profile: Startups focused on agricultural technology are always looking for innovative solutions to integrate into their offerings. They are often agile and willing to experiment with new tools.
- Adoption Drivers:
 - Competitive Advantage: By incorporating LEONSEGS' capabilities, these startups can offer advanced analytics and insights, such as predictive modelling for crop yields, which can differentiate them in the market.
 - Scalability: The GSaaS model allows startups to scale their operations without the need for significant upfront investment in infrastructure.

4. Research Institutions and Universities

- Profile: Academic institutions engaged in agricultural research are keen on adopting new technologies for experimental purposes. They seek to validate and study the impacts of innovative solutions.
- Adoption Drivers:
 - Access to High-Quality Data: The EO data provided by LEONSEGS can support research initiatives focused on sustainable agriculture, climate change impacts, and resource management.

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Multi-mission EO ground segment service platform	
	<ul style="list-style-type: none"> ○ Collaboration Opportunities: Partnerships with LEONSEGS can facilitate collaborative research projects that leverage advanced EO capabilities for broader agricultural studies. <p>5. Government Agricultural Agencies</p> <ul style="list-style-type: none"> ● Profile: Agencies focused on agricultural development and policy-making are increasingly adopting satellite technology to enhance monitoring and support for farmers. ● Adoption Drivers: <ul style="list-style-type: none"> ○ Policy Support: By utilising the capabilities of the KER, these agencies can improve their data collection and analysis processes, leading to better-informed policies and resource allocation. ○ Sustainability Goals: The LEONSEGS platform can help agencies monitor environmental impacts and promote sustainable practices among farmers, aligning with broader governmental objectives. <p>The LEONSEGS project, through its innovative platform, is well-positioned to attract early adopters in the agriculture sector. By demonstrating the practical applications of its capabilities in real-world scenarios—such as vineyard management in Spain and agricultural monitoring in Austria—LEONSEGS can effectively engage these stakeholders. Targeted outreach, pilot projects, and collaborative initiatives will not only facilitate adoption but also provide valuable insights for further development.</p>
"Market" Competitors	-EO existing products providers with their own space and ground segment: they can offer their own specific solutions per vertical markets, with limitations in terms of performances and products availability (e.g. unavailability of switching among different sensor typologies according to the working scenarios, etc.). The envisaged

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Multi-mission EO ground segment service platform	
	<p>federated solution will overcome such limitations offering benefits both to EO industrial supply chain and end-users.</p> <p>In particular, Key competitors might include:</p> <ol style="list-style-type: none"> 1. Established Satellite Operators: Companies which have their own satellite constellations and ground infrastructure, providing specific EO products but often lacking the adaptability that LEONSEGS aims to offer. 2. EO Data Providers: Firms that aggregate and distribute EO data but may not have the capability to provide comprehensive, integrated solutions across multiple missions. 3. New Space Companies: While they often focus on cost-effective solutions, many still operate within limited frameworks that do not allow for seamless integration of diverse sensor data. 4. Vertical Market Specialists: Companies that focus on niche markets (e.g., agriculture, forestry) but may not provide the breadth of services or the flexibility that a federated solution like LEONSEGS can offer.
Go to Market – Use model	<p>The Multi-mission EO ground segment service platform has been mostly conceived to be commercialised as a “Service”. GMV will adopt the following “Go to Market” strategy:</p> <p>Business model: Service to serve complex EO requests in an optimal manner (sharing of business revenues according to contributions on the delivered EO service).</p> <p>Customer relationships:</p> <ul style="list-style-type: none"> • Service Level Agreement with the EO products Consumer. • Service Level Agreement for the Ground Segment as a Service. <p>Sales Channels:</p> <ul style="list-style-type: none"> • Content Marketing/Website

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Multi-mission EO ground segment service platform	
	<ul style="list-style-type: none"> • Professional Congress • Social Media/Digital Advertising • Request for Proposals <p>Cost structure:</p> <ul style="list-style-type: none"> • Non-recurrent: System Development and initial infrastructure (including licences) procurement, • Recurrent: Communications, Ground Station Service, HW escalation, Maintenance team, Operations, New processor development team. <p>Revenue streams:</p> <ul style="list-style-type: none"> • EO consumer: Initial subscription fee to register in the system and develop the specific processor if this is needed. Annual fee to have access to the system, and per usage fee. • Multi-mission EO Ground Segment Service Platform Service: Initial payment for subscribing to the system, annual fee (function of number of sats and complexity), additional fee depending on the level of support to operations requested.
Exploitation Route	<p>GMV towards customers in different verticals.</p> <ul style="list-style-type: none"> • The first MOOC edition will be hosted on the PLUS MOOC platform, ensuring availability and accessibility to target audiences. • In the long term the course will be expanded to leading MOOC platforms such as Moodle edX, Coursera, and FutureLearn, offering verified certificates to participants. This rollout will align closely with the potential deployment of the complete system, ensuring seamless integration and broader reach.
Go to Market - Timing	<p>By the end of the project, once the prototype is implemented on the LEONSEGS system and its added value has been demonstrated for the specific use cases. In order to launch the products on the market,</p>

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Multi-mission EO ground segment service platform

Service level Agreements with the selected customers and partners will be agreed and signed in due time.

The timing of the market launch for the LEONSEGS platform is a crucial aspect of its overall strategy. By the end of the project, once the prototype has been fully implemented and its added value demonstrated through specific agricultural use cases, a structured approach will be essential for a successful market entry.

Initially, the focus will be on completing the prototype, ensuring that all functionalities of the KER are operational. This phase will involve testing and validation in real-world scenarios, such as vineyard management in Spain and agricultural monitoring in Austria. Collecting performance metrics and user feedback during this stage will be vital to demonstrate the platform's effectiveness and reliability.

Engaging with potential early adopters will be a key priority throughout the prototype phase. Identifying a diverse range of stakeholders, including new space companies, big constellations, established satellite operators, EO service providers, as well as early adopters in agriculture, will facilitate meaningful interactions across various sectors. This comprehensive approach will allow us to gather insights from multiple industries, ensuring that the platform is well-aligned with the needs of all identified market segments. Establishing a robust feedback loop will enable the team to refine the product based on the diverse perspectives of these early users, fostering innovation and enhancing the overall impact of the LEONSEGS platform across the entire target market.

As the prototype proves its value, discussions will begin regarding Service Level Agreements (SLAs) with selected customers and partners. These agreements will outline the scope of services, performance metrics, support levels, and pricing structures. Customising SLAs to reflect the unique requirements of different customer segments will be essential for fostering strong relationships and ensuring satisfaction.

A comprehensive marketing and outreach strategy will also be developed in preparation for the launch. This will include creating awareness campaigns that highlight the benefits of the LEONSEGS

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Multi-mission EO ground segment service platform	
	<p>platform, showcasing success stories from the prototype phase to build credibility. Organising webinars and live demonstrations will provide potential customers with a firsthand look at the platform’s capabilities, emphasising its impact on productivity and sustainability in agriculture.</p> <p>As the launch date approaches, final adjustments will be made based on the feedback received. Preparing training materials and support resources will ensure that customers can effectively utilise the platform from the outset. Choosing a strategic launch date that aligns with agricultural cycles or industry events will maximise visibility and engagement.</p> <p>Ultimately, by carefully planning the timing of the market launch and establishing robust Service Level Agreements, the LEONSEGS project can transition smoothly from prototype to market-ready product. This strategic approach will not only ensure that the platform meets user needs but also position LEONSEGS as a leader in agricultural technology, driving innovation and sustainability in the sector.</p>
Go to Market – IPR Background	IPR are managed according to the provisions of the HEU Model Grant Agreement, as well as those included in the DESCA HEU Consortium Agreement (CA).
Go to Market – IPR Foreground	<p>IPR are managed according to the provisions of the HEU Model Grant Agreement, as well as those included in the DESCA HEU Consortium Agreement (CA).</p> <p>Foreground knowledge will be identified, and access rules detailed, such as confidentiality, ownership of knowledge, potential Intellectual Property Rights attached to them (i.e., trademarks and copyright), access rights.</p>

TABLE 10 – KER CHARACTERISATION TABLE

After establishing the basic information for the KER, the next steps are to prepare:

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- Exploitation Roadmap: Determine the approach for further exploitation. After evaluating it, the commercialisation path must be agreed upon among the partners. The exploitation roadmap will prevent the risk of the inability to carry out the exploitation and dissemination plan or advance the TRL level due to resource constraints.
- KER Risks Assessment and Priority Map: to pinpoint potential risks that may hinder the success of KER exploitation. This priority map will also identify opportunities that can enhance the commercialisation of project results. The risks could be grouped into different risk factors such as partnership risk factors, technological, market, IPR/Legal, Financial/Management, Environmental/Regulation/Safety).
- A “grounds identification” table indicating the commitment of each partner in each KER involved.

The partners have taken the time to reflect and have already submitted their initial individual exploitation plans. These plans will be the topic of discussion in the coming months. Additionally, a dedicated workshop is scheduled to assist partners in refining both their individual and joint plans, with a special focus on key sub value chains and collaborations among partners with external stakeholders, with established companies, and with other projects of similar focus. Partners answered surveys and participated in brainstorming sessions, to discuss the future exploitation path of the KER. They showed interest in participating in a commercial version post-project, with details to be further refined.

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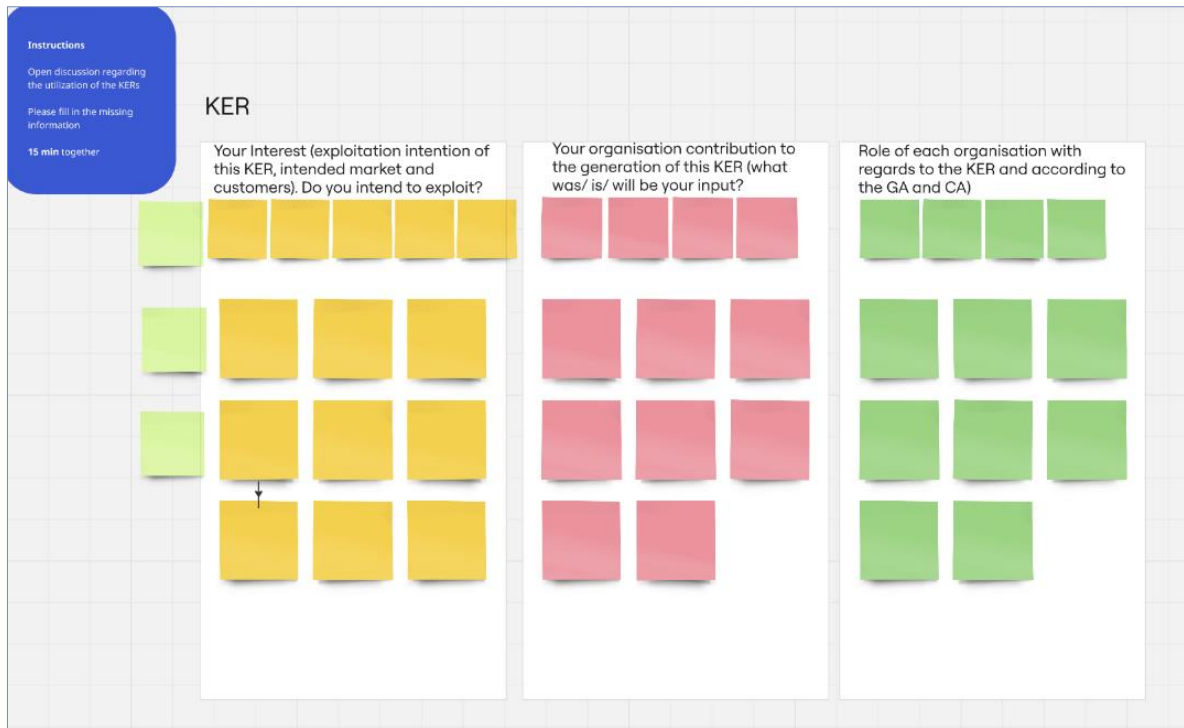


FIGURE 24 – KER BRAINSTORMING TEMPLATE PER PARTNER

5.4 TARGET GROUP & END-USERS

The identification of target groups is crucial to the successful exploitation of LEONSEGS results. Once they are targeted, the consortium will need to keep them actively engaged and up to date with the project developments.

As outlined in the Dissemination Plan, Section 3, the consortium has formulated a comprehensive strategy to foster positive engagement. This strategy identified the primary target audience for dissemination activities, laying the groundwork for subsequent exploitation. By establishing a network of stakeholders and keeping them actively involved in LEONSEGS, dissemination activities play a crucial role in preparing for exploitation. The identified audiences will also be targets for LEONSEGS exploitation activities, given that they are most likely the ones to be interested in and benefit from the project results.

The consortium is compiling a list of contacts derived from relevant stakeholders across the EU. The compilation will adhere to the General Data Protection Regulation (GDPR) and will be a result of both public information and leveraging the partners' existing contact networks.

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The main target groups that have been identified in the GA are the following:

1. New space players, researchers, spinoffs and start-ups (users of the ground segment as a service)
2. Ground Station Service Providers and EO Products Providers
3. External data providers and external EO offline catalogues.
4. EO Services end-users, Private & Public organisations/ entities that receive and make use of remote sensing products

In the GA, the target users for the KER are EO services customers, satellite operators willing either to outsource its ground segment or to open new distribution channels for their EO related offering.

The partners were furthermore invited to brainstorm about LEONSEGS proposition end-users in addition:

- New Space Players such as startups, researchers, and spinoffs seeking cost-effective access to space infrastructure and data processing services.
- EO Service Consumers, encompassing a broad spectrum, such as agricultural industries, academic institutions, governmental agencies (including paying agencies), urban planners, and even companies from non-EO related domains seeking to integrate EO into their workflows, are key target groups.
- Media Companies could also represent a significant segment, leveraging EO data for newsgathering, content creation, and environmental reporting.

LEONSEGS' primary end-users will benefit from the platform's integrated capabilities for automated multi-mission operations and ground segment services.

Building strong relationships through industry events, webinars, and targeted marketing campaigns will be essential to foster a community and engage with these end-users. To effectively approach these end-users, the focus should be on addressing their specific needs. The next actions involve conducting a more in-depth analysis of their requirements and assessing the benefits that LEONSEGS will bring to the target users. For New Space companies, this involves emphasising cost-effectiveness and operational efficiency. For established operators, it's crucial to highlight improved integration and expanded market reach. Furthermore, showcasing the value of modular solutions and successful implementation examples is key for engaging Earth observation service providers. In the future commercialisation deliverable, a detailed analysis of end-users will be included.

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5.5 INTERFACE STANDARDISATION ACTIONS

Since standardisation is beneficial to the impact of the project, the consortium will engage with the relevant bodies' activities through reporting and consultation. Whenever applicable, LEONSEGS partners will build on and promote existing or emerging standards.

Taking into account potential follow-up actions after the project concludes, its successful exploitation might necessitate additional investments, broader testing, or scaling up. Furthermore, certain pre-conditions may be essential, such as adjustments in regulations, or value chains to adopt the results, or the public authorities to be receptive to the results.

AISTECH is LEONSEGS' interface standardisation leader, drawing on its experience of industry standards with experience of developing and designing interfaces between EO data users and EO data providers.

AISTECH has proposed the use of SpatioTemporal Asset Catalog (STAC) as a standard for index geospatial data catalogues in the context of the LEONSEGS project. The extent of the implementation is both as an external interface for system users as a standard for external catalogues.

Using the STAC standard in an Earth Observation project is instrumental for efficiently organising and sharing geospatial data. STAC enhances interoperability by providing a common language for describing spatiotemporal assets, ensuring easy discoverability and accessibility. Adhering to this standard streamlines data management, fosters collaboration, and promotes an open environment for researchers and organisations.

Open Geospatial Consortium (OGC) started the process to adopt the STAC standard ([see](#)). Furthermore, this standard is widely used by commercial satellite operators as well as EO data users.

This will be further exploited in the Deliverable 5.11 – Road to Standardisation V1.

5.6 INITIAL ANALYSIS

LEONSEGS partners are focused on finding a strategic approach to future industrial market uptake within the EU context. The objectives include preliminary analysis of the current industrial landscape, addressing market needs, and presenting a comprehensive strategy for adoption. The consortium participated in several brainstorming sessions and filled in a market survey. These discussions included identifying primary target customers and their specific needs, establishing a realistic timeline for achieving operational maturity, exploring avenues for securing additional funding, and identifying and mitigating potential risks, such

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as technological advancements and competitive pressures. By collectively addressing these key questions, the consortium can ensure the successful exploitation of LEONSEGS and maximise its impact.

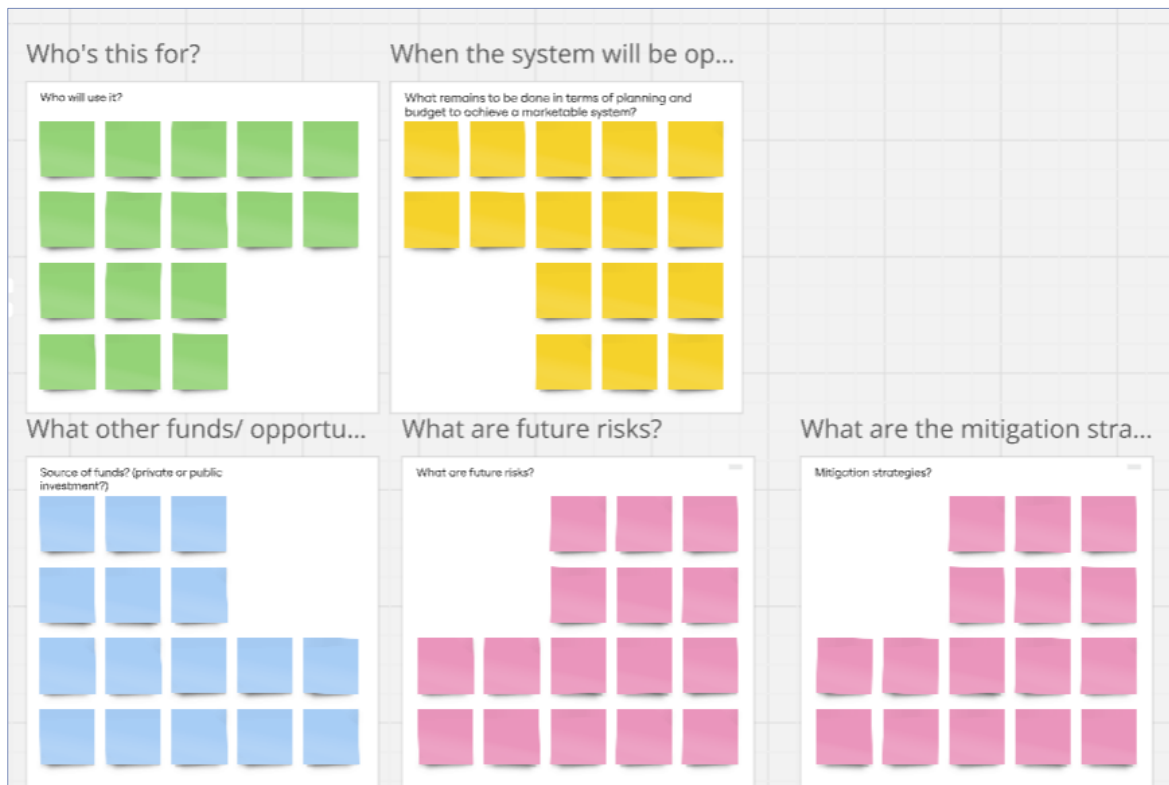


FIGURE 25 – PRELIMINARY FEASIBILITY BRAINSTORMING TEMPLATE PER PARTNER

The detailed analysis and their answers will be presented in the future commercialisation deliverable (M21)

5.6.1 VALUE PROPOSITION

LEONSEGS presents a compelling proposition in EO services, aiming to attract investors, engage customers, and drive innovation. Its focus is on delivering advanced EO products through existing catalogues and new acquisitions, emphasising efficiency.

LEONSEGS addresses a critical market gap by introducing a federated GSaaS platform that integrates diverse EO data providers. This unified, automated solution consolidates datasets from multiple missions, eliminating fragmentation and offering a seamless one-stop shop for accessing and processing complex data.

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By offering a platform that combines Multi-mission Operations Control and Processing Service (MOCPS) with Automated Multi-mission Earth Observation Service (AMEOS), LEONSEGS proposition simplifies access to high-quality EO products. The platform significantly streamlines workflows, saving considerable time for both established operators and New Space players.

Furthermore, the platform's focus on flexibility and scalability appeals to a wide range of customers. Its emphasis on risk mitigation through shared infrastructure and expertise makes it an economically and strategically sound choice for customers seeking to minimise uncertainties and development costs.

From a scientific perspective, LEONSEGS offers the first semantic image querying system for content-based image retrieval at operational functionality, which enhances data relevance and usability. By integrating advanced data processing capabilities, the platform ensures customers receive optimised EO products tailored to their specific needs. This combination of cost efficiency, flexibility, risk reduction, and innovative data management makes LEONSEGS a game-changing proposition in the competitive EO landscape, fostering innovation and accessibility for a diverse range of users.

Additionally, the consortium will provide a Ground Segment as a Service that is tailored for EO constellations. This strategic approach will reduce entry barriers for newcomers in the EO market, ensuring a smoother onboarding process. The provision of Ground Segment as a Service connects emerging players in the EO sector with potential users. Through this comprehensive value proposition, the consortium aims to foster accessibility, efficiency, and collaboration within the EO market landscape.

5.6.2 INITIAL MARKET ANALYSIS

The Earth Observation market is experiencing rapid growth due to advancements in satellite technology, increased availability of data, and rising demand for actionable insights across various industries. The EO market is expected to exceed \$8 billion by 2033¹⁰. Key drivers of this growth include the increasing adoption of EO data in climate monitoring, disaster management, urban planning, and precision agriculture.

The demand for EO services varies across regions, influenced by technological adoption, government initiatives, and industry-specific needs:

¹⁰Novaspace, "Commercial Earth Observation Market Surpasses \$8 Billion by 2033", *Novaspace*, November 27, 2024.

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- Europe: With initiatives like Copernicus and Horizon Europe, Europe remains a leader in EO adoption, focusing on environmental monitoring and policy-driven use cases.¹¹
- North America: Dominates the market, driven by strong government funding (e.g., NASA, NOAA) and private sector investments.¹²
- Asia-Pacific: Emerging as a high-growth region, with a focus on agricultural applications and disaster management. Countries like India and China are investing heavily in EO satellites.
- Rest of the World: Regions like Africa and Latin America are increasingly leveraging EO for resource management and infrastructure planning.

At the same time, the EO market is undergoing significant transformation. Advancements in satellite technology, including miniaturisation, enhanced sensor resolution, and cost-effective solutions, are improving data availability. In addition, the integration of AI and machine learning is streamlining data processing, enabling faster and more accurate insights.

LEONSEGS can fill a market gap in several critical aspects. The demand for precise and timely EO data is increasing across various sectors, which LEONSEGS can address by providing automated, high-quality products. Moreover, cost efficiency is paramount, and LEONSEGS offers a cost-effective solution through shared infrastructure and resources. Furthermore, flexibility and scalability are essential, and LEONSEGS meets this demand by offering modular services that allow for easy scaling without heavy investments. At the same time, risk mitigation is crucial in the complex landscape of satellite operations, and LEONSEGS can help reduce the risks associated with infrastructure investments by providing a reliable alternative.

LEONSEGS can serve as a valuable distribution channel and complement existing ground segment capabilities. Furthermore, while government investments in EO are increasing, particularly in areas like border monitoring and open data initiatives, and the private sector is driving innovation in applications like autonomous vehicles and supply chain optimisation, attracting new space players and end-users remains a key challenge.

Moreover, vertical integration is reshaping the industry, with companies acquiring data platforms to expand their services. The emergence of Ground Segment as a Service (GSaaS) is offering scalable operations and cost efficiencies. In addition, these trends present both

¹¹ European Space Agency (ESA), "Copernicus Programme Overview", available at: <https://www.copernicus.eu>

¹² MarketsandMarkets, "Earth Observation Market – Global Forecast to 2030." *MarketsandMarkets*, 2023.

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challenges and opportunities for LEONSEGS to address evolving market needs and establish a strong position within the growing EO market.

Overall, the combination of a growing market and specific unmet needs creates a compelling business opportunity for LEONSEGS.

5.6.2.1 POTENTIAL COMPETITORS & PARTNERSHIPS

To gain more insights into the market and assess its level of competitiveness, a deeper analysis of competitors in the space industry, including the Earth Observation market, will be conducted. This analysis is a crucial component in the formulation of a successful exploitation plan. While there may be competitors in LEONSEGS' domain, they do not share a similar vision when it comes to recognising the potential of integrating both a data marketplace and ground segment within a unified service. LEONSEGS has a unique approach that will enable not just a semantic search of data but semantic requests of new data, which no other company is in a condition to do in the short term.

Partners were invited to participate in a survey to identify potential opportunities and target audiences for the project's results. The survey encompassed an analysis of competitors and market trends. This aimed to ensure customer needs are met, address potential competition, and develop a targeted marketing strategy for identified user groups. Some of the findings are included in this public version, while more confidential information will be addressed in subsequent deliverables.

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LEONSEGS Market Analysis

Disclaimer
The European Commission is not responsible for the content of questionnaires created using the EUSurvey service - it remains the sole responsibility of the form creator and manager. The use of EUSurvey service does not imply a recommendation or endorsement, by the European Commission, of the views expressed within them.

1. What is compelling about our proposition?
2. How big is the market, and does a business opportunity exist? What will be the market needs that LEONSEGS will be filling?
3. What would be the key issues driving and transforming the market?
4. Who are the competitors and existing players in the market and how do they position themselves? What are they offering?
5. Who are LEONSEGS potential partners? What is our motivation for partnership? (optimization and economy, reduction of risk and uncertainty, acquisition of particular resources and activities)
6. Who will be LEONSEGS end-users and how to approach them?
7. For what value our future potential customers would be really willing to pay? How would they prefer to pay?
8. What would be the potential revenues?
9. What are the most important costs that will have to be made after the project ends?

FIGURE 26 – MARKET ANALYSIS SURVEY COMPLETED BY PARTNERS

The partners conducted an analysis of competitors and existing players in the Earth Observation (EO) market to understand their positioning and offerings.

TerraStream positions itself as a facilitator of efficient and scalable EO data services, targeting industries that require timely satellite imagery and analytics. Its primary offering is a cloud-based platform for satellite data processing. Similarly, Google Earth Engine focuses

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on providing a cloud-based platform but emphasises EO data catalogues and analytical tools. It is widely used for large-scale data analysis, especially in environmental and geospatial research.

Open Data Cube (ODC), on the other hand, operates as an open-source platform with a focus on data management and analysis. It allows users to organise, process, and analyse large EO datasets for a wide range of use cases. Complementing this, the openEO Platform connects various EO data backends through a federated framework, providing standardised APIs for scalable, cloud-based EO data processing and analytics.

Established satellite data providers like Airbus and Maxar offer end-to-end solutions by combining their own data with proprietary platforms. These companies tend to provide high-performance virtual environments tailored to large-scale data applications. However, their offerings are usually limited to their proprietary datasets, requiring users to adopt multiple platforms to meet diverse needs. Portals such as the Copernicus Data Warehouse also play a role in providing data retrieval but typically lack integrated processing capabilities.

New Space companies like ICEYE and Pixxel are revolutionising the market with smaller, more cost-effective satellites and flexible business models such as Ground Segment as a Service (GSaaS). These models externalise ground operations, enabling rapid deployment of satellite services while reducing operational costs and enhancing accessibility for diverse customer segments. Similarly, companies like KSAT and AWS Ground Station provide modular solutions that allow users to access specific services such as data processing or ground station access without investing heavily in infrastructure.

The market is currently dominated by players offering individualised solutions, requiring users to navigate between platforms for different capabilities. Some competitors specialise in either data access or specific processing tools, creating inefficiencies for end-users. In contrast, LEONSEGS aims to differentiate itself by offering a comprehensive, federated platform that integrates data access, processing, and analytics in a unified system to address all EO needs efficiently.

The competitive landscape highlights the dynamic interplay between traditional operators focusing on holistic service packages and innovative newcomers driving change with agile, cost-effective approaches. This evolving market provides opportunities for companies like LEONSEGS to establish themselves by addressing gaps and streamlining EO solutions.

On the other side, there are several potential motivations for partnerships in the EO ecosystem. These include fostering ecosystem growth, facilitating entry into new markets, reducing financial risks, and optimising resources by sharing expertise, infrastructure, and technology. Partnerships also offer access to specialised skills and technologies, promoting innovation through the exchange of ideas and the co-development of solutions.

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LEONSEGS sees significant potential in collaborating with various players in the EO market. For instance, partnerships with EO data providers can expand the platform's value proposition by integrating more diverse data sources, enhancing its utility. Collaborating with technology providers offers opportunities to improve processing capabilities and platform functionalities, enabling better services for end-users. Downstream service providers also represent valuable collaborators, as they can co-develop innovative applications that leverage the unified EO data platform.

New Space companies, such as ICEYE and Pixxel, are particularly attractive partners. These companies often seek to externalise their ground segment infrastructures, and by working with LEONSEGS, they can access a federated platform that streamlines their operations and improves their service offerings. Established satellite operators also offer partnership opportunities, as they can integrate their data into LEONSEGS's automated services, increasing efficiency and extending their market reach.

Ground segment service providers, like KSAT and AWS Ground Station, could complement LEONSEGS's capabilities through modular solutions that enhance the overall service portfolio. These collaborations provide mutual benefits, such as cost reduction, risk mitigation, and optimised resource allocation through shared infrastructure. Additionally, partners gain access to advanced technologies, such as LEONSEGS's specialised data processing and mission control capabilities, without requiring heavy capital investments.

Overall, these partnerships are not only strategic but also essential for creating a more integrated and efficient Earth Observation ecosystem, benefiting all stakeholders by enabling resource-sharing, fostering innovation, and broadening market opportunities.

Since this deliverable is publicly available, detailed partner responses will be included in the sensitive D5.5 – Road to Future Commercialisation (F6S).

5.7 IPR MANAGEMENT

Effective Intellectual Property (IP) management is critical for successful exploitation. To ensure a clear understanding of background, foreground, ownership (including shared ownership), access rights, distribution, and utilisation, the IPR management strategy employs a comprehensive framework, dividing IP management into pre-project preparation, project implementation, and post-project stages.

5.7.1 PRE-PROJECT PREPARATION

IPR will be safeguarded in a manner that aligns with pertinent legal provisions, ensuring due consideration for the legitimate interests of all participants, with a specific focus on the

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commercial interests of the involved parties. When considering IP protection project partners must consider their interests along with the interests of the whole consortium.

Both the Grant Agreement (GA) and the Consortium Agreement (CA) constitute documents that refer to several issues related to IPR. In this respect, any further advancements regarding IPR actions to be put in place by project partners will be facilitated under the underlying provisions.

The GA constitutes a contract which sets out the key rules and conditions of the project and is conducted between the EC and the project partners. It represents the main contractual basis for the project while its main points and sections include ownership of results, protection of results, exploitation and transfer and licensing.

The approach to knowledge and IPR management was detailed in the CA. The purpose of the CA is to establish a legal framework for the project in order to minimise any internal issues within the LEONSEGS background and Foreground IP for the duration of the project and any other matters of the consortium's interest. Key sections cover results, access rights, and background, conflicts, confidentiality and dissemination of project results. The Consortium Agreement defined the necessary Background IP for carrying out the project. It will also clarify the terms for access rights for future exploitation.

By combining the scientific and technical expertise, along with background IP, of its consortium members, LEONSEGS will achieve the defined KER. The consortium places special emphasis on the management of IPR, confidentiality requirements and other legitimate interests to protect the integrity of the project. A preliminary consensus has already been described in the GA involving the following:

- Open Access: Methods, models, algorithms, and control software APIs
- IPR: Foreseen for the contributing partners to any software source code, hardware/software designs as well as hardware/software prototypes.
- Use rights: these are foreseen for all partners and relate to the IPR protected result.

The consortium will further assess these agreements and their implementation throughout the project lifecycle, ensuring alignment with evolving project needs and external factors. This ongoing assessment will include regular reviews, consideration of emerging best practices in IPR management, and evaluation of potential risks and opportunities related to IP protection and exploitation. The goal is to maintain a robust framework that fosters collaboration while safeguarding the project's intellectual assets and maximising their impact

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5.7.2 PROJECT IMPLEMENTATION STAGE

Collaboration in research projects can face challenges, particularly when conflicts arise among partners. These conflicts can hinder smooth project implementation and the successful exploitation of results. Building trust and credibility depends heavily on understanding and managing expectations among all partners. This includes defining clear roles, responsibilities, and benefit-sharing mechanisms.

The IP issues that require attention evolve throughout the project lifecycle. Initially, agreements on sharing existing knowledge, including terms and conditions for both project use and post-project access, are paramount. As the project progresses, the focus shifts to capturing, assessing, and making informed decisions about the ownership, management, and protection of the generated results.

Task 1.1 outlines the specific procedures related to IRR, and the partners will reach a consensus on the principles governing the management of IP in WP 5.

A workshop on IP was held, during which partners discussed the IP management strategy, they were engaged in a brainstorming session. During the workshop, key discussions centered around partners' intentions for exploiting the KER, the potential IPR protection routes, evaluating the potential benefits of IP protection in supporting commercial exploitation.

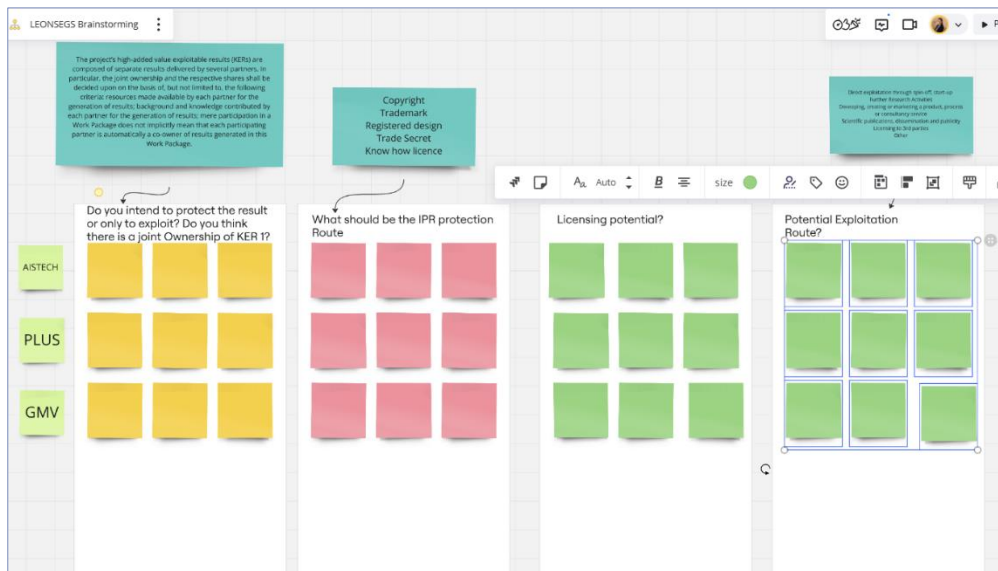


FIGURE 27 – PRELIMINARY IP BRAINSTORMING TEMPLATE PER PARTNER

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During project implementation, several key IP management activities will be undertaken. These include identifying and capturing potential IPR opportunities such as patents, design rights, and trade secrets. The commercial potential of the IP asset will be assessed to determine the most appropriate protection strategies.

An IPR Matrix will support all project partners in identifying and managing the background, foreground knowledge and commercialisation details (e.g., terms to use) of the exploitable results of the project. In this way, potential co-innovators gain a comprehensive understanding of the developed Foreground, the associated IP protection, and the essential procedures for facilitating the successful exploitation of the project's offerings through joint collaboration/ exploitation agreements. The methodology is comprised of 4 steps, as described below:

- Step 1: Identification of the Background (BG) IPs and definition of the access rights.
- Step 2: Identification of the results that constitute the Foreground IP of the project.
- Step3: Identification of the partners' contributions and interest in the commercialisation of the project's exploitable results/assets.
- Step 4: Definition of a preliminary framework of IPR protection for the defined project assets.

Moreover, during the project implementation clear ownership rights will be established, including the preparation of Joint Ownership Agreements when necessary. Furthermore, the consortium will conduct IP protection checks while considering associated costs. The project will also focus on identifying potential exploitation partners and investors for future commercialisation. Finally, a strategy will be developed, outlining who will have access to the IP, what information will be shared, and how it will be communicated effectively.

In the upcoming months partners will continue to address IP matters and discuss most suitable IP protection methods, including their appropriate implementation timeframe, location, and approach. Results from the discussions and clarifications will be included in the second version of the Communication, Dissemination and Exploitation Plan.

5.7.2.1 JOINT OWNERSHIP

Joint ownership of research results presents unique challenges for management, dissemination, protection, and exploitation. Careful consideration of all partners' interests is crucial, while also ensuring the achievement of commercial objectives. Even in cases of exclusive ownership, provisions for access rights and potential remuneration for other partners must be included to safeguard their interests.

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Ownership of the results will belong to the party that generates them. Joint ownership is governed by the Consortium Agreement in Chapter 8, Section 8.2 Joint Ownership and in the Grant Agreement Article 16.4 and its Annex 5, Section Ownership of results.

Foreground IP shall be owned by the project partner carrying out the work leading to such Foreground IP. If any Foreground IP is created jointly by at least two partners and it is not possible to distinguish between the contributions of each of the project partners, such work will be jointly owned by the contributing project partners.

The project's high-added value exploitable results are composed of separate results delivered by several partners. In particular, the joint ownership and the respective shares shall be decided upon on the basis of, but not limited to, the following criteria:

- Resources made available by each partner for the generation of results;
- Background and knowledge contributed by each partner for the generation of results;
- Mere participation in a Work Package does not implicitly mean that each participating partner is automatically a co-owner of results generated in this Work Package.

In the context of Exploitation activities (WP5) a more detailed process will be set up to clarify ownership among partners. Where necessary, clear ownership rights will be established through Joint Ownership Agreements. These agreements will include procedures for managing jointly owned IP, such as assigning relative contributions, managing post-project IP, and sharing costs and revenues. Procedures for IP protection, use, and licensing will comply with the rules outlined in the Grant Agreement and Consortium Agreement.

The consortium will consult IPR Helpdesk to receive further support in clarification of all IPR related aspects.

5.7.3 POST-PROJECT STAGE

Upon project completion, activities will include establishing post-project agreements (e.g., licensing agreements, IP transfer, and collaboration agreements), managing IP rights (including associated costs and revenues), and pursuing exploitation strategies (e.g., commercialisation, and further research).

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6 CONCLUSIONS

This document outlines the first release plan for communication, dissemination and exploitation activities, with the aim of structuring and coordinating efforts to ensure the intended outcomes and specific objectives of the project are met. The strategy was tailored to contribute to the achievement of the overall project goal, reaching the defined target groups, disseminating the key messages of the project and make concrete use of the results.

Effectively communicating and disseminating project outcomes increases awareness, understanding, and engagement among the target audience. This, in turn, can lead to business activities, new research, customer behavioural changes, policy improvements and even overall positive societal impacts.

The consortium has developed an effective strategic approach, as well as materials and tools to be used by all consortium partners. The planned activities and results will be disseminated throughout the project's lifespan.

To amplify LEONSEGS' impact and reach an even wider audience, the consortium anticipates a collaborative effort from all partners involved, tapping into the robust networks they already have. Leveraging the collective strength of the partners is essential to maximising the effectiveness of LEONSEGS' communication and dissemination activities. By harnessing their existing networks, the project can extend the reach of its messages, ensuring a more comprehensive and influential outreach. Together, the consortium aims to create a synergistic effect that goes beyond individual efforts, fostering a collaborative environment that enhances the overall success of the project.

In this context, it is crucial to emphasise the importance of this document as a strategic plan for all promotional activities related to the project. It serves as a roadmap for the consortium partners, providing clear guidelines and directions for their communication and dissemination efforts. By following this plan, the partners can ensure consistency and coherence in their messaging, as well as maximise the impact and reach of their activities.

The exploitation plan is designed to identify and realise the value of LEONSEGS results and activities. This will facilitate the concrete application of project outcomes, advancing innovation and contributing to society by responding to existing demand and addressing market gaps. The partners will persist in formulating strategic business plans associated with the KER, and documenting the final Intellectual Property Rights generated throughout the project. They acknowledge the critical importance of exploitation in ensuring the sustainable and impactful utilisation of their collective efforts.

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Furthermore, it is worth noting that this document is a living document, designed to be dynamic and adaptable to new developments and opportunities. As the project progresses, the consortium may encounter unforeseen circumstances or identify new channels and platforms for communication and dissemination. In such cases, updates and revisions to the plan can be made, with the approval of the consortium, to ensure that the project remains aligned with its objectives and responsive to the evolving needs of its target groups. The plan will be revised in M23 to refine the strategy for effective communication, dissemination, and exploitation.

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7 ANNEXES

7.1 EXPLOITATION PLAN QUESTIONNAIRE

SECTION 1: Individual Exploitation Plan of the Consortium Partners

Dear partners,

A preliminary identification of 4 Key Exploitable Results is presented in the GA, to be further developed and updated during the project (WP5) under the coordination of F6S.

Please start this section by providing **a list of KER**, whether they are going to be jointly exploited or individually, who is leading the exploitation and who is contributing / participating in its exploitation.

1. List of KER Exploitation per Partner
 - Please indicate your organisation and acronym according to GA
 - KER Name (1):
 - Type of Individual Exploitation (joint or individual):
 - Beneficiaries allowed to exploit KER:
 - Contributing / participating Partners:
 - Description (Describe the main features of the results and the value created (internal and external)):
 - How are the results going to be used to a) address the call topic challenges and expected impacts, and b) for further uses?
 - Which IP protection and IP management measures have been laid down for expected results?

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Please copy/paste the same section if there is another KER.

2. Individual Exploitation Plan Table

Each partner is to provide a table of their individual exploitation plan. Partners' exploitation plan is an ever-evolving document in which each partner includes their plans to exploit the knowledge gained during the project and product development.

Titles of all exploitable measures summarised

Maximum 1-page individual exploitation plan / measures envisioned by each partner. (Early-stage exploitation path, your sustainability plan, the potential risks, barriers or limitations for the exploitation and sustainability of project results). Please ensure that you specify whether the product existed before the start of the project or will be developed now.

SECTION 2: Common Exploitation Plan Questionnaire

According to Grant Agreement, in LEONSEGS project is planned a common exploitation and will consider primarily two exploitation paths:

1. introduction of new/improved product to the market
2. provision of business support services: a) consultancy, b) process development c) training.

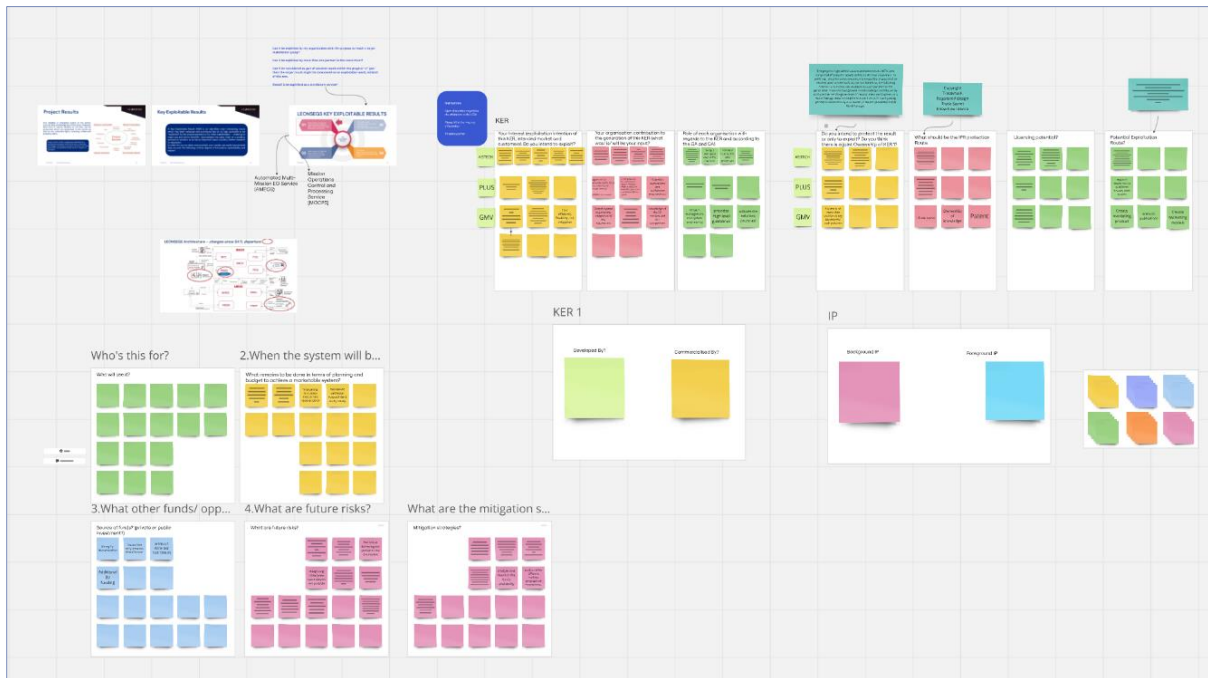
As the first step to crafting a **common exploitation plan**, we need to understand the willingness, capacity and contribution of **each partner**, therefore we kindly ask you to answer questions:

- Does your key result you are generating have synergies with other key results? Please, explain.

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- Do you plan to carry out any joint exploitation activities with other LEONSEGS partners? Please describe the potential collaboration with each of the partners you have mentioned.
- Would you be interested in participating in a commercial version (without public funding) after the project ends?
- Could you please share any ideas you may have on the common exploitation plan?
- Are you aware of any competitors to our project?

7.2 MIRO BRAINSTORMING SESSIONS



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END OF DOCUMENT

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