

‘ENVIRONMENT RESEARCH INFRASTRUCTURES INNOVATION ROADMAP’



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1. Introduction

1.1. Purpose of the document

This Innovation Roadmap aims to set out a shared direction for strengthening the innovation capacity, visibility, and impact of the Environmental Research Infrastructures (ENVRI) community. It outlines the steps towards more coordinated action to support the development and uptake of new technologies, services, and tools that address the evolving needs of science, policy, and industry.

Central to this effort will be the establishment and long-term operation of a shared support structure, the ENVRI Innovation Hub (EIH), designed to provide flexible, tailored innovation management, facilitation, and support services that reflect the diverse and evolving needs of the ENVRI community. The EIH will help individual Research Infrastructures (RIs) enhance their innovation strategies, build partnerships, and better valorise their knowledge and capabilities in innovation.

This document represents the first version of the roadmap, developed by the ENVRINNOV project consortium. It serves as a starting point for consultation and co-design with the wider ENVRI community and external stakeholders over the next year. Feedback gathered during this process will inform the refinement of the roadmap itself, as well as the EIH model, service offering, and implementation approach, to best suit the needs of the ENVRI community, while also ensuring alignment with the European Strategy Forum on Research Infrastructures (ESFRI) and EU strategic priorities, and the needs of the wider ecosystem.

1.2. Methodology

This roadmap is being developed by the ENVRINNOV consortium as a strategic proposal to strengthen innovation coordination across the ENVRI community. It is intended as a starting point for co-creation with the ENVRI community, through structured engagement with the ENVRI Board, individual Research Infrastructures, and relevant stakeholders. The goal is to ensure that the proposed actions and models are aligned with the needs and priorities of the community, and to secure broad ownership and uptake.

As such, it is designed to be flexible, allowing adaptation to different types of RIs, maturity levels, and strategic priorities regarding innovation. The roadmap's development will also involve engagement with industry, regional ecosystems, funders and policy stakeholders, as part of shaping the ENVRI ecosystem approach to innovation.

Accordingly, the intention is that the roadmap will be a living document, to be shaped through consultation, co-design, and testing during the next phase of the ENVRINNOV project, and beyond.

The roadmap builds on the knowledge and models developed in a number of ENVRI and ESFRI past projects that have addressed aspects of innovation and industry engagement in the RI landscape. These include: ENVRIplus, which laid groundwork for cross-RI innovation support and introduced a roadmap for improving innovation-readiness and industry engagement; ENVRI-FAIR, through its focus on a strategy for alignment with national and international stakeholders, community development and innovation activities; ENRIITC (European Network of Research Infrastructures and Industry for Collaboration), which worked on establishing a pan-European network of Industry and Innovation Liaison Officers (ILOs) and proposed strategies for innovation management and cooperation with industry; and ERIC Forum, which addressed aspects of shared governance, policy alignment, and stakeholder engagement relevant to innovation activities.

In addition, the roadmap considers synergies and complementarities with ongoing projects, including ENVRI-HUB Next, relating to integration of the ENVRI-HUB as the digital platform of the ENVRI Community, and IRISCC (Integrated RI Services for Climate Change Risks), which is piloting co-designed climate services across various domains.

The roadmap's approach is also aligned with wider EU policy priorities, including ESFRI guidelines on innovation and industry engagement; the European Research Area (ERA) Policy Agenda, especially actions on knowledge valorisation and sustainability of RIs; and developments under the European Open Science Cloud (EOSC), relevant for digital innovation services and stakeholder access. Finally, it also considers emerging needs and gaps in science and industry, as these are outlined in section 2.1 of this document.

2. ENVRI in a Changing Research & Innovation Landscape: Challenges & Opportunities

While the environmental effects and socio-economic impacts of the climate crisis continue to intensify, the definition, implementation, and monitoring of effective solutions to address them becomes increasingly more complex and urgent. To keep ensuring critical state-of-the-art support to the EU in this rapidly changing landscape, ENVRI must be able to continuously monitor emerging needs and gaps for new technologies and services to serve scientific and policy priorities from across the environment subdomains. While ENVRI must also be able to define common strategies for how to develop and deploy them with the speed and efficiency needed to address them effectively. As noted by the “ESFRI Strategy Working Group on Environment” in their recent Landscape Analysis of the Environment Domain, engaging ESFRI on a coordinated innovation path is critical for better filling their current and future technological development needs and service gaps. Whilst several ENVRI have consistently engaged with aspects of innovation within the scope of past projects, innovation has not yet been substantially addressed in a coordinated manner within the Environment domain.

2.1. Landscape analysis

As part of ENVRIINNNOV, and building on the ESFRI 2024 Landscape report, a complementary innovation-focused landscape analysis was conducted to identify key challenges, technological needs, and opportunities across the ENVRI community. The findings were summarised in the first version of a White Paper, intended to be further enhanced with wider community input.

This analysis identified several common technological needs shared by ENVRI, including for advanced sensors and sensor networks, big data and artificial intelligence (AI) tools, for improved interoperability and data integration solutions, and access to testing and validation environments. These technologies offer opportunities to develop new services that support environmental monitoring, data processing, and stakeholder engagement across the different domains and applications of the ENVRI community.

However, the analysis also revealed common gaps in regard to innovation that are hindering ENVRI from taking full advantage of these opportunities. Key challenges include limited capacity for technology development and validation, fragmented engagement on innovation across RIs and provision of innovation support services such as training, consulting, and co-design. Additionally, infrastructure limitations, relating to governance, funding, and operations, add to these challenges.

This roadmap builds on these findings, aiming to propose solutions to common challenges, and better position ENVRI to take advantage of emerging opportunities in innovation, from advanced technologies and the evolving Research & Innovation landscape.

2.2. Why focus on Innovation

As outlined above, expectations concerning the role of the RI appear to be evolving. In addition to delivering excellence in science, the scope communicated by the European Commission (EC) puts growing emphasis on RI's direct contribution to innovation, including development of new technologies and services, partnerships with industry and other external actors, and further support towards policy priorities and societal challenges. This has also started to be reflected in emerging funding priorities, policy frameworks, and funding instruments.

For ENVRI, making a coordinated effort now to invest in upping the commitment, capacity and positioning in terms of innovation, presents a very timely opportunity to benefit from these developments. It also implies a strategic necessity to act upon to ensure ongoing and growing relevance in the evolving R&I ecosystem.

In line with the ambitions outlined in the ESFRI Roadmap, RIs are expected to consolidate their position as Innovation Hubs. For ENVRI this would mean an opportunity to be creating, facilitating and/or brokering a. the development of new technologies, b. knowledge & technology transfer, and c. collaboration with industry & other innovation actors.

In turn, this would imply several benefits and value-adds for ENVRI and the tangible impact of their contribution to the wider ecosystem:

- Advancing environmental science: by developing new tools, methods, and services, aligned to emerging science priorities.
- Subservicing EU policy priorities: by co-developing solutions in support of evolving environmental and climate policy goals.
- Supporting the competitiveness and greening of EU Industry: through access to key expertise, capacity, and testing environments.
- Understanding the needs and better serving stakeholders (industry, researchers, policy makers and civil society) that could benefit from ENVRI services.
- Contributing to ENVRI long-term sustainability: by opening possibilities for new types of revenue streams through innovation-related partnerships, funding avenues, and service models that strengthen institutional resilience, and ensure a strong long-term positioning in regard to the evolving role, and investments on Technology Infrastructure.

3. Strategic Vision: Driving Innovation for, and by, the ENVRI community

In line with the ESFRI Roadmap, by 2030 the ENVRI community aims to facilitate the creation of a cohesive, coordinated ecosystem for innovation, with ENVRI acting as knowledge & innovation hubs that add value to their core scientific mission by:

- Facilitating rapid prototyping, testing, and scaling of new services and technologies through collaboration.
- Supporting joint development, delivery and uptake of co-created innovation with science, policy and industry relevance.
- Fostering structured engagement with science, industry and policy actors.

This vision builds upon and complements the excellence in science already developed by the ENVRI community. It is fully aligned with the ESFRI Roadmap, which emphasizes the role of research infrastructures as drivers of innovation and their contribution to societal challenges. It supports the goals of the European Open Science Cloud (EOSC) by promoting open environmental data and digital services. It also responds directly to the ERA Policy Agenda, particularly actions to strengthen RIs (Action 8) and science-industry collaboration (Action 17) and is in support of the EU's green and digital transitions and associated missions. Lastly, it also pursues synergies and complementarities with the emerging European Technology Infrastructure landscape, and established innovation networks such as EIT Climate-KIC.

In practical terms, by investing today in building the necessary capacities, resources, and systems for innovation development, management, and stakeholder collaboration in a coordinated way at ENVRI community level, individual ENVRI will become better equipped to create technologies, services, and solutions that directly serve their future needs. At the same time, this approach will enable collaboration between RIs and with external stakeholders to address emerging ecosystem demands, such as for supporting the development, implementation, and evaluation of EU policy priorities, or enabling industry to align with them through new tools, data, and approaches.

Beyond its ENVRI-community level ambition, the actions proposed in this roadmap also aim to help ENVRI determine or refine their own RI-specific innovation pathways.

4. Innovation Readiness Check: Capabilities, Needs & Barriers

Understanding the current innovation capacity of the ENVRI community is essential in designing support services and delivering a shared Innovation Roadmap that is both realistic and impactful. This section outlines the existing capabilities already available as well as the main needs and gaps that have been

identified, through research conducted as part of various past ENVRI and ESFRI projects, as well as more recent analysis done within the framework of the ENVRINNOV project. Finally, the assets being developed through ENVRINNOV in response to these are also outlined.

4.1. Current Capabilities

The ENVRI has been developed primarily to respond to the needs of specific research communities, following the requirements and methods of specific disciplines. As the necessity of interdisciplinary cooperation became evident, the ENVRI community has increasingly cooperated via several cluster projects (incl. ENVRI, ENVRIplus, ENVRI-FAIR, ENVRI-HUB), building strong capabilities in multi-domain cooperation and coordination action. So far, these activities, in line with the ESFRI strategic objective on data, have primarily focused on implementing the FAIR (Findable, Accessible, Interoperable, Re-usable) principles in the ENVRI community and connecting it to EOSC. Through this Innovation Roadmap, ENVRINNOV looks to apply these capabilities into coordinated action on innovation.

This builds on knowledge and capabilities developed by several ENVRI through consistent engagement with aspects of innovation within the scope of past projects. Specifically, preparedness roadmap and shared approaches to RI-industry collaboration (ENVRI-Plus), strategic action plan for enhancing uptake of ENVRI data by the private sector (ENVRI-FAIR), proposed governance models and capacity-building for industry liaison (ENRIITC), and insights on stakeholder engagement, policy alignment and cross-RI coordination regarding innovation (ERIC Forum).

Furthermore, several RIs which have reached advanced maturity, have been individually developing innovation related services, and/or have already engaged in collaborations with industry and other stakeholders on innovation related activities.

4.2. Needs & Barriers

Despite this, innovation has not yet been substantially addressed in a coordinated manner within the Environment domain, as per similar initiatives relating to FAIR data. Additionally, consultations conducted during previous projects, as well as surveys, interviews and stakeholder sessions which took place during the ENVRINNOV project, revealed key needs and barriers ENVRI need to address towards innovation.

In summary, these relate to:

- Lack of dedicated frameworks & support, including internal policies, dedicated staff, expertise and resources to systematically engage in innovation.
- Fragmented engagement with industry: collaborations are often ad hoc, with few mechanisms for structured dialogue or co-development, and gaps in terms of language and goal alignment, with added complexity from the relationship that often exists between RIs, external partners and Research Performing Organization (RPOs) that are part of RI networks, and have their own Technology Transfer Offices
- Limited visibility of available services and capabilities, both within the ENVRI cluster and externally.
- Lack of deep understanding of the needs of stakeholders that could benefit from services related to ENVRI and fragmented digital services that are difficult to access to a wider audience.
- Lack of tailored support tools and materials, particularly for staff not specialised in innovation or technology transfer and limited opportunities for mutual learning, as to avoid duplication of efforts and investments across RIs.

4.3. Assets being Developed through ENVRINNOV

In line with the above, ENVRINNOV has been developing a targeted set of assets designed to directly address the innovation-related needs and gaps identified across the ENVRI community. These outputs aim to strengthen internal capacities, support external engagement, and provide the foundation for the long-term innovation strategy outlined in this roadmap. These include:

- **ENVRI Catalogue of Innovation Services Catalogue:** A structured overview of innovation-relevant services and capabilities across ENVRI, published via the ENVRI-Hub, to support visibility, collaboration, and uptake.
- **Innovation Training Programme:** tailored to the training priorities identified through surveys from the ENVRI community incl. technology transfer, stakeholder engagement, innovation management, and science communication.
- **An Online Innovation Resources Toolbox:** A curated collection of practical tools, templates, and reference materials, to be made available on the ENVRI-HUB
- **A Needs & Gaps Analysis White Paper:** documenting current challenges and informing coordinated action across RIs and the development of the roadmap.
- **Pilots for Collaboration Models:** Real-world testing of structured approaches to co-development and industry collaboration across multiple RIs, generating replicable practices.
- **Outreach Platform and Visibility Strategy:** including a dedicated web presence and outreach campaign (beyond the project lifespan) to raise awareness of ENVRI innovation capabilities among industry, policy and other innovation stakeholders.
- **Planning for the establishment & long-term operation of the ENVRI Innovation Hub (EIH):** including aspects of governance, operations and financing.
- **A Common ENVRI Innovation Roadmap:** to provide a shared framework to maximize complementarities, synergies and efficiencies across RIs, whilst enhancing capacity on innovation.

5. From Vision to Action: the ENVRI Innovation Roadmap

In order to build innovation capacity across the ENVRI community, the roadmap proposes a set of practical steps that will be rolled out over time. Accordingly, these actions are grouped into short-, medium-, and long-term phases below.

In the short term, the focus is on creating useful tools, training, and connections that can build capacity, networks and resources. At the same time, actions are taken to prepare the ground for more advanced services and structures.

Over the medium and long term, the goal is to build a shared system for ENVRI community innovation management and support, the ENVRI Innovation Hub (EIH). The EIH will also promote collaboration between RIs with external partners.

This phased approach allows time to test, adjust, and improve the roadmap, based on ENVRI community and wider stakeholder experience and feedback. It will also ensure the necessary synergies and complementarities with relevant ongoing ENVRI projects, including ENVRI-HUB NEXT and IRISCC.

5.1. Short-term (2025 - 2026)

This phase will be implemented during the ENVRINNOV project duration. The following actions are planned:

- **Training & capacity-building:** Develop and deliver training on innovation management, stakeholder engagement, and industry collaboration.
- **Online resources:** Launch an innovation dedicated section (EIH online) on the ENVRI-HUB, including an ENVRI Innovation services catalogues, an Innovation Resources Toolbox, Innovation training resources, and ENVRI innovation success stories.
- **Outreach & networking:** Promote ENVRI innovation potential through case studies, media, and presence at key events, and a dedicated website for industry stakeholders. Organise and/or take part in large fora with industry and policy stakeholders.
- **Demonstrate early successful use cases:** Gathering and publicizing success stories from across the ENVRI community and testing innovation collaboration models in practice through structured pilots (across different ENVRI domains) as part of the ENVRINNOV project.

- **Roadmap feedback & refinement:** Collect structured feedback on this draft, and validate and revise the roadmap accordingly, through engagement with RIs and external stakeholders (see section 8).
- **EIH preliminary design:** Scope, and gather structured feedback on governance options, service tiers, and financial model for the ENVRI Innovation Hub (see preliminary propositions in section 6).

5.2. Medium-term (2027 - 2028)

- **EIH establishment & development:** Launch and test early-stage services of the EIH; pilot interim governance and financing models; continue roadmap iteration based on evolving feedback.
- **Innovation services development:** Identify and launch challenge-driven co-creation pilots (based on landscape analysis needs & gaps); pilot use of matchmaking platforms for collaboration with external users.
- **ENVRI community engagement and capacity-building:** Build network of ENVRI Innovation Champions, ideally in each RI; stage regular networking and capacity-building events and trainings; introduce readiness assessments and modular support for RIs at different stages through the EIH.
- **Stakeholder engagement:** Expand targeted outreach to new industry sectors, SMEs, public agencies, and policymakers to enhance awareness of ENVRI and their innovation capacity. Promote co-design of relevant services.

5.3. Long-term (2029 onwards)

- **EIH long-term operation:** Establish the EIH as a permanent, community-governed structure with sustainable operations.
- **Sustained stakeholder collaboration:** Maintain and expand industry challenge calls, policy co-creation mechanisms, and co-design models and processes.
- **Foresight and adaptation:** Conduct regular landscape monitoring and foresight exercises to align services with EU and global needs (building on the methodologies proposed in ENVRINNOV WP1) and in close collaboration with representatives of all key stakeholders.
- **Review & update roadmap:** Update roadmap periodically to reflect emerging trends and priorities; ensure community involvement in revisions.
- **Visibility and uptake:** Strengthen engagement at EU and international levels, co-funding arrangements, and partnerships with other infrastructure domains.

6. ENVRI Innovation Hub (EIH)

6.1. Scope

The EIH is envisioned as a strategic and operational mechanism to coordinate innovation activities across the ENVRI community. It aims to accelerate innovation, improve collaboration with external stakeholders, and enhance the exploitation of ENVRI outputs for the creation of future new technologies and services.

EIH's Added Value

Accordingly, the added value of the EIH lies in:

- **Reducing effort duplication** across RIs by pooling innovation-related expertise and processes
- **Professionalising innovation support** in areas like IP management, stakeholder engagement, and commercialization
- **Lowering the investment required (time, resources, expertise)** for RIs to engage in innovation, making it more feasible for all ENVRI (at different maturity levels)

- **Creating common standards and methodologies** for tracking Key Exploitable Results (KERs), managing innovation workflows, and collaborating with industry or policy actors
- **Showcasing ENVRI community-wide commitment on Innovation**, in line with the ESFRI Roadmap, in support of EU policy priorities, and towards enhanced EU industry competitiveness and sustainability.

EIH Support

The EIH will focus on harmonizing approaches to innovation across ENVRI, sharing good practices, and providing flexible support to reduce the burden on individual RIs. Such examples of practical support to be offered by the EIH include:

- **Stakeholder matchmaking and brokerage**, helping RIs identify and connect with relevant industry, policy, or societal actors with a stake in their results
- **Capacity building and coaching**, e.g. hands-on training on innovation management, stakeholder co-creation, and business model development
- **Support for tracking and valorising project outputs**, using shared tools or methodologies for identifying and assessing Key Exploitable Results (KERs), aligned with Horizon Europe standards
- **Ad-hoc advice on commercialisation strategies**, such as evaluating whether licensing, joint development, or spin-off creation is the most suitable route for a given result
- **Strategic innovation support**, including help in drafting or reviewing RI-level innovation roadmaps, identifying collaboration opportunities with external partners, or aligning with policy priorities (e.g. the Green Deal or the Clean Industrial Deal)
- **Facilitating joint proposal development**, facilitating or coordinating multi-actor proposals with industrial or public sector partners, especially in application-oriented or co-creation calls.

These services will be tailored to the level of readiness and ambition of each RI and are designed to minimize duplication of effort while promoting a more coordinated, professional approach to innovation across the ENVRI community.

EIH Tiers

Accordingly, the EIH's goal is to provide a flexible, lightweight model that delivers tangible benefits to participating RIs without requiring each of them to invest heavily in maintaining dedicated innovation staff or systems.

To achieve this, an EIH Tiered Support Services system is proposed, that considers diverse and evolving RI needs.

- **Tier 1 Online Resources:** Access to ENVRI community shared guidance materials, and good practices on innovation management, stakeholder engagement, and knowledge valorisation.
- **Tier 2 Online Resources, Training & Outreach:** In addition to Tier 1, participation in targeted training sessions, webinars, and thematic outreach activities.
- **Tier 3 Bespoke Services Support:** In addition to Tiers 1 and 2, access to bespoke advisory services, hands-on support for innovation strategy development, KER exploitation, stakeholder co-design and other practical innovation management tasks.

6.2. Operational model & Governance

We acknowledge that the EIH's success depends on adopting a governance and operational model that is efficient, inclusive, and proportionate to the capacities of participating RIs.

Below, we propose two governance structures and two operational delivery models for discussion, designed to be realistic, implementable with minimal upfront investment, and adaptable over time.

The aim is that these are offered as a basis for stakeholder consultation and co-design in the next phase of the ENVRINNOV project.

EIH	Option A (Phase I)	Option B (Phase II)
Governance (decision-making)	Embedded in ENVRI Board	Dedicated EIH Steering Committee (linked to ENVRI Board)
Operations	Distributed team via in-kind roles with roving coordination responsibilities	Small core team plus experts' pool (<i>scoping option of legal entity</i>)

6.3. Funding & Sustainability

In its initial phase (2026-2027), the EIH is envisioned to operate based on project-based funding and in-kind contributions from participating RIs. This approach keeps costs manageable while allowing the EIH to demonstrate value and refine its services offering.

As the EIH further develops, its financing model should evolve towards long-term sustainable operation, guided by practical experience and input from the ENVRI Board.

A diversified funding strategy should be considered, including:

- **EU project participation:** The EIH will contribute to collaborative proposals and provide innovation services to ENVRI-linked projects, ensuring access to funding for joint activities.
- **Service-based income (ad-hoc):** RIs and other users may access tailored support (e.g. innovation strategy advice, stakeholder brokerage, training) on a cost-recovery basis. This provides flexibility while ensuring quality.
- **Membership contributions** (to be defined based on Tiered support models): If the EIH offers shared services that reduce the need for RIs to hire their own staff, membership contributions may be introduced, proportionate to size and capacity.
- **Industry collaboration:** Partnerships with private and public sector actors can unlock co-investment opportunities and, where relevant, generate revenue through licensing or joint innovation initiatives.

The aim is for the EIH to be cost-efficient and avoid unnecessary overhead.

Governance of financial matters will remain under the oversight of the ENVRI Board or its delegated EIH Steering Committee to ensure accountability and alignment with ENVRI community needs.

6.4. Measurable Impact

To monitor progress and ensure tangible value creation and impact, a set of indicative KPIs will be defined and used throughout the development and piloting of the EIH. These will evolve with community input and service refinement, and may include:

- Number of RIs actively participating in EIH pilots or task forces
- Number of innovation support cases delivered (e.g. matchmaking, exploitation guidance)
- Uptake of capacity building activities
- Number of external collaborations or partnerships facilitated
- Tangible valorisation outcomes (e.g. co-designed services, licensing, new proposals)

Final KPIs will be defined and agreed through the process of roadmap refinement and implementation outlined in section 7.

7. Roadmap Refinement & Implementation

7.1. Next Steps

The activities below are foreseen to take place during the remainder of the ENVRINNOV project (July 2025 - December 2026):

1. Share Innovation Roadmap with the ENVRI community for feedback

- Presentation to, and consultation with, the ENVRI Board
- Organize ENVRI Community webinar to present the roadmap, and launch open consultation through surveys and/or workshops (e.g. by RI type or sub-domain, if relevant)
- Launch ENVRI community-wide Open Call for feedback & testers group
- Revise & Finalise roadmap with ENVRI community endorsement.

2. Facilitate structured RI engagement

- Engage each RI to nominate a dedicated innovation focal point (Innovation Champions)
- Establish an Innovation Task Force to inform EIH services development, and co-design the governance and operational model. To be reviewed and approved by the ENVRI Board
- Gather innovation success stories from across ENVRI community
- Identify early adopters for pilots and testing of EIH support services.

3. Launch wider ecosystem consultation

- Engage external stakeholders (e.g. industry, regional actors, innovation ecosystems) to ensure alignment with external needs and co-creation potential.
- Engage with policy and funding bodies to validate the direction and explore support mechanisms.
- Begin mapping of potential partnerships (e.g. EIT Climate-KIC, regional innovation agencies, clusters).

4. Preparation for EIH Pilot launch

- Define a first portfolio of EIH pilot services based on consultations (e.g. matchmaking, KER identification/exploitation, co-design support).
- Plan initial pilot implementation with early adopter RIs.
- Refine operational and governance models based on feedback.
- Refine sustainability options and funding strategy for post-project continuity.

7.2. Roadmap Implementation Plan

Implementation Phase	Timeline	Key Milestones
Short-Term	July 2025 - Dec 2026	<ul style="list-style-type: none">• Roadmap endorsed by ENVRI community• Innovation Champions appointed by all RIs• Innovation Task Force established and active• First EIH service portfolio defined• Early adopter RIs confirmed for pilot phase
Medium-Term	2027-2028	<ul style="list-style-type: none">• EIH pilot services launched with early adopters• Governance and operational models tested in practice• External partnerships initiated• Sustainability and funding model refined
Long-Term	2029 and beyond	<ul style="list-style-type: none">• EIH formally established as shared ENVRI structure• Scaled-up service offers in operation• Stable governance and funding mechanisms in place

Implementation Phase	Timeline	Key Milestones
		<ul style="list-style-type: none"> • Recognised contributor to European research and innovation policy agendas

8. Annex

Contact

For any questions, feedback or to discuss next steps regarding this document, please contact the ENVRINNOV Project Coordination - Marina Papageorgiou, The Cyprus Institute at m.papageorgiou@cyi.ac.cy.