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Claudia Iasillo
Stefania Marassi
Results' means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights…

Key results are the outputs generated during the project which can be used and create impact, either by the project partners or by other stakeholders.

Project results can be reusable and exploitable (e.g. inventions, prototypes, services) as such, or elements (knowledge, technology, processes, networks) that have potential to contribute for further work on research or innovation.
COMMUNICATION, DISSEMINATION, OPEN SCIENCE AND VISIBILITY (— ARTICLE 17)

Dissemination

Dissemination of results
The beneficiaries must disseminate their results as soon as it is possible, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests.

A beneficiary that intends to disseminate its results must give at least 15 days advance notice to the other beneficiaries (unless agreed otherwise), together with sufficient information on the results it will disseminate. Any other beneficiary may object within (unless agreed otherwise) 15 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these interests.

[...]

Plan for the exploitation and dissemination of results including communication activities
Unless excluded by the call conditions, the beneficiaries must provide and regularly update a plan for the exploitation and dissemination of results including communication activities.
Differenze tra Communication, Dissemination e Exploitation
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.
Dissemination

The public disclosure of the results by appropriate means, other than resulting from protecting or exploiting the results, including by scientific publications in any medium.
Exploitation

The use of results in further research and innovation activities other than those covered by the action concerned, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation activities.
In sintesi

<table>
<thead>
<tr>
<th>Communication</th>
<th>Dissemination</th>
<th>Exploitation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reach out to society and show the impact and benefits of EU-funded R&amp;I activities, e.g. by addressing and providing possible solutions to fundamental societal challenges.</td>
<td>Transfer knowledge &amp; results with the aim to enable others to use and take up results, thus maximising the impact of EU-funded research.</td>
<td>Effectively use project results through scientific, economic, political or societal exploitation routes aiming to turn R&amp;I actions into concrete value and impact for society.</td>
</tr>
<tr>
<td>Inform about and promote the project AND its results/success.</td>
<td>Describe and ensure results available for others to USE focus on results only!</td>
<td>Make concrete use of research results (not restricted to commercial use.)</td>
</tr>
<tr>
<td>Multiple audiences beyond the project’s own community incl. media and the broad public.</td>
<td>Audiences that may take an interest in the potential USE of the results (e.g. scientific community, industrial partner, policymakers).</td>
<td>People/organisations including project partners themselves that make concrete use of the project results, as well as user groups outside the project.</td>
</tr>
</tbody>
</table>
Timing

Plans need to be constantly monitored, reviewed and potentially adjusted throughout the course of the project.

Exploitation of results

Dissemination of results

Communication of project and results

First Results

Further results may occur during the project – not only at the end – that may initiate: a) dissemination activities, b) dissemination and linked communication actions, and/or c) exploitation measures.

Strategic planning of communication, dissemination and exploitation activities already starts before the project at the proposal stage.
Section 2.2 in HE

2.2 Measures to maximise impact - Dissemination, exploitation and communication [e.g. 5 pages]

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’. Describe the dissemination, exploitation and communication measures that are planned, and the target group(s) addressed (e.g. scientific community, end users, financial actors, public at large).

Please remember that this plan is an admissibility condition, unless the work programme topic explicitly states otherwise. 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.

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.

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, e.g. standardisation activities. 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.

Il piano di Comunicazione, Disseminazione e Sfruttamento dei risultati

A cosa serve

- Raccogliere le informazioni
- Analizzare le informazioni raccolte
- Pianificare le azioni
  - Massimizzare l’impatto
  - Evitare lo spreco di risorse
- In fase di proposta: obbligatorio e in bozza
- In fase di progetto: sviluppato per intero (M3-M6) ***mandatory project deliverable within 6 months
Il piano di Comunicazione, Disseminazione e Sfruttamento dei risultati

- Proporzionale al progetto e ai suoi risultati
- Coordinare le attività
- Evitare di inviare messaggi conflittuali
- Stabilire la strada per lo sfruttamento dei risultati
- Monitorare l’impatto del progetto
Monitoring

Who should you tell?

Why are you telling them?

What message will you deliver?

How will you deliver the message?

How will you follow up any response?

Is it effective?

If not, re-consider & adjust!
Il piano di Comunicazione e Disseminazione dei risultati
Exploitation activities – a broader scope spectrum

- Actions to use project results in further research activities
- Developing, creating and marketing a product or a process
- Creating and providing a service
- Standardisation activities

Main Goal of an Exploitation Plan is to make use of the results for societal, scientific and financial/commercial purposes
Key elements of an exploitation plan

- The purpose of the results
- How it might be exploited, when and by whom
- IPR exploitable measures taken or intended
- Further research required, if any
- Potential/expected impact (quantifiable)
Exploitation activities

- **Solutions**: investigate product/services which are already in the market (company name, business model used, value proposition)
- **Technologies**: which can solve the same customer need. You will be able to map technology definition, tech. flagholder, tech. potential barriers and tech potential drivers
- **IP assets**: relevant for your solution, FTO, competitive advantage present and future, IPR exploitation rights
- **R&D projects**: funded projects that are potential competitors to your solution
Technological Readiness Level vs Business Readiness Level

1. Basic principle observed
2. Technology concept formulated
3. Experimental proof of concept
4. Technology validated in lab
5. Technology validated in relevant environment
6. Technology demonstrated in relevant environment
7. System prototype demonstration in operational env
8. System complete and qualified
9. Actual system proven in operational environment

Explore

Business Concept

Exploit

Business Testing

Scale up

Scale up

WHICH MRL IS YOUR PRODUCT/SERVICE?

HUNCH
You perceive a need within a market and something tends.

BASIC RESEARCH
You can observe the need(s) but have no evidence.

NEEDS FORMULATION
You articulate the need(s) using a customer base story.

NEEDS VALIDATION
You have an initial offering - stakeholders like your statements.

SMALL SCALE STAKEHOLDER CAMPAIGN
Run a campaign with stakeholders ( ‘InitialState’ tests 50 friendly stakeholders)

LARGE SCALE EARLY ADOPTER CAMPAIGN
Run a campaign with early adopters ( ‘Customer’ tests - 100 dedicated customers)

PROOF OF TRACTION
Sells metric 100 paying customers

PROOF OF SATISFACTION
A happy team and happy customers give evidence to progress.

PROOF OF SCALABILITY
A stable sales pipeline and strong understanding of the market slow revenue projections

PROOF OF STABILITY
70% surrised and predictable growth

www.cloudwatchhub.eu
CloudWATCH has received funding from the European Union’s Horizon 2020 programme – DIG INNOV Startup & Services, Grant Agreement No. 644348

#HorizonEU #2021horizoneurope
Main possible drawbacks

- Not clear perception of the difference between communication, dissemination and exploitation
- Focusing on implementing and validating technical objectives—often wrongly consider that working on exploitation is still too early (e.g. this is a common practise for programmes with lower starting TRL)
- Lack of interest from the partners of the project to consider the value and potential of the key results outside their own (academic, commercial) communities
- Lack of joint discussions and reflection within the consortia in collaborative projects
Useful Tool – who, why, when

Tailored thanks to ACCESS2EIC and FET community (NCPs, evaluators and applicants) onto the needs of the potential applicants but always in the frame and the language of the EIC

- The tool “by default”, the first tool, The Business Glossary

- How to define the key business concepts in a number of dimensions according to the different matureness levels of a business

- https://access2eic.eu/publications/tools/
The Business Glossary

This Glossary include the most common terms used in the business world @ the 3 level of business development (Business conceptualization, business testing and business deployment)

The Glossary is developed adopting two concepts as starting points: the BRL and BMC, Business Model Canvas, 9 building blocks that assess the 4 key dimensions (Company, Offer, Market and Finance) of any business.

The Glossary covers the 4 key dimensions of BMC for the 3 levels of business development: business conceptualization (BRL 1-3), business testing (BRL 4-5) and business deployment (BRL 6-9)
The Business Glossary an overview

Building a Business is based on a perceived need that your offer can satisfy

- Is there a real problem that can be solved?
- Can we solve this problem thanks to our know-how/IP/Product/services or advantage?
- Is the problem relevant/needed enough that someone will pay to solve it?
Take away messages

- EU projects are dynamic about the development and the progress during their lifespan.
- The plan presented in the proposal, as well as other aspects (e.g., financial projections, pricing strategy, even the business plan) is not necessarily the final one.
- Update the plans according to the progress and emerging results of the project.
- During the project lifetime consider changes in work context and potential use of the results.
- **Final tip:** is a good practice to have separate deliverable for communication, dissemination and exploitation.
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