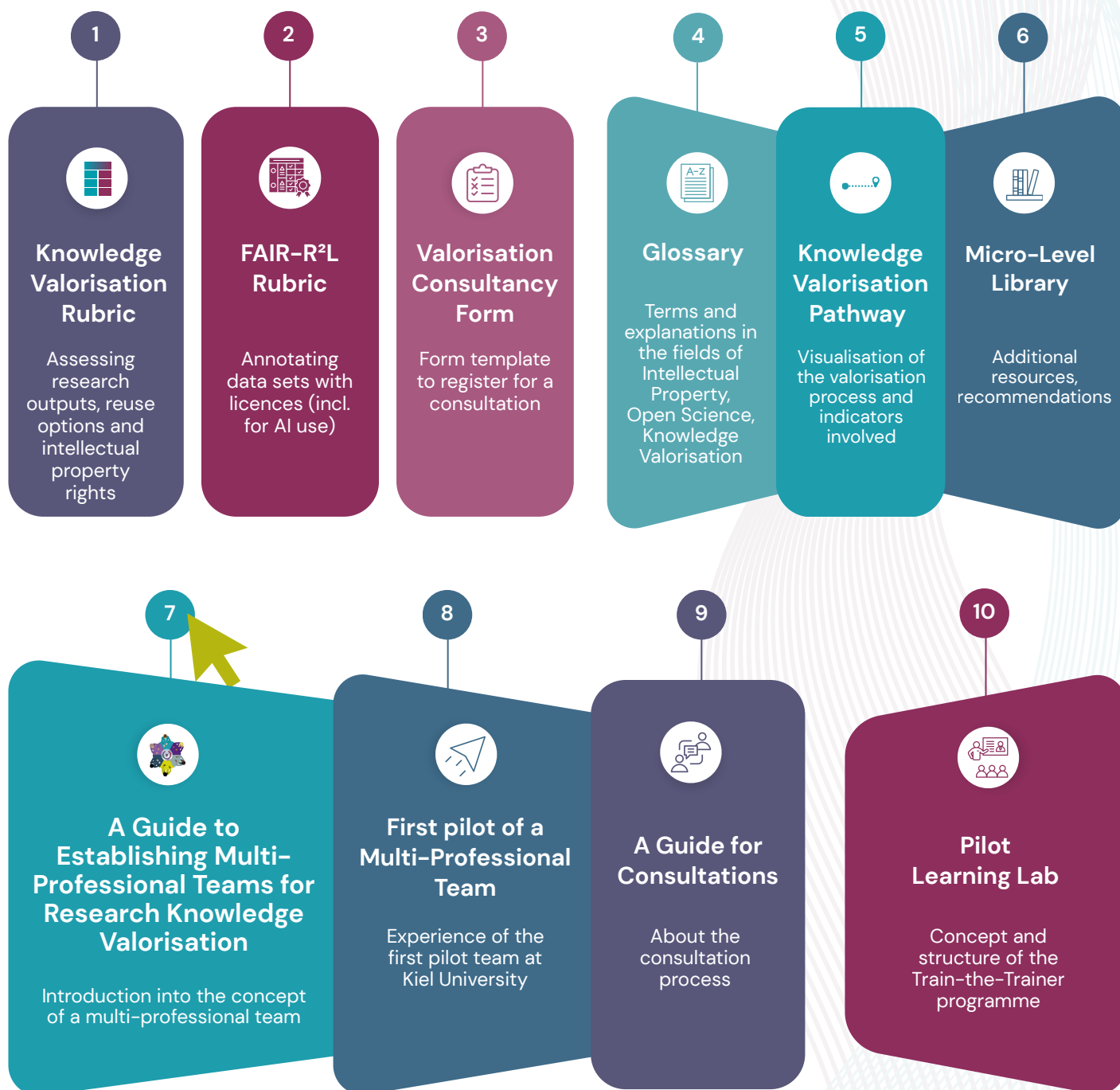


IP4OS TOOLBOX FOR RESEARCH KNOWLEDGE VALORISATION

under a concerted Intellectual Property –
Open Science approach



FIND YOUR EFFECTIVE VALORISATION STRATEGY WITH THE IP4OS TOOLBOX.



Funded by
the European Union

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A GUIDE TO ESTABLISH MULTI-PROFESSIONAL CONSULTANCY TEAMS FOR RESEARCH KNOWLEDGE VALORISATION

In today's fast-paced research environment, effective Intellectual Property management is essential. Multi-professional teams help maximise the impact of Intellectual Property by bringing together diverse expertise. This guideline outlines how to establish such teams to support researchers, improve collaboration, and foster innovation across research organisations such as higher education institutions, research facilities, or corporate entities.

1. WHAT IS A MULTI-PROFESSIONAL TEAM FOR INTELLECTUAL PROPERTY CONSULTANCY?

A multi-professional team brings together experts from different professional backgrounds to support researchers in planning the valorisation and dissemination of their research. Covering expertise from Intellectual Property management to Open Science practices—such as knowledge transfer, publishing, data management, research integrity, and ethics—the team helps researchers make informed decisions across the research lifecycle.

Aligned with EU frameworks multi-professional teams strengthen institutional strategies for Intellectual Property management, Open Science, and innovation, enhancing the use, accessibility, and impact of R&I results. IP4OS furthermore supports the identification of research artefacts and their potential uses across the research lifecycle, impact assessment (economic, societal, environmental, technological, political, health, etc.), the definition of publication and exploitation strategies early,

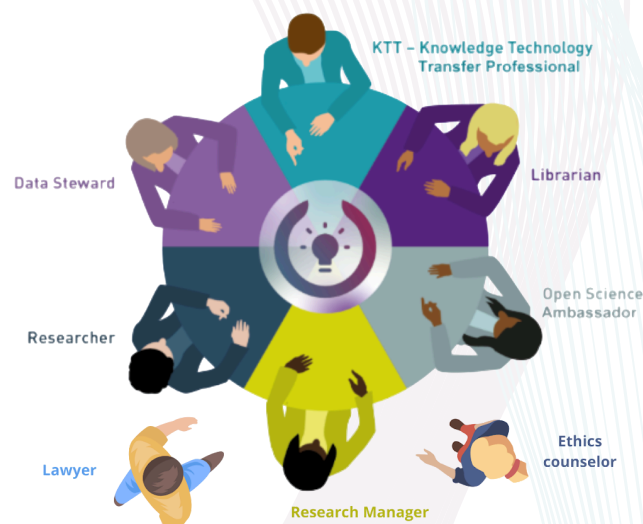


Figure 1: Personas of a multi-professional team

and building capacity through targeted training and awareness activities.

2. REQUIREMENTS FOR A MULTI-PROFESSIONAL TEAM

The team members are

- affiliated with the researcher's organisation,
- transparently declare other affiliations to avoid conflicts of interest, and
- are bound by organisational confidentiality agreements.

They act independently and impartially, providing targeted, free-of-charge consultancy upon request. External experts may be involved with the researcher's consent, particularly for non-patent-relevant cases, and must also comply with confidentiality and impartiality requirements.

3. CORNERSTONES OF SUCCESSFUL TEAMS

Composition (focus on expertise): The team includes professionals from varied fields, such as knowledge & technology transfer, Open Science, librarianship, publishing and licensing, research management, and data stewardship. Experts from law and research ethics can be consulted for specific cases.

Team composition is flexible and adapts to institutional needs. Not all personas are required for every case, but expertise in both Intellectual Property and Open Science is essential, with an Open Science Ambassador as a mandatory member. The aim is to strengthen collaboration at the IP–Open Science interface. Read more [here](#).

A collaborative environment applying a concerted Intellectual Property–Open Science approach: Beyond individual expertise, the team **builds shared knowledge on valorisation strategies through a concerted Intellectual Property–Open Science approach** (see [Synergy Framework](#)). This supports researchers with constructive feedback and dialogues on optimal exploitation and valorisation via approaches to Intellectual Property management that reflect and respect and Open Science practices, enabling sharing, reuse and eventual follow-up development.

Alignment with the new normal Open Science: The team ensures compliance with Open Science mandates and principles.

Legal and economic security: The team ensures the absence of conflicts of interests.

Clear and friendly communication: Experts communicate in accessible language to ensure researcher understanding and allow for follow-up questions or sessions if needed

4. CORE KNOWLEDGE AND SKILLS

The team supports holistic advice and guidance, and includes expertise in:

- National laws on employee inventions, including as concerns procedures & contract forms for international collaborations.
- Identifying and assessing intellectual assets throughout the project (research artefacts during and at the end of the research process) using the [Valorisation Consultancy Form](#), while accounting for incomplete researcher input.
- Recognising relevant Intellectual Property Rights and reuse opportunities.

5. ROLE-MAP OF A MULTI-PROFESSIONAL TEAM: THE PERSONAS AND THEIR EXPERTISE

The landscape of Intellectual Property and Open Science is dynamic, requiring expertise across multiple fields of knowledge creation and valorisation. Multi-professional teams bring specialised skills—often beyond those of individual researchers. By synthesising and enriching this expertise through collaborative dialogue, they can identify new pathways and assess trade-offs, focusing on the application of Intellectual Property rights aligned with Open Science practices.

The overview below presents possible team personas. Team composition is flexible and can adapt to institutional needs; expertise may be consolidated among individuals, and not all six personas are required. Crucially, both Intellectual Property and Open Science expertise must be represented. An Open Science Ambassador is mandatory, while additional roles (e.g., lawyer, ethicist) may be included depending on the project.

Knowledge Technology Transfer Professional promotes the transfer of knowledge between science, industry and society by connecting research results with market and societal needs, and identifying intellectual assets that can be both protected and made openly accessible.

Data Steward ensures data quality, usability, and accessibility while ensuring compliance with standards, balances security with openness in line with Open Science goals, and monitors compliance with FAIR principles.

Researcher requests a consultation on strategies to maximise the impact of research outputs, and provides initial project information—including topic, discipline, consortium involvement, potential artefacts/results, and intended Intellectual Property rights or Open Science approach. Ultimately, they also apply the advice given.



Librarian provides guidance on open licences and open access, identifies research artefacts suitable for open publication, and advises on licensing models, reuse conditions, and available organisational and national publication services and repositories for sustainable access.

Open Science Ambassador promotes open and accessible research practices and supports their integration into the team's work, provides expertise on open licensing and (institutional or others) Open Science requirements, and fosters collaboration, transparency, and data sharing in line with organisational and funder guidelines.

Research Manager oversees projects and their long-term impact, aligns outcomes with organisational goals, coordinates Intellectual Property and Open Science practices, manages risks and resources, and supports collaboration with external stakeholders.

6. EASY STEPS TO ESTABLISH A MULTI-PROFESSIONAL TEAM

A. SELECT TEAM MEMBERS COVERING INTELLECTUAL PROPERTY AND OPEN SCIENCE EXPERTISE

Choose at least three individuals from your organisation with diverse professional backgrounds, ensuring a balance of Intellectual Property and Open Science expertise and gender. Establish the team as a standing committee. The team composition can remain flexible and the coverage of expertise in Intellectual Property and Open Science is essential. Clarify each member's expertise and function, and foster a collaborative environment where all voices contribute to developing a valorisation strategy under a **concerted Intellectual Property–Open Science approach**.

Mandatory Roles:

- **Open Science Ambassador:** Oversees Open Science principles, advantages, and regulations during consultations.
- **Chair/Moderator:** One member acts as chair (rotation possible), administers the registration form, mobilises team members based on required expertise, records consultation notes, and introduces the researcher.

B. PROMOTE THE MULTI-PROFESSIONAL TEAM WITHIN YOUR ORGANISATION, DEVELOP A COMMUNICATION STRATEGY AND FACILITATE THE TRAINING

- Use your website, flyers etc. to describe the establishment of the team offering consultations, including its expertise and professionalism (e.g., Intellectual Property and Open Science knowledge, disciplinary roles, confidentiality), and its value for researchers.
- Set up a Valorisation Consultancy Form (description [here](#), adaptable [blueprint here](#)) and ensure its recognition within your organisation.
- Establish communication channels and offer consultancy sessions to your researchers.

7. BENEFITS FOR INSTITUTIONS AND RESEARCHERS

- **Enhanced Expertise and Decision-Making:** Establish a multi-professional team of Intellectual Property, Open Science, and Knowledge Valorisation experts to support researchers and optimise research output management for research excellence in your institution (valorisation and dissemination).
- **Optimal Knowledge Valorisation via a Concerted Intellectual Property-Open Science approach:** Apply the principle “as open as possible, as closed as necessary,” including FAIR principles.
- **Efficient Intellectual Property Use** (where appropriate): Align Intellectual Property management with research goals.
- **Access to Specialist Knowledge:** Offer guidance on licensing, copyright, and legal matters.

- **Conflict Mitigation:** Provide a neutral, professional forum for differing perspectives.
- **Boost Visibility:** Gain recognition as a pioneering institution in Europe supporting the ERA Policy Agenda 2025–2027.
- **Enhance Strategies:** Apply IP4OS insights to advance transdisciplinary and cross-sector knowledge circulation.

8. EXPECTED OUTCOMES & RECOMMENDATIONS

Programme outcomes will be institutionalised and sustained through internal policies and procedures, enabling peer collaboration, internal capacity building actions, and institutional implementation of tools and methodologies as a model for other institutions.

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FIRST PILOT OF A MULTI-PROFESSIONAL TEAM

The Example of Kiel University



WHY MULTI-PROFESSIONAL TEAMS MATTER

Modern research generates numerous valuable results—data, software, designs, and publications—that must be shared responsibly and with appropriate Intellectual Property Rights.

Kiel University (CAU) formed its **multi-professional team for Knowledge Valorisation** to help researchers handle this complexity.

The team combines **Intellectual Property** and **Open Science** expertise to support responsible and effective use of research results—turning outputs into benefits for society and industry.

This approach follows the **principle**:

“AS OPEN AS POSSIBLE, AS CLOSED AS NECESSARY.”

CAU's experience shows that a university can start small—with existing team members, clear goals, and a collaborative spirit—and quickly build an effective structure.

1. START WITH PEOPLE YOU ALREADY HAVE

CAU began by connecting professionals already supporting research across the university. They included:



Legal experts – for contracts, data protection, and cooperation agreements.



Technology transfer staff – for intellectual property policies, exploitation, and spin-off support.



Library and publishing specialists – for guidance on Open Access and licensing.



Data stewards – for FAIR data and repository services.



Research managers – for advice on funding and project development.

Each person brought a specific piece of knowledge. Together, they could see the full research process—from idea to publication and dissemination, from prototype to policy and technology impact. You might start with other professions – the important thing is to cover the Intellectual Property and Open Science spectrum.



2. GET TO KNOW EACH OTHER'S EXPERTISE

Early meetings were devoted to mutual introductions and mapping expertise. The group found they often faced similar questions: Who owns the data? Which licences apply? When is sharing safe?

These conversations built trust and understanding, showing that the best answers lie at the intersection of several professions—not within any single one on its own.

3. DEFINE A SHARED PURPOSE

The team agreed on a common goal:

TO HELP RESEARCHERS IDENTIFY, USE, AND SHARE THEIR INTELLECTUAL ASSETS IN WAYS THAT ARE AS OPEN AS POSSIBLE, ETHICAL, AND VALUABLE.

They committed to a **concerted IP–Open Science approach**, combining protection and openness in ways that best achieve impact.

This meant supporting researchers to:

- Recognise their **intellectual assets**;
- Apply suitable **rights or licences**; and
- Ensure **open and FAIR access** when possible.

4. BUILD SIMPLE TOOLS AND PROCEDURES

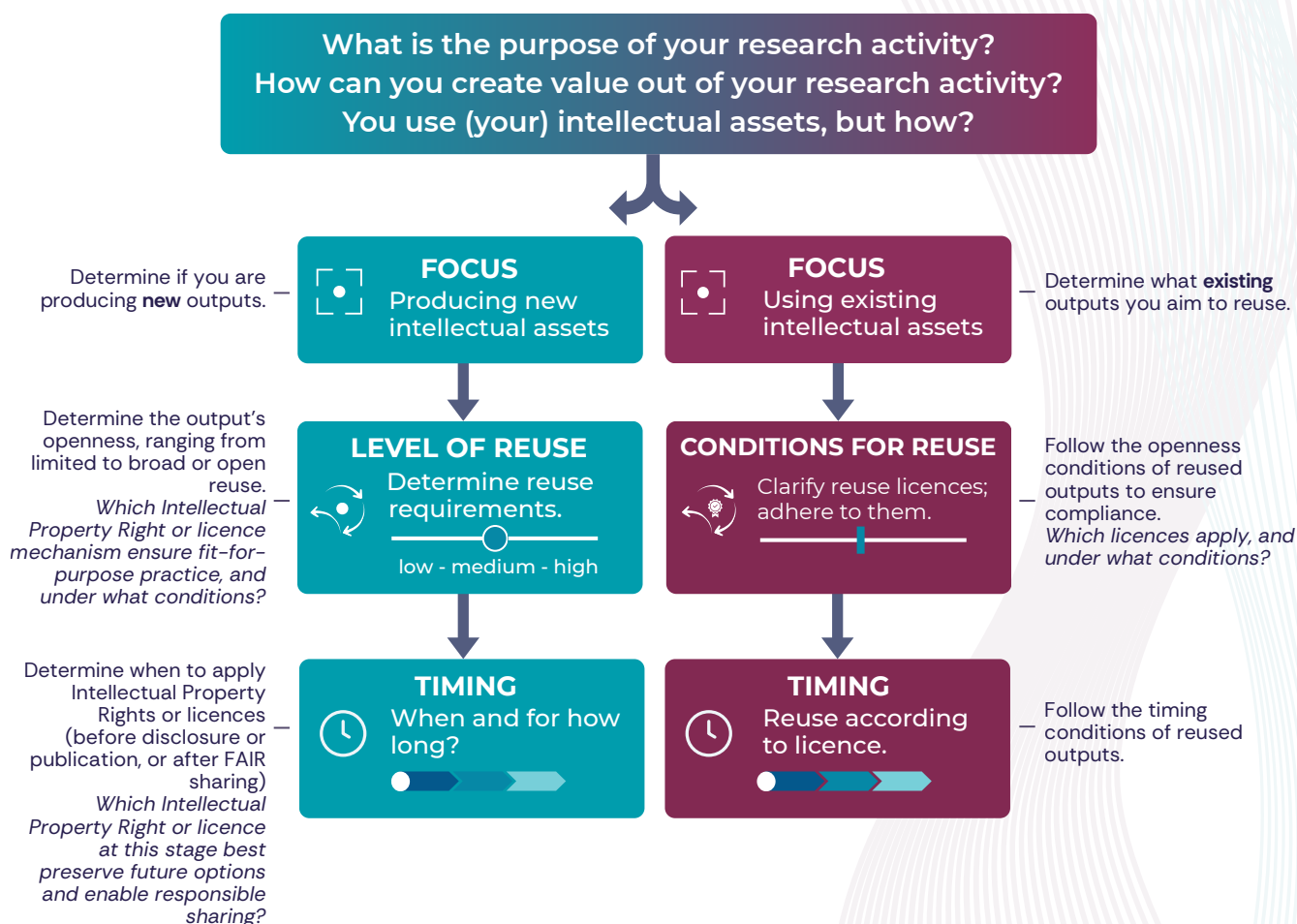
To make the process easy, CAU developed a registration form where researchers briefly describe their project and its expected results, as well as any valorisation or openness questions.

Once submitted, the team selects which experts should join the session. Consultations are usually one hour long and can be held online.

Each session follows three steps:

- **Identify intellectual assets** – data, software, publications, designs, inventions or more.
- **Assess fitting protection and sharing options** – copyright, patents, data rights, and licensing.
- **Discuss reusability** – how and under what conditions others can reuse the outputs.

They used the simple KNOWLEDGE VALORISATION RUBRIC for structuring their consultations:



This simple model helps researchers and advisers quickly find the right entry point for their discussion and decide how Intellectual Property, Licensing and Open Science can work together.

A shared email address and internal coordination system keep the process smooth and transparent.

5. LEARNING BY DOING

The first pilot consultation involved *Climate Blue*, a citizen science project focused on coastal adaptation and resilience. Experts from law, data management, transfer, and Open Science analysed issues such as data ownership, consent, licensing, and publication. This exercise highlighted the importance of speaking in clear, accessible language and focusing on the researcher's needs. Each session became a **learning experience** for both the team and the researcher.

6. MAINTAIN MOMENTUM

After the pilot phase, CAU agreed to:

- Hold **quarterly internal meetings** for peer learning and reflection.
- Offer **short training sessions** using IP4OS materials.
- Promote the service through the university website, info events, and news articles.
- A **coordinator** (from the transfer office) manages incoming requests, while all members proactively follow and contribute. The structure stays **flexible and collegial**, adapting as new expertise or cases emerge.

7. WHAT OTHERS CAN LEARN FROM CAU

Kiel University's example shows that establishing a multi-professional team for Knowledge Valorisation is achievable for any higher education institution.

Key takeaways:

- **Build on existing expertise—no need for a new department.**
 - **Ensure diverse professional perspectives (Intellectual Property, Open Science, data, legal, ethics).**
 - **Develop a simple, transparent consultation process.**
 - **Use real cases to train and refine the method.**
 - **Foster a culture of cooperation and mutual learning.**
-

By taking these steps, institutions can enhance their own capacity for impactful research management and align with the goals of the European Research Area and the [IP4OS Synergy Framework](#).

EXAMPLES OF PILOTING THE VALORISATION CONSULTANCY FORM: AI-supported chatbot in child daycare; Consultancy Form V.1

Are you the owner of the research objects (intellectual assets)?	<ul style="list-style-type: none"> • YES • NO (We recommend to clarify the ownership and the regulations on intellectual property or exploitation rights within your organisation before disclosing confidential or Intellectual Property-sensitive data via this form).
Institutional Affiliation	CAU
Department	Education
Name	ANONYMISED
Email	ANONYMISED
Project (progress): <ul style="list-style-type: none"> • I am planning my research. • I am starting my new research project. • I am in the midst of my ongoing research project. 	I am planning my research.
Brief description of your plans: Please provide a summary of your ideas.	Development and testing of an AI-supported chatbot to support specialist advice in the context of child daycare
Key goals: Please list the primary objectives of your research and describe your plans for collaboration and valorisation if applicable.	The aim is to develop and provide a chatbot that will reduce the workload of the specialist advisors. Of course, this should also be available after the end of the project phase.
Specific interests in the field of Intellectual Property and Open Science	How can conflicts within the project consortium be resolved when different claims to the exploitation of rights clash?
Are you familiar with Open Science practices and their relationship to intellectual property?	No
Have you participated in Open Science initiatives or projects?	No
Do you know about the national law on employee inventions?	No

	Intellectual Property Rights Are you interested in exercising IPRs and/or using appropriate tools?			Openness Do you opt for reuse?			
Concerning:	I am interested.	I am slightly interested.	I am not interested.	Limited level of reuse	Medium level of reuse	Open level of reuse	This does not apply to my research.
Publications	X					X	
Talks or presentations							X
Patents							X
Inventions							X
Data sets		X			X		
Software and code	X			X			
Protocols and (research) methodologies							X
Multimedia							X
Technical reports							X

EXAMPLES OF PILOTING THE VALORISATION CONSULTANCY FORM: Project Climate Blue; Consultancy Form V.2

Are you the owner of the research objects (intellectual assets)?	<ul style="list-style-type: none"> • YES • NO (We recommend to clarify the ownership and the regulations on intellectual property or exploitation rights within your organisation before disclosing confidential or IP-sensitive data via this form).
Institutional Affiliation	Christian-Albrechts-Universität zu Kiel
Department	Institut für Pädagogik
Name	ANONYMISED
Email	ANONYMISED
Project (progress): <ul style="list-style-type: none"> • I am planning my research. • I am starting my new research project. • I am in the midst of my ongoing research project. 	The Climate-Blue-Project started on 01.03.2025
Brief description of your plans: Please provide a summary of your ideas.	Climate Blue is a Citizen-Science-Project about coastal adaptation and aims to create a climate-resilient German-Danish border region. The project's overarching goal is to provide insights and knowledge, as well as build social capital for the development of local, regional, and national long-term strategies for coastal adaptation. By compiling citizens' experiences and developing concrete solutions, the project hopes to foster public and political dialogue on water-related societal transformations and climate change.
Key goals: Please list the primary objectives of your research and describe your plans for collaboration and valorisation if applicable.	<ul style="list-style-type: none"> • collecting data on citizens' experiences and perceptions of flooding • analyzing gathered data to gain insights into citizen-centered perspectives • developing citizen science knowledge formats for effectively hosting dialogues (Playbook) • establishing and facilitating solution-oriented Coastal Futures Labs within local communities in Denmark and Germany and Cross-border Future Labs • co-create adaptive strategies relevant to their specific coastal environments (solutions) • publication of co-created solutions from the labs • evaluation of the labs • report for decision-makers

Specific interests in the field of Intellectual Property and Open Science	Management of data (especially personal and local data), re-utilisation and re-usability for further projects and publications
Specify the (intended) funding scheme: If possible, provide information such as 'a third-party funded research project, publicly funded research project, private sector funding', etc. If applicable, what countries are involved in your consortium? Are there any funders' obligations regarding the valorisation strategy?	The project is founded by Interreg DE DK Both countries (Germany and Denmark) are involved
Are you familiar with Open Science practices and their relationship to intellectual property?	A little
Have you participated in Open Science initiatives or projects?	Yes, in Path2Integrity (RI)
Do you know about the national law on employee inventions?	no

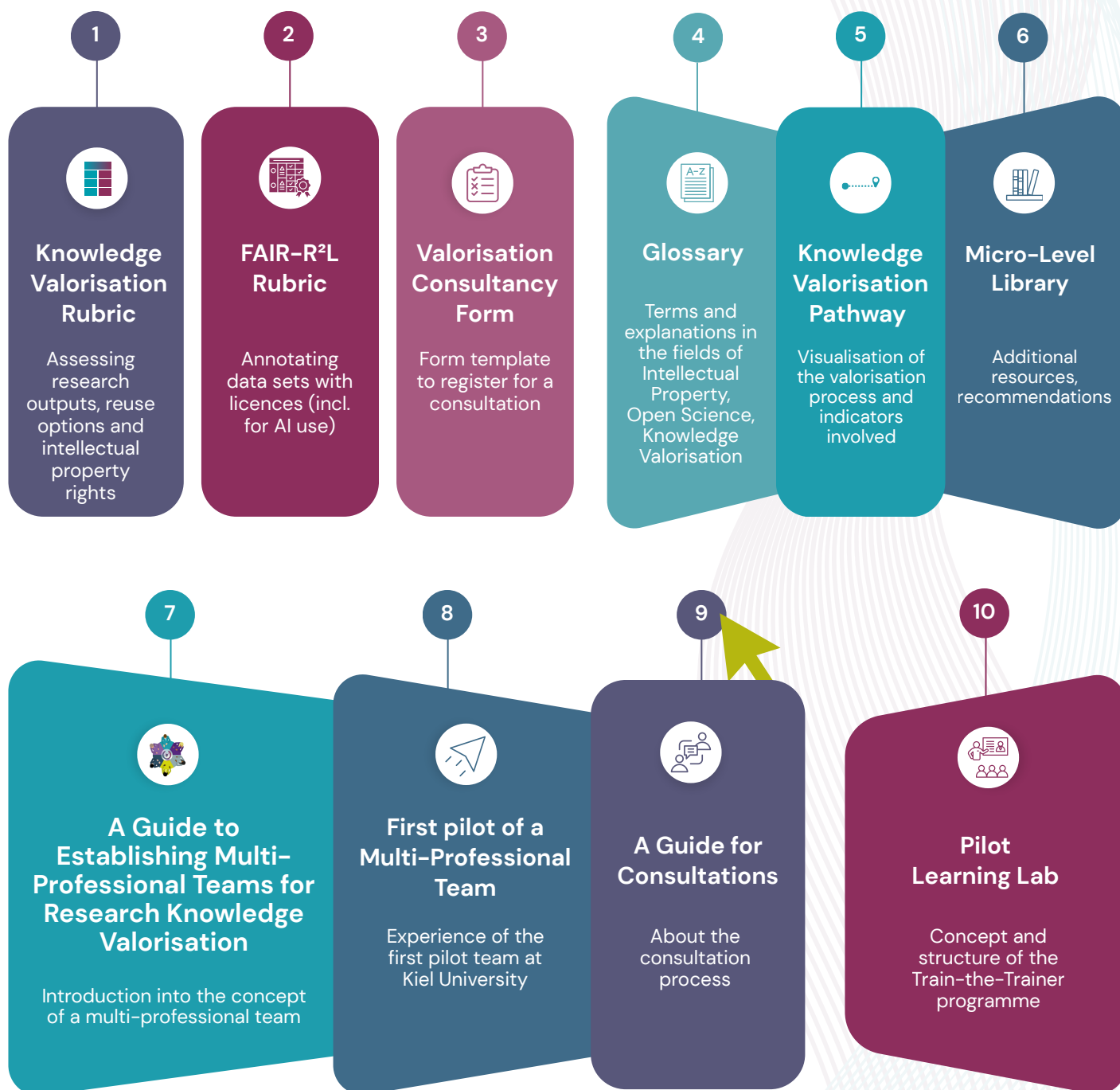
Management of research outputs and assets Effectively managing research outputs and assets is crucial for maximising the research's excellence, impact, valorisation and visibility. In the following table you can provide initial information on your intentions for the use of your research.					
What are your research goals and values to be achieved?					
Name the <i>intellectual asset</i> expected in your research project for which you require consultation with regard to usage rights.	Select the <i>Intellectual Property Right</i> you aim to apply for this <i>intellectual asset</i> and for which you require consultation.	Check one of the boxes to assess the level of openness/reusability you consider to apply for the respective <i>intellectual assets</i> .			
		limited degree of reuse	medium degree of reuse	open degree of reuse	I don't know yet
Scientific literature review on citizen science practices for water related and coastal climate adaptation (no specific question)	Licence/Licence agreements			X	
Analysis of the German and the Danish media coverage of the October 2023 storm surge event (no specific question)	Licence/Licence agreements			X	
Playbook for future Dialogue (no specific question)	Licence/Licence agreements			X	
Citizen science dataset containing raw data collected with citizens on recent flooding experiences	Licence/Licence agreements	X			
Citizen Science Report - containing an in-depth analysis of curated data from citizens	Licence/Licence agreements		X		
Data on national, regional and local initiatives/networks, structures, problems, possibilities and barriers in the field of climate adaptation	Licence/Licence agreements		X		
Data on co-created strategies/solutions from the labs	Licence/Licence agreements			X	
Other data from the labs and the project	Licence/Licence agreements				X

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A GUIDE FOR CONSULTATIONS

A multi-professional consultation is scheduled upon a researcher's request. As many professionals as possible participate, with the Open Science Ambassador as a mandatory member. Team composition may vary by institution; while full representation is not required, expertise covering Intellectual Property to Open Science should be represented.

The session may be held online or onsite and usually lasts around 60 minutes. For onsite meetings, a roundtable or similar setting is recommended to encourage open and constructive dialogue.



1. BEFORE CONSULTATION



Before the consultation, the CHAIR informs the team and circulates the Valorisation Consultancy Form with the researcher's initial information.

Which intellectual assets may emerge during the research process (research ARTEFACTS) and upon its completion (research RESULTS)?

Which potential Intellectual Property Rights, Licenses and REUSE opportunities can be identified for each asset?



TEAM MEMBERS review the project with a focus on identifying **all potential intellectual assets throughout the research lifecycle** including potential assets not explicitly listed in the form.

From their professional perspectives, they assess asset management options, potential Intellectual Property Rights, reuse possibilities, and possible pitfalls, while applying a **concerted Intellectual Property–Open Science approach**.

Inputs may be documented on a collaborative whiteboard.



The CHAIR consolidates these contributions into an initial roadmap for the consultation. For complex cases, the multi-professional team meets in advance.

2. CONSULTATION SESSION

Welcome and Introduction by the CHAIR (e.g. 15 minutes):

- Welcome and clarification regarding the:

CLARIFY OWNERSHIP OF INTELLECTUAL ASSETS

The researcher must confirm that participation and information sharing comply with all relevant (national) Intellectual Property and exploitation regulations and that she/he has the necessary permissions to disclose the information.

- Summary of the research project with knowledge from the Valorisation Consultancy Form and confirmation with the researcher – in an open and friendly manner – regarding accurate understanding of the project's description and intended exploitation.
- If needed, the researcher may adjust the description and is informed about the national law on employee inventions.

Expertise and next steps in the consultancy (e.g. 20-30 minutes):

The Open Science AMBASSADOR outlines the applicable Open Science **guidelines**, followed by EXPERT input on good and best IP practices within a **concerted Intellectual Property–Open Science framework** using the collaborative roadmap.

Safeguarding Steps to Go (e. g. 15 Minutes):

The researcher summarises key takeaways and proposed handling of intellectual assets; open questions are identified and follow-up meetings agreed upon.

3. AFTER CONSULTATION

The researcher develops a roadmap based on the consultation. If needed, she/he presents it to the multi-professional team for final recommendations.

The researcher is

- empowered to recognise the individual intellectual assets associated with the project,
- able to define her/his interest in value creation (throughout the project) – see the concept of Knowledge Valorisation Pathway (here p. 4)
- can assess **Intellectual Property issues** and reuse options using the simple Knowledge Valorisation Rubric.