Clara

Center for Artificial Intelligence and Quantum Computing in System Brain Research

Deliverable 6.2

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Confidentiality

Does this report contain confidential information?	Yes ☑ No☐
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Table of Contents

Executive Summary

CLARA, the Center for Artificial Intelligence and Quantum Computing in System Brain Research, represents the interdisciplinary center of excellence focused on the next generation of artificial intelligence/machine learning applications and quantum-centric supercomputing tools to push the frontier of neurodegeneration research, particularly Alzheimer´s disease. The project seeks deep field knowledge and processing of large-scale biological and clinical data that will enrich collective understanding of these emerging technologies, and solve real-world challenges, thus accelerating innovations and the future of computing for the benefit of society. Finally, by building a domain-specific hybrid computing and data infrastructure platform based on emerging EuroHPC Joint Undertaking computing resources, CLARA will significantly contribute to the development of the European computing and data ecosystem in the field of system brain research. CLARA was established as the autonomous division of the International Neurodegenerative Disorders Research Center (INDRC) in Prague, Czech Republic.

CLARAs sustainability model integrates scientific excellence with robust operational instruments. A common Grant Lab supports continuous fundraising at national and European levels; a centralized Technology Transfer Office (TTO) ensures effective management of intellectual property and commercialization; and the VentureLab incubation programme accelerates high-potential spin-offs and start-ups. Together, these instruments provide the foundation for CLARAs long-term autonomy and financial stability, enabling it to evolve into a self-sustaining European center of excellence for system brain research and deep-tech innovation.

CLARA is built upon a strong consortium of INDRC as the coordinator, its affiliated partner VSB-Technical University Ostrava, the Czech Institute of Informatics, Robotics, and Cybernetics of the Czech Technical University in Prague, and the International Clinical Research Center of the St. Anne's University Hospital, all based in the Czech Republic, a low R&I performing country, with two prominent collaborative European research organizations from advanced countries: Paris Brain Institute (France) and Leibniz Supercomputing Centre of the Bavarian Academy of Sciences and Humanities (Germany).

Business plan and the development of business model are closely intertwined with exploitation activities summarized within the CLARA Exploitation strategy (D6.4) and with market analysis to ensure that each outcome of the project aligns with real-world demand and is positioned for long-term financial sustainability.

By continuously scanning the competitive landscape, tracking emerging industry trends, and engaging with stakeholders such as clinicians, researchers, industry partners, and policymakers, these activities enable the project to adapt its business model and refine potential revenue strategies.

1. Introduction to the Project

The CLARA project aims to revolutionize our understanding and treatment of neurodegenerative diseases by modeling brain function as a **multiscale, dynamical cellular system**. CLARA harnesses advanced artificial intelligence (AI), machine learning (ML), and quantum supercomputing to simulate intracellular signaling, feedback loops, and system-level resilience. Alzheimer's disease and its associated pathologies (e.g., calcium dysregulation, APOE cascades) serve as a proof-of-concept use case to demonstrate the CLARA approach. This systems-first strategy provides not only mechanistic insights for diagnostics and therapies, but also a new paradigm for sustaining optimal brain performance across health and disease. Ultimately, the project fosters a more competitive and cohesive European research ecosystem, accelerating breakthroughs in precision medicine, improving patient outcomes, and cultivating a sustainable environment for future scientific discovery.

CLARA vision

- Leading European research institute
- Centre for using and developing technologies as drivers for interdisciplinary research
- Strong scientific community with open and interactive internal culture and governance that gives recognition to all its people
- Recognized player in knowledge sharing by relevant partners and platforms.

2. Exploitation strategy

The CLARA Business Plan builds directly on the CLARA Exploitation Strategy, which sets the framework for transforming the projects scientific excellence into measurable, sustainable impact. While the Exploitation Strategy provides a structured overview of the expected results, ownership models, and commercialization pathways, this Business Plan translates those principles into an operational roadmap for implementation. It outlines how CLARAs activities, from the generation of cutting-edge research outputs to their protection, validation, and market uptake, will create long-term value for science, healthcare, and society. The projects key exploitable results are organized around three interconnected pillars: Excellence, Sustainability, and Innovation, which together ensure that CLARA not only advances frontier research, but also establishes a durable foundation for financial autonomy, technology transfer, and European leadership in neurodegenerative research. CLARA's principal key exploitable results (KERs) encompassing these three main pillars:

1. **Excellence**
    - Publishing of articles in leading academic journals
    - Production of scholarly monographs
    - Presentation at high-profile conferences
    - Development of educational and training programs
    - Implementation of proof-of-concept (PoC) use case

2. **Sustainability**
    - Establishment of a Grant Lab Strategy
    - Introduction of a Donor Program
    - Creation of an Industrial Chair Program to secure long-term funding
    - Establishment of the Commercialization & Innovation Office
    - Establishment of pre-seed and seed activities in collaboration with private sector, investors and venture capital
    - Equitable and Incentive-Driven Spin-Off Policy
    - Philanthropic activities and reputation management
        - Donor program
        - Positioning CLARA as a Center of Excellence (CoE) with an integrated research agenda focused on neurodegenerative diseases (ND), AI, and high-performance computing and quantum computing (HPCQC)
        - Establishing Czechia and Prague as a Central and Eastern European hub for research on ND and emerging technologies

3. **Innovation**
    - Development of software tools (e.g. agentic workflows) and (Gen) AI models, including:
        - A knowledge management map
        - Multimodal neurological patient data software
        - Software for predicting protein interactions
        - Harmonized datasets
    - Development of products and services aligned with Responsible Research and Innovation (RRI) policies, ethical standards, and AI and data privacy compliance

Key exploitation activities					
Intellectual Property (IP) Management	**Commercialization & Market Uptake**	**Technology Transfer**	**Policy Impact**	**Dissemination & Stakeholder Engagement**	**Further Research & Development**
Protection of Innovations IP Ownership and Licensing Software, system and platform components Databases	Development of Business Models Industry Partnerships Preparation for Investment and Spin-offs (pre-seed and seed activities, venture capital involvement)	Dissemination to Industry and Startups Collaborations with Technology Centers Real-world Demonstrations	Influencing Policy Engagement with Policymakers Provision of Policy Recommendations Contributing to the fulfilment of EU and national strategic goals	Publication of Research Organizing Outreach Events Collaborative Initiatives Social media and science popularization Education & Training curricula	Integration into Future Research Securing Additional Funding Strengthening Research Collaborations Embedded ethical, legal and societal considerations

The primary goal of the existing CLARA Exploitation strategy is to provide a clear overview of the project's expected results, their respective ownership, and potential exploitation routes. This foundation will support exploitation efforts in the coming years by identifying each result's potential and the possibility of bringing these results to the market.

3. CLARA expected impacts, autonomy and long-term sustainability

CLARAs long-term autonomy will be ensured through a robust managerial and organizational framework that guarantees independence in all scientific, operational, financial, and administrative matters. The project operates at the consortium level, coordinated by INDRC, with shared governance bodies, internal regulations, and compliance procedures aligned with best European research management standards. Common structures and processes, supported by a shared cultural and ethical framework, will ensure transparent decision-making and efficient coordination across scientific, legal, and financial domains. The interdisciplinary nature of the CLARA research publications (supported by niche infrastructure of CLARA Testbed, significant add on investment and capacity building) will bring unique value to current research and training programs in this field. CLARA will implement a sound and solid sustainability strategy.

Ensure full autonomy and long-term sustainability of the CLARA is planned via:

- setting up **effective managerial and organizational structures**, including common bodies, processes, corporate compliance, common values, and cultural framework to ensure full autonomy in decision-making in all scientific, legal, administrative, operational, personnel, and academic matters;
- development and implementation of a sound **investment plan** enabling the long-term sustainability of CLARA;
- development and implementation of a common **Grant Lab strategy** to enhance fundraising activities and ensure the critical mass of add-on resources;
- **establishment of a Technology Transfer Office** (TTO) at CLARA for the transfer of knowledge to the market.

Key elements of CLARA's sustainability	
Strategic Research and Innovation Agenda (SRIA)	CLARA's scientific goals and research priorities are encapsulated in a regularly updated SRIA, reflecting ongoing advancements, market developments, and the evolving needs. Newly established Research Programs (RPs) led by experts guide the research agenda, ensuring that CLARA remains agile, competitive, and responsive to emerging challenges.
Grant Lab for Fundraising and Growth • Deliverable D3.6 Grant Lab Strategy • Deliverable D3.7 Grant Lab Strategy - update	A central element in CLARA's sustainability plan is the Grant Lab, which functions as a strategic platform supporting the preparation of national, EU, and international grant proposals. Bringing together experienced project managers—who often have deep knowledge in social sciences, financial, and business fields—the Grant Lab increases CLARA's competitiveness, diversifies its funding sources, and fosters collaboration with early-stage researchers (e.g., ERC, MSCA) and broader European initiatives (e.g., COST Actions).
Business and Financial Strategy • Deliverable D6.2 Business Plan • Deliverable D6.3 Business Plan – update	CLARA's Business Plan (periodically updated and reflecting real-world revenues and cash flows) details multiple revenue streams to secure the project's financial health: a. Exploitation Revenues and Contractual Research: Licensing, intellectual property rights (IPR), and contractual projects with industrial partners. b. Grant Funding: Targeting national, European, and international resources with special attention to high-impact and collaborative grants. c. Fee-Based Services: E.g. access to the respective CLARA Testbed nodes if allowed by applicable rules, expert evaluations, consulting, and technology maturing services. d. Donor Program: Managed by the Technology Transfer Office (TTO), attracting philanthropic and corporate donations. e. Education & Training: Revenues from training workshops, scientific events, networking activities, and industry-oriented programs. f. Data/Testbed-Related Revenues: Income from offering customized solutions utilizing specialized data sets and advanced testbed infrastructure where possible and in compliance with applicable rules.
Long-Term Outlook and Risk Mitigation	By diversifying funding sources, developing robust industry collaborations, and maintaining active grant-seeking efforts, CLARA creates a resilient financial environment. The combined structure of grants, contractual research, fee-based services, donor programs, and training initiatives helps balance potential shortfalls.
Other initiatives that help with achieving long-term goals	a. Tenure Track Policy for Scientific Excellence b. Assesses market trends and societal needs c. Clear KPIs, responsibilities, and an evaluation process d. CLARA Collaboratorium as a complex co-working and collaborative dynamic hub enabling co-creation activities, popularization of advancements of CLARA research

4. Business modelling and planning

To ensure financial sustainability, the Business plan is developed and implemented based on projected revenues and cash flows, along with a defined investment plan covering the sustainability period. The CLARA project supports these main pillars to secure the financial stability:

- Grant Lab: grant acquisition and management;
- Business development and technology transfer;
- Reputation and stakeholder management.

4.1. Grant Lab for Fundraising and Growth

A central element in CLARA's sustainability plan is the Grant Lab (Deliverable D3.6 – Grant Lab Strategy, Deliverable D3.7 – Grant Lab Strategy – update), which functions as a strategic platform supporting the preparation of national, EU, and international grant proposals. Grant Lab will embody top-ranked EU Project Managers from CLARA partners, who will jointly identify and process regional, national, EU, and international funding opportunities.

Bringing together experienced project managers—who often have deep knowledge in social sciences, financial, and business fields—the Grant Lab increases CLARA's competitiveness, diversifies its funding sources, and fosters collaboration with early-stage researchers (e.g., ERC, MSCA) and broader European initiatives (e.g., COST Actions).

4.2. Business development and technology transfer

Business development and technology transfer requires professional innovation and IPR management and transfer with explicit rules concerning ownership, access rights to any Background/Foreground IP for the execution goals and the protection of IPR and confidential information. Awareness of business and industry trends through representatives of industry in SB and SAB is essential.

Commercially viable and sustainable business models for the exploitation of developer solutions are defined using the Business Model Canvas and lean value proposition. These models are served as the basis for elaborating an effective CLARA Business plan which serves as the roadmap for commercial exploitation.

Licensing

Licenses shall be granted under Fair, Reasonable, and Non-Discriminatory (FRAND) conditions on clearly identified technologies to a well-defined business target. IP-protected results will be licensed to other partners under reciprocal terms and may also be offered to other parties if there is a mutual business interest. In situations in which IP-protected results may lead to the development of standards, the project will apply for open standards, where patents essential to the standard are made available on

FRAND terms, and where compensation is provided to companies that have made substantial investments in their development.

Extensive partner experience, and knowledge sharing

The CLARA partners bring a wealth of experience in the translation of research findings into real-world applications. This includes a track record of preparing and submitting international patent applications, developing commercially viable products, and successful commercialization. Some partners have ventured into the creation of spin-off companies. Partners from Germany and France, with their well-established foothold in technology transfer, will play a crucial role in guiding less advanced partners.

Management of generated IPR

The IPR&Innovation Officer/Consultant has already been recruited to the newly established TTO and will provide IPR audits and report on the title and ownership of the IPR generated during the project. In case of joint IPR, partners involved shall agree in advance on explicit rules concerning IP ownership, access rights to any Background/Foreground IP, the protection of IPR, and confidential information before the project starts. Publishing of IPR-protected results in scientific journals will be conducted after the results are protected by patenting. The partners are committed to granting free licenses for research and educational purposes.

4.3. Reputation management

Reputation management through public events and involvement of target groups in the innovation process (co-creation) is crucial for all CLARA activities. In parallel, professional innovation management and the development of well-targeted C&D activities will enable us to nurture an enabling environment that will facilitate exploitation and market uptake.

5. Business plan

The business model and business plan is developed (Deliverable D6.3, M12) in close alignment with the project's Exploitation strategy, using insights derived from anticipated results, identified ownership, and market needs (CLARA IPR radar and audit activities, Deliverable D6.5, M32). As a foundational step for developing CLARA's business model, the Business model Canvas was created. This visual framework will systematically capture the essential elements and key relationships critical to the project's success.

It will highlight the primary value propositions related to CLARA's advancements in neurodegenerative disease research and innovative AI-driven solutions, delineate customer segments such as clinicians, research institutions, industry partners, and policymakers, and outline essential resources, partnerships, and revenue streams. The Business Model Canvas serves as a strategic visual aid, facilitating clear communication and providing fundamental information required for subsequent phases of the project and ensuring effective and sustainable business management aligned with CLARA's overarching objectives.

5.1. Investment plan

Investment plan for implementing the CLARA center, in particular regarding investments in research, infrastructure, equipment and other categories indicated above including an indicative time schedule.

Infrastructure related Operating costs (CZK):

Year 05	25,636,150.00
Year 06	26,277,054.00
Year 07	28,782,106.00
Year 08	36,376,658.00
Year 09	134,986,075.00
Year 10	37,610,726.00
Year 11	38,250,994.00
Year 12	38,907,269.00
Year 13	39,579,952.00
Year 14	40,269,450.00
Year 15	40,976,186.00
TOTAL	487,652,620.00 CZK

Infrastructure-related operating revenues (CZK)

Total operating revenues	520,496,705.00
Operating revenues	65,096,705.00
Financing of operating loss	455,400,000.00
Residual value (CZK)	0.00
Discounted operating revenues	363,367,783.61 CZK

The operating costs and revenues are just infrastructure and investment-related. Other costs (personal, consumables etc.) represent EUR 3 mil. annually on average. Other revenues (grants, donations) represent EUR 2.2 million. The most significant items of future operating costs are mainly payments for energy of the VSB partner related to the operation of the computing cluster, as well as reinvestment of equipment. A gradual replacement of equipment is planned. The exception is the year 2033 when it is planned to renew the HPCQC - AI computing cluster (from a technical point of view, HPC systems cannot be renewed gradually or in parts) according to the computing power requirements identified and optimized within the project. The operation of obsolete HPC systems is not efficient (operating costs vs. computing power) and also the suppliers do not guarantee the availability of spare parts after the standard lifetime of HPC systems has been exceeded. Personnel costs are planned to be about 1/3 of the cost of the last year of implementation.

We expect to cover operating income and part of reinvestment during the sustainability period from public grants as well as from the **sale of developed licenses** and other **research results**. Financing of the operating loss is planned from own resources and institutional support, as well as from subsidy titles that allow this, namely national and international grants (especially European) and ESIF resources. If it is not possible to secure the necessary resources for the renewal of the HPCQC - AI computing cluster, VSB is ready, through its research institute IT4Innovations - National Supercomputing Centre, to project the identified and optimized requirements for the computing cluster within the CLARA project into its plans for the renewal of the computing systems operated by e-INFRA CZ (e-Infrastructure for Research and Development in the Czech Republic), whose architecture does not currently take into account the requirements required by the CLARA Center. CLARA staff would thus be able to apply for e-INFRA CZ computing resources in the future, as would the entire research community in the Czech Republic. CLARA staff, as representatives of the Czech research community, would apply for e-INFRA CZ computing resources in the future following the current rules for access to e-INFRA CZ services.

5.2. Foreseen revenues

Foreseen CLARA revenue streams:

(a) Exploitation revenues and contractual research:
CLARA expects the growing attractiveness of industrial partners and considers gaining revenues from contractual research (on resilience modeling, with biotech/drug discovery framed as client use of CLARA tools, not our end product), including IPR, and license-related revenues e.g. software/runtime licensing. The technology promotion and exploitation of results within the local ecosystem will be strongly supported by the involved institutions;

(b) CLARA Grant Lab:
The CLARA partners will jointly seek European funding and stimulate revenues from projects KERs. The national commitment/resources will also be sought;

(c) Services against payment:
The CLARA network aims to enable collaborative experiments by providing access to the CLARA Testbed and will offer related services (e.g. scientific and technological expert evaluation and consulting, technology maturing, testbed/federated data services, simulation-as-a-service). The portfolio of services is/will be provided at the project webpage;

(d) Donor program:
The Chief Officer for Stakeholder Relations will be responsible for gathering donations;

(e) Education & Training:
Revenues from the organization of CLARA training workshops, scientific and networking events, industry training programs;

(f) Data/Testbed related revenues:
The fair share of profit for customized solutions and services.

(g) Revenues from spin off companies:
The fair share of profit on licensed products/services.

5.3. Leveraging multiple income streams

CLARA will leverage:

- the best practice of PBI, which gathers EUR 12 mil. annually (30 % of the turnover) from its **outstanding donor program**;
- **Industry-based revenues**, incl. incomes from own spin-off companies - based on motivating principles for inventors and pricing policy;
- **Projects with industry;**
- Revenues from industry (EUR 0,3 mil. at the end of the project and EUR 0,2 mil. annually in the sustainability period). Total annual revenues in the sustainability period target EUR 4.6 mil., which corresponds to expected operating costs.

5.4. CLARA SWOT analysis

Strengths

- Internationally recognized research with multidisciplinary collaborations
- State of the art infrastructure
- Organization of key infrastructure managed at the highest international standards
- Importance and great possibilities of Artificial Intelligence and Quantum Computing in System Brain Research
- Marketing of research results and collaboration with industry became a strategic topic at CLARA

Weaknesses

- Orientation on fundamental research; little translational research
- Low international visibility of research
- Weak interdisciplinary links between partners of CLARA consorcium
- Low number of applied research projects
- Weak support for technology transfer
- The absence of active scouting and assessment of research results for potential collaborations with industry at the institutional level

Opportunities

- Development of a strong research programme
- Connection of Artificial Intelligence and Quantum Computing in System Brain Research
- The Grant Lab strategy implementation to increase the competitiveness in seeking funding from grant schemes.
- Developing of HR strategy together with the Career Development and remuneration policy
- Developing of educational and training activities
- Creating the Young Talent Incubator
- Building of the CLARA Testbed as a unique infrastructure by procurement, deployment, and configuration of HW and SW infrastructure components
- Realization of co-creation activities Via CLARA Collaboratorium among scientists, business sectors, caregivers, and the broader citizens´ community, popularization activities of CLARA
- Openness of Czech citizens in general towards progressive science including new breeding techniques

Threats

- Undefined mid and long term science strategy at national level
- Challenging the political and regulatory landscape in the EU
- Resistance of society to new technologies
- Low willingness of companies to invest in System Brain research
- Unpredictability of future financing (nationally)
- Rising costs of after-warranty services (maintenance/repairs)
- Pressure to reduce administrative costs which could lead to low capacity
- Lack of institutional financing to secure research groups budgets (impact of new national evaluation)

5.5. Business model Canvas

Target groups

Research

International/national stakeholders in R&D&I, education/training, advancements in neuroscience, life science, in particular molecular, medical, and clinical research as well as computer science and

supercomputing/quantum computing: RTOs, universities, clinical centers, academics and non-academic researchers, experts and consultants focused on advancing the crosscutting scientific fields (in particular genomics, quantum computing, and artificial AI). Related funded projects and initiatives (ELLIS, CLAIRE, ADRA, etc). Specific subgroup: Excellent Ph.D. students, postdocs, young talents, and investigators.

Industry

Deep tech, biotech, and biomedical innovation ecosystems that have the potential to create new markets or disrupt existing ones; businesses that may contribute to the scale-up of CLARA outcomes and results at regional, national, EU, and international levels; businesses that may serve as partners: technology actors and providers, software providers, service providers; large companies, deep tech innovators,

SMEs, and startups; pharmaceutical and biotechnology companies and drug manufacturers that launch new inventions to the market, not necessarily discovering innovative new drugs on their own; businesses active in drug discovery and development of vaccines and therapeutics; hospitals and care help givers.

Policy makers

Governmental/ policy stakeholders and standardization bodies at national and EU levels (e.g. industrial committees, ministries, and regional councils) incl. civil society activists. Professional initiatives such as Alzheimer's Disease Data Initiative (ADDI), Aridhia DRE, European Prevention of Alzheimer's Dementia Consortium (EPAD), European Platform for Neurodegenerative Diseases (EPND) etc.

Society

Patients and their families, elderly people; individuals, the general public, and even healthy population regarding the prevention programs on healthy lifestyle, healthy outlook, and patient education; citizen initiatives and communities as they may promote advocacy for increased research funding and they can actively contribute to advancing knowledge, potentially leading to increased public and political support. Specific target: NGOs, therapists, psychologists, and other caregivers.

Business Model Canvas

CLARA

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments

Internal:
• VSB - Technical University of Ostrava
• Ceske Vysoke Uceni Technicke V Praze
• Fakultni Nemocnice U Sv Anny V Brne
• Institut Du Cerveau Et De La Moelle Epiniere
• Bayerische Akademie der Wissenschaften
• International Neurodegenerative
• Disorders Research Center
External:
• Biotechnology companies, Industrial partners, Research organization
• Venture capital
PPP:
• Business acceleration engine (joint venture of INDRC/CLARA, partners and industrial sector)
	• R&D
	• Knowledge mapping and simulation
	• AI and ML
	• Quantum-centric supercomputing
	• Technology transfer
	Key Resources
	• Human
	• Knowledge
	• Intellectual (know-how, patents)
	• Datasets
	• AI and ML
	• Financial (strong and long term funding)
	• Hardware
		• Artificial intelligence (AI), Machine learning (ML) algorithms, and hybrid computing
		• Innovative diagnostic and therapeutic solutions
		• Harmonized dataset
		• Identification of new molecules and inhibitors
		• Knowledge map
			• B2B
			• Open source
			• Contracted research
			• Licencing
			Channels
			• Dealflow.eu
			• Horizonresultsbooster.eu
			• Individual propagation to potentional investors
			• Web/Online platforms
				• Patients
				• Pharmaceutical and Biotechnology Industries
				• Industrial partners
				• Clinicians and Healthcare Providers
				• Research Community
				  ○ Researchers
				  ○ Research Organisations
				• European Computing Ecosystem
				• Government

Cost Structure	Revenue Streams
Taxes, Hardware, R&D, Legal (patents, IPR protection), Employees, Salaries, Utilities	**During and after project:** Licences, Patents, Start-ups, Grants, Spin-offs, Industrial cooperation, Clinical studies, Datasets, AI solutions, Software, Donation, VC, PE, Business angles, Education & Training Programs and Events. **Currently: Clara funding approximately 43 mil. EUR**.

Significant CLARA exploitable results

- Software & Runtime: Versioned CLARA runtime (MCP Server, Tools Catalog, Graph-RAG middleware, Patient stratification app for AD) under research and commercial licenses.
- Models & Workflows: Parameterized Ca^{2+}/CREB signaling models; docking/screening workflows; EEG/TDA diagnostic agents.
- Services: Simulation-as-a-service, model calibration, cohort-specific prognostics; testbed access and expert consulting, provision of Ethics and AI Legal compliance assessments.
- Data Products: Harmonized schemas, ontologies, and FAIR pipelines (research license); hosted execution in CLARA Testbed.
- Training & Certification: Practitioner courses and certification for aligned toolchains (industry and academic tiers).
- IP & TT Pathways: FRAND-style (Fair, Reasonable, and Non-Discriminatory) terms for standards-adjacent components; spin-out ready packages for verticals (e.g., EEG resilience tools).

5.6. Crucial plans for exploitable results in case of the commercialization

Addressing challenging questions in CLARA will generate suitable research, while the drive for application of breakthrough discoveries for the benefit of society and industry will open new opportunities in sub-programs targeting innovations and societal challenges. At the same time, the CLARA focus on scientific breakthrough will enhance the financial impact of valorization of research results.

High-impact discoveries are expected to generate cases of **licensing**, **spin-offs**, or **collaborative research**, unlike incremental science, which has so far led to **contract research** only. Research results (inventions) with potential for commercialization will be protected at the institution of origin or as joint/shared ownership or via CLARA Technology Transfer Office. The memorandum of understanding between CLARA partners should set-up a specific framework for intellectual property management (set in chap. 8 Innovation Management).

Therefore, several organizational modes of exploitation are to be expected, including spin-offs founded by a single partner, spin-offs jointly owned by both partners, spin-offs co-owned with third parties (investors) up to the point of exit of the founder(s), licensing of research results by one or both partners to third parties, or exploitation of knowledge to implement contracted or collaborative research. Therefore, there is no single sustainability scenario for the diverse results of CLARA - several options can be taken after the end of the project: Internal follow-up, Externalization and Discontinuation of the research direction(s).

Internal follow-up:

This option will be taken if experimental validation leads to highly promising results, enabling low to moderately risky continuation of the research directions with a potential for high gains in the long-term. We will develop follow-up projects, preferably with support from funding schemes such as OP TAK, TA ČR, MPO, or Framework Programmes

of the EU. In cases with clear potential for externalization we will encourage industrial partners to finance the continuation themselves. Two sub-options will be considered:

(i) Collaborative research with industry, if there is need for input of knowledge or infrastructure unavailable at CLARA

(ii) Spin-off companies may be established in case the results yield a promising technology/service based on internal know-how that cannot be easily protected or transferred.

a. financial costs: (i) moderate to high; in suitable cases with potential for externalization covered by industrial partners, (ii) moderate to high

b. financial gains: (i) low, (ii) low in short-term; moderate in mid-term; high in long-term

Externalization:

Should the experimental validation show reasonable potential for commercialization with low potential for reasonable economic returns or high risks in the follow-up period, transfer of the generated knowledge to third parties will be considered. There are two possible alternatives:

(iii) Licensing of (protected) results, especially where there is lack of expertise/capacity at CLARA partners to achieve maturity of the technology

(iv) Sale of IPR, if it is unlikely that CLARA partner profits will outset the costs of property maintenance and a buyer is identified (loss mitigation in comparison with track Internal follow-up).

a. financial costs: (i) low, (ii) none

b. financial gains: (i) low in short-term; high in mid- to long-term, (ii) moderate in short- term; none in mid- to long-term

Discontinuation of the research direction(s):

The validation of research results may lead to negative assessment based on economical or functional criteria (toxicity, lack of specificity etc.). In such case, the results will be published to allow other researchers to use the knowledge generated and methodological approaches used.

a. financial costs: none

b. financial gains: none

Valorization

There is an array of diverse applications and technologies to be valorized within CLARA project. We expect the following:

- to be discontinued in approximately 70 % of cases before/after initial **proof-of-concept** due to more profitable solutions already in market, insufficient and adverse effects, etc.;
- to enable a growing portfolio of projects of **collaborative research**, first financed by public agencies (TA ČR, Horizon), later on increasingly covered by industrial partners;

- to result in establishment of at least 3 **spin-off companies** by the end of projects and another 4 until 2034 which will be able to generate increasing returns (through licenses and/or recovery of profits and/or sale of shares);
- to lead to increasing yield from **licensing of intellectual property** (to third parties, spin-offs not included) from 2024;
- potentially **sales of intellectual property**, though this will always be an exit strategy and therefore we do not foresee use of this scenario in the financial model.

Additionally, we will occasionally be engaged in **contract research** or **provision of facility services** to non-academic institutions. These activities are expected to commence earlier than mentioned above, but we do not truly consider them as valorization, because the results are not owned and their use is not governed by CLARA. Also, the progression of contract research and services is expected to be moderate, to be employed mostly in building trust with industrial partners or in ad hoc opportunities for exploitation of knowledge which cannot be transferred or protected.

Thousands CZK	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**
Revenues	**0**	**7200**	**7200**	**7200**	**7200**	**7200**	**7200**	**4800**
licensing	0	200	300	400	400	500	500	500
spin-off revenues	0	0	0	0	200	100	100	100
contract research	0	3000	3000	3000	2900	2900	2900	2000
collaborative research	0	3500	3400	3300	3200	3200	3200	1800
service provision	0	500	500	500	500	500	500	400

A major part of the income from valorization of research results will be re-invested into emerging research pathways. Besides exploring new technologies and acquisition of scientific talents, we will sustain the **proof-of-concept fund** and widen its operation beyond the CLARA team and results.

The CLARA **joint venture** is designed to foster excellent research. Thus, the majority of funding for post-project operation of the CLARA joint venture will be covered by national and international grants.

Strategic Role of Czech AI Factory (CZAI) for CLARA Commercialization

The Czech AI Factory (CZAI), one of the AI factories supported by EuroHPC JU, will serve as a national innovation platform built around a state-of-the-art AI-optimized supercomputer and a dedicated service support center. CZAI - whose implementation will begin in December 2025 - will be designed to accelerate the development, validation, and deployment of advanced artificial intelligence solutions in areas such as healthcare, industry, and public administration.

CZAI and CLARA will operate in close synergy: while CLARA will deliver breakthrough AI technologies and research outputs, CZAI will provide the essential supercomputing power and expert support necessary to transform these results into commercially viable products and services. CZAI's infrastructure and expert consulting will enable the testing, piloting, and scaling of CLARA's innovations in real-world scenarios.

By fostering collaborations with industry, supporting pilot projects, facilitating the creation of spin-offs and licensing opportunities, and guiding CLARA's outputs to the market, CZAI will help ensure the broad societal and economic impact of the research. Through its integrated approach, CZAI will become the cornerstone for the commercialization and long-term sustainability of CLARA's achievements.

5.7. Socio-economic impact

The socio-economic impact of the project has two main dimensions:

(i) excellent research results generated by following novel research directions or using new and upgraded instrumentation in CLARA facilities and

(ii) societally and/or industrially relevant scientific results contributing to development national innovation ecosystem in the Czech Republic.

CLARA does not aim to significantly increase the quantity of publications generated by CLARA partners, but the new scientific paths taken up thanks to CLARA will definitely generate a significant amount of original, high-quality scientific papers. Additionally, the upgrades in facilities are envisioned to result not only in enabling the operation of CLARA technology platforms, but also in increasing their attractiveness to users pursuing other scientific directions. Thus, we expect a high amount of papers to be enabled through CLARA.

CLARA will enable new invention pipelines between CLARA partners, resulting in the generation of several patents per year towards the end of the operational phase. In the sustainability phase and reference period, the technological and intellectual upgrading brought by the joint venture is expected to keep on generating 2 IPR/patent applications per year. The assumption will be corrected based on the actual functioning of the CLARA.

6. Implementation plan

6.1. Training and education

Ethics&Security manager and IPR&Innovation Officer/Consultant will provide Education/ training materials (D3.4, M17) on soft skills, BD&TT, ethics, gendered innovations. Moreover, Collegium of Experts will develop educational and training curriculum on trustworthy AI, scientific training on hybrid computing, AI/ML in brain research, etc.

These tasks focus on:

i) Professional development of early-career researchers. CLARA will actively encourage participation in conferences, seminars, and networking events, fostering connections beyond the immediate research environment;

ii) Personal Development. Tailored programs will be designed to nurture essential skills such as effective communication, teamwork, and resilience in the face of challenges. By creating a holistic learning environment, CLARA aims to produce well-rounded researchers equipped with scientific expertise, and interpersonal and adaptive skills (incl. green and digital skills) crucial for a successful career in academia or industry;

iii) Regular courses and inclusive learning. The members of CLARA projects will contribute to the education of undergraduates at their respective institutions. Inclusivity is embedded in the learning process, with efforts made to accommodate different learning styles and preferences. Workshops and training sessions will be designed to be accessible to all;

iv) Capacity Building Seminars. CLARA will organize seminars to empower staff and students with the necessary skills for effective IPR Management and Technology Transfer (TT). These seminars will cover crucial aspects of the TT process, incl. patenting strategies, business plan development, and presentations for potential investors.

The Educational/training materials will be updated in M41 and further used at Summer schools (D4.4) and for the training of students and researchers within RPs.

6.2. Grant Lab Strategy

CLARA partners have collaboratively established the Grant Lab Strategy (D3.5) to promote (individual and cooperative) highly competitive national, EU, and international projects for its growth and sustainability. The Grant Lab, as part of the CLARA structure, is an open platform for project managers from CLARA and its collaborators to cooperate on grant preparation and to develop collaboration. Project managers often demonstrate deep knowledge in the SSH, financial, and business fields, which is important for CLARA's social responsibility and sustainability. The Grant Lab is therefore a platform, where the grant managers and specialists can discuss future projects, and mutually benefit from the cooperation.

The Grant Lab strategy (D3.5, M11) will help with the increase of competitiveness in seeking projects focused on CLARA-related topics. The Grant Lab will closely cooperate with researchers at tenure track positions to supply them with the necessary expertise in applying for grants. The focus on individual grants (ERC, MSCA) will be strengthened to support early-stage researchers as well as the COST Actions to broaden networking activities and connect CLARA with other research initiatives across Europe.

6.3. Technology Transfer and Commercialization Strategy

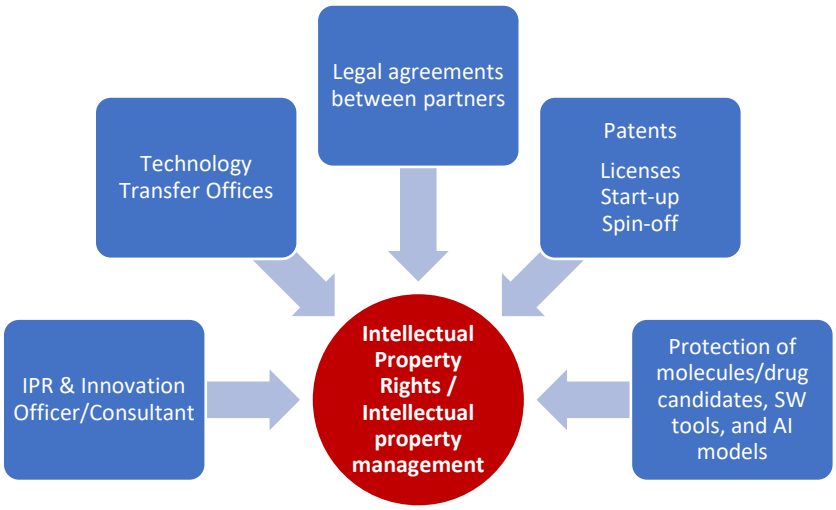
Technology Transfer Offices at participating institutions will operate independently (however in compliance with Grant Agreement and PCA), with each institution determining how and to what extent they will collaborate with the IPR & Innovation Officer/Consultant. Nonetheless, institutions are expected to provide all necessary information, background and creating/protecting value of the research to fulfil the objectives of the CLARA project and to prepare any documentation requested by the European Commission. This document outlines general guidelines for effective collaboration; however, the final approach remains at each institution's discretion.

CLARA IPR & Innovation Officer/Consultant (empowered by the CLARA Director) has the full authority to manage the process of technology transfer and commercialization only in two cases:

- CLARA partner(s) directly ask(s) for the service of the IPR & Innovation Officer/Consultant
- Case concerns joint intellectual property rights developed at CLARA by two or more parties, but the parties have not reached the consensus on the technology transfer and commercialisation aspects.

Once project results are formally protected, where appropriate, publishing in scientific journals can proceed, ensuring that valuable innovations are safeguarded while also disseminating findings to the broader research community. Further reflecting the project's commitment to scientific advancement and societal benefit, partners will grant **free licenses for research and educational purposes**, facilitating wide adoption of innovations without compromising commercial potential. Additionally, the IPR & Innovation Officer/Consultant will engage regularly with stakeholders to track evolving market needs and product/service offerings, guided by standards such as **CEN/TS 16555**. Through this proactive approach, the project ensures that IPR is managed transparently, promotes collaborative research efforts, and maximizes the impact of its intellectual assets.

Intellectual Property Rights (IPR) protection and commercial considerations, including the appropriate allocation of returns based on each party's contribution, will be clearly defined through dedicated legal agreements between partners where appropriate. These provisions will also apply to spin-offs and start-ups.



7. Instruments of exploitation and business development

Effective exploitation of project results relies on a variety of complementary instruments, each tailored to maximize the scientific, commercial, and societal impact. Key exploitation instruments include:

1. **Patents and Licensing**
   - **Protection of Innovations**
     - This includes securing patents, trademarks, and copyrights, as well as establishing clear guidelines for ownership and usage rights among project partners.
   - **Licensing Agreements**
     - Collaborating organizations and external entities can obtain licenses, generating revenue while promoting broader application of the newly developed technologies.
     - FRAND terms applied.
2. **Technology Transfer and Spin-Offs, Startups**
   - **Technology Transfer Office (TTO)**
     - Coordinates the transfer of project outcomes to industry and research stakeholders. TTOs play a pivotal role in identifying market opportunities, negotiating partnerships, and supporting the commercialization process.
   - **Spin-Off Companies**
     - Encourages the establishment of start-ups to commercialize new discoveries, driving entrepreneurship and job creation.
3. **Joint Ventures and Public-Private Partnerships**
   - **Collaborative Business Models**
     - Pool expertise and resources from academia, industry, and public institutions to streamline the path to market.
   - **Shared Risk and Investment**
     - Leverages combined resources to fund large-scale initiatives, reducing barriers and ensuring sustainability.
4. **Research Contracts and Consultancy**
   - **Tailored Services**
     - Partners can offer specialized consulting or contract research.
5. **Open-Access Publications and Knowledge Sharing**
   - **Academic Dissemination**
     - Publishing results in high-impact, open-access journals.
   - **Conferences, Workshops, and Training**
     - Fosters networking, skill enhancement, and collaboration across disciplines, amplifying the overall impact.
   - **Other type of results**
     - Academic theses

- Books
- Chapters

6. **Educational and Research Tools**
   - Free Licenses for Research and Education
7. **IT Platforms**
   - Open-Source Component Repositories
   - FAIR, Shared or Open Data Platforms
8. **Standards and Policy Contributions**
   - **Regulatory Engagement, Influencing Public Policy**
     - By providing evidence-based recommendations, projects can impact public health, environmental regulations, and other critical areas.

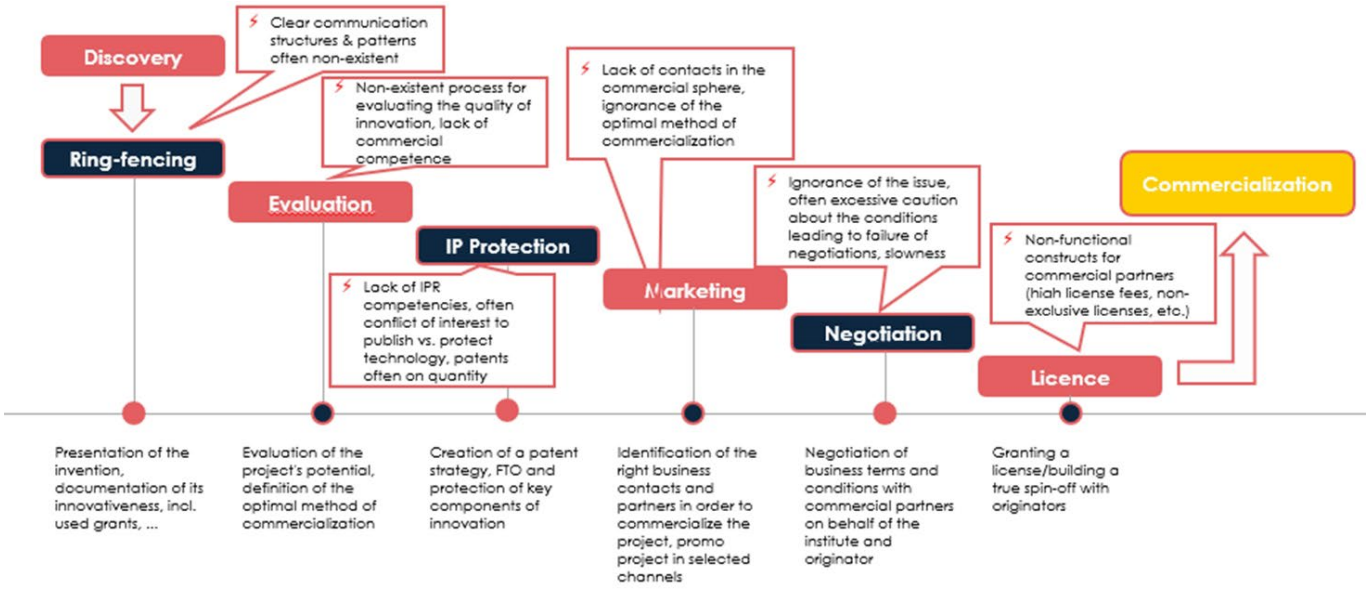
To ensure the successful exploitation of our project's results, we are integrating the European Commission's **Innovation Radar methodology** as a central component of our exploitation strategy. This approach provides a **systematic framework** for identifying, assessing, and advancing our innovations toward the market, allowing us to align technical development with genuine market needs and opportunities.

Innovation Radar methodology			
Innovation Potential Indicator	**Innovator Capacity Indicator**	**Maturity Levels of Innovations**	**Maximizing Market Impact**
Innovation Readiness Innovation Management Market Potential	Innovator's Ability Innovator's Environment	Market Ready Tech Ready Business Ready Exploring	Map Current Innovation Maturity Implement Targeted Actions Accelerate Market Uptake Align with Stakeholder Needs

8. Innovation management

CLARA will designate an IPR & Innovation Officer/Consultant leading the Technology Transfer Office (TTO) of INDRC to work with stakeholders, monitoring evolving requirements and relevant products/services on the market. IPR & Innovation Officer/Consultant will establish a robust business model that ensures CLARA remains financially sustainable over the long term. In parallel, he/she will continuously assess evolving market demands and technological developments throughout the project to guide strategic decision-making and maintain relevance.

The TTO plays a pivotal role in bridging the gap between research and market application by managing intellectual property (IP) and facilitating the commercialization of innovations. This involves identifying valuable IP, securing appropriate protections such as patents or copyrights, and developing strategies to bring these innovationsto market.



The theory and reality of technology transfer are however often very different. The continuous risk measurement and mitigation actions are needed.

Effective innovation management necessitates continuous engagement with intellectual property rights (IPR) throughout the entire lifecycle of a product or service. This begins at the **idea generation** phase, where it's crucial to identify and document potential IP assets, ensuring that novel concepts are protected from the outset. During the **development phase**, proactive IP management involves securing appropriate protections—such as patents, trademarks, or trade secrets—to safeguard the innovation as it evolves. To maximize both societal impact and commercial potential, it's crucial to identify research outcomes with strong patentability and to strategically select relevant geographical regions for patent protection.

- **Prioritizing High-Impact, Patentable Innovations**
  - **Neurodegenerative Disease Treatments**
    - Innovations that improve outcomes for patients with neurodegenerative diseases, such as Alzheimer's, hold significant societal value and commercial potential. Despite inherent challenges and higher risks, the demand for effective therapies in this field is substantial.
  - **AI and Machine Learning Developments**
    - While protecting software, AI, and machine learning innovations through patents can be complex, these technologies often present opportunities for startup ventures or the creation of commercially valuable products. Notably, the European Patent Office (EPO) considers AI inventions patentable if they possess a "technical character" and contribute to a technical field, such as image processing or speech recognition. [1]
- **Robust Patent Strategy**
  - **Selecting Relevant Geographical Areas**
    - Selection of jurisdictions for patent protection based on factors such as market size, manufacturing hubs, and regions with strong intellectual property enforcement. For instance, securing patents in major markets like the United States, European Union, and Japan can provide substantial commercial advantages.
  - **Assessing Market Needs**
    - Specific needs and demands within target markets to ensure the innovation addresses relevant challenges.
  - **Strong Patents**
    - Securing patents that offer broad and enforceable protection, ensuring they cover key aspects of the innovation.
  - **Regulatory Incentives**
    - **USA**
      - Leverage frameworks like the Orphan Drug Act of 1983, which offers benefits such as market exclusivity and tax credits for treatments targeting rare diseases.
- **Other IP Strategies**
  - **Trade Secrets**
    - Algorithms and data
  - **Copyright**
    - Code and trained models

Finally, in the **implementation and commercialization** stage, ongoing IP oversight ensures that the product or service is not only protected in the market but also leveraged effectively to maximize its value. This comprehensive

[1] https://www.reuters.com/legal/legalindustry/patenting-generative-ai-technologies-opportunities-challenges-2024-11-11/

approach ensures that IP considerations are integrated at every stage, thereby enhancing the innovation's success and longevity.

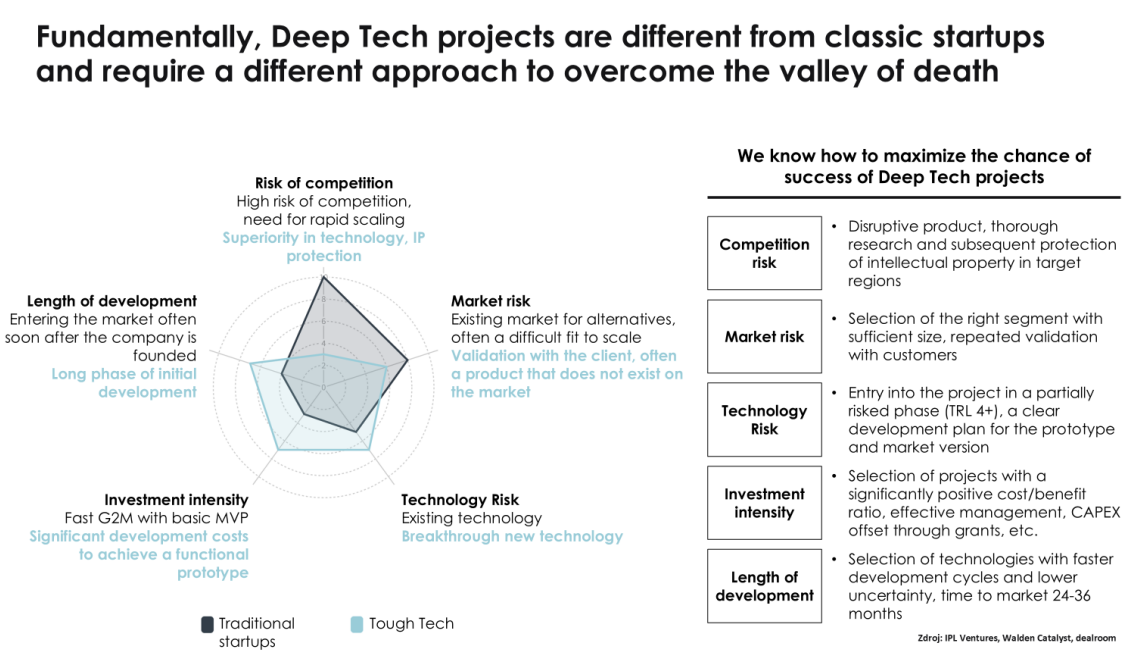
How to set IP protection?

- Responsible person:
  - Technology Transfer Office
  - dedicated or nominated person at the institution who is responsible for technology transfer or IP handling in case of not existence of TTO at the institution
  - IPR & Innovation Officer/Consultant
- At the earliest stage of the Project possible (with update possibilities as the IPRs will be evolving during the project implementation), all parties shall identify the types of Intellectual Property that may arise, including but not limited to inventions, software, designs, data, and know-how. Each party shall maintain comprehensive documentation of any relevant developments, experiments, and contributions to establish proper authorship or inventorship. This documentation will serve as the foundation for future legal or contractual processes pertaining to IP rights.
  - **Protection strategies for possible results**
    - Patents
    - Trade Secrets
    - Copyright
    - Trademarks
    - Open Licensing
    - Licensing
    - Identifying potential intellectual property (IP) at the earliest possible stage can allow us to prepare possible strategies. This initial framework will be continually adapted throughout the project lifecycle based on emerging results and findings.
- Where an IP protection case requires elaborate handling (e.g. patent application), the parties shall designate an IP lead for IP protection case, whose main responsibility will be communication with patent attorney. It can be the TTO, the IPR & Innovation Officer/Consultant or another responsible person. IP lead will coordinate all IP-related activities for specific result. In addition, a clear communication protocol shall be implemented to ensure transparency and timely exchanges of information among the parties regarding IP matters. This protocol will facilitate alignment on ownership, protection measures, and the overall management of any significant resulting IP.
  - Licensing and other intellectual property protections will be managed based on the number of participants and the specific requirements of each institution. If IP management is not necessary for the project's purposes, an IP lead does not need to be designated.
- Protection of IP arising from the project will be coordinated through clear communication and collaboration among the research team, the institution’s TTO or dedicated/nominated person at the institution who is responsible for TT or IP in case of not existence of TTO at the institution, and the IPR & Innovation Officer/Consultant. In cases

where multiple partners have contributed, their respective roles and contributions will be assessed to determine appropriate ownership shares.

- Once ownership shares are agreed upon, a formal contract will be drawn up among all participating institutions to detail each party's percentage and responsibilities. With this contract in place, the TTO - together with the IPR & Innovation Officer/Consultant or another responsible person will initiate the necessary legal steps for IP protection, which may include filing patent applications, registering trademarks, or other relevant actions, ensuring that the results are fully safeguarded.
    - The purposing scheme will be employed specifically for types of results that require institutional investment for legal protection, such as patents, or when a particular result is identified as having significant commercial potential and the ability to generate cash flow.

IP leadership, cooperation, and coordination will be determined on a case-by-case basis to meet each institution's and project's specific needs. To facilitate effective transfer of IPR to real-life results, individual institutions will have an opportunity on per-project basis to participate in the newly established CLARA incubator programme, **VentureLab2**. The Venture Lab Program is designed to provide a comprehensive, structured pathway for the commercialization of intellectual property emerging from participating research institutions, should they decide to participate in the programme. Recognizing that deep tech spinouts—particularly those rooted in cutting-edge scientific research—differ significantly from conventional startups in terms of risk profile, development timelines, and capital requirements, VentureLab fills a critical gap in the innovation ecosystem. The Venture Lab Program will be led by the CLARA IPR&Innovation Officer/Consultant.



Deep Tech/Tough Tech spin-outs vs Traditional startups

[2] The VentureLab Program shall be implemented by the newly established business vehicle (working title COMENIA Ventures). This vehicle shall be established by the Coordinator (solely or in collaboration with other partners/research organization) together with the business sector as the private forprofit company. This company shall act as the commercialization service provider for CLARA partners and other relevant research partners, thus representing acceleration&incubation engine.

Our core mission is to nurture and accelerate the growth of highly competitive spinouts from partner universities, equipping them with the strategic, operational, and financial resources necessary to succeed in global markets. However, the incubator will also be structured to offer flexible support for a broad range of commercialization needs across individual institutions and Technology Transfer Offices. This includes tailored advisory, access to specialized funding, industry partnerships, and expert mentorship, ensuring that research-driven ventures can effectively bridge the gap from lab to market.

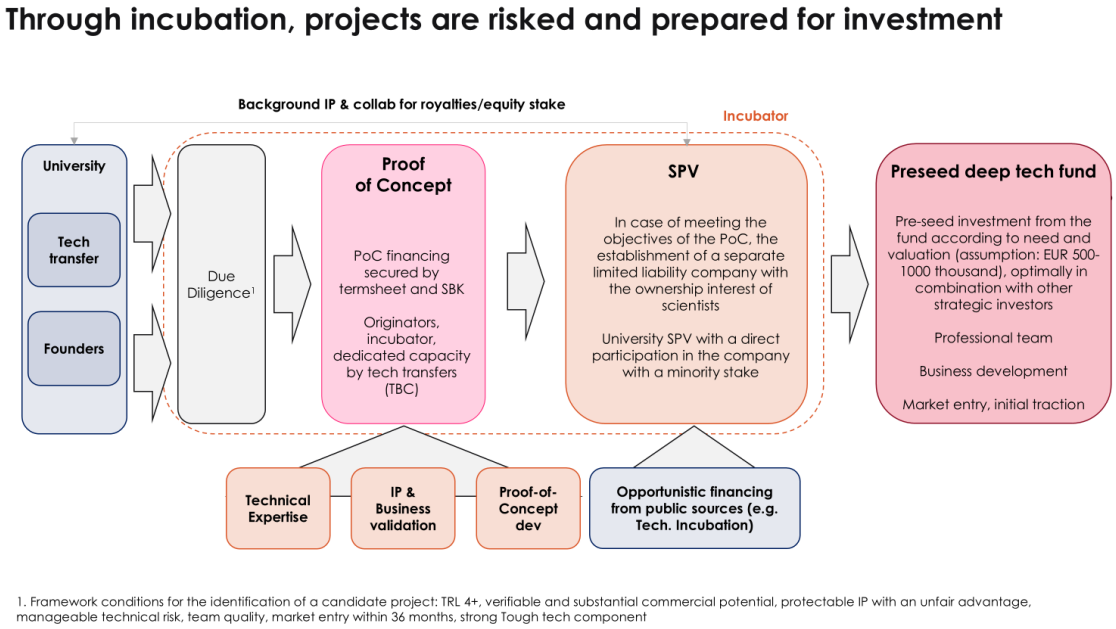
By fostering a deep tech-focused incubation environment, VentureLab Program aims to create a sustainable pipeline of transformative innovations, strengthening the overall commercialization capacity of the ecosystem.

The Incubator will provide a structured, high-impact support system for deep tech commercialization, ensuring that promising technologies and research teams successfully transition from academia to market. Its core activities will span the entire commercialization lifecycle, starting with consulting on applied research focus to identify potential commercial applications. The incubator will offer in-depth market insights, covering both target and adjacent disciplines, to help spinout companies to position themselves effectively. Additionally, expert guidance on intellectual property (IPR) strategy will be provided to ensure robust protection and strategic hardening of IP assets.

A critical function of the incubator will be the commercial validation of technologies highlighted by TTOs. This will involve comprehensive due diligence on high-potential innovations to assess their market viability, scalability, and investment readiness. To streamline commercialization efforts, the incubator will also offer project management services, overseeing key milestones from incubation and proof-of-concept (PoC) phases to full-fledged commercial operations. Furthermore, dedicated support will be available for structuring licensing agreements, ring-fencing spinout companies, and establishing robust venture frameworks.

To ensure that startups are well-capitalized for early-stage growth, the incubator will actively assist in securing pre-seed and seed funding. Recognizing the need for a balanced approach to deep tech commercialization, the incubator will operate as a joint ventures between research institutions and private sector expert management. This structure will combine the research depth of academia with the business acumen of experienced operators, aligning incentives for long-term commercial success. Performance metrics will be clearly defined at the incubator level, with **Service Level Agreements (SLAs)** set up for participating TTOs. **A Ways of Working (WoW) document** will be provided to clarify engagement rules and operational frameworks for all stakeholders.

The primary focus of the incubator will be on developing high-potential technologies and teams into commercially viable, stand-alone spin-outs. It will typically support projects at Technology Readiness Levels (TRL) 3 or 4, ensuring that selected teams possess strong motivation, well-protected IP, and a clear path to significant market opportunities. Each project's investment requirements, risk profile, and time-to-market expectations will be assessed individually, ensuring an optimal balance between risk and reward. Ultimately, the incubator aims to build a sustainable pipeline of scalable deep tech ventures capable of driving meaningful industry impact.



Proposed VentureLab incubator ecosystem

To further strengthen the commercialization pipeline, the incubator will be closely integrated with an **independent deep tech venture capital (VC) fund**[3]. This fund will focus on **providing pre-seed and seed financing** to the most promising spinouts emerging from the incubator, ensuring that they have the necessary financial backing to progress beyond early-stage development. By aligning investment strategy with incubation support, the fund will help accelerate the path to market while reducing the funding gap that often hampers deep tech ventures. This approach will not only increase the chances of commercial success but also position the incubator as a key driver of a self-sustaining deep tech ecosystem.

A critical priority for the incubator will be to **carefully balance the interests of all stakeholders,** particularly ensuring that **institutions of origin are fairly compensated** for their intellectual contributions while creating a **highly investable and globally competitive spinout portfolio**. Deep tech ventures often require significant external funding, and the incubator will work to establish **commercially viable equity and licensing structures** that do not deter future investors. This means crafting agreements that align the incentives of research institutions, founders, and investors in a way that maximizes long-term value creation. By implementing **best-in-class governance, equity allocation frameworks, and IP licensing models**, the incubator will help avoid common pitfalls that can hinder the scalability and attractiveness of spinout companies.

[3] Possibly SICAV or alternative investment fund in CZ or LUX, with expected following parameters: EUR € 30M fund size with a 5 + 5 year horizon; Initial fund to establish the model and develop a track record with a larger follow-up fund in a quick succession; Pre-seed/ Seed investment stage with average investment of ~ € 1M per project; De-risked projects through in-house incubation coupled with public, non-dilutive funding where appropriate; expected ~10 projects invested per year.

At its core, **the high-level objectives of the incubator are fourfold**:

1. **Develop and launch a portfolio of highly competitive spinouts,** ensuring that they have the technological, operational, and commercial strength to succeed.
2. **Ensure sustainability**, by providing not just initial funding and support but also a long-term strategy for scaling and securing follow-on investment.
3. **Provide hands-on commercial support**, including interim management where necessary, to ensure that early-stage teams have access to experienced leadership capable of navigating critical growth phases. This will be particularly vital for deep tech ventures, where technical founders often need strong business guidance to transition into successful entrepreneurs.
4. **Significantly contribute to the sustainability of all participating institutions**, reinforcing their ability to generate, protect, and commercialize groundbreaking innovations in a way that benefits the broader ecosystem.

9. Partnership

CLARA benefits from a well-chosen and carefully structured consortium with intensely engaged partners advancing synergies across disciplines. The CLARA CoE is based on mutual interests among "low R&I performing partners" (INDRC, VSB, CTU, and ICRC) and „advanced partners“ that represent established scientific institutions with an outstanding reputation in R&I excellence in AI, neuroscience (PBI) and HPCQC (BAdW-LRZ).

CLARA is established as a partnership of Czech, German, and French founding partners, who are to maximize the benefits of mutual collaboration, share the capacities built, capitalize on the European human potential, and therefore spread the benefits of R&I in the Czech Republic.

CLARA partners are expected to ensure interdisciplinary and intersectoral collaboration that spans their specific knowledge in different disciplines. Nevertheless, a large group of excellent researchers coming from different scientific areas does not become a real interdisciplinary team until rules, hierarchies, strategies, and aims and goals are shared and approved. That´s why the emphasis is put on the harmonization of the procedures (both scientific and technological) to create a common and homogeneous background.

Conclusion

Drawing on this strategy, the business model will outline the key value propositions, revenue streams, cost structures, and partnerships needed to sustain long-term financial viability—particularly for the envisioned Center of Excellence. The business model for CLARA is not intended as a formal deliverable but rather as internal documentation crucial for guiding project activities. It will systematically outline the necessary strategies, relationships, and operational details required throughout the project's lifecycle.

In contrast, our business plan is a comprehensive document detailing the concrete strategies and actionable steps required to effectively realize the objectives set forth in the exploitation strategy. It includes an in-depth market analysis customized to the project's anticipated outcomes, clearly defines the value propositions and revenue streams, outlines targeted marketing and sales strategies, and presents precise financial projections alongside recommendations for funding and resource allocation. Concurrently, the business plan will translate these elements into actionable steps, including timelines, resource allocations, and risk mitigation measures, ensuring smooth implementation and scalability. By integrating stakeholder feedback—from clinicians, researchers, industry partners, and policymakers—the plan will remain adaptive and relevant, reflecting the project's commitment to bridging research gaps, driving innovation, and delivering tangible societal impact.

In the first year of the project, a Business Plan was created, which allows us to set crucial plans for exploitable results in case of the commercialization. This plan will be modified and updated during the life cycle of project based on the needs of the specific results.