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D5.2 Exploitation and Sustainability Plan - a

Revision: v.1.0

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Deliverable lead	Antonio Álvarez (OpenNebula)	Version	1.0
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Abstract	This deliverable contains the intermediate version of the exploitation and sustainability plan for the NexusForum.EU project. The inital list of Key Exploitable Results (KER) and Exploitable Results (ER) has been identified. The value proposition has been presented basing on the value delivered by the KERs and ERs as well as the project itself. Finally, the individual exploitation plan per partner is presented basing mainly on how they are planning to exploit those ERs and KERs.

Keywords	Exploitable Result, Key Exploitable Result, Value Proposition, Individual Strategy

DOCUMENT REVISION HISTORY

Version	Date	Description of change	List of contributor(s)
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V0.2	16/06/2025	First draft reviewed	Maria-Angeliki Evlati (RISE)
V0.3	17/06/2025	Second draft ready	Antonio Álvarez (ONS)
V0.4	19/06/2025	Second draft reviewed	Maria-Angeliki Evlati (RISE)
V0.5	20/06/2025	Candidate version ready for QA process	Antonio Álvarez (ONS)
V0.6	25/06/2025	QA process and ready for submission	Antonio Álvarez (ONS), Francesco Panella (MARTEL), Maria-Angeliki Evlati (RISE)
1.0	25/06/2025	Submission	Maria-Angeliki Evlati (RISE)

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Nature of the deliverable:	R	
Dissemination Level		
PU	*Public, fully open, e.g. web*	**x**
SEN	*Sensitive, limited under the conditions of the Grant Agreement*	
Classified R-UE/ EU-R	*EU RESTRICTED under the Commission Decision No2015/ 444*	

Classified C-UE/ EU-C	*EU CONFIDENTIAL under the Commission Decision No2015/ 444*	
Classified S-UE/ EU-S	*EU SECRET under the Commission Decision No2015/ 444*	

* *R: Document, report (excluding the periodic and final reports)*
DEM: Demonstrator, pilot, prototype, plan designs
DEC: Websites, patents filing, press & media actions, videos, etc.
DATA: Data sets, microdata, etc
DMP: Data management plan
ETHICS: Deliverables related to ethics issues.
SECURITY: Deliverables related to security issues
OTHER: Software, technical diagram, algorithms, models, etc.

Executive Summary

Deliverable D5.2 is presenting the intermediate version of the Exploitation and Sustainability Plan for the NexusForum.EU Project.

To produce this plan, the Consortium has followed a 3-step-sequence:

- First, the exploitation results of the project have been identified. Among them, some have been labelled as key. The document provides detailed information about each of these results.
- Second, the value proposition has been presented. The approach followed is to explain in a clear way what is the value delivered by each of the exploitation results, including the key ones and, additionally, since this is a Coordination and Support Action (CSA), the Consortium understands that the project itself is generating value and therefore this angle is covered as well. The value proposition focuses on the value perceived by the ecosystem at large.
- Third, the individual exploitation plan is presented by each partner. Being labelled as "individual" means that each partner has a unique and independent strategy to exploit the results. The approach followed starts with a departing point in which each partner presents their capacities, skills and work lines that are directly connected with the NexusForum.EU project, enabling them to participate in the project in a fruitful manner and produce relevant results, then it follows with the presentation of the exploitation strategy, that includes explaining in which results they are interested, justifying it and detailing how they will exploit them, and it concludes with an outlook on the impact and legacy of the project in the organization beyond its ending date.

There are 3 Key Exploitable Results (KERs), namely: KER1: Digital Policy Report; KER2: Research and Innovation Roadmap; KER3: NexusForum.EU Series of Events.

Then, there are 6 Key Exploitable Results (ERs), which are: ER1: EU Research and Technological Capabilities Analysis; ER2: International Landscape Analysis; ER3: EU Policy and Regulatory Landscape Analysis; ER4: EU Open Source, Standardization and Skills Development Analysis; ER5: Public Catalogue of Relevant European Researchers; and ER6: Executive Summaries of the Roadmap

These results are very varied in typology, scope and usefulness for different target audiences, enabling a wide range of exploitation pathways. They are relevant and impactful enough to deliver value by themselves, and this is what is thoroughly developed in the value proposition part for each of them. Not only the results, but also the whole project has value in its essence, and this is reasoned and justified as well. The stakeholder ecosystem at large is meant to clearly perceive the outcomes of the project.

The vision of the partners needs to be consolidated in their individual plans, whose core is the exploitation strategy making use of the results that are relevant for each of them. The reader will discover a number of pathways envisioned by the different partners. Some pathways are quite specific and there are some commonalities as well, which indicates a potential for joint plans to be discussed and landed during the final year of the project. The list below summarizes the main strategies envisaged:

- Community building, stakeholder engagement and large international cooperation. Special attention needs to be paid to the fact that this project strengthens the cooperation between the EU and Japan / South Korea.

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- Development of research and innovation roadmaps for the long term.
- Acquiring thorough knowledge of the policy and regulatory landscape.
- Strengthening the visibility of research efforts.
- Upskilling of the personnel participating in the project thanks to the experience and knowledge acquired in its different activities
- Business development and new potential commercial opportunities in the public sector.

As said above, this is an intermediate milestone in the definition of the exploitation and sustainability plan. The final year of the project will serve to: 1) refine the list of KERs and ERs; 2) refine the value proposition; 3) Strengthen the sustainability dimension of the plans, which is fundamental when the project will come to an end; 4) Further develop aspects like the IPR management; 5) identify pathways for joint exploitation of two or more partners.

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Abbreviations

AI	Artificial Intelligence
AISI	AI Safety Institute
CaaS	Certification as a Service
CBIE	Centre for Business Information Ethics
CCC	Cognitive Computing Continuum
CEI	Cloud-Edge-IoT
CNCF	Cloud Native Computing Foundation
CRA	Cyber Resilience Act
CSA	Coordination and Support Action
DEP	Digital Europe Programme
EC	European Commission
EDF	European Defence Fund
ER	Exploitation Result
ERC	European Research Council
ETSI	European Telecommunications Standards Institute
EUCS	EU Cybersecurity Certification Scheme for Cloud Services
FLOSS	Free, Libre, Open Source Software
FP	Framework Programme
IPCEI-CIS	Important Project of Common European Interest – Cloud Infrastructure and Services
HE	Horizon Europe
HPC	High Performance Computing
IA	Innovation Action
IoT	Internet of Things
IPA	Japan's Information Technology Promotion Agency
IPR	Intellectual Property Rights
JSPS	Japan Society for Promotion of Science
JST	Japan Science and Technology Agency
KER	Key Exploitation Result
NGO	Non-Governmental Organization
NPO	Non-Profit Organization
ONS	OpenNebula Systems
OS	Open Source
OSS	Open Source Software
POINT	Policies for Innovation and Technology
RIA	Research and Innovation Action
ROI	Return of Investment
ROK	South Korea
SDO	Standards Developing Organization
SECA	Sovereign European Cloud API
SME	Small and Medium Enterprise
TRL	Technology Readiness Level
TTC	Trade and Technology Council

1 Introduction

1.1 Scope

This deliverable contains the intermediate version of the Exploitation and Sustainability plan for the NexusForum.EU project.

The deliverable details the Key Exploitable Results (KERs) and Exploitable Results (ERs) identified in the project. Then it explains the value the different stakeholders are obtaining from these. The inherent genuine value proposition linked to the project as such is also presented. Finally, each of the partners is explaining in detail their individual exploitation plan that makes use of those results.

The deliverable audience considers mainly the European Commission personnel that are monitoring the execution of this Coordination and Support Action (CSA). They are tasked with the mission of ensuring that the investment made in funding this project leads to tangible results with strong impact and benefits all over the continent. The exploitation activity can be seen as the one on which all the efforts carried out in the different workstreams are converging to ensure that the different stakeholders and groups of interest obtain real benefits. This also has a direct relation with the project legacy, in the sense that the positive effects of the project are not disappearing with the project conclusion but persist and are maintained in the medium and long term.

1.2 Methodology

The document has been produced following a sequential approach consisting in three steps:

The first step was to identify the Key Exploitable Results (KERs) and the Exploitable Results (ERs). The KERs and the ERs are at this stage the outputs of the different WPs. Not all the results are exploitable, and not all the exploitable ones can be labelled as key, in this sense the Consortium needs to keep in mind the expectations the project has generated within the stakeholder community and make this list following a strong impact criterion. Being an intermediate version of the exploitation plan, the list can be refined towards its final and consolidated version.

Once the KERs and ERs were identified, the Consortium built the project value proposition. Being a Coordination and Support Action (CSA), this value proposition focuses on the impact delivered to the stakeholder ecosystem at large. It considers the value delivered by the different KERs and ERs and by the project as such.

Once the value proposition was presented, each partner has elaborated on their individual exploitation plan that presents:

- A departing point, which expresses the vision of the partner prior to their participation in the project and the exploitation of the results of their interest.
- The overall exploitation strategy, which includes the explanation of the partner's interest in the project results: why such an interest and how they are planning to exploit such results.
- How participating in the project has left a positive legacy full of benefits for the partner in question.

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1.3 Document structure

The document is structured as follows:

- Section 1 is the introduction to the document, explaining the scope, the methodology followed to produce it, and anticipating the document structure.
- Section 2 presents the identified Key Exploitable Results (KERs) and the Exploitable Results (ERs). These are necessary to define the value proposition, and the individual exploitation plans in subsequent sections.
- Section 3 presents the value proposition for NexusForum.EU. It considers the value generated by the KERs and ERs and by the entire project, The analysis emphasizes the value delivered to the different stakeholders of the European cloud-edge ecosystem.
- Section 4 presents each partner's individual exploitation plan.
- Section 5 concludes the document.

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2 NexusForum.EU Exploitation: Results

The Key Exploitable Results (KERs) identified at this stage are the **Digital Policy Report**, the **Research and Innovation Roadmap** and the **NexusForum Series of events.** Each KER has a responsible partner and one or more contributors. Other details like the associated license, when applicable, are further specified in Section 2.1.

The project's Exploitable Results are the **EU Research and Technological Capabilities Analysis**; the **International Landscape Analysis**; the **EU Policy and Regulatory Capabilities Analysis**; the **EU Open Source, Standardization and Skill Development Analysis**; the **Public Catalogue of European Relevant Researchers**; and the **Executive Summaries of the Roadmap**. These are presented in section 2.2.

The types of results are the following:

- Documents (including policy briefs).
- Dataset: Single files with a larger or smaller volume of data structured in a certain way.
- Series of events.

2.1 Key Exploitable Results (KERs)

This table presents the three KERs identified by the Consortium:

Name	Definition
Digital Policy Report	The Digital Policy Report KER analyses the regulatory landscape of the Computing Continuum, with a focus on EU policies, digital sovereignty, Open Source in key sectors, and international approaches (e.g., Japan, South Korea).
Research and Innovation Roadmap	The Research and Innovation Roadmap offers a detailed and evolving analysis of the research and innovation priorities needed to realize a European Cognitive Computing Continuum and aligning efforts with the EU's digital and geopolitical ambitions.
NexusForum Series of Events	This KER includes the summits and the cooperation events in Japan and South Korea as well as the series of webinars organized throughout the project duration.

Table 1: List of NEXUSFORUM.eu Key Exploitable Results

In the following, each of these KERs is further detailed.

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2.1.1 Digital Policy Report

Name	Digital Policy Report
Type of result	Documents + Policy briefs
Description	The KER "Digital Policy Report" consists of a series of 3 documents and accompanying policy briefs (on specific sub-topics such as the Japanese approach to digital Sovereignty or the enlarged descriptions of the Open Source cases). This **series of documents**[1] provides a comprehensive and in-depth analysis of the evolving regulatory and policy landscape impacting the Computing Continuum—encompassing cloud, edge, and AI technologies. Tailored for both the scientific and industrial ecosystems, the reports assess the implications of key EU regulations and anticipate future policy developments, offering strategic insights for alignment with research and innovation priorities. The different reports include incremental information on several key topics: ● Mapping the European regulatory landscape with a focus on its impact on technological innovation ● Developing a methodology to enhance stakeholder engagement in policy making processes, including public consultations and co-creative activities. ● Advancing policy recommendations to strengthen EU sovereignty in the Computing Continuum, based on identified gaps and cross-task analysis ● OSS analysis to different and complementary relevant sectors (i.e. agriculture, automotive). ● International landscape analysis, with a specific focus on Japan and South Korea (ROK). **Policy briefs accompany the series of documents, offering in-depth analysis on specific topics.** These include, for example, a detailed overview of Open Source (OS) strategies in vertical sectors, as well as an extended analysis of approaches to digital sovereignty in the context of the Computing Continuum, with a focus on non-European countries such as Japan and South Korea (ROK). These high-impact policy briefs will also support and complement the Research & Policy Alignment Recommendations Report, helping to mainstream project outcomes and insights among policymakers. Overall, the **Digital Policy Report KER** provides a strategic reference for policymakers, researchers, and industry stakeholders, contributing to the broader goal to foster digital sovereignty in Europe through informed, inclusive, and forward-looking policy development.
Licence	CC BY 4.0 (Creative Commons Attribution 4.0 International)
Responsible partner	TECNALIA

[1] *Digital Policy report a* https://eucloudedgeiot.eu/wp-content/uploads/2024/10/D3.1%E2%80%93DigitalPolicyReport-_Final.pdf

Contributing partner	ONS, RISE, F6S, MARTEL

Table 2: Details about the Digital Policy Report

2.1.2 Research and Innovation Roadmap

Name	Research and Innovation Roadmap
Type of result	Document
Description	The KER 'Research and Innovation Roadmap' consists of a series of 3 documents and an up-to-date web version of the latest roadmap document. This series of documents offers a detailed and evolving analysis of the research and innovation priorities needed to realize a European Cognitive Computing Continuum, integrating cloud, edge, and AI technologies across a federated, multi-provider ecosystem. The roadmap targets both scientific and industrial stakeholders, bridging low-TRL academic research with applied, high-impact industrial innovation, and aligning efforts with the EU's digital and geopolitical ambitions. The roadmap introduces and expands upon several critical areas: ● Outlining strategic Research & Innovation priorities across four key thematic clusters: AI for Cloud-Edge, Cloud-Edge for AI, Telco Cloud-Edge, and Cloud-Edge Use Cases ● Addressing cross-cutting challenges such as digital sovereignty, sustainability, cybersecurity, and interoperability. ● Providing input to policy alignment by linking technical innovation needs with the evolving EU regulatory framework (e.g. NIS2, CRA, EUCS, AI Act). ● Proposing strategic areas for long-term collaboration with strategic international partners, particularly Japan and South Korea (ROK) Overall, the **Research & Innovation Roadmap** KER provides a reference point and strategic input for guiding research and innovation investments, supporting EU digital sovereignty, and shaping the technological foundations of Europe's Computing Continuum.
Licence	CC BY 4.0 (Creative Commons Attribution 4.0 International)
Responsible partner	RISE
Contributing partner	TECNALIA, MARTEL, ONS, MEIJI, YONSEI

Table 3: Detail of the Research and Innovation Roadmap

2.1.3 NexusForum Series of Events

Name	NexusForum Series of Events
Type of result	Series of events
Description	On one hand, the NexusForum Summits are annual events held in Brussels that broadly focus on advancing Europe´s digital sovereignty through the convergence of cloud, edge and IoT technologies, from the interdisciplinary points of view stemming from industry, research and policy. The NexusForum Summits provide an enabling platform for EU-funded projects, in particular those funded under Horizon Europe, to cooperate with industry experts, researchers and policymakers in the fields of cloud, edge, IoT and more. During the first edition in 2023, the focus was on exploring technological synergies between the European Alliance for Industrial Data, Edge and Cloud, the IPCEI-CIS and Horizon Europe projects. This included keynote speeches by EU and Member State officials, including, among many, Pierre Chastanet from DG CONNECT and Jesus Marcos from the Spanish Ministry of Economic Affairs. The 2024 edition slightly shifted its focus, which was rather on the advancing of the European Cognitive Computing ecosystem by holding discussions on digital sovereignty and on the convergence of HPC, Cloud and IoT. The Summit saw more than 200 participants attending the event, a multitude of presentations from Horizon Europe projects and extensive parallel sessions where some of the IPCEI-CIS projects were presented. The newly announced 2025 edition, will focus on the interplay between Cloud and edge technologies, Artificial intelligence and sustainability, by understanding how this interplay can leverage digital sovereignty and increase the strategic autonomy of the European Union. Overall, the NexusForum Summits are a key part of the project through which European innovation and research results at can be presented, and they are an opportunity for policymakers, industry experts and research professionals to convene and enrich the multidisciplinary debate around how to align strategic European Union priorities with the needs of society and the demand of the digital industry. In this way, established collaborations can continue to flourish, while new, possible strong ones can emerge, with the same, common, aim: the one strengthening Europe´s technological sovereignty. On the other hand, the NexusForum project also organises two events that embrace the cooperation between the European Union and other countries outside of the EU, in particular, with Japan and with the Republic of Korea. The 2025 event focused on Japan: The "Smart Connectivity and Computing" workshop, held on March 31, 2025, in Tokyo, was a pivotal event in the EU-Japan Digital Week. The workshop served as a platform to identify emerging collaboration opportunities in Cloud, edge, IoT and beyond, between EU industry experts, researchers, policymakers, and local partners from Japan. It created the groundwork for tangible pilot project and research initiatives, and it served as an

	interactive feedback mechanism for the Research and Innovation roadmap. This event was a successful attempt for taking EU-Japan collaboration in the cloud, edge and IoT fields a step further. 2026 will see the event in Seoul come to life, which will aim at fostering similar cooperation synergies than the event organised in Japan.
Licence	N/A
Responsible partner	ONS
Contributing partner	RISE, TECNALIA, MARTEL, F6S, YONSEI, MEIJI

Table 4: Detail of the NEXUSFORUM.eu series of events

2.2 Exploitable Results (ERs)

This table presents the six ERs identified by the Consortium:

Name	Definition
EU Research and Technological Capabilties Analysis	This document contains the areas of synergy, potential gaps, opportunities for further investment and development derived from analyzing the mapping of the EU-funded projects.
International Landscape Analysis	This document outlines the principal stakeholders and strategic directions driving research and innovation in the field of Cloud-Edge-IoT (CEI) at the international level, with a particular emphasis on South Korea and Japan.
EU Policy and Regulatory Landscape Analysis	The analysis presented in the Digital Policy Report is an extensive assessment of current and emerging EU regulatory and policy initiatives impacting the Cognitive Computing Continuum, such as AI, cloud, edge, and IoT technologies. It maps how key legislative and policy instruments (i.e. the AI Act, the Data Act and the Cybersecurity Act) affect technology development and usage, with the aim of informing stakeholders and guiding policy alignment.
EU Open Source, Standardization and Skills Development Analysis	This analysis identifies open source projects, standardisation activities, and skills initiatives relevant to the development of a digitally sovereign cognitive computing continuum. A case study on open source in the agriculture sector is provided.

Public Catalogue of relevant European researchers	A wiki-style web catalogue of active European researchers working on areas related to the Cognitive Computing Continuum.
Executive Summaries of the Roadmap	The translated Executive Summaries of the NexusForum Research & Innovation Roadmap present a concise and accessible overview of the strategic directions, priorities, and recommendations outlined in the full roadmap. These summaries are adapted into Japanese and Korean, specifically targeting stakeholders in Japan and South Korea, with the aim of fostering international cooperation, aligning strategic R&I agendas, and enabling cross-border dialogue on the Cognitive Computing Continuum.

Table 5: List of NEXUSFORUM.eu Exploitable Results

2.2.1 EU Research and Technological Capabilities Analysis

Name	EU Research and Technological Capabilties Analysis
Type of result	Document
Description	This report[2] provides a comprehensive analysis of the European Union's research and technological capabilities in the field of Cognitive Computing Continuum. The analysis is based on a thorough examination of the mapping of EU-funded projects, which offers a unique insight into the current state of research and innovation across the Cognitive Computing Continuum's various domains. The report identifies areas of synergy, potential gaps, and opportunities for further investment and development, revealing key strengths, weaknesses, and opportunities in the EU's research and innovation landscape. By adopting a multifaceted approach, the report evaluates research and innovation topics from various dimensions, including their significance for Europe, technological readiness, and innovation capacity. The report's findings are designed to inform strategic decision-making, facilitate collaboration and knowledge sharing, and ultimately drive innovation and growth in this critical domain, benefiting policymakers, researchers, and industry stakeholders alike.
Licence	CC BY 4.0 (Creative Commons Attribution 4.0 International)
Responsible partner	TECNALIA
Contributing partner	RISE, OpenNebula, F6S, MARTEL

[2] *Research and Innovation Roadmap -a. https://eucloudedgeiot.eu/wp-content/uploads/2024/08/D2.1_NexusForum_Research_and_Innovation_Roadmap_v1.0.pdf*

Table 6: Detail of the Research and Technological Capabilities Analysis

2.2.2 International Landscape Analysis

Name	International Landscape Analysis
Type of result	Document
Description	This document outlines the principal stakeholders and strategic directions driving research and innovation in the field of Cloud-Edge-IoT (CEI) at the international level, with a particular emphasis on South Korea and Japan. It provides a comprehensive analysis of the national research and industrial agendas of both countries, highlighting their respective priorities, collaborative initiatives, and the role of public and private sector entities. In addition to mapping the landscape of key players, such as government agencies, academic institutions, and leading technology companies, the document also details relevant national policies, funding programs, and strategic frameworks that support CEI- Related Roadmap efforts. By examining the policy ecosystems and innovation strategies adopted by South Korea and Japan, the report aims to offer insights into how these countries are shaping the future of CEI technologies and positioning themselves in the global innovation landscape.
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Responsible partner	YONSEI
Contributing partner	RISE, OpenNebula, TECNALIA, F6S, MEIJI

Table 7: Detail of the International Landscape Analysis

2.2.3 EU Policy and Regulatory Landscape Analysis

Name	EU Policy and Regulatory Landscape Analysis
Type of result	Document
Description	The Analysis provides a thorough assessment of how selected EU policies and legal instruments affect technological components of the Cognitive Computing Continuum, which includes cloud, edge, and IoT technologies. The analysis first introduces a matrix linking relevant EU regulations and initiatives to specific technological fields like AI, cloud, and edge computing, with the aim of explaining their practical impact on stakeholders either developing the technology or using it. Then, it selects key policy stakeholders and highlights those initiatives that shape the digital landscape. This section also serves to contextualise the strategic aims of such initiatives. Lastly, it offers an outlook on future EU policies and programs, discussing their possible influence on the wider technological ecosystem, while emphasizing the growing need for simplification and clear implementation.
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Responsible partner	ONS
Contributing partner	RISE, TECNALIA, F6S, MARTEL

Table 8: Detail of the EU Policy and Regulatory Landscape Analysis

2.2.4 EU Open Source, Standardization and Skills Development Analysis

Name	EU Open Source, Standardization and Skills Development Analysis
Type of result	Document
Description	As part of the EU Policy and Regulatory Landscape Analysis, a mapping of relevant open source projects and standardisation activities is provided. It examines the impact of key legislation – such as the Cyber Resilience Act (CRA) and the AI Act – on the open source community, and explores pathways for their involvement in the development of implementing standards. The deliverable also features a case study on the role of open source in advancing the EU's food sovereignty. Finally, it outlines activities aimed at strengthening skills and competencies across Europe.
Licence	CC BY 4.0 (Creative Commons Attribution 4.0 International)
Responsible partner	RISE
Contributing partner	OpenNebula, Martel, Meiji, Yonsei

Table 9: Detail of the EU Open Source, Standardization and Skill Development Analysis

2.2.5 Public Catalogue of Relevant European Researchers

Name	Public Catalogue of Relevant European Researchers
Type of result	Dataset
Description	A catalogue of active European researchers working on areas related to the Cognitive Computing Continuum.
Licence	CC BY 4.0 (Creative Commons Attribution 4.0 International)
Responsible partner	RISE
Contributing partner	TECNALIA, MARTEL, ONS, F6S, YONSEI, MEIJI

Table 10: Detail of the Public Catalogue of Relevant European Researchers

2.2.6 Executive Summaries of the Roadmap

Name	Executive Summaries of the Roadmap
Type of result	Document
Description	Concise, translated versions of the NexusForum.EU Research & Innovation Roadmap, tailored for strategic audiences in Japan and South Korea. These summaries provide accessible insights into key roadmap priorities, strategic directions for Cloud-Edge-IoT (CEI) research and innovation, and foster international cooperation. They are intended to support bilateral engagement and alignment with non-European partners in the CCC domain.
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Responsible partner	F6S
Contributing partner	RISE, ONS, TECNALIA, MARTEL, MEIJI, YONSEI

Table 10: Detail of the Executive Summaries of the Roadmap

3 Unique Value Proposition

The NexusForum.EU project is a continuation of a multiyear, multi-project (and even a multi-FP with the strategic roots and community originating in H2020) lineage. The actions carried out before and during this project express and implement the European Commission strategy towards the Computing Continuum and beyond.

The project generates a series of KERs and ERs with associated unique value proposition towards not only the partners themselves but also the ecosystem at large.

KER1, "Digital Policy Report", delivers value in understanding what the priorities of the EU as far as digital policy is concerned are. It is an extremely relevant source of information for technological companies that not only want to produce cutting-edge technology, but also want to stay aligned with the goals of the European Digital Agenda. From methodology perspective, it delivers value in the sense that it can be replicated in future policy reports to be produced for other domains.

KER2, "Research and Innovation Roadmap", provides insightful information concerning the evolving landscape and helps institutions in shaping their research programmes. It is an excellent tool for planning in the medium and long term, and for organizations to prepare for these challenges with enough anticipation. Funding entities can use this information to design the research and development programmes and structure properly the funding schemes.

KER3, "NexusForum.EU Series of Events", deliver high value in building a strong and cohesive community of stakeholders that are working towards common objectives. They are fundamental in synchronising the stakeholders and coordinating actions. They are relevant scenarios for leaders to share their plans and to plan the road ahead. And more importantly, it is not only about strengthening the continental collaboration, but also about strengthening the ties with our Japanese and South Korean colleagues, amplifying the impact overseas.

ER1, "EU Research and Technological Capabilities Analysis", is of high value in planning and identifying synergies (especially as far as Cloud-Edge-IoT is concerned) with our colleagues overseas, Japan and South Korea in particular, This information is leveraged by YONSEI and MEIJI inside the Consortium and is a relevant input for other EU funded initiatives targeting international collaboration such as the INPACE project (supporting the EU Digital Partnership with the Republic of Korea, Japan and Singapore and the Trade and Technology Council with India); the IndicoGlobal project (Digital policies and ICT standardisation globally), the INSTAR project (International Standards promotion in implementation globally supporting Europe's Digital Partnerships and the EU-US TTC) and the Digital Partnership in Action Tender.

ER2, "International Landscape Analysis" is, following the rationale of ER1, a fundamental result because there are not many documents that can provide an overall picture of the main stakeholders and research directions at Cloud-Edge-IoT in Japan and South Korea, two important strategic partners for the EU. Not only for the European Commission, but also for Member States, this analysis is useful in identifying future collaborations of mutual benefit.

ER3, "EU Policy and Regulatory Landscape Analysis" provides a fundamental digital policies knowledge base, and a lot of value in structuring and mapping the overall collection of policies; in particular private companies who want to innovate and deliver services in line with public policies, and also for research-intensive institutions who will shape future project proposals to respond to different calls considering alignment with existing and upcoming policies.

ER4, "EU Open Source, Standardization and Skills Development Analysis" is a relevant result in the light of the relevance gained by different Open Source projects. Open Source communities are growing and Europe in particular is pushing for a change of paradigm, as this

is a feasible way to compete together with traditionally dominant non-European giant technology vendors who have been gobbling the IT market over the last years. This document provides insightful information to different actors interested in Open Source, fuelling collaboration and increasing competitiveness.

ER5, "Public Catalogue of European Relevant Researchers" is a valuable asset produced by the project. The investment made on this project and its workplan provides the economic support to create this catalogue, not depending on private funding to produce it. Its availability to the stakeholder ecosystem will boost high quality collaboration thanks to the identification of renowned researchers and their teams to carry out ambitious initiatives with the potential to leave a strong footprint in the continent. Nevertheless, the results are not expected in the short term, some years will be needed for the collaborations to become fruitful. Be as it may, the seed is planted in the context of the project.

ER6, "Executive Summaries of the Roadmap" makes the relevant information of the Research and Innovation Roadmap more accessible for research communities in Japan and South Korea with their translation to local languages.

The way individual partners can extract value for themselves in specific and contextual ways is explained in Section 4 by each partner.

Once the unique value proposition brought by the different KERs and ERs has been presented, it is also worthwhile to present the value proposition brought by the overall project.

NexusForum.EU operates within a mature European community that evolved from the convergence of Cloud Computing, IoT, and Edge Computing—now called the **Cloud-Edge-IoT (CEI) Continuum** or **Computing Continuum**. It follows previous initiatives (OpenContinuum, UnlockCEI, and CEI-Sphere) and positions itself through both **shared objectives** and **distinct innovations**:

The main points of parity, mostly common with the joint work of the two previous *EuCloudEdgeIoT* CSAs, are:

- Support and grow the European Computing Continuum ecosystem.
- Coordinate research and innovation projects (RIAs), promoting collaboration and avoiding duplication.
- Assist the European Commission (mainly DG-CNECT) in trend monitoring, stakeholder engagement, and strategic planning around the Computing Continuum.

The distinct contribution of NexusForum.EU can on the other hand be described as in the following:

- Develop long-term (7–12 years) Strategic Roadmaps, rather than the usual year-focused documents
- Broaden the scope of the Roadmap to include AI, Telco/Cloud convergence, Space Edge Computing, Neuromorphic Computing, and more.
- Tight integration with major initiatives like the European Alliance for Industrial Data, Edge and Cloud, and the IPCEI-CIS project, forming joint industry/research Working Groups.
- Build a strong brand with flagship events (NexusForum Summit) and additional community platforms for long-term sustainability.

The project's positioning leads to NexusForum.EU's **unique value proposition**, which focuses on its **target groups** and its **Unfair Advantage** within the CSA project framework, as outlined below.

The Target Groups include:

- Innovation activities in the Cognitive Computing Continuum (e.g. via HE, DEP, ERC, EDF, IPCEI-CIS, and the European Alliance for Industrial Data, Edge and Cloud).
- Scientific and Academic Communities in the Cognitive Computing Continuum.
- European Industrial Computing Community (SMEs, starts-ups, university spin-offs, and social economy companies).
- Open Source and Standards Communities (CNCF, ETSI, and other SDOs).
- Policy Makers, Regulators, Legislators (public national and EU organisations developing relevant regulatory frameworks, public authorities, etc.).
- Civil society at large (social civic organisations, NGOs, the public, media).

The *"Unfair Advantage"* concept from the *Lean Canvas*[3] highlights unique, hard-to-replicate strengths that ensure a project's lasting relevance and impact. It is clear from the points of parity and difference developed above that these advantages are the following:

- Long-term strategic roadmaps with a longer time-horizon.
- Extended scope including Telco, AI and the Computing Continuum:
- Tight integration with the European Alliance for Industrial Data, Edge and Cloud and the IPCEI-CIS '8ra' project
- Strong international ties, particularly with Japan and South Korea.

[3] *What is a Lean Canvas? Available at https://www.leanfoundry.com/articles/what-is-lean-canvas*

4 Individual Exploitation Plans

This section presents the individual exploitation plans for each of the seven partners composing the NexusForum.EU Consortium. It is important to remark that the text provided reflects their vision at the time of delivering this document. The development of the second part of the project in the period M19-M30 (July 2025 – September 2026) will provide valuable input to refine these plans. The final exploitation deliverable will drill down into the initial vision provided in this document. It will include relevant information and details about the sustainability pathway upon project conclusion, to secure the legacy of the project.

The individual exploitation plans are structured as follows:

- **Departing point:** Summarises the vision of each partner before starting producing the results and exploiting them. It presents the main work lines in connection to the project, its results and their potential exploitation.
- **Exploitation Strategy:** it includes the definition of the pathways for exploitation, considering the results that are of interest for the partner in question.
- **Impact and Legacy:** this is a cherry-on-cake that explains the impact their participation in the project makes in their organization and the legacy left in the long term. Each partner is explaining how their participation in the project is beneficial for them.

The following table summarizes the partners exploiting each KER and ER:

(Key) Exploitable Result	Partners exploiting it
KER1: Digital Policy Report	RISE, ONS, TECNALIA, F6S, MARTEL, MEIJI
KER2: Research and Innovation Roadmap	RISE, ONS, TECNALIA, F6S, MARTEL, MEIJI, YONSEI
KER3: NexusForum Series of Events	RISE, ONS, TECNALIA, F6S, MARTEL, YONSEI
ER1: EU Research and Technological Capabilties Analysis	RISE, TECNALIA, MARTEL
ER2: International Landscape Analysis	RISE, MEIJI
ER3: EU Policy and Regulatory Landscape Analysis	ONS, F6S, MARTEL, MEIJI
ER4: EU Open Source, Standardization and Skills Development Analysis	ONS
ER5: Public Catalogue of relevant European researchers	ONS
ER6: Executive Summaries of the Roadmap	MEIJI

Table 11: Partners' interest in the (Key) Exploitable Results

Co-funded by the European Union
Project funded by Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra Swiss Confederation
Federal Department of Economic Affairs, Education and Research EAER State Secretariat for Education, Research and Innovation SERI

4.1 RISE

4.1.1 Departing point

RISE has a prominent role in several digital infrastructure projects and research domains, currently leading the NexusForum.EU as well as the OSAwards. The project outputs and lessons learned are very important for RISE future strategic priorities and research agenda.

4.1.2 Exploitation Strategy

RISE will primarily focus on exploiting its strategic position in the editorial team of the Research and Innovation Roadmap as well as its leadership in the six out of eight thematic Working Groups in the project, bringing together European research and industry stakeholders to discuss and shape the future of the EU cloud edge IoT community.

RISE is especially interested in leveraging the following project outcomes:

- **Research & Innovation Roadmap (KER)**: The preparation of the roadmap gives RISE valuable insights into the strategic priorities of the European Commission, the evolving policy landscapes, and the challenges that shape the future research needs for the computing continuum. These insights will be key in shaping our internal strategy and identifying future research directions where RISE can play a leading role towards the realisation of the computing continuum. The leading role in several of the NexusForum.EU working groups is an opportunity for RISE to represent the research and innovation community and build new collaborations. After the project end, RISE will seek relevant forums and activities to disseminate the Roadmap and ensure it feeds into the next generation of the Roadmap, e.g. as part of upcoming CSAs, consultation processes or another community that will continue this work. RISE will also assess the sustainability of the Working Groups and eventually merge or hand them over to similar working groups, task forces, communities or projects in the future to ensure continuity in the EU cloud edge IoT community.
- **Digital Policy Reports (KER)**: RISE will use the Digital Policy Reports to spread knowledge about the EU agenda, strategies and policies to Swedish stakeholders (technology providers, SMEs, public sector/government agencies) that otherwise have limited access and understanding to the latest news from the EU domain.
- **NexusForum Series of Events (KER)**: Through these events, RISE aims to increase its visibility and build strategic relationships and collaborations both within Europe and with Japan and South Korea. These events provide a great opportunity for RISE to engage with key stakeholders in the domain and with important EU initiatives that Sweden is not part of, such as the EU Alliance and the IPCEI. After the project, RISE will build further on these strategic relationships by e.g., joining forces in upcoming calls and similar collaboration opportunities.
- **EU Research and Technological Capabilities (ER)**: will give RISE a better overview of the evolving research and technology landscape in Europe and help RISE position itself within this ecosystem in Europe and in Sweden. RISE will disseminate these insights to Swedish stakeholders to promote European technologies and minimize dependence on hyperscalers.
- **International Landscape Analysis (ER)**: will give RISE insights into key strategic areas where we can align with research and innovation efforts in Japan and South Korea, and expose ourselves to new ideas, trends, and technologies emerging in other parts of the world. RISE will further build on collaboration with Japan and South Korea in form of research projects and similar initiatives.

Co-funded by the European Union
Project funded by
Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra
Swiss Confederation
Federal Department of Economic Affairs, Education and Research EAER
State Secretariat for Education, Research and Innovation SERI

4.1.3 Impact and Legacy

The exploitation of project results will create visibility for the project outcomes in relevant communities, fora and initiatives where RISE participates, such as the Joint undertakings and BDVA[4]. The expected legacy is that the project outcomes will be sustained through these communities even beyond the end of NexusForum.EU.

4.2 ONS

4.2.1 Departing point

OpenNebula Systems (ONS) is an iconic European Open Source technological company which has accumulated knowledge and experience to assist policymakers in the identification of the most outstanding digitization needs the continent will face during the next 10 years. ONS has been a relevant actor in feeding technological roadmaps, identifying research and innovation needs that are translated into specific projects and actions, needing resources and support from the European Commission and other funding entities.

ONS is deeply involved in the ambitious endeavour of creating a European Open Source platform that is built upon the qualities of increased interoperability, flexibility and vendor-neutrality. ONS leads initiatives like IPCEI-CIS, supporting European digital sovereignty and autonomy, and strengthens this position through the NexusForum.EU project. ONS also conducts significant research, coordinating the Horizon Europe RIA COGNIT project to optimize cloud-edge resource use. It participates in other projects, including EUCloudEdgeIoT, and initiatives on 6G, interoperability, and security-as-a-service.

4.2.2 Exploitation Strategy

ONS sees their participation in this CSA as an opportunity for high quality networking that leads to finding new research partners and potential top contributors to the open source community. This fits extremely well with the open innovation model of the company, where ONS does not innovate in an isolated manner, but relying on partnerships, alliances and other types of collaborations.

ONS leverages their presence in the Consortium in two different ways: on one side they strongly benefit from the research skills of their esteemed partners to be the first recipients of very relevant digital policy reports that are helpful for the company in knowing the digital priorities of the EU, but also in the other way round, as being part of this Consortium confers an opportunity to have a say in the creation of highly visible research and innovation roadmaps and to highlight the collective voice in defining the priorities for R&D investment at EU level.

Driving open consultations is a way to detect likely hidden commercial requirements for products like OpenNebula, and therefore is a relevant source of knowledge. This information is compiled throughout the project and is fundamental in defining company priorities and subsequently identifying and tackling skills gaps in the personnel.

Participation in the project is empowering the Digital Policy Team within the Open Innovation Unit, helping them gain valuable skills for the current project, future CSAs, and in acquiring new clients and carrying out commercial policy projects in the public sector

[4] https://bdva.eu/

ONS is interested and will make use of the following project results:

- **Digital Policy Report (KER):** These reports are extremely insightful for ONS to understand what the policy priorities for the EU are. From their very delivery, the thorough analysis of the different releases of this document will produce meaningful input for the internal Product Board, influencing priorities when it comes to evolve OpenNebula as product.

- **Research and Innovation Roadmap (KER):** This series of documents are insightful for ONS to define research and innovation priorities and to ensure alignment with the European Digital Agenda. ONS benefits from not only accessing this valuable information, but also from being part of the editorial team and co-leading the work in the Sovereignty and Open Source Working Group.

- **NexusForum series of events (KER):** These events are fundamental for ONS to make their strong research and development activities visible to a wide audience. These events are also paramount in terms of networking and the development of fruitful long-term relations. From the perspective of stakeholder coordination at European level towards tangible goals, where ONS plays a pivotal leadership role, these forums are very useful to speed up different actions, gaining agility and clarity thanks to the face-to-face contact.

- **EU Policy and Regulatory Landscape Analysis (ER):** The interest on this result has a similar rational to that on the Digital Policy Report. ONS is interested on a close monitoring of the existing policies and regulations with potential influence in their day-to-day activities. This is relevant information for the Management Board, that provides guidance to the rest of the company.

- **EU Open Source, Standardization and Skills Development Analysis (ER):** ONS is interested in monitoring open source projects to identify future competitors and prospective partners in the medium term. This document is an exploitable asset for ONS when it comes to monitoring standards and considering a prospective participation in certain working groups.

- **Public Catalogue of relevant European Researchers (ER):** The exploitation strategy considers two steps: 1) active monitoring of the activity of these top researchers, analysing how their results may be leveraged at company level; 2) when a very strong synergy and potential collaboration is detected, ONS will contact that particular researcher to discuss joint actions .

4.2.3 Impact and Legacy

The benefits ONS gets from the participation in NexusForum.EU are the following:

- The presence in NexusForum.EU reinforces ONS leadership in flagship initiatives like IPCEI-CIS.
- NexusForum.EU is a well-tailored space for the dissemination of the results obtained in the different initiatives in which ONS is involved, fostering adoption.
- Expanding the network of research partners, whose skills may be complementary to those of the company, enabling the execution of highly ambitious projects and endeavours.
- Expanding the community around OpenNebula as product, gaining high quality users and contributors.
- ONS gets valuable information about the Policy and Regulatory Landscape and stays tuned thanks to the periodic Digital Policy Reports.

- Being active part of the definition of the Research and Innovation Roadmaps for a 5-10 years' timeframe.
- Being up to date concerning standardization efforts to identify competitors, potential partners and prospective involvement in different working groups.
- Acquiring new skills and gaining new clients in the public sector.

4.3 TECNALIA

4.3.1 Departing point

TECNALIA has reinforced its commitment to strategic alignment and has been actively involved in several Coordination and Support Actions (CSAs) in the digital domain over the past few years. Its efforts have mainly focused on the Software Engineering space, including initiatives such as SWForum.eu and OSAwards.eu, as well as the Cloud Computing area through HUB4Cloud.

4.3.2 Exploitation Strategy

Demonstrating a strong commitment to leveraging the outcomes of the project, TECNALIA's exploitation strategy focuses on prescribing best practices for the Gaia-X ecosystem and the broader EU industry. It aims to support **SMEs and industrial partners** in acquiring the skills needed to navigate the evolving landscape of cloud migration, while also driving the creation of new business opportunities that contribute to a digitally **empowered society**.

TECNALIA's exploitation strategy in NexusForum.EU is logically related to the organization's main focus in the project:

(1) expand the EU cloud continuum community by engaging diverse stakeholders and connecting with key initiatives (RIAs, CSAs, DEPs); (2) analyze policy frameworks to propose targeted recommendations for the Sovereign EU Continuum; and (3) produce Digital Policy Reports that blend regulatory and technical insights, enhancing policy consultancy across sectors.

One of the objectives of the project is to create **strategic alignments** with relevant initiatives and explore new networking and collaboration models at both EU and international levels, as well as to uncover potential spillover effects. TECNALIA aims to rely on these models to foster synergies through knowledge sharing on key trends, information, and emerging research needs leading to new business opportunities on new markets for the Digital division in TECNALIA. Particular focus will be placed on associations, foundations, and collective initiatives actively involved in the Cognitive Computing Continuum—such as Gaia-X—as well as on research and innovation initiatives that fall inside and outside the H2020 and Horizon Europe programmes, ranging from individual research institutions to relevant scientific societies. The connections and alignment done in NexusForum.EU will help TECNALIA enlarge the network and increase the number of strategic partners.

TECNALIA is particularly interested in leveraging the following project outputs:

- **NexusForum Series of Events (KER):** TECNALIA aims to enhance its visibility and engage with key stakeholders to expand its network of partners, with a particular emphasis on international collaboration. The focus will be on building relationships with strategic entities such as Gaia-X, DOME, SIMPL, the EU Cloud Alliance, IPCEI, EuroStack, SECA, as well as stakeholders from Japan and South Korea.

- **Research & Innovation Roadmap (KER)**: These roadmaps represent valuable assets for TECNALIA. They will help identify and anticipate emerging research and innovation trends, enabling the organization to better position itself and make strategic investments with high potential impact. These efforts are particularly important for TECNALIA's industrial network, which serves as the organization's primary partner and customer, with TECNALIA acting as the technology transfer partner. In addition to identifying key topics, **the mapping of relevant expertise and initiatives** working in each area is of significant value to TECNALIA. Maintaining this comprehensive ecosystem mapping within the EU Computing Continuum is a strategic priority for the organization. The insights gained from the roadmap will be instrumental in identifying future research directions where TECNALIA can play a leading role in the field of the computing continuum.
- **Digital Policy Reports (KER)**: These reports will enable TECNALIA to deepen its understanding of the regulatory landscape surrounding the computing continuum. This knowledge, when combined with technical expertise, will allow the organization to offer holistic solutions to clients that address not only technical challenges but also policy and legal considerations. By combining this regulatory knowledge with TECNALIA's existing technical expertise, the organization will be better positioned to support clients in navigating the complex interplay between technology and governance. Furthermore, the methodologies developed for the NexusForum.EU policy analysis can be replicated across other domains, thereby expanding the service portfolio of the POINT group (Policies for Innovation and technology) within TECNALIA.
- **EU Research and Technological Capabilities (ER)**: Through this ER, NexusForum.EU will contribute to the continuous updating and enhancement of TECNALIA's internal knowledge base, while also strengthening its network of technology partners.

4.3.3 Impact and Legacy

The impact and legacy TECNALIA envisions from the project outcomes include:

- **Enhanced international positioning** in high-impact areas such as computing for Data Spaces, distributed and sustainable computing, and edge computing, reinforcing TECNALIA's role as a key player in the global digital landscape.

- **Access to emerging research and innovation trends**, enabling TECNALIA to anticipate and address future challenges related to Digital Sovereignty in Europe, and to remain competitive in securing future research opportunities.

- **Establishment of TECNALIA as a leading authority** not only in the technological aspects of the computing continuum, but also in the policy and legal frameworks that shape its development and deployment.

- **Development of a conceptual map** linking EU-funded R&D projects across different Technology Readiness Levels (TRLs), which will help strengthen and expand TECNALIA's network of research and innovation partners for future collaborative initiatives.

4.4 F6S

4.4.1 Departing point

F6S is actively engaged in different dissemination, stakeholder engagement, community-building and international cooperation actions. These skills and experience are of extreme value in the context of the NexusForum.EU project and are necessary in supporting the uptake of the project results, during the project lifetime and beyond.

4.4.2 Exploitation Strategy

F6S will focus on leveraging and promoting the project outputs to support future activities at the intersection of digital policy, open innovation ecosystems, and emerging technologies (e.g. AI, cloud, edge computing). The organisation is also committed to supporting the long-term visibility and reuse of key project deliverables and maintaining engagement with the stakeholder community, particularly via Working Groups and international outreach. F6S will continue to promote the Roadmap and associated outputs, use them to strengthen its knowledge assets, and engage relevant audiences beyond the end of the project.

F6S will follow a multi-pronged strategy to exploit NexusForum.EU results:

- The **NexusForum Summit and the webinar series** developed within the project have proven to be highly effective stakeholder formats, gathering large audiences and fostering participation. F6S intends to take it as a best practice, and adapt these formats across future EU-funded projects, promoting cross-project synergies and enabling co-creation through community-led programming.
- F6S leads activities under Task 3.2 related to increasing participation in EU **public consultations**. The methodology and tools developed—including newsletters, simplified explainers, and engagement through the Community Forum—will be embedded into F6S's broader communication and policy support offer. These assets will also serve as templates for other ongoing and future projects.
- Results from the EU research and technological capabilities analysis, and the policy landscape mappings will be internalised as part of F6S's strategy and content team knowledge base, enabling informed contributions to future projects addressing digital sovereignty, strategic autonomy, or international collaboration.
- The NexusForum.EU Community Forum on Whaller, co-led and animated by F6S, is a core stakeholder hub. F6S will aim to keep the community active by repurposing it for post-project networking, and potentially merging it with other aligned initiatives in Europe's digital innovation ecosystem.

F6S is specifically interested in exploiting the following project outputs:

- **NexusForum Series of Events (KER):** Replication of the Summit and webinar formats in other F6S-led EU projects; promotion of community engagement and policy co-creation models.
- **Research & Innovation Roadmap (KER):** Continued promotion through executive summaries; integration into stakeholder presentations and policy briefings.
- **EU Policy and Regulatory Landscape Analysis (ER):** Internal knowledge base update; future exploitation in supporting public consultation campaigns.
- **Digital Policy Report (KER):** In particular the public consultation tools, that are adapted for other F6S projects; used as templates for encouraging stakeholder engagement in EU policy.

4.4.3 Impact and legacy

The impact and legacy of NexusForum.EU on F6S can be summarized as follows:

- Through continued promotion and adaptation of the Summit and webinar formats, F6S will enhance its visibility as a key facilitator of stakeholder engagement and co-creation processes within the European digital policy and innovation landscape.
- These formats, along with the tools and content developed for public consultation outreach, will be integrated into F6S's broader service offering, strengthening the organisation's value proposition to both public and private sector clients.
- By embedding the roadmap insights and policy landscape analysis into its knowledge base, F6S will further refine its expertise and positioning in digital sovereignty and cloud-edge innovation.
- Overall, the exploitation of NexusForum.EU results contributes to reinforcing F6S's reputation and reach across Europe's digital research, policy, and innovation communities.

4.5 MARTEL

4.5.1 Departing point

Building on its expertise on Cloud, Edge and IoT, and wide experience in the digital sector, MARTEL has worked on communication and dissemination activities as well as in the contribution to Research & Innovation Roadmaps and the analysis of European policies on the digital ecosystem.

4.5.2 Exploitation Strategy

With a view to make the most of the knowledge and outputs generated during the project, and to maximise reuse of resources, MARTEL will leverage in particular on four assets:

1. EU digital policies knowledge base: the contribution to project tasks related to the European digital policies landscape, along with active contributions to the *Digital policies report*, allows MARTEL to enrich its existing expertise on the topic.
2. EU digital policies mapping: the development process for the policy map on EUCloudEdgeIoT.eu portal allowed MARTEL to focus on two domains. First, the analysis of policies vis-à-vis technology domains, requiring specific attention to the intersection between the industry and policy layer. Second, the development of an interactive visualisation allowed MARTEL to focus on data visualisation, specifically targeting the policy sector, and ensuring readability. This will feed into MARTEL's skills portfolio, and already allowed MARTEL to build a comprehensive knowledge-base on European digital policies.
3. Stakeholder engagement: MARTEL leads WP5 (Impact creation). This positions the company very well to, on the one hand rely on its extensive stakeholder network to benefit the project outcomes, and on the other to extend its existing expertise and stakeholders' network, laying basis for future collaboration opportunities in the digital sector.

4. Influencing ongoing and future initiatives or projects based on the Research and Innovation Roadmap: MARTEL is involved in several projects (IAs[5], RIAs[6] and CSAs[7]) where the knowledge of the future Horizon Europe strategic directions in Cloud, Edge, IoT, Computing (e.g., AI, HPC) and Networking will contribute to deliver more long-lasting and exploitable results. This includes also a stronger positioning in shaping and implementing international collaborations with Indo-Pacific partners.

The actions listed above directly link to and stem from the project's Key Exploitable Results (KERs) and Exploitable Results (ERs). The table below provides an outline of the connections between the planned exploitation actions and the project's KERs and ERs.

Exploitation action	KER	ER
EU digital policies knowledge base	Digital Policy Report	EU Policy and Regulatory Landscape Analysis
EU digital policies mapping	Digital Policy Report	EU Policy and Regulatory Landscape Analysis
Stakeholder engagement	NexusForum Series of Events	
Influencing ongoing and future initiatives or projects e.g. INPACE	Research and Innovation Roadmap	EU Research and Technological Capabilities Analysis

4.5.3 Impact and Legacy

MARTEL will focus on four main areas to ensure the project's result legacy within the company's operations:

- Feed the results of the policy research conducted in the context of NexusForum.EU in MARTEL's knowledge base and ensure reuse of the insights, improving expertise on EU digital policies
- Develop a streamlined, sector-specific, policy map based on the work developed in the context of the project; and an associated updated toolkit to offer policy-level guidance and insights to stakeholders within the European Research and Innovation Communities. This will help in improving reputation on EU digital policies expertise.
- Leverage on the extended stakeholders' networks engaged in the activities of MARTEL (e.g., future projects and cooperation opportunities like Indo-Pacific);
- Leverage the Research & Innovation roadmap for offering consulting services to prospects and customers, as well as reinforce MARTEL's strategic positioning in the Horizon Europe panorama, in current and future projects and collaborations. Particular reference is given to organisational, communication, dissemination support, especially in the fields of Cloud, Edge and Internet of Things

[5] INTACT, O-CEI, COP–PILOT, CASTOR

[6] FLUIDOS, TEADAL, P2CODE, COGNETS, ACES, TARDIS

[7] INPACE, IndicoGlobal, OpenContinuum

4.6 MEIJI

4.6.1 Departing point

MEIJI has contributed our expertise on the economic and political drivers of digital sovereignty, particularly with respect to Japan but also in the broader geo-political arena. Our contributions have focussed on the Research and Innovation Roadmap and the Policy Roadmap, ensuring that these documents allow for pooled/shared digital sovereignty rather than building a fortress Europe. We have also provided support in engaging with Japanese stakeholders such as Japan's Information Technology Promotion Agency (IPA) and AI Safety Institute (AISI).

4.6.2 Exploitation Strategy

As a research centre based in a university our exploitation of project results is primarily aimed at producing academic papers, securing future grant funding, and influencing public policy. We plan to consider whether any of the deliverable materials may be suitable for academic publication nearer the end of the project (as a CSA this is not a core goal of the project but there may be suitable material to be used in this way). Japan's negotiations to associate with Horizon Europe (and probably Horizon Framework 10 when that starts) provides a solid basis for the Centre to be involved in related future Horizon Europe projects. We are also currently developing a grant proposal to be submitted to JSPS[8] in 2025 (for a project to run from 2026-9 in the responsible development and deployment of AI in commercial organisations, which will be partly based on outcomes from the NexusForum.EU project. Our engagement with the IPA and AISI during the project has been one of the major successes on the Japanese side of the project. The IPA are currently developing a Cloud-Edge-IoT strategy for Japan and have said they are working towards compatibility with the vision from the project. It is our expectation that our contacts with the IPA and AISI will continue after the project has concluded, allowing us to exert positive ethical influence on the directions of policy in this area in Japan.

Our centre has had a long-term interest in promoting open systems. As such, the FLOSS, Open Protocols and Interoperability elements of the R&I Roadmap and Policy Roadmap are of strong interest to us. As noted above, our goal in this area is to influence public and commercial policy towards socially beneficial outcomes, rather than winner-takes-all cut-throat commercial competition. The project outcomes in policy and technology recommendations are of strong interest to us in these kinds of advocacy efforts.

Exploitation action	KER	ER
Future Japanese Research projects funded by JSPS and/or JST	Digital Policy Report	EU Policy and Regulatory Landscape Analysis and International Policy Report
Engagement in Future Horizon Europe Projects	Research and Innovation Roadmap	International Landscape Analysis
Stakeholder engagement	NexusForum Series of Events	Executive Summaries of the Roadmap
Influencing Japanese public sector Cloud-Edge-IoT policy	Policy Roadmap	EU Policy and Regulatory Landscape Analysis

[8] https://www.jsps.go.jp/english/

4.6.3 Impact and Legacy

The principal benefit to the CBIE (Centre for Business Information Ethics) at Meiji University from this project is the opportunity to make or strengthen connections with research, industry and policy players in the Cloud-Edge-IoT and AI arenas. Our contacts with the IPA and AISI in Japan and with academics, NPOs and commercial entities in the EU will be very helpful in seeking future collaborative efforts in research and advocacy in Japan, South Korea and the EU.

4.7 YONSEI

4.7.1 Departing point

YONSEI offers long experience in dissemination, international cooperation, and exploitation activities. As a leading research-centric university in Korea, YONSEI has the capacity to actively disseminate the project results in Korea as well as providing input on an international perspective. Specifically, YONSEI has the experience and skills to offer local workshops and conferences addressing research findings from to support further research collaboration beyond the EU into the Asian sector, offering a chance to connect Korean and EU partners to delve into more targeted research outcomes.

4.7.2 Exploitation Strategy

YONSEI will offer a bridge between EU partners and Korean stakeholders so as to disseminate the outcomes of the project. To this end, YONSEI will be hosting a local workshop for discussions and dissemination in 2026, which will gather EU partners and interested researchers and policy makers in Korea. The goal here is to share the research roadmap from the EU and Korea side and integrate (from both sides) the ideas to strategically align the roadmaps.

Among various outcomes, Yonsei is specifically interested in the following project outputs:

- **NexusForum Series of Events:** By hosting sister events in Korea and taking part in these events, researchers at Yonsei will have the networks and common goal for effective EU-Korea collaborations.
- **Research and Innovation Roadmap:** Yonsei plans to integrate its research outcomes and directions (mostly aligned with the South Korean initiatives) to the roadmap to foster further collaborations.

4.7.3 Impact and Legacy

The impact and legacy of the project for YONSEI can be summarized as follows:

- Enhancing its international visibility as a leading research institution.
- Disseminating and integrating its research findings within the EU roadmap.
- Acting as a leading partner to interconnect Korean and EU partners.
- Gaining front-seat knowledge of the technological roadmap that can direct the university's research agenda to meet EU-global standards.
- Taking part in larger R&D projects that focus on technological enhancement.

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5 Conclusions

This report presents the intermediate version of the exploitation and sustainability plan. The main takeaways are the following

- Three KERs (Key Exploitable Results);
- Six ERs (Exploitable Results);
- Unique Value Proposition for both the results and the project as a whole;
- Different exploitation strategies that involve the use of the KERs and ERs:
    - Community building, stakeholder engagement and wide international cooperation. Special attention needs to be paid to the fact that this project strengthens the cooperation between the EU and Japan / South Korea;
    - Development of research and innovation roadmaps for the long term;
    - Acquiring thorough knowledge of the policy and regulatory landscape;
    - Strengthening the visibility of research efforts;
    - Upskilling of the personnel participating in the project thanks to the experience and knowledge acquired in its different activities;
    - Business development and new potential commercial opportunities in the public sector.

The final exploitation and sustainability plan will be released at the end of the project (June 2026). The Consortium will discuss the refinement of the list of KERs and ERs with the feedback obtained from the work done in the final 12 months of the project. These refinements will also include those in the Unique Value Proposition. For this, the methodology may be revised in case the approach could be improved in the light of the new knowledge gained in the last year of the project. Finally, the individual exploitation plans will be further developed, drilling down into the sustainability aspect and targeting joint plans between two or more partners. To define these joint plans, the IPR strategy will be a cornerstone, with the terms and conditions set in the Consortium Agreement as a starting point.

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