



**Bauhaus
Bites**

Innovation Management Plan

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Project information

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Executive Summary

This document is the first edition of the Bauhaus Bites Innovation Management Plan (IMP), delivered under Task 8.3 of Work Package 8: Project Coordination and Management. The IMP sets out how Bauhaus Bites will identify, register, monitor, protect and scale the innovations generated in and around its seven Food Environments: three Trailblazers (Birmingham, Fundão, Zagreb) and four Twins (Murska Sobota, Ostend, Palermo, Sarajevo).

Bauhaus Bites will deliver 20 place-based and community-based interventions, anchored in local Food Environments and amplified by Nature-Based Solutions (NBS) and the New European Bauhaus (NEB) values and principles. Each intervention is conceived as an innovation in its own right and will be followed up through the IMP. In addition, a second layer of innovations, the project-level Exploitable Results (BB Vision, BB Playbook, BB Impact Canvas & Pathways, M&E Guide, Policy Briefs, financially viable partnership models, scientific publications and open datasets, and a BB Innovation e-marketplace), will be registered and tracked using the same approach.

Innovation management in Bauhaus Bites is designed to raise the readiness level of the project outputs wherever possible. Because many Bauhaus Bites innovations are social, cultural, governance-related or process-based rather than purely technological, the SRL concept will be used as a complementary scale to reflect how well an innovation is adapted to and embedded in the society that will use it.

This first edition introduces the innovation management process, the roles and responsibilities, the tools to be used (Innovation Registry Survey and Innovation Tracker, including an e-marketplace front-end), a first overview of innovations in Trailblazers and their linked Exploitable Results, and the exploitation, dissemination, legal, and IPR frameworks. The IMP will be updated in 2027, particularly to reflect innovations in the Twin Cities. The next edition will incorporate the innovative actions planned in local Action Plans for Birmingham, Fundão and Zagreb, the emerging Action Plans for the four Twins, updated readiness assessments, Disclosure of Innovation forms where relevant, and the first version of the BB Innovation e-marketplace.

The IMP will be followed by the Innovation Manager at NTNU, supported by the Innovation Board (composed of Work Package and Trailblazer & Twin leads) and informed by the Community of Practice. It is a living document and will be maintained in close cooperation with WP6 (Monitoring and Evaluation), WP7 (Outreach and Advocacy), and all city leads.

1. Introduction

Bauhaus Bites is a Horizon Europe Innovation Action under the Cluster 6 call “Resilient, inclusive, healthy and green rural, coastal and urban communities” (HORIZON-CL6-2024-COMMUNITIES-01). The project runs for 36 months, from 1 November 2024 to 31 October 2027, is coordinated by the Norwegian University of Science and Technology (NTNU), and brings together a consortium of Trailblazer cities (Birmingham, Fundão, Zagreb), Twin cities (Murska Sobota, Ostend, Palermo, Sarajevo) and a transversal Community of Practice (EAT, WWF Sweden, WWF Adria, ANP, NTNU, UCPH, Gehl).

Bauhaus Bites delivers urban food system transformation through seven Bauhaus Bites Food Environments: urban and peri-urban ecosystems that commit to implementing sustainable, healthy diets, amplified by the New European Bauhaus values (beautiful, sustainable, inclusive) and principles (participatory, co-creative, transdisciplinary), and fortified with Nature-Based Solutions. Across the seven cities, the project will deliver 20 place- and community-based interventions, 12 in the three Trailblazers (4 per city) and 8 in the four Twins (2 per city), to be captured, supported and scaled as Bauhaus Bites innovations.

1.1 Purpose of this document

Task 8.3 Innovation Management (led by NTNU, with contributions from all partners) will:

- Develop an Innovation Management Plan (IMP) to register, report, and monitor the progress of exploitable results and other innovations, and to establish a common approach to working with innovations across the consortium.
- Organise discussions with Trailblazers, Twins and the Community of Practice to identify early and scale commercially viable innovations, and analyse and increase their readiness level.
- Create Bauhaus Bites Innovation support activities, a BB Innovation e-marketplace, workshops, and outreach (with WP7) to communicate innovations to industry and the wider public, identify IPR opportunities, and contribute to dissemination and exploitation

This document is the first edition of the IMP. It will be updated in 2027. The IMP is a living tool used by the Work Package leaders and the Trailblazer and Twin city leads to track the development of innovations and to support their scalability, replicability, transferability, and exploitation potential, both commercial and non-commercial.

1.2. Related Bauhaus Bites deliverables

Several Bauhaus Bites deliverables address matters directly related to innovation management. The IMP is designed to sit alongside them and should be read together with them. The most closely related deliverables are listed below.

Table 01. Related Bauhaus Bites Deliverables

Deliverable	Lead WP	Relation to innovation management
D1.1 BB Vision	WP1	Co-created vision for BB Food Environments; provides the framing within which all BB innovations are scoped and prioritised.
D2.1-D4.1 Trailblazer Action Plans (Birmingham, Fundão, Zagreb)	WP2–WP4	Define the specific interventions and pilots to be developed in each Trailblazer and to feed the BB Innovation Registry.
D5.1-D5.4 Twin Action Plans (Murska Sobota, Ostend, Palermo, Sarajevo)	WP5	Define the specific interventions and pilots for each Twin, mentored by the Trailblazers and the Community of Practice.
D6.1 M&E Guide	WP6	Provides science-based indicators and baselines for assessing the impact of BB innovations.
D6.2-D6.4 M&E Reports	WP6	Periodic monitoring and evaluation of the interventions feed into the readiness reassessment of each innovation.
D7.4 BB Playbook	WP7	Consolidates methods, tools, examples, stories and exploitable results from all BB cities and the community of practice, and adapts them for replication.
D7.5 BB Policy Briefs and D7.1-D7.3 CDE Strategy	WP7	Disseminate BB innovations to policymakers, networks, and the general public, and translate them into policy recommendations.
D8.1 Consortium Plan	WP8	Updated description of the BB work plan, including Work Packages, Tasks, Deliverables, Milestones, Trailblazers, Twins and innovations.
D8.2 Open Science and Data Management Plan	WP8	Governs data access, format, storage, sharing, IPR, GDPR and ethics, complementing the IPR chapter of this IMP.

1.3. Objectives

The objective of the Innovation Management Plan is to provide a clear and concise description of how Bauhaus Bites innovations will be managed across the project lifetime. The IMP ensures the proper registration of all innovations, their efficient implementation by the lead responsible partners, and the monitoring and assessment of their impacts at the intervention, city and/or project level.

More specifically, the IMP will:

- Establish a common definition of “innovation” in Bauhaus Bites, and a common approach to how to work with innovations across Trailblazers, Twins and the Community of Practice.
- Provide a tool to register, monitor and report innovations, supporting informed decision-making on future investment, scaling and replication.
- Analyse reported ideas, including due diligence on ownership, user rights and contractual regulations.
- Provide prior art and patentability reports, and support IPR protection where relevant.
- Bring Bauhaus Bites innovations at least one level up on the SRL scale by the end of the project.

The IMP is a living tool for the Work Package and City leaders to help them continuously monitor innovation development and disseminate project results in ways that safeguard scalability, replicability, transferability, and exploitation potential.

2. Innovation management approach

This chapter describes the integrated approach Bauhaus Bites uses to develop, track and report its innovations, including the tools for registration and monitoring. The approach is described through three subsections:

- The Bauhaus Bites innovation management process (what activities take place, when, and with whom).
- Roles and responsibilities inside the consortium.
- Innovation management tools for monitoring, assessment and reporting

2.1 The Bauhaus Bites innovation management process

The Bauhaus Bites innovation management process is organised in five recurring activities, running in parallel with the four project phases set out in the Grant Agreement (Phase 1 Visioning & Sense-making, M1–M6; Phase 2 Trailblazer Pilots, M7–M18; Phase 3 Trailblazer Scaling & Replication / Twin Pilots, M19–M30; Phase 4 Strategic Long-Term Plans and Hand-Over, M31–M36).

Developing and testing innovations

Each of the 20 place- and community-based interventions and the project-level Exploitable Results will be assigned an Innovation Lead, who is the main person responsible for developing and testing the innovation in the relevant Trailblazer or Twin, or across the Community of Practice. The Innovation Lead is supported by the local stakeholder ecosystem (Local Advisory Team, Local Stakeholder Workshop participants, community champions) and, where useful, by the transversal partners in the Community of Practice.

This activity runs continuously, from M1 to M36. Innovation Leads report to the Innovation Manager every six months on progress, challenges and emerging opportunities, through the existing project governance (WP meetings, consortium and technical board meetings and WP8 coordination).

Registering and updating the Innovation Registry

Every six months, each Innovation Lead updates the Bauhaus Bites Innovation Registry (see Section 3.3). The Registry captures the type of innovation, ownership, target groups, exploitation pathway, SRL baselines and targets, and the main challenges and opportunities ahead.

Assessing the degree of innovation, exploitability and impact

Every six months, the team assesses each innovation's novelty, exploitation potential, and expected impact. This assessment is supported by the M&E Guide (WP6), the NEB Impact Model and the Impact Canvas (WP6), and the experience of the Community of Practice.

Evaluating whether a Disclosure of Innovation (DOFI) is required

Where an innovation shows clear potential for commercial exploitation, IP protection or technology transfer, the Innovation Manager, with the support of the team, evaluates whether a Disclosure of Innovation is appropriate. A DOFI is a confidential document describing purpose, application, potential utilisation, development maturity, and ownership; it is the first formal step towards IP protection or commercialisation. The NTNU Technology Transfer Office provides guidance for this step and may be consulted by any BB partner through the Innovation Manager.

Proceeding with exploitation

The final activity includes two possible routes, which are not mutually exclusive:

- A commercial route, patenting, licensing, spin-off creation, or other commercial exploitation, where partners wish to exploit the innovation commercially, in line with the Consortium Agreement. This may involve consulting a relevant technology transfer office, identifying interested parties and negotiating deals.
- A non-commercial route, open-source publication, collaboration platforms, contributions to education and training, policy and standardisation inputs, and inclusion in the BB Playbook and BB Innovation e-marketplace.

Both routes are explicitly supported by Bauhaus Bites. Because most BB innovations are place-based social, governance or process innovations anchored in public, civic and community actors, the non-commercial route is expected to dominate. The commercial route will be pursued selectively, where it strengthens long-term sustainability and scaling.

2.2 Roles and responsibilities

The roles and responsibilities for innovation management in Bauhaus Bites follow the general governance structure of the project, established under WP8 Project Coordination and Management:

- The General Assembly is the ultimate decision-making body of the consortium and decides on intellectual property rights, access rights and other strategic matters, as set out in the Consortium Agreement.

- The Executive Board (Project Coordinator, Work Package leaders, Trailblazer and Twin leads) is responsible for project execution and handles issues related to deliverables, milestones, and risks. The Board receives regular updates on the progress of BB innovations through the WPs' leads.
- The Work Package leaders and the Trailblazer and Twin leads are responsible for coordinating work in their respective Work Packages and cities, including the innovations that emerge there. They report to the PC every six months on the status of the innovations, compliance with the plan, potential problems, and proposed solutions.
- The WP8 lead (NTNU) will host regular innovation meetings, after all Action Plans are developed, with the Innovation Leads and the Community of Practice to share knowledge, enhance and track innovations across the project, and liaise with the NTNU TTO.
- WP7 (Outreach and Advocacy) is the main responsible party for the Bauhaus Bites communication and dissemination activities, in cooperation with the Project Coordinator. These are further detailed in the Communication, Dissemination and Exploitation (CDE) Strategy.

2.3 Innovation management tools

Bauhaus Bites will use three interconnected tools to manage its innovations:

- The BB Innovation Registry Survey is an online questionnaire which will be used twice a year (starting M19) to collect structured information about every innovation, including type, ownership, target groups, exploitation pathway, expected impact and SRL.
- The BB Innovation Tracker is an interactive dashboard that aggregates and visualises the Innovation Registry entries, enabling the Innovation Manager and the Executive Board to track progress across the 7 cities, the 20 interventions and the project-level Exploitable Results. The Tracker presents, for each entry: description and responsible partners, development progress, target groups, expected impacts, disclosure status and exploitation pathway.
- The BB Innovation e-marketplace, a public-facing front-end delivered jointly with WP7, aggregates and facilitates the exploitation of BB innovations and links them with interested cities, SMEs, investors, and civil society actors.

Societal Readiness Levels (SRL)

Because the majority of Bauhaus Bites innovations are social, cultural, governance-related or process-based, for example, community kitchens, therapeutic gardens, place-based food literacy programmes, or multi-actor partnership models, Bauhaus Bites will use the Societal Readiness Level (SRL) scale as its primary readiness metric. The SRL scale describes the degree to which a proposed innovation is adapted to, and ready to be adopted by, the society that

will use it. It runs from SRL 1 (“identifying problem and societal readiness”) to SRL 9 (“actual societal readiness of innovation achieved in its intended context”).

SRL baselines and targets will be set for each BB innovation with the relevant city, in consultation with the Community of Practice, and reassessed every six months alongside the TRL (where applicable). The SRL assessment is informed by:

- The level of engagement and ownership of local stakeholders and community champions is captured through Local Stakeholder Workshops and Local Advisory Teams.
- The integration of the innovation into existing city and regional strategies (food strategies, SECAPs, cohesion strategies).
- The evidence base produced by WP6 Monitoring and Evaluation
- The readiness of financially viable partnership models and funding streams beyond the project's lifetime.

Operationalisation

The operationalisation of SRL and TRL in Bauhaus Bites is led by NTNU (WP8). The first round of SRL/TRL baselining will be completed within the second year of the project and reported in the next edition of this IMP.

3. Overview and description of the Bauhaus Bites innovations

This chapter presents the first overview of the place- and community-based interventions that Bauhaus Bites will deliver across its 7 cities: 4 per Trailblazer (Birmingham, Fundão, Zagreb) and 2 per Twin (Murska Sobota, Ostend, Palermo, Sarajevo). Each Trailblazer's innovation (subchapters 3.1-3.3) is presented with its title, type, Innovation Lead and contributors, a short description, and a link to the Exploitable Result.

The descriptions in this first edition are defined in the Bauhaus Bites Grant Agreement and, further and the Bauhaus Bites Vision. They will be refined in the second edition of this IMP based on the Trailblazer Action Plans (D2.1 Birmingham, D3.1 Fundão, D4.1 Zagreb), its Pilots, and, forthcoming, the Twin Action Plans (D5.1 Murska Sobota, D5.2 Ostend, D5.3 Palermo, D5.4 Sarajevo), and the BB Vision Document [D1.1 and D1.3]. SRL baselines and targets will be confirmed jointly with each Innovation Lead during the first round of the Innovation Registry Survey.

3.1 Birmingham Trailblazer

Birmingham (UK, pop. 1.2 million) is England's second-largest city and the largest municipality in Europe, renowned for its young and diverse population (37% under 25), 187 nationalities represented, and ethnic minorities making up 51.4% of residents. It is a Local Authority of Sanctuary [Ref. XX]. Bauhaus Bites works with East Birmingham, a diverse yet segregated community with high levels of deprivation and health issues, building on the East Birmingham Food System Exploration (Birmingham City Council, Birmingham City Council. East Birmingham food system exploration) and the Culturally Diverse Eating Guidance.

Four interlinked interventions have been co-identified for East Birmingham and are captured as Bauhaus Bites innovations (I1–I4).

Table 2. Birmingham Innovation Actions

I.no.	Innovation title	Type	Lead / Contributors	Description, baseline & link with exploitable results
1	Uniting a diverse community through social spaces and food	Process / place-based intervention	Lead: Birmingham City Council (BCC) Contributors: Food Justice	Capitalises on unique community spaces in East Birmingham, such as schools, faith settings, and local businesses, to create social connections and empowerment around food. The goal is to build trust and social connections among residents,

I.no.	Innovation title	Type	Lead / Contributors	Description, baseline & link with exploitable results
	<i>Birmingham Trailblazer — East Birmingham</i>		Network, community champions, faith settings, schools, local businesses; Community of Practice (Gehl, NTNU)	celebrate diversity, and shape both the physical and social landscape to promote mindful food production and consumption. <i>Linked to ER: BB Approaches for Radical Collaboration; Portfolio of Interventions</i>
2	Diversity in growing as a nature-based solution <i>Birmingham Trailblazer — East Birmingham</i>	Nature-based solution / community-based intervention	Lead: Birmingham City Council (BCC) Contributors: Community champions, local residents, schools; Community of Practice (ANP WWF, WWF Sweden, WWF Adria)	This initiative involves collaborative community-growing projects in which residents cultivate shared areas. It utilises a co-produced framework and citizen science to optimise planting choices based on local soil conditions and available space, promoting the growth of culturally diverse foods. <i>Linked to ER: BB Food Environments, Pilots, Scaling & Replication; Portfolio of Interventions</i>
3	Diversity in developing food literacy and strengthening community infrastructure <i>Birmingham Trailblazer — East Birmingham</i>	Social/cultural intervention; educational programme	Lead: Birmingham City Council (BCC) Contributors: Community champions, local schools and cultural organisations, artists; Community of Practice (Gehl, EAT, NTNU)	Place-based approach to food literacy using participatory methods, building on insights from the East Birmingham Food System Exploration and the Culturally Diverse Eating Guidance. Co-produced resources and events leverage community strengths and cultural heritage, celebrating food-related stories, culture and history through art, creativity and intergenerational learning. <i>Linked to ER: BB Playbook; BB Approaches for Radical Collaboration</i>
4	Diversity of the food offer within community food environments <i>Birmingham Trailblazer — East Birmingham</i>	Social innovation / co-produced resource	Lead: Birmingham City Council (BCC) Contributors: Community cooks and chefs, community champions, health professionals;	This innovation focuses on educating food preparers in community spaces about sustainable and nutritious cooking practices. It involves collecting and sharing community recipes and stories, highlighting seasonal ingredients and strategies to overcome barriers to healthy eating, especially in areas heavily affected by the COVID-19 pandemic and rising living costs. <i>Linked to ER: BB Playbook; Portfolio of Interventions</i>

I.no.	Innovation title	Type	Lead / Contributors	Description, baseline & link with exploitable results
			Community of Practice (EAT, WWF Sweden)	

3.2 Fundão Trailblazer

Fundão (Portugal, pop. 26,509) is a small town in Central Portugal with a rural character that has been implementing the Fundão Innovation Plan [Ref. XX] since 2012. Fundão has a positive migratory balance and hosts talented residents from 70 nationalities, with a strong agri-food sector (wine, cherries, cheese, olive oil, honey, mushrooms, sausages) employing many small and medium-sized family businesses that use regenerative practices aligned with the Farm-to-Fork Strategy.

The Fundão BB Food Environment consolidates the city's ambition to be a “Welcoming Land — Terra de Acolhimento”, spatially anchored at the first floor of the Municipal Market. Four innovations (I5–I8) have been identified.

Table 3. Fundão Innovation Actions

I.no.	Innovation title	Type	Lead / Contributors	Description, baseline & targeted readiness
5	Fundão Food Lab / International Food Market (Culinary Exploration Spaces) <i>Fundão Trailblazer — Municipal Market 1st floor</i>	Place-based social & cultural intervention	Lead: Câmara Municipal do Fundão (CMF) Contributors: Fundão Migrations Centre, local and international chefs, local producers; ANP WWF, Community of Practice	Culinary Exploration Spaces with Food Trucks and Global Kitchens in the Municipal Market, where local and international chefs showcase culinary skills using Fundão's local products. Tasting Corners allow visitors to sample diverse dishes from local ingredients. Anchored in Fundão's ambition to be a “Welcoming Land”, it bridges traditions and cultures through local, healthy and sustainable food. <i>Linked to ER: BB Food Environments, Pilots, Scaling & Replication; BB Playbook</i>
6	Discussion and Learning Spaces with Food Talks, Workshops	Educational/cultural intervention	Lead: Câmara Municipal do Fundão (CMF) Contributors: Nutritionists, chefs, experts; Community	Food Talks on healthy eating, sustainable agriculture and the benefits of locally-sourced produce, delivered by invited experts, nutritionists and chefs. Workshops discuss risks and challenges associated with climate

	and Interactive Displays <i>Fundão Trailblazer — Municipal Market</i>		of Practice (EAT, UCPH, Gehl)	change and explore circular practices. Interactive displays emphasise the journey of food from farm to table, making food literacy accessible to broader communities. <i>Linked to ER: BB Playbook; BB Policy Briefs</i>
7	Fundão Welcoming Land Branding, Digital Platform and Blockchain Traceability <i>Fundão Trailblazer</i>	Digital platform/branding/traceability	Lead: Câmara Municipal do Fundão (CMF) Contributors: Local producers, designers, digital partners; Community of Practice	An inclusive branding and digital environment incorporating elements from different cultures, with multilingual signage reflecting the multicultural community. A digital platform showcases recipes, virtual cooking classes and online sales of local products, while blockchain-based traceability increases transparency in the local food chain and tracks products back to the farm level. <i>Linked to ER: BB Playbook; BB Innovation e-marketplace</i>
8	Partnerships with restaurants, canteens and experimental farms <i>Fundão Trailblazer</i>	Governance/procurement / NBS	Lead: Câmara Municipal do Fundão (CMF) Contributors: Restaurants, public canteens, experimental farms; ANP WWF, Community of Practice	Partnerships with restaurants and public canteens to change how dishes are presented on menus and how food choices are positioned in the food environment, encouraging nutritious and sustainable choices. Ambitious procurement goals for sustainable fruit and vegetables in public canteens, linked to Fundão's experimental farms that test nature-based solutions such as agro-ecological principles, grazing optimisation and nutrient management. <i>Linked to ER: BB Financially-viable partnership models; BB Policy Briefs</i>

3.3 Zagreb Trailblazer

Zagreb (Croatia, pop. 806,341) sits on the south-western edge of the Pannonian Basin, 120 km from the Adriatic coast, a position that blends Central European and Mediterranean influences. Zagreb faces urban poverty, food access challenges, social exclusion, and climate-change vulnerability, but also boasts rich biodiversity (18 protected areas) and strong existing initiatives such as the Urban Gardens

programme (since 2013) and the therapeutic garden established within the Horizon 2020 proGReg project.

Four innovations (I9–I12) have been identified for the Zagreb Trailblazer, combining a hybrid urban-and-therapeutic garden in Modernist New Zagreb with complementary technological, social and governance innovations.

Table 4. Zagreb Innovation Actions

I.no.	Innovation title	Type	Lead / Contributors	Description, baseline & targeted readiness
9	Hybrid urban and therapeutic garden in New Zagreb <i>Zagreb Trailblazer — Modernist New Zagreb</i>	Nature-based solution / inclusive place-based intervention	Lead: City of Zagreb (GZ) Contributors: URIHO, Mali dom daycare, CeDePe, local elementary and high school, kindergarten ; WWF Adria, Community of Practice	A hybrid urban-and-therapeutic garden that integrates therapeutic elements into the existing urban gardening model, offering 50 m ² plots to low-income families and allocating plots to local schools and kindergartens. Located in Modernist New Zagreb, it brings together people with disabilities and the broader community — especially school children — and aligns with the principles of the New European Bauhaus. Pesticide-free, groundwater-irrigated, and using biodynamic principles. <i>Linked to ER: BB Food Environments, Pilots, Scaling & Replication; BB Playbook</i>
10	Solar pump and photocatalysis irrigation system <i>Zagreb Trailblazer — therapeutic garden</i>	Technological innovation — NBS infrastructure	Lead: City of Zagreb (GZ) Contributors: Department of Agriculture, technical partners from the proGReg project	An innovative irrigation solution developed as part of the proGReg project: a solar pump coupled with photocatalysis to access groundwater while purifying it of chemical impurities and pathogenic organisms. Demonstrates a replicable low-energy, low-cost, chemical-free irrigation approach for urban and peri-urban food-producing gardens. <i>Linked to ER: BB Food Environments; BB Innovation e-marketplace</i>
11	Inclusive therapeutic-gardening programme for vulnerable groups <i>Zagreb Trailblazer</i>	Social / health-based intervention	Lead: City of Zagreb (GZ) Contributors: URIHO, Centre for autism, CeDePe (cerebral palsy), therapists; WWF Adria	A therapeutic-gardening programme co-designed with input from therapists, serving children with disabilities, individuals with cerebral palsy and members of the local autism centre. Users engage in structured learning activities, nurturing herbs, vegetables and flowers; visitors enjoy sensory experiences. The programme converts a brownfield into an inclusive, green and sustainable semi-public space. <i>Linked to ER: BB Playbook; BB Policy Briefs</i>
12	School cooperatives and	Governance/ education /	Lead: City of Zagreb (GZ)	Integration of urban gardening, therapeutic gardening and school

I.no.	Innovation title	Type	Lead / Contributors	Description, baseline & targeted readiness
	urban therapeutic garden network <i>Zagreb Trailblazer</i>	community-based intervention	Contributors: Local schools, kindergartens, NGOs from Zagreb's Urban Gardens initiative; WWF Adria	cooperatives as a connected network. Building on Zagreb's Urban Gardens initiative (since 2013), BB extends the model with school cooperatives that enable the sale of garden produce (where permitted by regulation), clusters of guerrilla gardens along the riverside, and ecological corridors that support sustainable food production and mitigate urban heat. <i>Linked to ER: BB Financially-viable partnership models; BB Playbook</i>

4. Exploitation and dissemination strategies

The overall aim of Bauhaus Bites is to transform urban food systems in 7 cities, with the results replicable across other European and global cities. Effective exploitation and dissemination of BB innovations are therefore essential. The exploitation strategy ensures the sustained use of BB results after the project ends through scientific, economic, policy, and societal routes. The dissemination strategy ensures that BB innovations reach the right target audiences in the right form, at the right time.

4.1 Exploitable Results

In addition to the 20 place- and community-based interventions, Bauhaus Bites has identified a second layer of project-level Exploitable Results (ERs) that will also be managed through this IMP. These are listed and defined in the BB the Grant Agreement (Section 2.2.1.3).

Table 5. Initial list of Exploitable Results

Exploitable Result	Lead WP	Description
BB Vision	WP1	The Bauhaus Bites Vision for urban food system transformation, deeply rooted in the needs and aspirations of the participating municipalities, businesses, community-driven initiatives and inhabitants. Built on the key principles of sustainable and healthy food, fortified with NBS and the New European Bauhaus.
BB Food Environments, Pilots, Scaling & Replication	WP2–5	Integrated sets of interventions for sustainable, healthy food infused with nature-based solutions, co-created with local stakeholders in 3 Trailblazers and 4 Twins and made available to interested cities and sister projects.
BB Action & Strategy Plans	WP2–5	Tangible, validated Action & Strategy Plans with co-created milestones and targets, ensuring collaborative decision-making, community engagement and resilient financial and partnership models.
BB Financially-viable partnership models	WP1, 2–5	Early engagement of investors, exploration of diverse financial schemes and awareness of innovative financing opportunities to build a robust long-term financial structure beyond the initial EU project funding (WWF Sweden, WWF Adria, ANP WWF).
BB Local Advisory Team model	WP2–5	The way Local Advisory Teams are created and managed, and the added value they bring by connecting local, regional and national contributors.

Exploitable Result	Lead WP	Description
Sense-Making & Learning Sessions	WP1, 2–5	Results, best practices and learnings from online Sense-Making Sessions and on-site Learning Sessions (NTNU, WWF Adria, ANP WWF).
Open Datasets	WP6	Open datasets, collected, measured or crowdsourced, on project results, local activities, or dietary and food-supply habits.
BB Impact Canvas & Pathways, M&E Guide & Reports	WP6	Science-based targets and indicators summarised in an M&E Guide and followed up through baselines and M&E Reports, balancing environmental, social, cultural, financial, governance and health impacts via the NEB Impact Model (UCPH, WWF Sweden, NTNU).
BB Playbook	WP7	Guidance, methods, tools, practices, policy recommendations and exploitable results, summarised in local languages and context (Gehl, NTNU, ANP WWF, WWF Adria, WWF Sweden, all).
BB Policy Briefs	WP7	A portfolio of policy briefs, follow-up meetings and other advocacy activities for national, European and global policy support of BB Food Environments (WWF Adria, WWF Sweden, NTNU, EAT).
Scientific Publications	WP7	Open-access, peer-reviewed publications co-written with Trailblazers, Twins and Community of Practice (NTNU, UCPH, UNSA).
BB Innovation e-marketplace (aggregation of BB Interventions & Innovations)	WP8, 2–5, 7	Online one-stop shop aggregating and exploiting BB innovations based on IMP inputs — culturally diverse kitchens, eating guidance, culinary exploration spaces, food trucks, tasting corners, global kitchens, food labs, healthy-living zones, travelling kitchens, discussion spaces, food talks, growing initiatives, DIY toolkits, land-use frameworks, community kitchens, markets, therapeutic gardens, interactive displays and digital platforms (NTNU, all).

4.2 Exploitation strategy

The BB exploitation strategy combines commercial and non-commercial routes, with the balance tilted towards the latter because most BB innovations are place-based social, governance or process innovations anchored in public, civic and community actors. The short-term exploitation objectives during the project are to:

- Continuously identify commercially viable innovations and protect any additional IP arising from the project through the Innovation Manager and the project WP structure, with support from the NTNU Technology Transfer Office when needed.
- Make recommendations for replication based on the M&E evidence base produced by WP6

- Develop financially viable partnership models for each Trailblazer and Twin to support long-term engagement beyond the EU funding period.
- Integrate BB innovations into the BB Playbook (WP7), with clear how-to descriptions, do's and don'ts, and adaptation guidance for local contexts.
- Launch a BB Innovation e-marketplace on the project webpage as the main public-facing front-end, enabling virtual connectivity and collaboration, and acting as a communication and dissemination channel.

The long-term exploitation objectives are to embed BB innovations in the participating cities' long-term food-system plans, to disseminate them through the BB Playbook and policy briefs across European and global networks, and to feed them into standardisation, education and policy-making activities. Policy analysis (WWF Sweden and WWF-Adria) will be central to replication, identifying policies that enable or hinder BB-type interventions.

4.3 Dissemination strategy

WP7 Outreach and Advocacy is the lead Work Package for communication, dissemination and exploitation. The dissemination strategy will engage a broad range of target audiences, city and regional authorities, community-driven and business-driven initiatives, vulnerable communities, civil society, national and European policy makers, standardisation bodies, sister projects and networks, researchers, and the general public, through a mixture of channels:

- The BB project website and social media, with a dedicated BB Innovation e-marketplace as a one-stop shop for services, products and knowledge generated by the project.
- Seven local Communication, Dissemination and Exploitation (CDE) Strategies (one per Trailblazer and Twin), tailored to local languages, cultures and target groups.
- The BB Playbook, containing 40 qualified and validated guidelines, tools, examples and learnings.
- Peer-to-peer exchange with 30 sister projects and networks, including the Food 2030 ecosystem
- At least 6 national, European, and global regulatory, policy, and standardisation initiatives, with Policy Briefs, meetings with higher-level EU policymakers, and white papers.
- 3 open-access scientific articles, 29 open-access Deliverables, and 10 types of communication and dissemination activities.
- The BB Final Event, aligned with a major EU/global food-related event, contributes to 15 other events and is mainstreamed through 9 outreach activities.

All BB innovations will be registered in the IMP, monitored and evaluated in WP6, and presented through the project webpage for further dissemination and exploitation.

5. Legal and intellectual rights

This chapter introduces the legal and intellectual property rights framework that applies to Bauhaus Bites innovations. Three topics are covered: Intellectual Property Rights (IPR), GDPR compliance and transparency, and self-assessment of ethical issues.

5.1 Intellectual Property Rights (IPR)

Clear rules on IP ownership, access rights to Background and Results, and the protection of intellectual property and confidential information are essential to the success of Bauhaus Bites. The process for IPR management during Bauhaus Bites is designed to guarantee a structured approach to the identification, assessment and protection of IPR generated throughout the project. At the centre of that process is the General Assembly, which has the ultimate responsibility for IPR strategy and compliance with EU rules.

A general principle, in line with the GA, is that the IP associated with each main project result will be jointly owned by the partners who developed it. If a Result is jointly created and the contributions of individual partners cannot be distinguished, the Result and any related patent applications and patents will be jointly owned by the contributing partners. Details of joint ownership and joint patent applications are covered in the GA.

An Innovation Tracker will be used, as set out in the Grant Agreement Section 2.2.3, to identify, synchronise and manage project results (WP8). Each partner is solely responsible for identifying the Results they generate and for reporting them to the Coordinator and Executive Board. Each partner is also responsible for assessing, in consultation with the Executive Board, whether a given foreground result is best exploited via IP protection, licensing, open publication or another route. Formalised licence agreements with third parties may be implemented where needed to maximise exploitation, for example, in geographical areas or market segments that the consortium cannot service.

Patent applications will be filed where the requirements for inventive step and novelty are fulfilled and industrial or commercial applications exist. Several Bauhaus Bites partners already have experience with patent applications in their respective areas, and the NTNU Technology Transfer Office can support the consortium in cases where such experience is relevant.

5.2 GDPR compliance and transparency

Bauhaus Bites will generate many different types and forms of data, reports, specifications, methodologies, processes, qualitative and quantitative data on food environments, and indicators for monitoring and evaluation. Individual data

collection will be handled by the involved partners, keeping data processing as close as possible to the source and within the originating partner organisations. Data relating to the Trailblazer and Twin sites will, as a general rule, remain the property of those sites and will only be shared with the permission of the data owner.

Relevant data protection acts, in particular Regulation (EU) 2016/679 (GDPR), will be fully complied with. Personal data will be anonymised before it is used for academic research or non-commercial dissemination. Where an innovation or an Exploitable Result involves personal data or data from vulnerable communities, data-sharing agreements between a data controller and a data processor will be put in place, aligned with the Data Management Plan (D8.2 and D8.3).

Non-Disclosure Agreements will be used when confidential information is provided for dissemination purposes, for example, to the potential exploitation partners to obtain feedback on market potential. Prior notice of any planned publication involving another partner's Foreground or Background will be given to the Executive Board at least 45 days in advance, in line with the Consortium Agreement. Publications are permitted if no objection is raised within that period, subject to the CA's rules.

5.3 Self-assessment of ethical issues

All Bauhaus Bites activities will be conducted in compliance with ethical principles and underpinned by the principles and practices of Responsible Research and Innovation (RRI). Article 34 of the Grant Agreement describes central issues related to ethics and research integrity and refers to the European Code of Conduct for Research Integrity, whose four fundamental principles — Reliability, Honesty, Respect and Accountability — Bauhaus Bites adopts in full.

Within Bauhaus Bites, the IMP recognises the following potential ethical issues that are directly linked to the innovations:

- Involvement of human participants in co-creation, Local Stakeholder Workshops, Local Advisory Teams, and the testing and monitoring of interventions — especially vulnerable groups (migrants, elderly people, people with disabilities, children, low-income residents, minority communities).
- Collection and processing of personal data — for example, in the context of energy and food-intake monitoring, occupant satisfaction surveys, or community engagement activities.
- Cultural sensitivity — Bauhaus Bites works with super-diverse and often marginalised communities, and its innovations must be co-designed with them, not for them.

These ethical issues are also addressed in WP9 Ethics Requirements, the mandatory Work Package established by the Grant Agreement to ensure compliance with the call's ethics requirements.

6. Recommendations and Next Steps

This first edition of the Innovation Management Plan establishes the framework. The following recommendations and next steps will guide the Innovation Manager, the WPs lead, and the city leads in operationalising it during the next reporting period.

Recommendations

- Adopting the Societal Readiness Level (SRL) scale as the primary readiness metric for Bauhaus Bites, complemented by the TRL scale only where innovations are technological in nature.
- Appointing Innovation Leads for each of the 20 place- and community-based interventions and the project level Exploitable Results
- Embedding local Advisory Teams in the SRL assessment from the outset, so that the readiness scoring genuinely reflects community ownership and uptake and not just consortium activity.
- Treating exploitation as predominantly non-commercial. Prioritising the BB Playbook, Policy Briefs and the BB Innovation e-marketplace as the main exploitation vehicles, with commercial routes pursued selectively where they strengthen long-term sustainability.

Next steps

- Launching the first round of the BB Innovation Registry Survey across all 7 cities and collecting the SRL and TRL baselines for each of the 20 innovations.
- Updating this IMP (Edition 2) once the BB Vision Document, the M&E Guide, and the Trailblazer and Twin Action Plans are finalised, refining the descriptions, baselines and targets accordingly.
- Convening the Innovation meetings jointly with the WP6 M&E team to align readiness assessment with the NEB Impact Model and the BB Impact Canvas & Pathways.
- Releasing the first version of the BB Innovation e-marketplace on the project website, jointly with WP7, and populating it with the innovations registered in Edition 2 of this IMP.

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- Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 (General Data Protection Regulation, GDPR).

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