



R&I Brief

Exploitation of Research Results



EFFRA
EUROPEAN FACTORIES OF THE FUTURE
RESEARCH ASSOCIATION

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1. Executive Summary

Manufacturing remains an important pillar of the European economy and society, with millions of manufacturing companies operating in 2024 - a significant share of which are SMEs operating for all industrial value chains (automotive industry, aircraft industry, chemicals, agrifood industry, defence industry etc.)

Effective and widespread dissemination and exploitation of research and innovation results among the manufacturing sector is essential to strengthen the competitiveness, resilience, and strategic autonomy of the whole European industry. While Europe generates high-quality research outcomes and technological advances, their translation into industrial uptake, market deployment, and wider socio-economic impact remain limited. This challenge has been underscored in several strategic EU reports (see chapter 8).

This Brief outlines the current context, key challenges, and priority actions to enhance exploitation across the European manufacturing R&I landscape. It reflects consolidated insights from industry, research & technology organisations (RTOs), and other stakeholders, highlighting areas where progress is needed to improve the transfer of results into industrial practice.

Despite substantial EU investment in R&I, several structural barriers continue to hinder exploitation outcomes, including:

- ***Limited integration of exploitation strategies from the outset of projects, reducing deployment readiness at completion;***
- ***Fragmented collaboration and knowledge transfer models, affecting continuity towards industrial application;***
- ***Inconsistent approaches to IP and knowledge asset management, which may restrict progress beyond project consortia;***
- ***Unsuited dissemination tools and processes to the industrial absorption capacity, particularly among SMEs, to adopt and scale innovations.***

Access to research results, demonstrators, methodologies, and open infrastructures also remains uneven and often too complex for industry to navigate, slowing wider uptake across European value chains.

This brief addresses mainly applied R&D / innovation actions producing exploitable results at higher TRLs.

Strengthening dissemination and exploitation mechanisms, improving framework conditions for uptake, and incentivising impact-oriented innovation pathways will help increase the return on public and private R&I investments and ensure that research outcomes deliver value for industry and society.

The brief supports informed policy development and future R&I programming and is intended for policymakers, industry stakeholders, and R&I actors who play a role in shaping and implementing exploitation strategies in European manufacturing.

2. Introduction and Rationale

Why improved exploitation matters for European manufacturing

Europe's ability to translate R&I outcomes into industrial deployment and societal value has become a decisive factor for the continent's competitiveness, resilience, and technological leadership. In the context of accelerating global competition, rapid technological change, and the twin green and digital transitions, strengthening and spreading the dissemination (sharing and using knowledge) and exploitation (implementing practically) of R&I results is essential to ensure that public and private investments deliver tangible and scalable impact. Enhancing exploitation is therefore not only a matter of project-level success, but a strategic priority for Europe's industrial future and innovation performance.

Europe produces a high volume of high-quality research outcomes and technological advances; however, the rate at which these are widespread and transformed into industrial uptake, market deployment, and wider socio-economic impact remains insufficient.

Europe must increase the impact and uptake of R&I project results, ensuring stronger societal and economic returns from publicly funded innovation."

Larger R&D actors can assume higher-risk, higher-return projects, contributing to impact-driven innovation (see chapter 8).

Improving exploitation is critical to accelerate the twin green and digital transitions, support strategic value chains, and maintain Europe's global industrial leadership.

Public sector perspective - Maximising R&I investment and strategic outcomes

- **Policy effectiveness:** Ensures that public R&I funding generates widespread tangible industrial, economic, and societal benefits.
- **Strategic impact:** Strengthens Europe industrial resilience and open strategic autonomy by higher volume of companies taking up the R&D results, .
- **System efficiency:** Reduces duplication, accelerates and scales up deployment, and reinforces Europe's capacity to commercialise and retain innovation.

Industry perspective - Competitiveness, adoption, and scale-up

- **Value creation:** Enables much more companies - including SMEs - to benefit from exploitable results such as solutions (software and hardware), demonstrators, methods, data, and skills (training) that improve industrial performance.
- **Reduced adoption barriers:** Clear frameworks, practical integration pathways, and balanced IP and access models lower risks and complexity for industry.
- **Impact at scale:** Successful exploitation enables replication across factories, sectors, and regions, strengthening competitiveness in global value chains.

R&I programme and project perspective - From output to impact

- **Outcome-driven research:** Aligns research results with industrial needs and market relevance from the outset.
- **Ensuring long term exploitation beyond project funding:** Allows promising results, valuable knowledge, demonstrators, remain accessible to companies with the support of experts and researchers after the end of the projects.
- **Evidence of impact:** Provides robust, comparable information that supports policy learning, programme design, and stakeholder engagement.

Strengthening and spreading exploitation is therefore not optional - **it is a strategic imperative for Europe**. Without **more effective pathways from research to industrial uptake**, Europe risks losing innovation value to global competitors, missing economic and societal opportunities, and undermining the return on public and private R&I investment. Enhancing exploitation is fundamental to ensuring that Europe not only generates world-class innovation, but also retains, scales, and commercialises it within its industrial ecosystem.

To achieve this, **a shift in mindset and practice is required across the entire R&I landscape**: from treating exploitation as a late-stage project activity to embedding it as a core driver of design, execution, and post-project development. It demands coordinated efforts, clearer incentives, and stronger mechanisms that connect research outcomes with industrial adoption, investment, and market deployment.

This R&I Brief responds to that need. It sets out a shared understanding of the current state of play, the systemic challenges and needs that hinder exploitation in European manufacturing, and the strategic priorities and actions required to unlock impact at scale. It calls on policymakers, industry, and the R&I community to work together to accelerate the transformation of knowledge and results into economic growth, industrial leadership, and societal benefit for Europe.

3. State of Play

A strong foundation for innovation in European manufacturing

Europe benefits from solid and mature research and innovation ecosystem in manufacturing. Collaborative R&I actions, advanced research capabilities, and long-standing public-private cooperation have all driven major progress in areas such as digitalisation, advanced production systems, automation, and sustainable manufacturing. EU and national programmes have strengthened knowledge exchange across countries, increased industrial participation in R&I, and enabled the creation of demonstrators, pilot lines, and testbeds. These assets form a strong basis for converting research outcomes into industrial value.

Growing attention to exploitation and early signs of progress

In recent years, the importance of dissemination and exploitation has gained stronger recognition across R&I programmes and project communities. More projects now integrate exploitation planning at proposal stage, involve end users earlier in the research process, and provide extended access to demonstrators, tools, and knowledge assets beyond the project lifetime. Platforms and catalogues have improved visibility of project results, while thematic communities, shared piloting infrastructures, and cross-project exchanges have supported early adoption and validation. Industrial engagement has also broadened, with more SMEs accessing innovation assets through clusters, networks, and intermediaries. These developments mark a shift towards more outcome-oriented research and improved conditions for uptake.

Persistent gaps preventing widespread results deployment

Despite progress, the conversion of research outputs into industrial uptake, scale-up, and market deployment remains limited and uneven across Europe. Many promising results fail to progress beyond the prototype or pilot phase due to insufficient mechanisms for maturation, transfer to standardisation (CEN-CENELEC...), validation, certification, financing, or productisation. Continuity pathways after public funding ends also remain weak, particularly for assets requiring further development, industrial integration, or business model refinement.

Knowledge, tools, data, and demonstrators - even when free from Intellectual Property Rights or Non-Disclosure Agreement constraints - often remain confined within project consortia, with limited transfer to new end-users across Europe or across sectors. In many cases, dissemination activities diminish or cease entirely once the project ends, meaning that valuable knowledge remains unused.

Manufacturers, especially SMEs, still face barriers in identifying relevant solutions, assessing maturity, estimating integration effort, and understanding access or licensing conditions. Dissemination strategies must be tailored to SME realities, focusing on practical and commercial benefits rather than technical details. Information available through websites or scientific publications is not sufficient; SMEs need support in understanding how results can be applied to their operations. The critical role of local Technology transfer partners close to SMEs, in adapting and implementing project outcomes at the SME level, should be enforced. These local technology transfer organisations act as intermediaries to map SME needs against existing EU project results and support cross border uptake.

As a result, the overall impact and return on R&I investment remain below potential, and opportunities for broader diffusion and replication across European industry are not fully realised.

EU policy direction reinforces the need for stronger exploitation

Improved exploitation has become a clear priority across the EU policy landscape. The EU Industrial Strategy, the Green Deal Industrial Plan, the New European Innovation Agenda, and Horizon Europe consistently call for faster translation of R&I into deployment, stronger collaboration between industry and RTOs, and enhanced capacities to scale solutions across strategic value chains. The Made in Europe partnership places exploitation at the core of its mission, aiming to maximise European value capture from collaborative R&I investments and strengthen Europe's industrial competitiveness and resilience.

4. Challenges and Needs

This section outlines the key scientific, industrial, economic, skills-related and policy challenges that currently limit effective and widespread dissemination and exploitation of R&I results in European manufacturing and presents consolidated insights from WG's consultations via different feedback collection instruments and indicate where focused action is required to accelerate industrial uptake and impact.

4.1 Scientific & Technical Challenges and Needs

Insight: *European R&I generates high-quality results, but many remain insufficiently mature, integrated, or validated to support industrial deployment. Other results, that are ready for use, need to be more widely disseminated.*

Challenge 1: Limited progression of results towards mature, integrated and scalable solutions

Many outcomes remain at early TRL/MRL stages, lacking the engineering, validation, standardisation, or certification steps needed for industrial adoption.

Need: Mechanisms to support post-project maturation, integration, validation, standard alignment, and scale-up, including pilot extensions, testbeds, and industrial co-development. Commit to keeping demonstrators, pilots and testbeds operational beyond the project end to support validation by additional industrial users.

Challenge 2: Fragmented knowledge, tools, and data assets across projects

Results are often isolated within individual consortia and domains, reducing their potential for reuse, interoperability, and cross-sector relevance.

Need: Improved structuring, documentation, and interoperability of assets, supported by common descriptors, repositories, and cross-fertilisation frameworks and new funding instruments.

Challenge 3: Insufficient emphasis on adoption-driven research design

Research outputs may be technically strong but not sufficiently shaped by industrial constraints, usability requirements, or business-case considerations.

Need: Stronger involvement of industrial end-users, integrators and technology providers from the outset, with co-creation approaches and adoption-oriented research design principles guiding project execution.

4.2 Industrial & Market Uptake Challenges and Needs

Insight: Stakeholder inputs highlight that exploitability depends on reducing complexity and risk for industry, particularly SMEs, to adopt and scale innovations.

Challenge 1: Limited pathways for continuity and uptake after project completion. Without structured handover mechanisms, promising assets often lose momentum once funding stops, and potential adopters lack clarity on how to access or continue development.

Need: financial incentives to encourage researchers to continue dissemination and engagement activities beyond the project lifecycle, ensuring that valuable knowledge does not remain unused.

Challenge 2: Low absorptive capacity and risk tolerance among SMEs. SMEs often lack resources, expertise, or confidence to trial, integrate, or invest in new solutions, reducing ecosystem-wide impact.

Need: Guidance, and tailored support for SMEs, including test-before-invest schemes, targeted coaching, and integration support close to SME's locations across Europe.

Challenge 3: Slow and uneven diffusion of innovation across sectors and regions. Adoption remains concentrated among early movers, with limited mechanisms for replication and scaling across value chains, industries, and countries.

Need: Diffusion mechanisms, including use-case/demonstrators libraries, experts support, and multi-region deployment networks.

4.3 Economic & Investment Challenges and Needs

Insight: Exploitation suffers from an underdeveloped funding bridge between research and industrialisation, limiting commercialisation and market uptake.

Challenge 1: Insufficient funding and investment instruments for the “valley of deployment”

There is a funding gap for maturing results from prototype to market-ready solutions, making it difficult to advance to commercial uptake.

Need: Fit-for-purpose financial instruments and hybrid funding models that support scale-up, industrial pilots, validation, and early-stage commercialisation.

Challenge 2: Difficulties for companies, regardless of their location in Europe, to be connected with valorisation experts, researchers, and demonstrator owners from past projects.

Need: Mechanisms that connect companies across Europe with experts, researchers, and demonstrator owners from past projects to ensure long-term and wide exploitation of research results.

Challenge 3: Limited incentives for industry to co-invest in joint exploitation pathways. Collaborative results often lack mechanisms to align interests, risks and returns between RTOs, SMEs, mid-caps and large companies.

Need: Incentive frameworks encouraging co-investment, shared risk–reward models, and long-term collaboration schemes for exploitation and deployment.

4.4 Skills & Societal Challenges and Needs

Insight: *Exploitation requires not only technology but also skills, organisational readiness, and user-centred adoption approaches.*

Challenge 1: Skills gaps for integration, deployment, and transformation
Workforce skills often lag behind emerging technological and organisational needs, slowing adoption and impacting exploitation outcomes.

Need: Targeted upskilling and reskilling initiatives, integration skills, and change-management capabilities to support industrial transformation.

Challenge 2: Limited awareness and guidance on how to adopt and operationalise research results.

End-users may be unaware of available outcomes or lack practical guidance to integrate them into processes and systems.

Need: Clear, user-friendly guidance, adoption pathways, and structured support materials, (including demonstrators, toolkits, and training), with possibility of direct contact with local experts to understand exploitable results and adapt / apply them to real-world processes

Challenge 3: Insufficient focus on human-centric and responsible innovation aspects

Adoption is hindered where solutions neglect usability, worker acceptance, or broader societal dimensions such as sustainability and ethics.

Need: Embedding human-centric, sustainable, and responsible innovation principles throughout the R&I and exploitation lifecycle.

4.5 Policy, Governance & Framework Challenges and Needs

Insight: A more coherent policy and governance environment is needed to reduce fragmentation and provide a more reliable exploitation ecosystem in Europe.

Challenge 1: Fragmented governance and lack of continuity across programmes and portfolios.

R&I portfolios remain siloed, making it difficult to build cumulative value, track results, or align efforts across programmes and partnerships.

Need: Coordinated governance and portfolio-based approaches, reinforcing alignment across EU, national, and regional instruments and partnerships.

Challenge 2: Complex, heterogeneous and sometimes unclear IP and access frameworks.

Exploitation is slowed by diverse IP rules, negotiation burdens, and lack of standardised access models for research results.

Need: Reference access and licensing models, template clauses, and lightweight frameworks to enable balanced, faster, and clearer exploitation.

Challenge 3: Lack of consistent, meaningful and comparable impact evidence.

Evidence of exploitation, adoption and impact is uneven and often limited to short-term outputs.

Need: A minimal common set of exploitation and impact indicators, combined with proportionate monitoring that extends beyond project closure.

Addressing these challenges is essential to unlock the full value of European R&I, reinforce industrial competitiveness, and ensure that innovation delivers impact at scale. The next section presents Research & Innovation Priorities that respond directly to the needs identified above.

5. Research & Innovation Priorities

This section outlines the key R&I priorities needed to address the challenges, as per the WG6 inputs and the five thematic axes of the WG:

- (i) Post-project continuity**
- (ii) Aggregation & cross-fertilisation of results,**
- (iii) IP & access models, and**
- (iv) Industrial impact & metrics.**
- (v) Alignment and Coordination**

They are designed to inform future European R&I programming and support policy development to maximise the impact of public and private investment.

Priority 1: Establish Structured EU-Level Mechanisms for Post-Project Continuity and Scale-Up

To prevent loss of valuable results at project closure, dedicated pathways are needed to mature, transfer, adapt and scale promising outcomes.

Policy-oriented focus: Embed continuity and scale-up instruments into EU R&I schemes, enabling post-project industrial pilots, validation stages, scale-up actions, and support mechanisms that connect companies across Europe with experts, researchers, and demonstrator owners from past projects.

Implications for stakeholders:

- **EC/Polymakers:** Develop programme provisions for supported TRL/MRL progression (e.g. funded extension phases) and post-project asset exploitation and results dissemination. Specific funding instruments are required to support exploitation, cross fertilisation, clustering activities, and SME uptake after project end.
- **Industry & SMEs:** access, beyond the end of the projects, to results and experts for practical implementation on their own products or manufacturing processes. .
- **RTOs/Academia:** Establish topic-specific expert networks to support ongoing results uptake.

Priority 2: Implement Frameworks for Aggregation, Alignment and Cross-Fertilisation of R&I Results

Better interoperability and curation of results are essential to enable reuse, comparison, and aggregation of results from different projects, sectors, and programmes.

Policy-oriented focus: Introduce reference frameworks, common descriptors, and incentives for projects to contribute assets to EU-level knowledge infrastructures, fostering composability and cross-sector replication.

Implications for stakeholders:

- **EC:** Support shared R&I asset infrastructures across partnerships and programmes. New funding instruments for cross replication of existing exploitable project results. Establishing thematic clusters that continue beyond project lifetime by EFFRA.
- **Industry:** Benefit from easier discovery, benchmarking, and integration of solutions developed for other sectors/ applications.
- **RTOs:** present results in ways that reflect industrial challenges and priorities. AI-supported mapping tools should be used to identify, classify, and link R&I results across EU projects to facilitate clustering and reuse.

Priority 3: Develop Clear, Balanced and Widely Applicable IP and Access Model Templates

High-friction IP negotiations and bespoke access conditions hinder adoption and collaboration.

Policy-oriented focus: Develop a small set of reference IP and access model templates (e.g., evaluation licences, open/controlled access models, fair licensing) to reduce transaction costs and accelerate exploitation.

Implications for stakeholders:

- **EC:** Promote adoption of harmonised models in R&I projects. with simplified and harmonised IP frameworks
- **Industry:** Gain legal clarity and faster routes to evaluating and adopting results.
- **RTOs:** Apply pre-defined templates to streamline collaborative exploitation enhanced by standardised access models for demonstrators and shared infrastructures.

Priority 4: Strengthen Evidence Generation, Industrial Impact Measurement and Tracking

Impact evidence remains fragmented and limited, making it difficult to assess uptake, replication, and long-term value.

Policy-oriented focus: Introduce a light, consistent and proportionate “core set of exploitation & impact indicators” to be tracked beyond project end, aligned across programmes and partnerships.

Implications for stakeholders:

- **EC:** Integrate impact tracking approaches across programmes.
- **Industry:** Share adoption stories and quantified benefits. Report future replication of the project results in other departments, sites, subsidiaries.
- **RTOs:** Support impact case development and data collection.

Priority 5: Foster Systemic Alignment and Coordination Across EU, National and Regional Exploitation Initiatives

Fragmentation across programmes and instruments reduces cumulative impact and diffusion.

Policy-oriented focus: Promote coordinated governance, mutual reinforcement of initiatives, and alignment of exploitation-related provisions across EU, national and regional R&I schemes.

Implications for stakeholders:

- **EC:** Enable portfolio-level coordination and alignment mechanisms supported by:
 - Clearer integration between programmes at different governance levels and
 - Harmonised access guidelines and better synchronisation of funding calendars.
- **Industry:** Benefit from clearer pathways across programmes and regions.
- **RTOs:** Link regional, national and EU exploitation ecosystems.

6 Recommendations

The following recommendations translate these priorities into concrete actions for key stakeholder groups, outlining the roles of policymakers, industry, and the R&I community in strengthening exploitation across the European manufacturing ecosystem.

6.1 Recommendations for the European Commission and Policymakers

- Integrate structured post-project continuity and uptake mechanisms into EU R&I programmes.

Introduce dedicated instruments that enable TRL/MRL progression and mechanisms (experts networks across Europe, pilots databases) can be put in place to support long-term exploitation.

- Establish common frameworks and incentives for the aggregation and cross-fertilisation of R&I results across programmes and partnerships.

Encourage projects to contribute results, assets, and knowledge to EU-level platforms and thematic collections using agreed descriptors, focusing on industrial challenges and priorities enabling interoperability, reuse, and cross-sector replication.

- Promote a simple set of reference IP and access model templates for R&I projects.

Provide optional standard licensing and access models (e.g., evaluation license, controlled access, open innovation variants) to reduce transaction costs, accelerate legal clarity, and support balanced exploitation.

- Adopt a light, proportionate and coordinated approach to exploitation & impact monitoring across R&I programmes.

Define a minimal core set of exploitation and impact indicators, aligned across partnerships and instruments, with limited reporting burden and selective follow-up beyond project closure. A coherent, EU wide framework for monitoring post project uptake and exploitation is missing, with current mechanisms fragmented across dashboards, national agencies, and TTOs. Developing an integrated European monitoring and accountability framework will help to track the real uptake of R&I results beyond project completion.”

- Reinforce adoption-oriented design principles in R&I funding conditions.

Require early end-user involvement, industrial co-creation, business-case validation, and human-centric design in project proposals and evaluation criteria to improve the likelihood of uptake.

- Strengthen funding mechanisms for cross-fertilization, notably through cascade funding or targeted calls.
- Support capacity-building for exploitation and adoption, especially for SMEs.

Strengthening funding mechanisms for cross-fertilisation means creating easier, more flexible ways for companies - especially SMEs - to access and reuse R&I project results across sectors. Cascade funding or targeted calls allow many additional organisations to test, validate, or adapt project outcomes with minimal administrative burden. These mechanisms accelerate the spread of innovation beyond the original consortium and significantly increase the overall impact of EU-funded research.

- Support capacity-building for exploitation and adoption, especially for SMEs.

Stimulate the creation of guidance, training, advisory services, and large scale “test-before-invest” schemes embedded in R&I ecosystems to facilitate integration and deployment of innovations.

- Improve alignment and coordination between EU, national and regional exploitation initiatives.

Enhance governance coherence, complementarity and mutual reinforcement between programmes (e.g., Horizon Europe, EIT, DEP, Interregional instruments) to ensure smoother uptake pathways and reduce fragmentation. Regional funding (ERDF) should support the large-scale replication of R&I results in the local SME ecosystems.

6.2 Recommendations for Industry

Engage early and actively in R&I projects to shape exploitable outcomes.

Contribute industrial requirements, integration constraints, and user needs early in project design to steer research towards realistic and adoptable outcomes, thereby enhancing the relevance, usability, and adoption potential of results. Involve the full industrial value chain in the project consortium.

Participate in post-project dissemination and exploitation of results process.

Access, beyond the end of the projects, to results and experts for practical replication on their own products or manufacturing processes and commit to post-project engagement, including providing access to facilities for validation and demonstration.

Adopt standardised access and IP models to reduce friction in collaboration.

Use reference templates where appropriate to accelerate negotiation and enable balanced, efficient exploitation of joint results across partnerships and supply chains.

Invest in skills for integration, deployment and change management.

Strengthen internal capabilities for technology adoption, including training for managers, engineers and operators, and invest in the development of technology adoption skills, such as change management and digital upskilling, to maximise value capture from innovations.

6.3 Recommendations for RTOs and Academia

- **Embed exploitation, adoption pathways and user-centred research design in project execution.**

Integrate usability, business modelling, standardisation considerations, and human-centric design as core elements to increase the practical applicability of research results.

- **Act as enablers of post-project continuity and knowledge transfer.**

Support the uptake of promising results beyond project closure, by facilitating access to testbeds, demonstrators, data, and expertise, and by serving as custodians of shared assets when relevant.

- **Contribute to structured aggregation and cross-fertilisation of results.**

Curate thematic collections, harmonise documentation and contribute to common result repositories and knowledge infrastructures to foster reuse and portfolio-level insights.

- **Support evidence-based impact assessment.**

Develop and document exploitation cases, adoption stories, and quantified benefits together with industrial users to strengthen impact tracking and policy learning.

7. Conclusion. A Call to Collective Action

Building on the needs identified and the strategic directions proposed, this brief calls for joint action across the European manufacturing ecosystem to turn research and innovation results into real industrial and societal value.

Europe has a strong innovation engine: world-class research, talented people, and committed industrial actors. But too many valuable results still stop at the prototype stage or never reach the factory floor. To stay competitive, future-ready, and resilient, **Europe must convert more of its R&I outputs into deployment, adoption, and impact at scale.**

This requires a mindset shift: exploitation cannot remain a “final deliverable” - it must become a **shared responsibility and a continuous process**, embedded from the start of an R&I initiative and supported beyond project closure. Impact must become the expectation, not the exception.

Meaningful progress depends on everyone playing their role:

- **Industry** must engage early, shape solutions to real needs, and lead adoption - not wait for ready-made results.
- **RTOs and academia** must act as bridges to industrial especially SMES, ensuring results are usable, transferable, and continue evolving beyond a project's lifetime.
- **Public authorities and programme designers** must create conditions where promising results can mature, be tested, scaled, and replicated across Europe.

If we collectively enable smoother pathways from research to real-world use, Europe will not only innovate - it will compete, lead, and set the standards for the future of manufacturing.

A clear message going forward

To guide our joint efforts, the Working Group proposes the following shared mission for the European manufacturing R&I community:

Impact must become the rule, not the exception. Europe needs to turn far more R&I results into real adoption, scale, and value.

With a united commitment to this mission, Europe can unlock the full potential of its innovation capabilities - strengthening its industrial base, boosting competitiveness, empowering its workforce, accelerating the green and digital transitions, and delivering benefits that extend well beyond individual projects.

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R&I Brief

European Factories of the Future Research Association (EFFRA)

Completed in February 2026 by the EFFRA's Working Group **Exploitation of Research Results**

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