Athens 2025:
Advanced EU Funding & Project Innovation Camp

2 - 6 June 2025 Athens, Greece

Athens 2025: Advanced EU Funding & Project Innovation Camp

Day 1 – Monday, 2 June
Proposal Design & Strategy

- 09:00–09:30
Welcome & Opening
- 09:30–11:00
Introduction to EU Funding

11:00–11:30 Coffee Break

- 11:30–13:00
Crafting a Winning Proposal

13:00–14:00 – Lunch Break

- 14:00–15:30
Methodology and Work Plan

15:30–16:00 – Coffee Break

- 16:00–17:00
Designing Project Impact
- 17:00–18:00
Workshop: Developing a Project Concept

- 18:30 | Ham On Rye, Klisovis 12, Athens

Day 2 – Tuesday, 3 June
PM² for EU Projects

- 09:00–10:30
PM² Fundamentals & Methodology

10:30–11:00 – Coffee Break

- 11:00–12:30
Governance, Lifecycle, and Initiation

12:30–13:30 – Lunch Break

- 13:30–14:50
Planning & Execution

15:00–15:30 – Coffee Break

- 15:30–16:30
Monitoring & Closure
- 16:30–17:30

- 18:00–20:00 | HAU, Massalias 22, Athens
Panel Discussion - PM² for EU-funded projects
- 20:00–22:00 | Rooftop Cocktail Reception

Day 3 – Wednesday, 4 June
Innovation Readiness & Ecosystems

- 09:00–10:00
Organisational Readiness for Innovation
- 10:00–11:00
Ecosystemize Your Project

11:00–11:30 – Coffee Break

- 11:30–13:00
Rethinking Project Success

13:00–14:00 – Lunch Break

- 14:00–15:30
IPR & Commercialisation 1

15:30–16:00 – Coffee Break

- 16:00–17:30
IPR & Commercialisation 2

Social Events

- 18:30 | Lykovrisi, Filikis Etaireias Sq. 8, Athens

Day 4 – Thursday, 5 June
Impact & Dissemination Strategy

- 09:00–10:30
Understanding Impact in EU Projects

10:30–11:00 – Coffee Break

- 11:00–12:30
Dissemination & Exploitation Plans

12:30–13:30 – Lunch Break

- 13:30–15:00
Workshop: Dissemination & Impact Plan

15:00–15:30 – Coffee Break

- 15:30–17:30 – Project Showcases & Ideation Lab

Free Evening
No scheduled activities — an opportunity to explore the city or rest as you prefer.

Day 5 – Friday, 6 June
Financial Management & Audit Readiness

- 09:00–10:30
EU Financial Regulations

10:30–11:00 – Coffee Break

- 11:00–12:30
External Experts & Contracts

12:30–13:30 – Lunch Break

- 13:30–15:00
Financial Reporting Simulation Workshop

15:00–15:30 – Coffee Break

- 15:30–17:00 – Audit Preparation
- 17:00–17:30 – Wrap-Up & Final Reflections

- 17:30–19:00 | Ham On Rye, Klisovis 12, Athens

Athens 2025: Advanced EU Funding & Project Innovation Camp
Sessions for Online Delivery

Friday, 13 June

- 09:30-11:00 CET
Managing Project Costs: Direct & Indirect Costs

11:00-11:30 CET – Coffee Break

- 11:30-13:00 CET
Reporting Costs of External Experts

Tuesday, 17 June

- 09:00-10:30 CET
The Erasmus +: 2021-2027

10:30-11:00 CET – Coffee Break

- 11:00 – 12:30 CET
Avoid Risks: Coordination That Clicks – Meetings, People & Partner Communication in EU-Funded Projects

12:30-13:30 CET – Lunch Break

- 13:30-15:00 CET
Mapping Your EU-Funded Project to PM^2 Methodology

15:00-15:30 CET – Coffee Break

- 15:30-17:00 CET
Future of Work and Industry 4.0: Dr Bojan Lalić

Wednesday, 2 July

- 12:45-14:15 CET
Managing Project Costs: Direct & Indirect Costs

14:15-14:45 CET – Coffee Break

- 14:45-16:15 CET
Reporting Costs of External Experts

Friday, 4 July

- 16:00-17:30 CET
Innovation in Public & Private Sectors

Tuesday, 8 July

- 09:00–10:30 CET
Innovation Leadership & Change Management

10:30–11:00 CET – Coffee Break

- 11:00–12:30 CET
Industrial Transition Strategies

12:30–13:30 CET – Lunch Break

- 13:30–15:00 CET
Creating Effective Cluster Models

15:00–15:30 CET – Coffee Break

- 15:30–17:00 CET
Workshop: Strategic Planning for Industrial Clusters

EUROPEAN ACADEMY

Athens 2025: Advanced EU Funding & Project Innovation Camp
Venue and Social Events Map

Venue: Titania Hotel, Panepistimiou 52

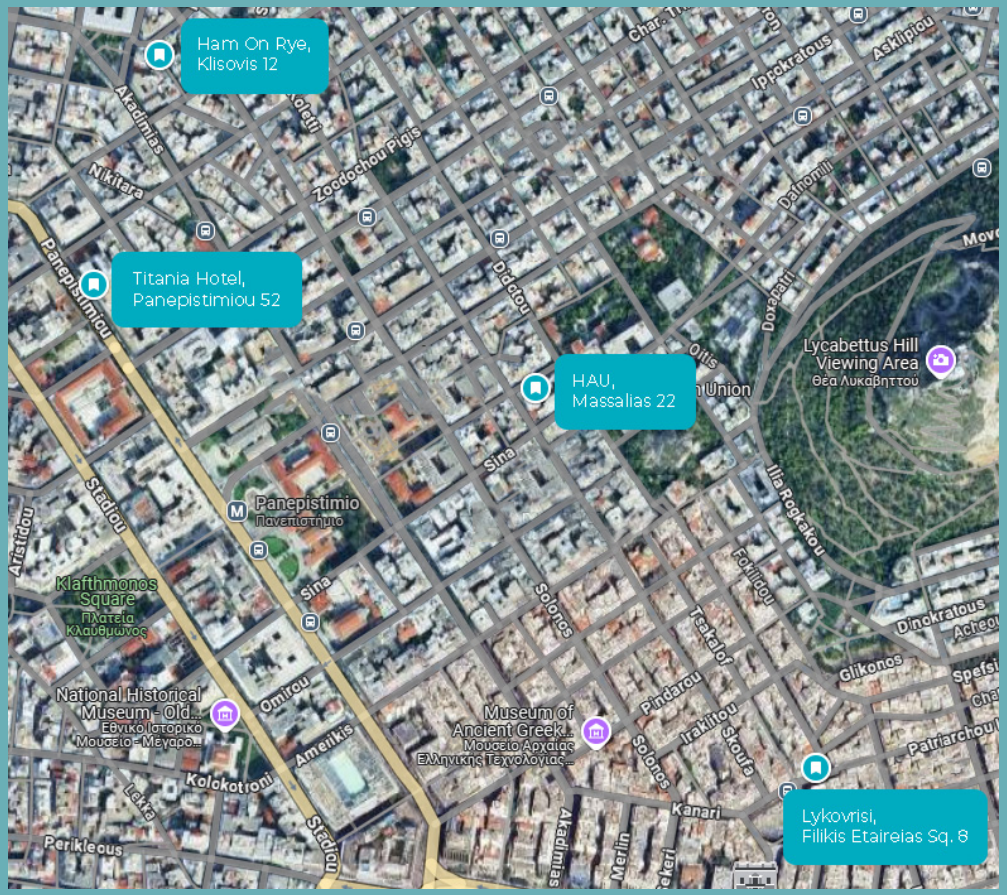
Social Events:

Day 1 18:30 | Ham On Rye, Klisovis 12
(6 min. from the venue)

Day 2 18:00–22:00 | HAU, Massalias 22
(13 min. from the venue)

Day 3 18:30 | Lykovrisi, Filikis Etaireias Sq. 8
(21 min. from the venue)

Day 5 17:30–19:00 | Ham On Rye, Klisovis 12
(6 min. from the venue)




/EUROPEAN ACADEMY
Impact & Dissemination Strategy
Understanding Impact in EU Projects
www.europeanacademy.com

Understanding Impact in EU Projects

Why Impact & Dissemination Matter in Horizon Europe Projects

Horizon Europe's Vision:

- Funding research & innovation with a purpose: deliver meaningful change for Europe & its citizens.

The Bigger Picture:

- Success isn't just about excellent science—projects must demonstrate value, uptake, and long-term benefits.

Three Key Concepts:

- Impact: The change your project brings to society.
- Dissemination & Exploitation: Ensuring results are shared, used, and translated into benefits.
- Communication: Engage with the public, stakeholders, and end-users to build visibility and trust.

Strategic Priority for the EC:

- Proposals must show a credible pathway to impact—not just ideas, but action and legacy.

Understanding Impact in EU Projects

Horizon Europe's Impact Elements

New EU Research & Innovation Framework Programme (2021-2027) to:

- strengthen EU's scientific & technological bases & the EU Research Area
- boost Europe's innovation capacity, competitiveness and jobs
- deliver on citizens' priorities & sustain our socio- economic model and values

Same general admissibility conditions as H2020

- Applications must be submitted before the call deadline, electronically via the Funding & Tenders Portal
- Applications must be complete, readable, accessible and printable & include a plan for the **D&E** of results, unless provided otherwise.

Same award criteria as in H2020: 'Excellence', 'Impact' & 'Quality and efficiency of the implementation'.

Understanding Impact in EU Projects

Horizon Europe's Impact Elements

New approach to Impact: Key Impacts Pathways (KIPs)

- 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 maximize expected outcomes and impacts**, as set out in the dissemination and exploitation plan, including communication activities.

- A major innovation in the **Impact Section** in HE, compared to H2020, is the new approach through nine **Key Impact Pathways (KIPs):** EC's goal is to see the impact of the EU funding for Research & Innovation (R&I) to ***citizens, legislators*** and the ***budget authorities***.

What is “Impact” in Horizon Europe?

🎯 *Understanding Impact in Horizon Europe*

Impact = **Change** **Enabled by the Project**

Not just project outputs (e.g., reports or datasets)

Long-term benefits created by outputs in society, policy, economy, or environment.

Three Levels of Results (per EC terminology):

1. Outputs – Immediate project results (e.g., prototypes, publications)
2. Outcomes – Effects once results are taken up and used (e.g., new policies informed, industry application)
3. Impacts – Broader, long-term changes aligned with EU priorities

Why It Matters?

Evaluators look for a clear and credible impact pathway!

Horizon Europe focuses on value creation beyond the project

Examples of Impact: Reducing marine pollution by 20% in coastal areas, Informing EU legislation with new scientific data, engaging citizens in climate action.

From Proposal to Practice

🎯 *Understanding Impact in Horizon Europe*

Where is Impact in the Proposal:

- Section 2.1 – Project's pathways to impact
- Section 2.2 – Measures to maximise impact
- **Evaluators assess your ambition, credibility, and sustainability**

Key Tools to Define Impact:

- Impact Canvas or Logic Model
- Problem → Activities → Outputs → Outcomes → Impacts
- **SMART** Objectives
  - Specific, Measurable, Achievable, Relevant, Time-bound
- Key Performance Indicators (KPIs)
  - Track progress and adjust strategy

From Plan to Practice:

- Impact isn't a one-time statement—**it's a continuous process**
- Allocate clear roles, budget & resources for impact activities
- Monitor, adapt, and report throughout the project

Definitions, Overview & Expectations in Horizon Europe:
Definitions

- **Impact:** Impact is the ***value*** the project brings about, on a short, medium and longer term. The project must describe its 'story' under three sections:
    1. Excellence = What?
    2. Impact = Why?
    3. Implementation = How?

  👉 **Impact is more than results. Look for the project's value!**

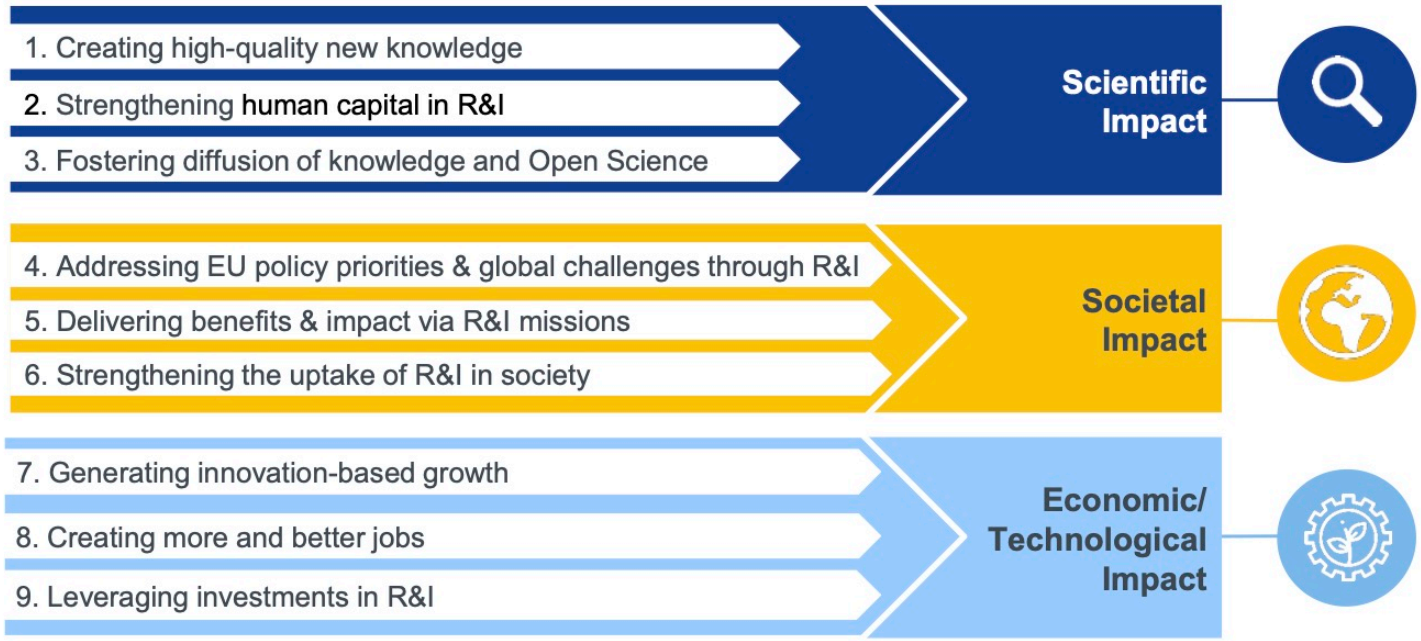
- **Key Impact Pathways (KIPs):** The KIPs are an essential part of the Horizon Indicator Framework. EC's key goal is to see the impact of the EU funding for Research & Innovation (R&I) to citizens, legislators and the budget authorities. Overall, there are three impact areas, with three KIPs each.

- **Communication Activities:** ***How*** you will promote your work during the period of the grant (raise awareness via conferences and industrial expos, publication in magazines and journals, workshops, etc.).

Definitions, Overview & Expectations in Horizon Europe

New approach to Impact: Key Impacts Pathways (KIPs)

Quick Introduction – The 9 KIPs



Definitions, Overview & Expectations in Horizon Europe: Overview

New approach to Impact: Key Impacts Pathways (KIPs)

Overall, there are **three** impact areas, with **three** KIPs each, namely:

- **Scientific impact:** (1) Creating high-quality new knowledge; (2) Strengthening human capital in R&I; (3) Fostering diffusion of knowledge and Open Science.

- **Societal Impact:** (4) Addressing EU policy priorities & global challenges through R&I; (5) Delivering benefits and impact via R&I missions; (6) Strengthening the uptake of R&I in society;

- **Economic / Technological Impact:** (7) Generating innovation-based growth; (8) Creating more and better jobs; and (9) Leveraging investments in R&I.

Definitions, Overview & Expectations in Horizon Europe:
Definitions

- **Outcomes:** These are expected effects, over the medium-term, of projects supported under a given topic. The results of a project should contribute to these outcomes fostered, in particular, by the dissemination, communication and exploitation measures.

- **Results:** These would be the immediate, short-term outputs of the project. Examples include: 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.

- **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.

Definitions, Overview & Expectations in Horizon Europe:
Definitions

- **Annotated Grant Agreement (AGA):** The AGA — Annotated Grant Agreement is a user guide that aims to explain to applicants and beneficiaries the EU Model Grant Agreements for the EU funding programmes 2021-2027. It aims to help users understand & interpret their GAs & help them find answers to the practical questions they may come across when setting-up or implementing their projects. The document's structure mirrors that of the EU Model Grant Agreements (MGAs).

- **Dissemination and Exploitation plan:** The description of a credible path to deliver the innovation to the market & contribute to the entity's scale-up. This includes a business plan (business model, pricing & commercial strategy, geographical expansion) and the potential external partners (stakeholders) you may need to involve to reach a successful commercial exploitation.

Definitions, Overview & Expectations in Horizon Europe:
Definitions

- **Significance:** refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply. The proposal should explain your baselines, benchmarks and assumptions used for those estimates. Wherever possible, quantify your estimation of the effects that you expect from your project.

- **Key Performance Indicators:** A quantifiable measure of performance over time for a specific objective.

- **Key Exploitable Result (KER**): an identified main interesting result, selected and prioritised due to its high potential to be "exploited", i.e. to make use and derive benefits- downstream the value chain of a product, process or solution, or act as an important input to policy, further research or education.

Definitions, Overview & Expectations in Horizon Europe:
Expectations

The evaluators want to see potential **measures** to maximise impact. In the proposal, (Section 2.2) this sub-section usually includes 3 topics:

Dissemination & Exploitation Plan
The description of a credible path to deliver innovation to the market & contribute to the entity's scale-up. This includes a business plan (business model, pricing & commercial strategy, geographical expansion) and potential external partners (stakeholders) you may need to involve to reach commercial exploitation.

Communication activities
How you will promote your work during the grant period (raise awareness via conferences & expos, publications in magazines and journals, workshops, etc.)

Intellectual property, knowledge protection, and regulatory issues:
The proposal shall include all the measures required to ensure the commercial exploitation of the project. These could be Industrial Property Rights (IPR), a knowledge management strategy for protection, and a Data Management Plan.

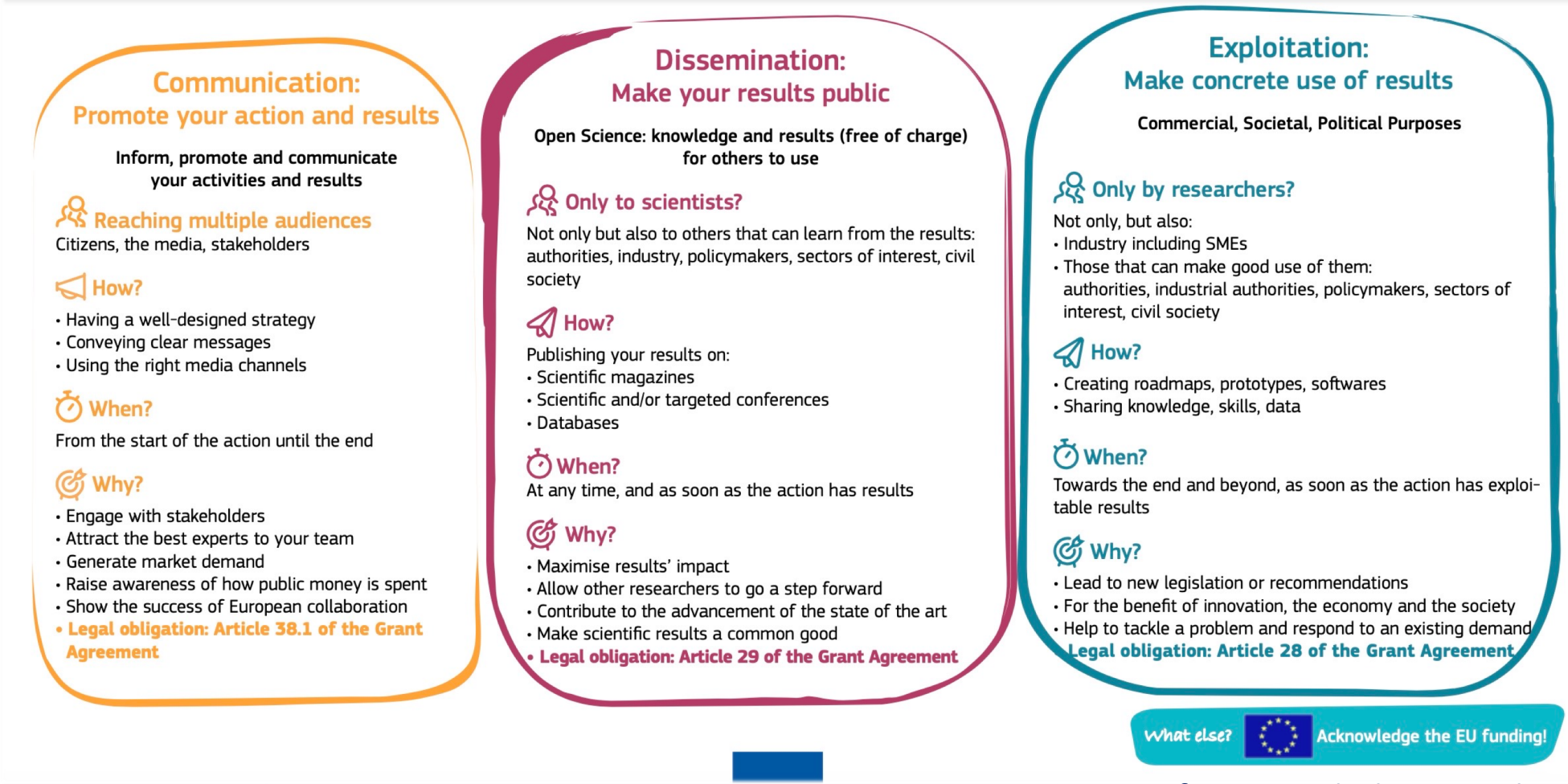
Communication, Dissemination & Exploitation: Know the Differences!

Communication means taking **strategic** and **targeted measures** for promoting the action itself and its results to a multitude of audiences, including the media & public, and engaging in a ***two-way exchange***.

Dissemination
Dissemination is the **public disclosure** of project results in any medium. It is a process of **promotion** & **awareness-raising** from the beginning of a project.

Exploitation is the **use of the results during and after** the project's implementation. It can be for commercial purposes but also for improving policies, and for tackling economic and societal problems.

Communication, Dissemination & Exploitation: Know the Differences!



Communication, Dissemination & Exploitation: Timing of Activities

Communication	Dissemination	Exploitation
Strategic & targeted measures for promoting the action itself & its results to a multitude of audiences & engage in a 2-way exchange	Public disclosure of results by any appropriate means, including by scientific publications in any medium	Utilisation of results in further research activities or in developing, creating & marketing a product/process, or in creating & providing a service, or in standardisation activities
Reach out to society as a whole & to some specific audiences; Demonstrate how EU funding contributes to tackling societal challenges	Transfer of knowledge and results to the ones that can make use of it; Maximizes the impact of research, enabling the potentially wider value of results than the original focus	Make use of the results; recognising exploitable results & their stakeholders; Concretise the value & impact of the R&I activity for societal challenges
Strategically planned Identifies & sets clear objectives Uses pertinent messages, right medium & means	Essential element of all good research practice Strengthens & promotes the organisation's profile	Can be commercial, societal, political; Partners can exploit results themselves or facilitate exploitation by others (e.g. open licenses)

Communication, Dissemination & Exploitation:

Contractual Obligations ⚠

Obligations related to communication, dissemination and exploitation are formally outlined in different Horizon Europe documents such as the:

- Rules of Participation;
- Proposal template for Research & Innovation Actions (RIA)/Innovation Actions (IA) and;
- Annotated Grant Agreement (AGA) – new version in May 2024.

⚠ NB: The AGA is your go-to document for *almost* **ALL** your questions regarding the project implementation stage!

Communication, Dissemination & Exploitation:

Contractual Obligations ⚠

Rules for Participation state clear obligations for beneficiaries:

- "Subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests, each participant shall through appropriate means **disseminate** the results it owns as soon as possible."
- "Each participant that has received Union funding shall use its best efforts to **exploit** the results it owns, or to have them exploited by another legal entity..."
- "... participants shall provide any information on their **exploitation** & **dissemination** related activities, and provide any **documents** necessary in accordance with the conditions laid down in the grant agreement**".**

Communication, Dissemination & Exploitation:

Contractual Obligations ⚠

By signing the EC Grant Agreement participants agree to:

- **Promote the action & its results**, through targeted information to multiple audiences in a strategic & effective manner & engaging in a 2-way exchange;
- **Disseminate results** — as soon as possible — through appropriate means, including in scientific publications;
- **Ensure open access** (online, free of charge) to all peer-reviewed scientific publications relating to its results;
- Take measures to **ensure 'exploitation'** of results — up to 4 years after the project's end– by using them in further research activities;
- **Acknowledge EU funding in ALL communication, dissemination & exploitation activities** & on all equipment, infrastructure & major results using wording specified in the GA.

Communication, Dissemination & Exploitation:

Contractual Obligations ⚠

- In HE, **not a fully fledged D&E plan is required** at proposal stage, but a complete DCEP must be submitted in the first 6 months of the project.
- Instead, need to provide **an outline of their D&E measures** and IP strategy, where relevant.
- List a few measures they intend to undertake for D&E and communication activities.
- **Must** provide your D&E plans **six months** after the signature of the GA as a mandatory deliverable.

The idea is that at this stage you will have a better idea of the kind of (key) results to expect, the pressure of the selection process will be over, and you can truly focus on how to best disseminate and valorise their results.

Communication, Dissemination & Exploitation:

Contractual Obligations ⚠️

🤔 What is new with regard to what happens after the end of the project and to support services?

- **New** obligation of beneficiaries to exploit results on **Horizon Results Platform (HRP).**
- In HE, the follow-up of the exploitation activities continues **after project's end**;
- AGA: *"If despite the best effort for exploitation no uptake happens within a specific period after the end of the project (year 1), then the project must use the HRP to make exploitable results visible (unless obligation is waived)."*
- The HRP provides very useful to beneficiaries:
  - greater visibility and faster matchmaking with priority 3rd parties,
  - targeted innovator promotional events,
  - free access to support services
  - quick searches.

Communication, Dissemination & Exploitation:

Open Access Requirements

- The EC promotes overall concept of Open Science in Horizon Europe.
- Project results & data accessible to all societal actors: other researchers, innovators & the public can **find** and **re-use** for their own needs.

🔬 **Further research is encouraged, novel solutions can be found, and complex challenges can be tackled.**

- **Open Science**, including open access to scientific publications, research data management & society's engagement, as well as dissemination and exploitation of knowledge have the potential to increase the quality, impact & benefits of science.

Communication, Dissemination & Exploitation: Project Results – What do we mean?

"Any tangible or intangible output of the action, such as data, knowledge & information whatever their form or nature, whether or not they can be protected".

- Outputs generated **during** the project, which can create impact during and/or after the funding;
- Can be used either by the project partners or by other stakeholders.

-Reusable and **exploitable** entities (inventions, products, services), or;

-Elements (knowledge, technology, processes, networks) that have **potential** to contribute for **further work**, **research** or **innovations.**

However:

-Administrative deliverables, reports or dissemination materials are not results.

Communication, Dissemination & Exploitation:

Open Science – A Foundation for Impact

What is Open Science?

- A set of practices to make research processes & results transparent, accessible & reusable.

Key Components:

- Open Access to scientific publications (**mandatory**)
- FAIR data principles – **F**indable, **A**ccessible, **I**nteroperable, **R**eusable
- **Data Management Plan** (DMP) required for **all projects** with research **data**
- Encouragement of preprints, open peer review, and citizen science

Why it Matters:

- Increases visibility, credibility, and reuse of results
- Supports innovation and informed policymaking
- Builds public trust in science

Compliance in Horizon Europe:

- DMP due within 6 months
- Use of open repositories (e.g. Zenodo, OpenAIRE)
- Ethical/legal handling of sensitive data (e.g. GDPR)

Communication, Dissemination & Exploitation:
Open Science

- Open access to research data follows the principle ***"as open as possible, as closed as necessary".***
- Projects may decide not to provide open access to research data if it's against the beneficiaries' legitimate interests or other reasons (e.g. confidentiality or security concerns). **BUT**, it must be justified in DMP.
- Proposals are not are **not** penalized for opting out!
- All peer-reviewed publications resulting from project funding are open access (OA), i.e., freely available online with no restrictions on use, by depositing them in a repository.
- Peer reviewed articles should be made Open Access **immediately** after publications, embargo's are no longer accepted.

Communication, Dissemination & Exploitation:

Open Access

- If peer-reviewed publications result from Horizon Europe projects, providing open access to them is **mandatory**.
- This includes articles and long-text formats, such as monographs and other types of books.
- **Immediate open access is required** i.e. at the same time as the first publication, through a trusted repository, and using specific open licenses (a Creative Commons licence – CC BY in most cases – or its equivalent).
- Open access is encouraged for those publications that are not peer-reviewed.
- Beneficiaries should ensure open access to research data via a trusted repository under the principle 'as open as possible, as closed as necessary'.

Communication, Dissemination & Exploitation:

Open Access

- In 2020, EC set up Open Research Europe (ORE), a publishing platform for scientific papers funded by HE & H2020, free for grant beneficiaries.
- When ORE is selected, all open access requirements to scientific publications are fulfilled.
- To handle the generated or re-used data in your HE project, as well as any other data, a **Data Management Plan** (DMP) is needed!
- Describes data management life cycle for the data to be collected, processed and/or generated by a project;

Communication, Dissemination & Exploitation:

Open Science

- Open Science in Horizon Europe comprises Open Access to scientific publications as well as research data management.

- Digital research data generated in the action must be managed in line with the **FAIR** principles (**F**indability, **A**ccessibility, **I**nteroperability, **R**eusability).

- A "Data Management Plan (DMP)" must be set up and updated regularly:
  - It will help identifying, planning and structuring how the project will meet the rest of the research data management and open access requirements, to ensure that the relevant data is “FAIR”;
  - It helps define the procedures involved in capturing, handling and managing the research data throughout the project’s life cycle and beyond.
  - It should be closely aligned with the D&E plan.

Communication, Dissemination & Exploitation:

Data management Plan (DMP)

- It will help identifying, planning and structuring how the project will meet the rest of the research data management and open access requirements, to ensure that the relevant data is “FAIR”;
- Helps define the procedures involved in capturing, handling and managing the research data throughout the project’s life cycle and beyond.
- DMP **closely aligned** with the D&E plan.
- Costs for open access to publications and data are **eligible** in most cases, and should be budgeted in the proposal.

Tip: provide open access to research outputs beyond publications and data (e.g. software tools, models, apps…) and share them as early & openly as possible, providing guidance for interested users

Communication, Dissemination & Exploitation:

Data management Plan (DMP)

- Key element of good data management.
- Describes data management life cycle for the data to be collected, processed and/or generated by a project.

To make data **F**indable, **A**ccessible, **I**nteroperable & **R**e-usable (**FAIR**), a DMP should include information on:

- handling of research data **during** & **after** the end of the project
- **what** data will be collected, processed and/or generated;
- which **methodology** & **standards** will be applied;
- whether data will be **shared/made open access** and;
- **how data will be curated & preserved** (including after the project's end).

Data Management: Open Access in proposal preparation & evaluation

- Data management is evaluated under the Impact award criterion.
- Only applicable to RIA/IA/CSA full proposals (single stage & second stage)
- Quality of the proposed measures to exploit and disseminate the project results (including IPR management) and to manage research data where relevant.
- Not expected to have a fully developed Data Management Plan.
- First version of DMP (Deliverable in M6), updates during project lifetime.
- Data management aligned with the D&E strategy & IPR requirements.

Communication, Dissemination & Exploitation:

Open Access: Research Data

Open access to research data

Refers to the right to **access** and **reuse** digital research data under the terms and conditions set out in the Grant Agreement.

Research data

- Refers to information, in particular **facts or numbers**, collected to be examined & considered as a basis for reasoning, discussion, or calculation.
- In a research context, examples include statistics, experiment results, measurements, observations from fieldwork, survey results, interviews and images. The focus is on research available in digital form.
- Users can normally **access, mine, exploit, reproduce** & **disseminate** openly accessible research data **free of charge**.

Communication, Dissemination & Exploitation: Open Science

Open Science Practices (non-exhaustive list)

What?	How?	Mandatory in all calls/recommended
Early and open sharing of research	Preregistration, registered reports, preprints, etc.	Recommended
Research output management	Data management plan (DMP)	**Mandatory**
Measures to ensure reproduciblity of research outputs	Information on outputs/tools/ instruments and access to data/results for validation of publications	**Mandatory**
Open access to research outputs through deposition in trusted repositories	• Open access to publications • Open access to data • Open access to software, models, algorithms, workflows etc.	• **Mandatory** for peer-reviewed publications • **Mandatory** for research data **but** with exceptions ('as open as possible…') • Recommended for other research outputs
Participation in open peer-review	Publishing in open peer-reviewed journals or platforms	Recommended
Involving all relevant knowledge actors	Involvement of citizens, civil society and end-users in co-creation of content (e.g. crowd-sourcing, etc.)	Recommended

- Open science practices listed in the template for proposals (section excellence>methodology)
- Mandatory in all calls: Model Grant Agreement or call requirement; all the rest recommended

Reminder…What is Impact?

*Impact is **change** taking place over time…*

⚠️ **Impact** = Change Enabled by the Project

Not **just project outputs** (e.g., reports or datasets)

👉 BUT **long-term benefits** these outputs create in society, policy, economy, or environment:

- Impact are the ***effects*** the project's results will have on the scientific community, the citizens, the economy, your institution, the companies involved in your consortium…
- If the result of your project is a new treatment against cancer, the impacts could be the **cure of X millions of people in the future and the creation of a new company which can commercialize your treatment.**

👷‍♀️ Ask yourself **what is the value your project** will bring to society!

Plan for Exploitation & Dissemination of Results

What have we learnt so far?

After describing the expected impacts of your project, the evaluators want to see potential measures to maximize these impacts. This sub-section usually includes 3 topics:

Dissemination and exploitation plan:

A credible path to deliver the innovation to the market and contribute to the entity's scale-up. For e.g. a business plan (business model, pricing strategy, commercial strategy, geographical expansion) and potential external partners (stakeholders) you may need to involve for commercial exploitation.

Communication activities:

How you will promote your work during the grant period (raise awareness via conferences and industrial expos, publications in magazines, journals, workshops, etc.)

Plan for Exploitation & Dissemination of Results

What have we learnt so far?

- It is **mandatory** for the beneficiaries to exploit & disseminate the outcomes of the funded activities.
- A **Plan for the Exploitation & Dissemination of Results (PEDR/DEP)** is necessary & the obligation to submit one arises at ***proposal stage (ONLY A PLAN!)***.
- The PEDR is a **strategic document** helping beneficiaries to establish the bases for their IP strategy and D&E activities.
- A draft PEDR is **part of the project proposal itself**; it should contain a clear vision on the project objectives and a well-planned strategy for protection, exploitation and dissemination of results.
- It is assessed under the **Impact** section of the project proposal.

Plan for Exploitation & Dissemination of Results

What have we learnt so far?

A good PEDR defines **clear objectives** and sets up a **concrete** strategy for D&E.

Each PEDR is dependent on the unique aspects of the specific project, but all respond to questions such as:

- What kind of **needs** does the project respond to?
- What **new knowledge** (results) will the project generate?
- Who will **use** these results?
- **How** will end users be **informed** about the results?

Plan for Exploitation & Dissemination of Results

What have we learnt so far?

- It is **very important** to show in the PEDR that you considered **concrete measures** to enhance the **innovation capacity**& **integration** of new knowledge (and that your project has an innovation potential!).
- The PEDR follows the project from the proposal until the final report.
- **Remember**: the PEDR **is key to maximising the impact** of project results!
- It should describe, in a concrete and comprehensive manner:
  - ***the area*** in which you expect to make an impact and who are the potential users of your results.
  - how you intend to use the ***appropriate channels of dissemination*** & interaction with potential users.

The Proposal‘s Impact Section

Structure

The impact section is **section 2** in the HE proposal template.

It is constituted of 2 subsections:

2.1: Expected impacts: description of the value of your project, how it will affect society.

2.2: Measures to maximise impact: description of the **concrete** actions put in place to be sure the impact will be as high as possible.

The Proposal‘s Impact Section

Structure

- The DEP or PEDR is an eligibility conditions for most of the EU funding programs.
- In the DEP/PEDR dissemination and exploitation plan, you will explain the measures you will take to ensure the proper dissemination and exploitation of the project, and how they will help you to **maximise** your project’s impact.
- Here, most of the time, the applicants simply mention that the outcomes of the project will be published in peer reviewed papers, or protected by patents. This is **insufficient**!
- Must think about **other measures** and **give more detail**.

Key Takeaways & Tips:

Maximising Project Impact

- ✓ **Start with Impact in Mind:** Don't try to update it—embed impact thinking from proposal to project close.
- ✓ **Understand the differences in DEC:**
  - Dissemination = sharing results
  - Exploitation = using results
  - Communication = telling the story
- ✓ **Know Your Audiences:** Tailor content, channels, and language
- ✓ **Embrace Open Science:** Open access, FAIR data, DMPs—these are expectations, not extras!
- ✓ **Identify & Engage Stakeholders:** Who will use your results or end—products? Co-create, consult, and adapt based on feedback
- ✓ **Plan for Exploitation:** Identify key results and map paths to real-world use
- ✓ **Monitor, Measure, Improve:** Use KPIs, log progress, and report

Questions?

Thank you!