



This project is co-financed by the  
European Union and the Republic of Turkey  
Bu proje Avrupa Birliği ve Türkiye Cumhuriyeti tarafından  
finanse edilmektedir



TURKEY in  
**HORIZON 2020**  
COOPERATION INNOVATION COMPETITIVENESS

Technical Assistance for Turkey in Horizon 2020 Phase-II  
EuropeAid/139098/1H/SER/TR

# EUROPEAN INNOVATION ECOSYSTEMS: CONNECT- SCALEUP

How to write the **IMPACT** section in an HE Grant application with emphasis on examples from winning projects

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Istanbul, 24-25 March 2022

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REPUBLIC OF TURKEY  
MINISTRY OF INDUSTRY  
AND TECHNOLOGY



# Meet the instructor

Nuno Varandas  
Key Expert 2. Business & Impact



- **Business developer** with **engineering** background.
- Over **10 years of working experience** in EU funded projects: preparing proposals, building consortia and managing projects under FP7, COSME, H2020 and HE.
- Specialise in **Proposal development** and **Project Management**.
- Has been involved in the preparation and submission of more than **300 proposals** over the last 5 years, having been successful in 47 of those.

**10+**  
Years

**300+**  
Proposals

**47**  
Projects



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# What we will cover

## How to write IMPACT section



- IMPACT evaluation criteria
  - Overview of IMPACT section template
1. Project's pathways towards impact
  2. Measures to maximise impact - Dissemination, exploitation and communication
  3. Summary

<i>Word</i>	<i>Definition</i>
<b>Stakeholders</b>	Any individual, groups of people, institutions or firms that may have a significant interest in the success or failure of a project (either as implementers, facilitators, beneficiaries or adversaries)..."
<b>Communication</b>	Communicating the project, its activities, expected outcomes and benefits
<b>Dissemination</b>	Sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers . By sharing your research results with the rest of the scientific community, you are contributing to the progress of science in general
<b>Exploitation</b>	The use of results for commercial purposes or in public policy making
<b>Data Management</b>	Consortium approach in order to make the research data Findable, Accessible, Interoperable and Reusable (FAIR)
<b>Results</b>	What is generated during the project implementation. This may include, for example, know-how, innovative solutions, algorithms, proof of feasibility, new business models, policy recommendations, guidelines, prototypes, demonstrators, databases and datasets, trained researchers, new infrastructures, networks, etc.
<b>Outcomes</b>	The results of a project should contribute to the HE topic expected outcomes. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project
<b>Pathway to impact</b>	Logical steps towards the achievement of the expected impacts of the project over time, in particular beyond the duration of a project. A pathway begins with the projects' results, to their dissemination, exploitation and communication, contributing to the expected outcomes in the work programme topic, and ultimately to the wider scientific, economic and societal impacts of the work programme destination.



# IMPACT

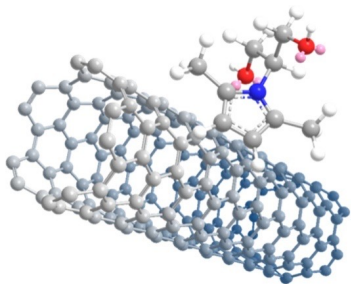
## Glossary

- *“an **effect** on, **change** or **benefit** to the economy, society, culture, public policy or services, health, the environment or quality of life, **beyond academia**”* (Higher Education Funding Council for England)
- *“the **contribution that research makes** to the economy, society, environment or culture, **beyond the contribution to academic research.**”* (Australian Engagement and Impact Assessment)
- ✓ **Non-academic impact**, the “good” beyond the research world
- ✓ Demonstrable!
- ✓ Many types:
  1. Understanding and awareness
  2. Attitudinal
  3. Economic
  4. Environmental
  5. On Health and wellbeing
  6. Politic
  7. Cultural
  8. Etc

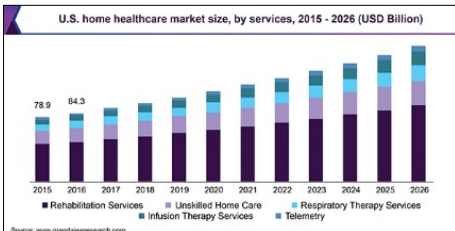
# IMPACT

## Pathways to impact

### Results



### Expected Impact

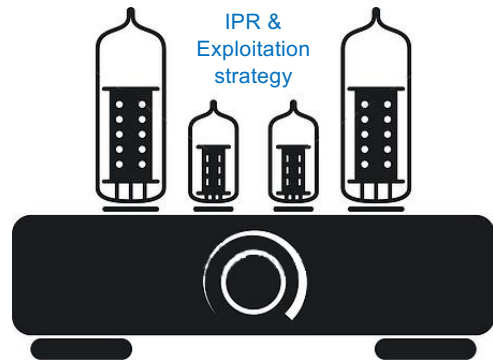


### Measures to maximise impact

Access to research data

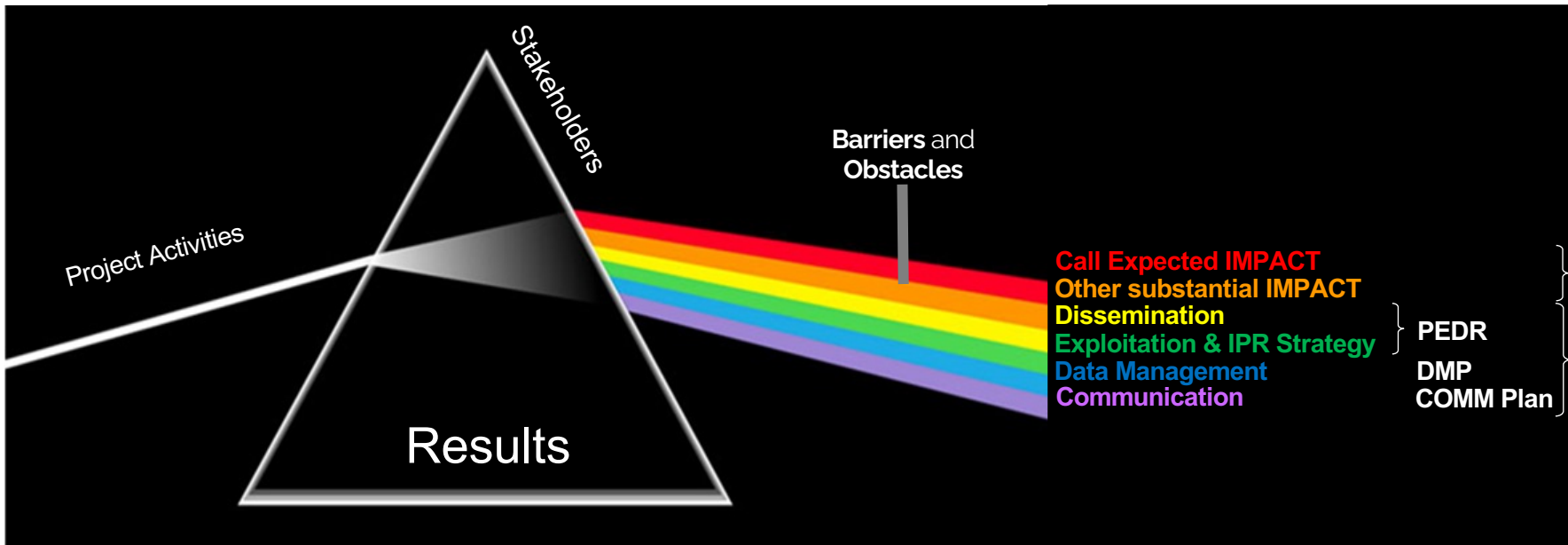
Communication

IPR & Exploitation strategy



# IMPACT

“PRISM” approach to Impact section



# IMPACT

## Evaluation Criteria

- Credibility of the **pathways** to achieve the **expected outcomes** and **impacts** specified in the work programme, and the likely **scale and significance** of the contributions due to the project.
- Suitability and quality of the **measures to maximise expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

# IMPACT

## Evaluation Criteria

*The results of your project should make a contribution to the expected outcomes set out for the work programme topic over the medium term, and to the wider expected impacts set out in the ‘destination’ over the longer term.*

Show how your project could **contribute** to:

- the outcomes and impacts described in the work programme,
- the likely scale and significance of this contribution, and
- the measures to maximise these impacts.

# IMPACT

## Section Template

### 2.1. “Project’s pathways towards impact” (4 pages)

- How your project will **contribute** to each of the **expected outcomes impacts** (WP/Topic) and **wider impacts** (WP/ Destination)
- The **scale and significance** of the project’s contribution to the expected outcomes and impacts
- **Requirements** and **potential barriers**

### 2.2. “Measures to maximise impact - Dissemination, exploitation and communication” (4 pages)

- planned measures to maximise the impact > draft of the ‘**plan for the dissemination and exploitation including communication activities**’
- Draft of possible **business plan**
- Draft of the **communication plan**
- Strategy for the management of intellectual property

### 2.3 “Summary”

- presenting in a canvas, the **key elements of your project impact pathway and of the measures to maximise its impact.**



# IMPACT

## Section Template

### Having a sound mix of...

- Based on a preliminary detailed, in-depth **analysis**
- Starting with the **Measurability** of the impact goals;
- Targeting (all) the right **Stakeholders**;
- Developing a sound, complete and realistic **E&D plan**;
- Preparing and effective **Communication Plan**;



## 2.1 Project's pathways towards impact (1/5)

Describe the **unique contribution** your project results would make towards

1. the *outcomes* specified in this topic,
2. the *wider impacts*, in the longer term, specified in the respective destinations in the work programme

- ☐ Be **specific**, referring to the effects of your project, and not R&I in general.
  - ☐ State the **target groups** that would benefit. Break target groups into **particular interest groups** or segments of society relevant to this project.
  - ☐ The *outcomes* and impacts of your project may be:
    - Scientific
    - Economic/technological
    - Societal
- ✓ Only include such outcomes and impacts where your project would make a significant and direct contribution.
  - ✓ Avoid describing very tenuous links to wider impacts.
  - ✓ Include any potential negative environmental outcome or impact of the project.
  - ✓ Where relevant, explain how the potential harm can be managed.

## 2.1 Project's pathways towards impact (2/5)

Describe any

1. **requirements** and **potential barriers** - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved
2. **mitigating measures** you propose, within or beyond your project, that could be needed should your assumptions prove to be wrong, or to address identified barriers

- ☐ This does not include the critical risks inherent to the management of the project itself, which should be described below under 'Implementation'.

## 2.1 Project's pathways towards impact (3/5)

1. Give an indication of the **scale and significance** of the project's contribution to the expected outcomes and impacts, should the project be successful
2. Provide **quantified estimates** where possible and meaningful

- ☐ Explain your **baselines, benchmarks** and **assumptions** used for those estimates
- ☐ Wherever possible, quantify your estimation of the **effects** that you expect from your project
- ☐ Explain **assumptions** that you make, referring for example to any relevant studies or statistics
- ☐ Where appropriate, try to use only **one methodology** for calculating your estimates: not different methodologies for each partner, region or country (the extrapolation should preferably be prepared by one partner).
- ☐ Your estimate must relate to **this project only** - the effect of other initiatives should not be taken into account

## 2.1 Project's pathways towards impact (4/5)

### [ProjName] significant contributions

#### Call Expected OUTCOME #1: xxx

*[10-15 lines briefly explaining how the project addresses this OUTCOME and clearly describing all baselines, benchmarks, assumptions used for quantified estimates]*

#### Success Indicators and Target Values

##### Scale

*Scale refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit over time*

##### Significance

*Significance refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply*

### Requirements and potential barriers beyond the scope and duration of the project

#### Barrier 1: ...

Mitigation measures: ...

#### Barrier 2: ...

Mitigation measures: ...

## 2.1 Project's pathways towards impact (5/5)

### 2.1 Project's pathways towards impact

#### 2.1.1 Relevance to the topic expected impact

The following paragraph summarizes how [redacted] contributes to the expected impacts (EI) of the call topic.

<b>EI.1</b>	[redacted]
<b>non-</b>	[redacted]
Description on how project addresses the Expected outcomes	
Project targets for this outcome	
Means of verification & KPIs:	
Mean verification & KPIs	

### 2 Impact

#### 2.1 Project's pathways towards impact

##### 2.1.1 Outcomes and wider impacts

Table 2.1 lists the contribution of the [redacted] to the expected outcomes set out in the call topic HORIZON-

Table 2.1 Contribution of [redacted] to the call topic HORIZON-CL [redacted]

Outcome 1. [redacted]
contribution
social innovators will increase the capability to solve real life needs and foster sustainability.
<b>Target Groups:</b> [redacted]
<b>Scientific impact:</b> [redacted]
innovators. Case st
<b>Economic/technological impact:</b> wide use of technologies not only in industrial contexts but also in everyday
[redacted]
[redacted]
<b>Environmental impact:</b> expected new solutions to decrease waste and generate resource efficiency in the 7
[redacted]
<b>Societal impact:</b> number of community members; commitment of industrial companies to social problems.
<b>Requirements and Potential barriers:</b> to accomplish this outcome the SoTech Factory will have to identify a
[redacted]
<b>Scale and Significance:</b> the project will involve more than 200 companies from the 7 sectors according to the
[redacted]



## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (1/19)

1. Describe the planned measures to maximise the impact of your project by providing a first version of your **'plan for the dissemination and exploitation including communication activities'**.
2. Describe the **dissemination, exploitation and communication measures** that are planned, and the **target group(s)** addressed

- ☐ In case your proposal is selected for funding, a more detailed 'plan for dissemination and exploitation including communication activities' will need to be provided as a **mandatory project deliverable** within **6 months** after signature date. This plan shall be periodically updated in alignment with the project's progress

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (2/19)

### Communication vs Dissemination

#### Communication

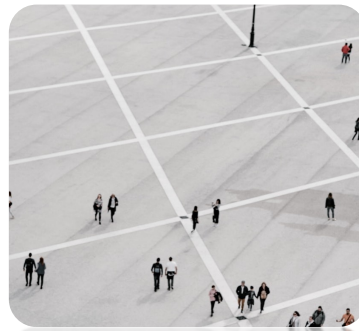


**Objective:** Reach out to society at large to highlight benefits of EU-funded research & innovation projects

**Focus:** Inform about and promote the project and its results/achievements

**Target Audience:** Address multiple audiences outside the project's community

#### Dissemination



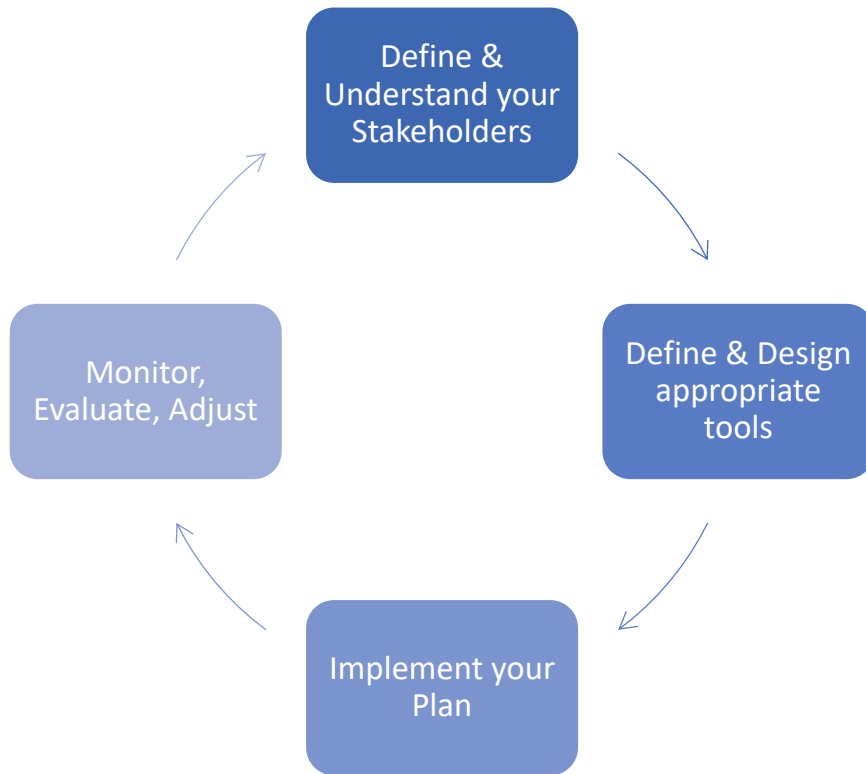
**Objective:** Transfer knowledge and results to enable others to use and take up results

**Focus:** Describe and ensure results are available for others to use - focus on results only

**Target Audience:** Audiences that may have an interest in using your results

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (3/19)

# Design an Effective Communication & Dissemination Strategy



## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (4/19)

### Identify your stakeholder

Why are they  
important?

Why is your project  
valuable to them?

«Which are the groups having an interest on your project?»  
«Who will benefit when the impact goals will be achieved?»

Why you need  
them in the loop?

What is your key  
message to them?

**Definition of Stakeholders\*:** "...Any **individuals**, **groups** of people, **institutions** or **firms** that may have a **significant interest** in the **success** or **failure** of a project (either as implementers, facilitators, beneficiaries or adversaries)..."

What project results/  
outcomes they can use?

≠ **Beneficiaries** → those who benefit in whatever way from the implementation of the project.

- Target group(s): **directly positively** affected by the project at **the Project Purpose level**. This may include the staff from partner organisations;
- Final beneficiaries: **long term beneficiaries at society or sector level** (at large, e.g. "children" due to increased spending on health and education, "consumers" due to improved agricultural production and marketing).

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (5/19)

**Per each target Group define:**

Target Group	<description>
Key Message	<what message Project transmits... Value proposition for the target group>
Tools & Channels	<which are applied to reach this target group>
Outcomes	<link with Project Expected outcomes>

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (6/19)

□ **Communication** measures should promote the project throughout the full lifespan of the project.

- The aim is to **inform and reach out** to society and show the activities performed, and the use and the benefits the project will have for citizens.
- Activities must be **strategically planned**, with **clear objectives**, start at the outset and continue through the lifetime of the project.
- The description of the communication activities needs to **state the main messages** as well as the **tools and channels** that will be used to reach out to each of the chosen target groups.



## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (7/19)

- Communication measures for **promoting the project** and its findings during the period of the grant.
- Tailored to the needs of **various audiences**, including groups beyond the project's own community
- Include measures for **public/societal engagement** on issues related to the project.

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (8/19)

Identify the communication **channels** i.e. electronic, printed live, etc.

- Website
- Brochures
- Social media
- Radio and TV presence
- Press releases

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (9/19)

### Measures to maximize dissemination, exploitation & communication

Phase	Phase name	Duration	Brief Description
Phase I		Mxx-Mxx	..
Phase II		Mxx-Mxx	..
Phase III		Mxx-Mxx	..

### Target Groups

Key Target Groups	Indicative actors	Short Term End of [ProjName]	Long Term After 2030

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (10/19)

The communication strategy targets several groups, with individualised messages and channels, as identified in the following table:

Target group	Key message	Channel	Material / Activities
Manufacturing SMEs	Sustainability maximises resource efficiency	Platform	Training material (videos, webinars)
Advanced technology providers	Demonstrate how your AT solutions can support manufacturing companies becoming more sustainable	LinkedIn Platform	Training material (videos, webinars)
Clusters	Support companies understanding what sustainability is and how to achieve it	Platform	Sustainability assessment Training
Regulators	Bridging manufacturing, AT and social enablers to enable sustainability	Roadmap Platform	Roadmap
Citizens	What is sustainability and what it means for different companies	Social media	Leaflet, videos, posts

Table 11. Communication strategy

Table 2.1: the [redacted] work includes members of the clusters, associations and platform.

Partner	Affiliated members	Network that can be mobilised for the promotion of calls for applications and communication on SURE 5.0 activities and results
[redacted]	828 members including 555 SMEs	Member of the European Cluster Collaboration Platform (ECCP). Member of the European Aerospace Cluster Partnership (EACP), which represents 45 European aerospace clusters of 18 countries gathering accumulated around 4300 companies. Member of the French Association of pôles de compétitivité (AFPC)
[redacted]	350 members including 180 SMEs	Member of the European Cluster Collaboration Platform (ECCP). Member of the European Automotive Cluster Network (EACN), which represents 2,800 automotive companies in Europe. President of the Cluster Excellence Expert Group (CEEG), and of the National Federation of Innovative Business Groups of Spain (Cluster.es). Member of the Spanish Association of Automotive Clusters (ACREA). CEAGA is part of the Digital Innovation Hub of the Galician Industry (DIHGIGAL), with 400 companies members.
[redacted]	134 members including 98 SMEs	[redacted]
[redacted]		[redacted]
[redacted]		[redacted]
[redacted]	Associated to more than 80 Spanish industrial companies. International activities in 20 countries, over 750 active customers.	[redacted]
[redacted]	198 members including 121 SMEs	[redacted]
[redacted]		[redacted]

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (11/19)

### 2.2.2 Dissemination plan

The following table identifies the dissemination plan, which covers measures, target audiences, means and KPIs, tailored to the needs and profile of each target audience, with main aim to progress their own work.

Measure	Audience	Means	Target KPIs
Technical publications	ZDM communities, industry stakeholders	Technical articles, white papers, joint publications with associations (Digital Factory Alliance, EIT Manufacturing, Zero Waste International Alliance, EFFRA, Manufacture, Manufacturing Clusters, etc), industry stakeholders/ clusters	>5 technical articles >2 white papers
Scientific publications	Scientific and research communities	Open Access to publications to highly cited communities and journals, examples include: IEEE Industrial Electronics Society (IES), IEEE Industry Applications Society (IAS), IEEE Robotics and Automation Society (RAS), ACM Transactions on Autonomous and Adaptive Systems, Journal of Inter. Measurements Confed. (IMEKO), ACM Transactions on Cyber-Physical Systems.	>15 publications in scientific journals One book release
Scientific Conferences	Scientific, research and industrial communities	Participation to scientific conferences, such as IEEE International Conference on Emerging Technologies and Factory Automations, IEEE International Workshop on Factory Communication Systems, International Conference on Technologies & Business Models for Circular Economy, IEEE International Conference on Industrial Informatics, CIRP conference on Manufacturing Systems, IEEE International Workshop Metrology for Industry 4.0 and IoT	>15 publications and/or presentations delivered in major conferences
Trade fairs/ exhibitions	industry stakeholders, vertical industries	Participation and presentations to major trade fairs and events, such as European ZDM, European ZDM Landscape: State of Play (EFFRA), International Conference on Zero Defect Manufacturing ICZDM, International Conference on Zero Defect Manufacturing, etc.	>10 participations in major events/trade fairs >5 banners/ posters
Workshops through associations, communities and clusters	Application developers, ICT/IOT industry suppliers, tech. providers	Outreach events through workshops for targeted alliances, associations and communities in which consortium partners are active members (e.g. EFFRA, Manufacture Technology Platform (ETP), European factories of the future research association, NEMA); clusters and partnerships (e.g. FIWARE, GAIA-X, European Circular Economy Stakeholder platform); related EU-funded projects, etc.	>2 technical workshops >2 workshops presenting use case results
Trainings	Universities, Researchers, entrepreneurs	Online tutorials through webinars, presentations to schools/universities, curricula in BSc, MSc and/or PhD courses	>2 online training tutorials > 3 presentations to schools/ universities
Standards	SDOs, open-source SW communities	Harmonization, interactions and contributions to emerging and new standards, such as ETSI GS, One2M2M, FIWARE, AIOTI, etc.	>4 SDOs involved >4 standardisation contributions

The plan for the dissemination and exploitation of the project's results will have thus four different phases:

- Building (M1-M12)** ensures proper awareness raising and initial engagement of the relevant stakeholders; helps creating a strong network in the business communities to prepare the EU industry transition journey and; establishes synergies with other running projects, initiatives, business networks and associations as well as specific platforms and EU agencies with the aim of involving them during project implementation.
  - Target groups:* all relevant stakeholders
  - Channels and tools:* social media, YouTube, website, business journals, local business gatherings, direct e-mails, experiments, success stories distribution, joint social media campaigns in several languages, business articles and advertisements, news spread through newsletters/blog posts, etc.
- Piloting (M6-30)** First results are expected already at a very early stage of the project such as the participation of industry players in the challenges definition, in parallel with tech-savvy innovators engagement in early-stage activities. The information, mobilization and presentation of industry players, tech-savvy innovators and relevant stakeholders will take place via the project's online platform and F&S, leveraging state-of-the-art communication processes, channels that reach relevant stakeholders and enforce the importance of innovations that combine technological and social innovation to overcome challenges associated with low-carbon and circular industrial value chains. The scopes are to build a supportive environment for tech-savvy innovators, engage the stakeholders to specific actions and campaigns, continue communication and storytelling on and for innovators, spread and promote specific actions/results (collaborative ecosystems, resilience & sustainability, social innovation, open calls, hackathons, events, webinars, etc.) to specific audience (industry, innovators, startups, SMEs, and others), follow the transition journey of industries with tailored and regularly updated communication tools – stories in blogs, podcast interviews, videos, infographics, business articles, etc.
  - Target groups:* European industry players (focuses on the seven key product value chains - Electronics and ICT, Batteries and vehicles, Packaging, Plastics, Textiles, Construction and buildings, Food, water and nutrients), industry associations, DIHs, EENs, industry and business experts, accelerators, incubators, universities/RTOs, private and public business support organisations, relevant public authorities
  - Channels and tools:* spread information about the open calls, hackathons, events etc. and success stories through website, social media; partners' communication channels (websites, newsletters, blogs, emailing lists, magazines, etc.), relevant electronic business media and printed press, trade shows and other industrial events, joint campaigns with DIHs, EENs and other projects.
- Using (M24-36)** phase in dissemination already puts a specific focus on actual use of the results within and outside the group of organisations already reached. The main aim is the uptake of the results; support evidence-based decision-making; encourage Tech-savvy innovators and partners to go beyond the experiment in their transition journey with the available tools; encourage other EU entities/ industries beyond the project; sign collaboration/ investment agreements for after the end of the project actions.
  - Target groups:* innovators and industry decision-makers, European associations, DIHs, EENs, industry and business experts, private and public business support organisations, social innovation training providers, relevant public authorities
  - Channels and tools:* One-to-one meetings, calls and discussions, joint workshops and event organisation, webinars, policy advocacy meetings, joint campaigns with other projects
- Stabilisation (M36-M48)** Depending on the outcome of the exploitation planning the assets will be prepared for transfer to either one party in charge of exploitation and valorisation of the assets with sustainable potential or to various parties. Agreements and action plans will be developed that will define the conditions under which these assets will be further disseminated and exploited.
  - Target groups:* all relevant stakeholders
  - Channels and tools:* joint dissemination agreed in collaboration agreements; information spread through Accelerators, incubators, Universities/RTOs, DIHs, EENs, industry associations, etc.



## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (12/19)

### 2.2.3 Communication plan

The following table presents the high-communication plan, which is destined for wider non-technical audience. The aim is to accelerate the uptake of the project's concept and key results.

Measure	Target Groups	Means	Target KPIs
<i>Project website</i>	All stakeholders	Online project website designed and developed by F6S, updated throughout the project	Website ready by M02 >7.000 visitors by M42
<i>Social media channels</i>	All stakeholders	Online presence in social media channels such as LinkedIn, Twitter, spreading news about the project	>1000 stakeholders >200 monthly impressions
<i>Newsletters</i>	Tech. providers, vertical industry stakeholders	Newsletters will be circulated via email lists providing an overview of the main project activities and outcomes	>6 newsletters >1000 contacts reached
<i>Video clips</i>	All stakeholders	Multimedia video podcasts presenting the project, its innovation, and its key outcomes	>3 videos produced >2.000 views in YouTube
<i>Printed material, flyers</i>	All stakeholders	Brochures, leaflets, flyers in events, roll-up banners, posters, also available online for printing through the project's website.	>2.000 printed copies distributed >4 roll-up banners/posters
<i>Public events</i>	General public, students	Public events with general public, schools and higher education institutions to inform them about the project and its impact in the everyday life	>4 public events >3 open days at schools >100 participants/event
<i>Newspaper s, magazines</i>	All stakeholders	Non-technical articles and press releases in local newspapers and magazines to reach the broader audience providing a visibility of the project and its main achievements.	>3 press releases in newspapers and magazines
<i>Digital Innovation Hubs (DIH)</i>	Tech. providers, vertical industry stakeholders	Promotion of project results in various DIH to amplify the project's outreach for early adoption.	>30 DIHs contacted
<i>Fora &amp; Blogs</i>	Tech. providers, vertical industry stakeholders	Promotion of periodic non-technical reports (publications) to fora and blogs to create awareness of the project's potential and features.	>5 publications to blogs >5 blogs/for a to post
<i>Other projects and activities</i>	Tech. providers, vertical industry stakeholders	Liaison with other projects to co-ordinate the activities of the project considering the on-going activities in other projects. For these reasons, liaison delegates will be identified.	>8 relevant projects to liaise



## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (13/19)

- ☐ All measures should be proportionate to the scale of the project, and should contain **concrete actions** to be implemented both **during and after** the end of the project.
  - Your plan should give due consideration to the possible **follow-up of your project**, once it is finished.
  - In the justification, explain **why each measure chosen is best suited** to reach the target group addressed.
  - Where relevant, and for innovation actions, in particular, describe the measures for a plausible path to commercialise the innovations.
  
- ☐ If exploitation is expected primarily in non-associated third countries, justify by explaining how that exploitation is still in the Union's interest.
  
- ☐ Describe possible **feedback to policy measures** generated by the project that will contribute to designing, monitoring, reviewing and rectifying (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions.

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (14/19)

1. Outline your strategy for the management of intellectual property, foreseen protection measures, , such as patents, design rights, copyrights, trade secrets, etc., and how these would be used to support exploitation

- ☐ If your project is selected, you will need an appropriate consortium agreement to **manage the ownership and access to key knowledge** (IPR, research data etc.). Where relevant, these will allow you, collectively and individually, to pursue market opportunities arising from the project.
- ☐ If your project is selected, you must indicate the owner(s) of the results (results ownership list) in the final periodic report.

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (15/19)

### Strategy for the management of intellectual property

	Key Exploitable Result (KER)	Type of Result	Owner(s)	Clients (C), Users (U)	Sales Channels	Means of Exploitation
KER1 (main)						
KER2						
KER3						
KER4						
KER5						
KER6						

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (16/19)

Type of exploitable result	Description of exploitable result	Target for exploitation	Confidential
Self-assessment tool	The self-assessment tool will be publicly available on the [redacted] website.	Companies / Clusters / innovation managers	No
Methodology for assessments	Scientific publications on the design of the methodology.	Companies / Clusters / innovation managers	Yes
Industry 5.0 webinars	Open webinars will be registered and available for replay on the [redacted] website.	SMEs / Policy makers / Clusters / innovation managers / RTOs	No
SURE 5.0 advanced training programme	The content of the [redacted] advanced training programme may be reused outside of the project framework by the organisations that have designed them.	Companies / RTOs / SME staff / innovation managers	Yes
Industry 5.0 catalogue of Complementary Service Providers (CSP)	The CSP catalogue will reference European services providers specialising in Industry 5.0. It will be publicly available on the project website.	Companies / Policy makers / Clusters / innovation managers	No
Industry 5.0 best practices	Best practices in handling Industry 5.0 issues will be available on the website in the form of use cases and short videos.	Companies / Policy makers / Clusters / innovation managers	No
Policy recommendations	A report summarizing [redacted] policy recommendations for the uptake of Industry 5.0 will be sent to regional and national innovation authorities	Policy makers / Clusters / innovation managers	No

Key Exploitable Results (KERs)				
Result	Partner	Main use(s)	Users	Exploitation
Principles and support tools of the [redacted] Factory	Joint ownership	Guidance for implementation of the common virtual factory	Scientists, industry, social innovators	Scientific papers, consulting services, training
[redacted] Programme	Joint ownership	Support future tech-savvy social innovators and continue building a culture of social innovation in industry	Social innovators and entrepreneurs, industry, investors	SoTeCIn Factory programme
Tech-savvy innovators network	Joint ownership	Social innovation stakeholders	European industries	Connection/ matchmaking services, new projects
Live (online) webinars	Joint ownership	Resource/knowledge learning content	Innovators and EU industries	Open & free access
Impact assessment model	Joint ownership	Guidance for the impact assessment in the project and a model for future initiatives	Industry, social innovators, researchers	Scientific papers, consulting services, training

The [redacted] project partners have detailed their individual exploitation potentials and pathways in the table below for the previously identified results they will manage.

Key Stakeholder	Strategic objective (needs)	Value proposition
EU industry player	Access to curated tech-savvy innovators Support on business transition (social & tech)	Increase resilience and sustainability, support business transition, develop new business models
Tech-savvy innovator	Connection with potential users Access to early-stage investment for experimentation Support on connecting with relevant stakeholders	Guidance and support to develop experiments, matchmaking with industry, and fundraising.
Academia, public authorities, and civil society.	Participate in social innovation experiments Support to achieve EC policy objectives	Inclusiveness; wider uptake of social innovations; evidence on industry transition





## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (18/19)

### 2.2.4 Management of intellectual property

All partners will ensure from the beginning of the project that their "pre-existing know-how", which will be used in the project, is identified, and recognized by the other participants up front. A specific piece of knowledge resulting from the project will belong to the contractor who generated it. If such piece of knowledge is jointly generated, it will be jointly owned, unless the concerned contractors agree on a different solution. Transfers of ownership will be allowed but following their communication to the other contractors. Where knowledge to be developed in the project is capable of industrial and/or commercial application and having due regard to the legitimate interests of the partners concerned it will be protected. The approach to knowledge and IPR management will be detailed in the **Consortium Agreement** that all partners will sign before the project start. The major aspects are:

- **Confidentiality:** Each partner will treat information from other partners as confidential and not disclose it to third parties unless it is obvious that the information is already publicly available.
- **Patents:** Partners who will develop patentable knowledge will be encouraged to apply for patent or similar form of protection and shall supply details of each such application to the other partners.
- **Access Rights:** Partners grant to each of the other partners royalty-free access right to knowledge generated in the project to the extent needed to successfully perform the project. Access rights to a partners pre-existing knowledge for use outside the project is, when needed and only to the extent necessary to make use of the project result, given on preferential conditions to the other partners.
- **Ownership of Knowledge:** Knowledge is owned by the partners who carried out the work generating the knowledge, or on whose behalf such work was carried out.
- **IP Ownership:** Foreground IP shall be owned by the project partner carrying out the work leading to such Foreground IP. If any Foreground IP is created jointly by at least two partners and it is not possible to distinguish between the contributions of each of the project partners, such work will be jointly owned by the contributing project partners. The same shall apply if, in the course of carrying out work on the project, an invention is made having two or more contributing parties contributing to it, and it is not possible to separate the individual contributions. Any such joint inventions shall be jointly owned by the contributing parties. The project's high-added value exploitable results are composed of separate results delivered by several partners. In the context of Exploitation activities (WP6) a detailed process will setup to clarify IPR rights among partners. This will enable the definition and agreement on royalties for commercially exploiting the project results.
- **Consortium Agreement:** The purpose of the Consortium Agreement is to establish a legal framework for the project in order to minimize any internal issues within the openZDM background and Foreground IP for the duration of the project and any other matters of the consortium's interest. A preliminary agreement has already been agreed by the partners involving the following:
  - **Open access to:** Methods and models, algorithms, control software APIs
  - **IPR:** foreseen for the contributing partners to any software source code, hardware/software designs as well as hardware/software prototypes
  - **Use rights:** these are foreseen for all partners and relate to the IPR protected result of the previous section.

## 2.2 Measures to maximise impact - Dissemination, exploitation and communication (19/19)

**PEDR at proposal stage:** no details, but sufficient description:

- potential **geographical coverage**
  - **economic size** of the markets
  - **potential** users
  - main **competitors**
  - **competitive advantages**
  - analyses on the **state of the art** (substantiating expected improvements)
  - **IP analysis** (patents, trade marks, design rights, copyright)
  - **Management** of **data** produced, valuable **knowledge** (NDAs, trade and industrial secrets)
  - Approach to the **Consortium Agreement**
  - **Timeline**
  - **Open Access** approach adopted
- **To whom** (= target group)?
  - **Why** (= rationale)?
  - **When** (= time schedule)?

# IMPACT

## 2.3 Summary (1/3)

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p><i>What are the specific needs that triggered this project?</i></p> <p><b>Example 1</b> Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.</p> <p><b>Example 2</b> Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.</p>	<p><i>What do you expect to generate by the end of the project?</i></p> <p><b>Example 1</b> <b>Successful large-scale demonstrator:</b> <b>Successful large-scale demonstrator:</b> Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.</p> <p><b>Algorithmic model:</b> Novel algorithmic model for proactive airport passenger flow management.</p> <p><b>Example 2</b> Publication of a <b>scientific discovery on transparent electronics</b>.</p> <p>New product: More sustainable electronic circuits.</p> <p><b>Three PhD students trained.</b></p>	<p><i>What dissemination, exploitation and communication measures will you apply to the results?</i></p> <p><b>Example 1</b> <b>Exploitation:</b> Patenting the algorithmic model</p> <p><b>Dissemination towards the scientific community and airports:</b> Scientific publication with the results of the large-scale demonstration.</p> <p><b>Communication towards citizens:</b> An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.</p> <p><b>Example 2</b> <b>Exploitation of the new product:</b> Patenting the new product; Licencing to major electronic companies.</p> <p><b>Dissemination towards the scientific community and industry:</b> Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies.</p>



# IMPACT

## 2.3 Summary (2/3)

### TARGET GROUPS

*Who will use or further up-take the results of the project? Who will benefit from the results of the project?*

#### Example 1

##### **9 European airports:**

Schiphol, Brussels airport, etc.

**The European Union aviation safety agency.**

**Air passengers (indirect).**

#### Example 2

**End-users:** consumers of electronic devices.

##### **Major electronic companies:**

Samsung, Apple, etc.

**Scientific community** (field of transparent electronics)

### OUTCOMES

*What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?*

#### Example 1

**Up-take by airports:** 9 European airports adopt the advanced forecasting system demonstrated during the project.

#### Example 2

**High use of the scientific discovery published** (measured with the relative rate of citation index of project publications).

**A major electronic company** (Samsung or Apple) **exploits/uses the new product** in their manufacturing.

### IMPACTS

*What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?*

#### Example 1

**Scientific:** New breakthrough scientific discovery on passenger forecast modelling.

**Economic:** Increased airport efficiency

Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.

#### Example 2

**Scientific:** New breakthrough scientific discovery on transparent electronics.

**Economic/Technological:** A new market for touch enabled electronic devices.

**Societal:** Lower climate impact of electronics manufacturing (including through material sourcing and waste management)



# Thank you!

## Q&A

Time to ask your  
questions!

# Thank you!



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