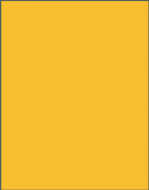




EUROPEAN ACADEMY



Dissemination & Exploitation Plans

www.europeanacademy.com

What is a Plan for the Exploitation and Dissemination of Results (PEDR)?

◆ Purpose:

To outline how project results will be shared (disseminated) and used (exploited) by relevant stakeholders during and after the project lifecycle.

◆ Key Elements:

- **Identification of Results:** What are the key results of the project?
- **Target Audiences:** Who can benefit from or use the results (e.g. academia, industry, policymakers, civil society)?
- **Dissemination Strategy:** How will you communicate results? (e.g. publications, events, media, social platforms)
- **Exploitation Strategy:** How will results be used? (e.g. new products/services, policy input, further research)
- **IPR Management:** How will intellectual property be protected and managed?
- **Timing & Responsibilities:** Who does what, and when?

◆ Living Document:

The PEDR evolves with the project – updated as results emerge.



How to Develop your Plan for Exploitation & Dissemination of Results

- 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.



How to Develop your Plan for Exploitation & Dissemination of Results: Create a PEDR

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?

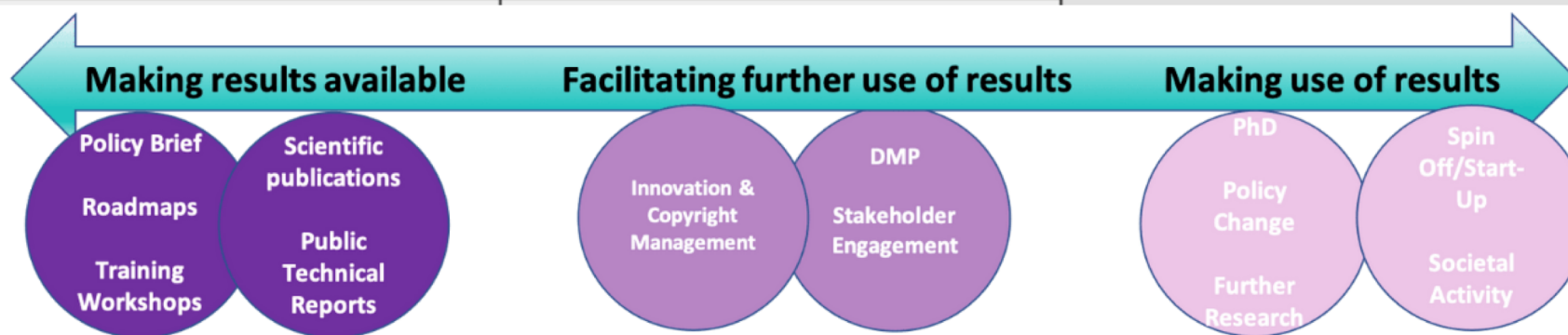
How to Develop your Plan for Exploitation & Dissemination of Results: Create a PEDR

Dissemination	Exploitation
Describing and making available results so that they can be used.	Making use of results, for scientific, societal or economic purposes.
Audiences that may make use of results	Groups and entities that are making concrete use of results.
All results which are not restricted due to the protection of intellectual property, security rules or legitimate interests	All results generated during project. Participant shall make best efforts to exploit the results it owns, or to have them exploited by another legal entity.



How to Develop your Plan for Exploitation & Dissemination of Results: Create a PEDR

Communication	Dissemination	Timing
About the project AND results	About results ONLY	THROUGHOUT ALL STAGES: PROPOSAL PREPARATION DURING PROJECT & POST-PROJECT!
Multiple audiences	Audiences that may use the results in their own work (e.g. peers, industry, policymakers etc.)	
Inform & reach out to society/show benefits	Enable use and uptake of results	



How to Develop your Plan for Exploitation & Dissemination of Results: Create a PEDR

- 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.



How to Develop your Plan for Exploitation & Dissemination of Results: Key Elements of a PEDR

A dissemination plan must address the:

- **Purpose** of the outreach;
- **Audience** for the outreach;
- **Message** or messages to be shared;
- **Methods** for sharing the messages;
- **Timing** for the outreach, and
- **Process** for evaluating the dissemination effort.



How to Develop your Plan for Exploitation & Dissemination of Results: Key Elements of a PEDR

Things to consider:

- The **full range of potential users** and uses, including research, commercial, investment, social, environmental, policy-making, setting standards, skills and educational training where relevant.
- The **possible follow-up of your project**. Its exploitation could require additional investments, wider testing or scaling up.
- **Exploitation may require pre-conditions** e.g. regulation to be adapted, or value chains to adopt the results, or public at large being receptive to results.
- Potential **geographical coverage** and economic size of the target markets where project results will be exploited and disseminated.

How to Develop your Plan for Exploitation & Dissemination of Results: Key Elements of a PEDR

 The D&E Plan in the proposal is not the final one!

Projects should:

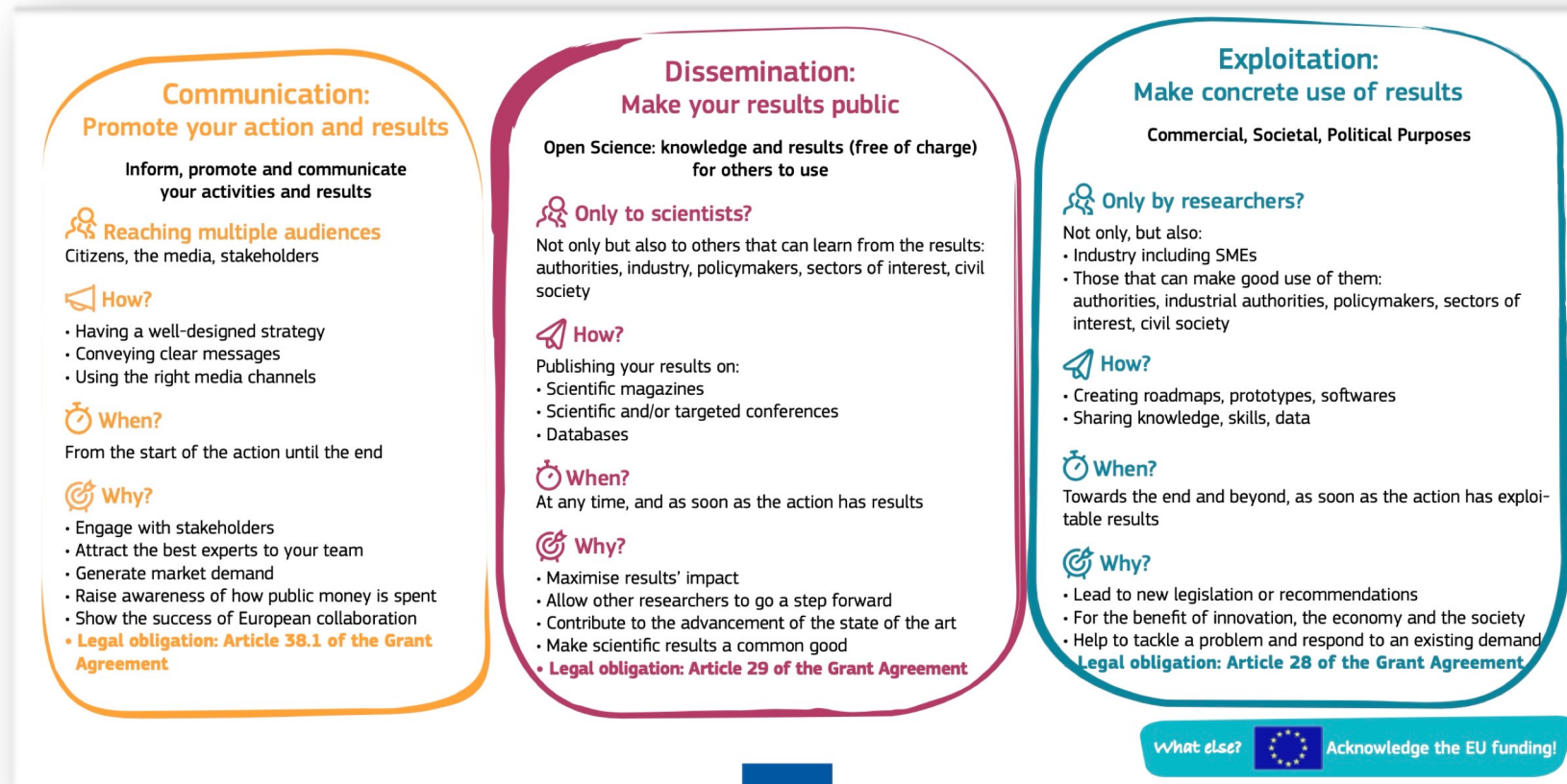
- **Update** plans according to progress & emerging results;
- Consider **changes** in stakeholders, work context & potential use of results during the project;
- **Report on the updates** periodically;
- Consider having **separate deliverables** for dissemination plan and exploitation plan!

How to Develop your Plan for Exploitation & Dissemination of Results: Checklist

- A *draft PEDR* (**PLAN!!**) is a **compulsory** part of the proposal & its submission is part of the admissibility criteria, unless otherwise specified.
- Keep it **flexible**, in line with project objectives, **realistic & achievable**.
- **Define clear objectives** and well-planned **protection**, exploitation & dissemination strategies.
- Include sufficient **quantitative & qualitative** indicators as to the planned activities for protection and D&E.
- Show the link between the proposed D&E measures and expected project **IMPACT**.

How to Develop your Plan for Exploitation & Dissemination of Results

Measures to maximise impact: what will you actually do?





Creating the Proposal: Impact Section

The impact section (section 2) in the Horizon Europe proposals consists of 3 sub-sections:

2.1 Project's pathways towards impact

2.2 Measures to maximize impact (Dissemination, Exploitation, Communication)

2.3 Summary Canvas

In the Impact section, your proposal should demonstrate:

👉 **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.

Tip: A recommended way to ensure strong pathways to impact is by involving a variety of stakeholders in the co-creation of your project plan from the beginning of proposal writing. Such an approach is guaranteed to deliver widespread benefits such as the ones the EC is looking for.



Creating the Proposal: Impact Section

2.1 Expected impacts : What is the value of your project?

Be exhaustive

- Brainstorm with your partners about **all possible impacts**.
- Don't limit yourself to the direct and obvious effects
- Think of the big picture.

Base your reflection on this list of impacts:

Scientific: new state-of-the-art in your field, scientific publications, better reputation & visibility of the institutions involved, new collaborations...

Societal: quality of life, health, safety of the EU citizens, contribution to the preservation of the environment, raised awareness of citizens on a specific problem, behavioural changes..

Socio-economic: job/company creation or growth, leading position in the field in Europe, increase of Europe competitiveness...

Exploitable: new products, new techniques, new services provided by the institutions of the consortium, patent...



The Dissemination & Exploitation Plan: What does the EC expect to see?

2.1 Expected impacts : What is the value of your project?

Be market oriented

Clearly identify the end-users (people who will take advantage of your results), and the customers (people who will pay to use your results). Show to the EU that you have already thought about the future of your research.

Give a brief overview of the market you are targeting: current challenges, drivers, size, growth rate... You should at least provide the following information: the total addressable market, where is it located, and the main barriers to reach your market (policies, regulations, legal...). If you are a researcher from a public institution, you may not be familiar with these concepts: ask your industrial partner(s) to help you with that.

It is advised to add an end-user or a future customer in the consortium: it will help you to orient your research and develop a product, or a technology, that will really meet the expectations of the market. They will also be the best partners to help you write your business plan.



Creating the Proposal: Impact Section

2.1 Expected impacts : What is the value of your project?

Add KPIs= Key Performance Indicators to measure your impact

The EU and the reviewers will expect you to be precise, concrete and realistic. For this reason, it is very important to set up KPI in your impact section: they will be a measurable mean to evaluate your impact.

For each impact, determine your **quantified targets**: how many people you will cure, how many products you will sell, by how much you will reduce CO2 emissions, etc.

Creating the Proposal: Impact Section



Evaluating the impact criterion (1/2)

Following questions are adapted to RIA and IA type of actions (ToA). Similar questions will be asked for other ToAs, in line with the instructions in the specific applications forms.

Assess the proposed pathways towards impact:

- Is the contribution of the project towards the 1) expected outcomes of the topic and 2) the wider impacts, in the longer term, as specified in the respective destinations of the WP, credible?
- Are potential barriers to the expected outcomes and impacts identified (i.e. other R&I work within and beyond Horizon Europe; regulatory environment; targeted markets; user behavior), and mitigation measures proposed? Is any potential negative environmental outcome or impact (including when expected results are brought at scale, such as at commercial level) identified? Is the management of the potential negative impacts properly described?
- Are the scale and significance of the project's contribution to the expected outcomes and impacts estimated and quantified (including baselines, benchmarks and assumptions used for those estimates)?
 - 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' refers to the importance, or value, of those benefits. For example, number of additional healthy life years; efficiency savings in energy supply.

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Creating the Proposal: Impact Section

2.1 Project's pathways towards impact

Section 2.1. (Project's pathways towards impact) may be the most important sub-section describing the impact of the project. It is recommended to carefully study what is expected under this subsection, understand the evaluation criteria in that regard, and attend to all the requirements.

Section 2.1. (Project's pathways towards impact) must address **3 sub-sections** (even if they are not specifically mentioned as such in the proposal template; this is what the evaluators assess, and your proposal must convincingly address **all of them** separately):

2.1.1. The project's critical pathways towards outcomes and impacts

2.1.2. Requirements and potential barriers to outcomes and impacts

2.1.3. Scale and significance of the project's contribution to outcomes and impacts



Creating the Proposal: Impact Section

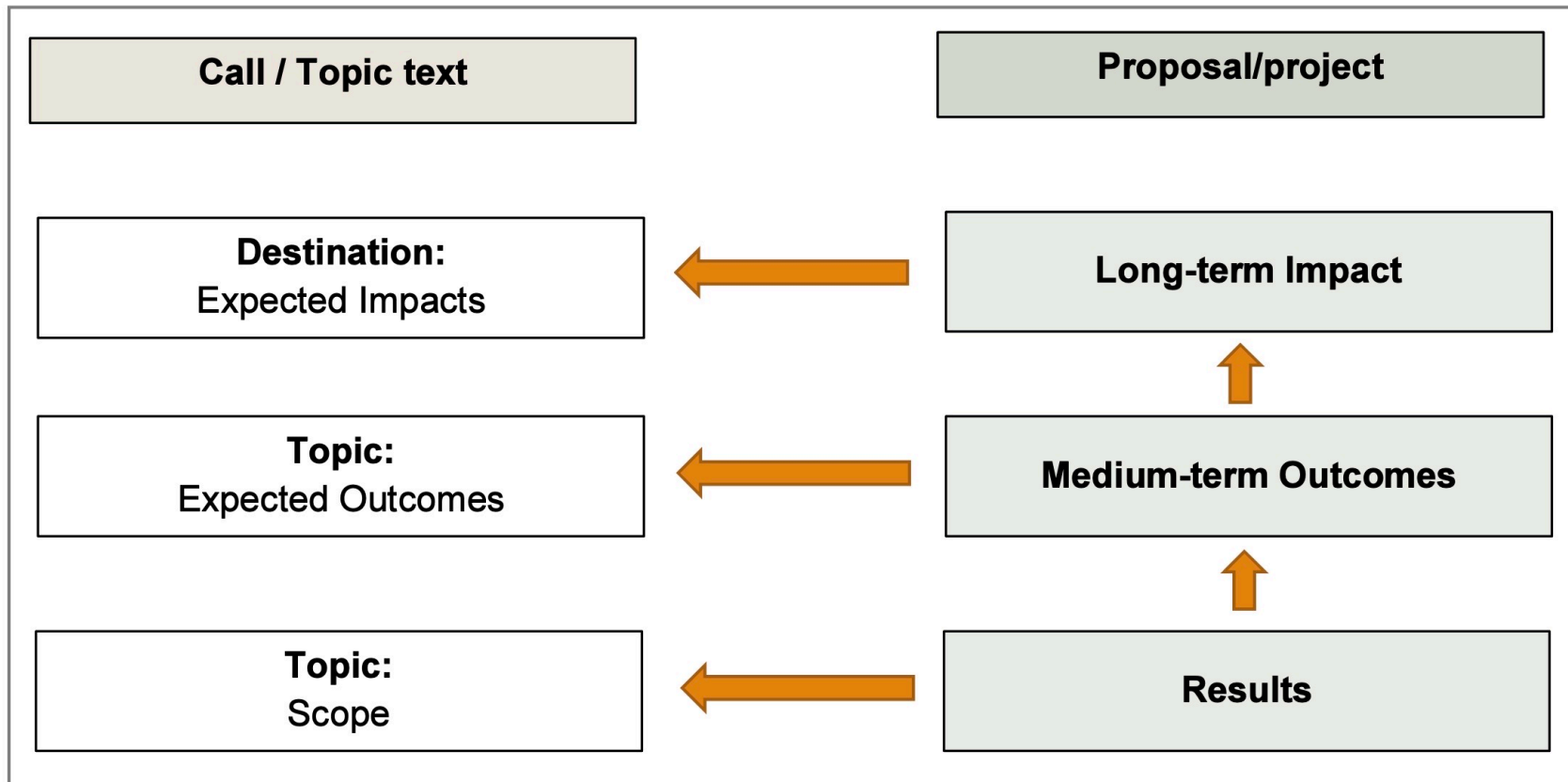
2.1 Project's pathways towards impact

In this sub-section, the project should provide a **narrative** explaining how the project's results are expected to make a difference in terms of impact, beyond the immediate scope and duration of the project (think 10 years after the end of the project).

The project's pathways towards impact consist of the following 3 elements:

1. **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.
2. **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.
3. **Impacts** – These are wider, long-term effects on society (environment included), the economy and science, enabled by the outcomes of R&I investments. They generally occur sometime after the end of the project.

Creating the Proposal: Impact Section



Creating the Proposal: Impact Section

2.1 Project's pathways towards impact

In section 2.1.1. (The project's critical pathways towards outcomes and impacts), your proposal must convincingly address all these aspects below:

1. RESULTS & OUTCOMES (from the Topic): include a narrative explaining how the project's results are expected to contribute towards EACH of the outcomes (→TOPIC EXPECTED OUTCOMES).

Tip: Here, you should be very specific, referring to the effects of your project, and not R&I in general in this field. Use Key Performance Indicators (KPIs).

2. RESULTS & OUTCOMES (from the Topic): indicate very clearly the **target groups** that would benefit if the outcomes were to be achieved. Even if target groups are mentioned in general terms in the work programme, you should be specific here, breaking target groups into particular interest groups or segments of society relevant to this project. **NB. These target groups should be included in the consortium (end-users).**

EXAMPLE

Unique contribution of [my project] to the call topic outcomes

i. Enhancing ownership and engagement of the society through active collaboration and empowering people and communities as actors of At medium term, to fulfil the growing demand for in market products.

..... Explain, detail, convince

..... Use those partners that are responsible for this specific impact

..... Refer to EC policy documents

..... Use figures, percentages, etc., to convince about the effectiveness of your impact



Creating the Proposal: Impact Section

2.1 Project's pathways towards impact

3. WIDER IMPACTS (from the Destination): include such impacts where your project would make a significant and direct contribution. Your project's contribution to the topic's expected outcomes must lead, in the longer term (~ 10 years), to the wider impacts listed in the work programme (→ DESTINATION EXPECTED IMPACT).

Key Impact Pathways (KIPs). Use separate chapters for each KIP, indicating what concrete impact your project will bring in each case.

Tip: Here, your proposal must refer to the Key Impact Pathways - KIPs mentioned in the Horizon Europe Programme Guide (we say 'must' because these KIPs are a legal requirement in Horizon Europe, thus all projects must refer to them).



Creating the Proposal: Impact Section

2.1.2. Requirements and potential barriers to outcomes and impacts

Your proposal should describe here any requirements and potential barriers (in the sense of obstacles) - arising from factors beyond the scope and duration of the project - that may determine whether the desired outcomes and impacts are achieved.

These may include, for example:

- other R&I work within and beyond Horizon Europe;
- regulatory environment;
- targeted markets;
- user behaviour.

You should describe any 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.



Creating the Proposal: Impact Section

2.1.3. Scale and significance of the project's contribution to outcomes and impacts

You should give here an indication of the scale and significance of the project's contribution to the expected outcomes and impacts, should the project be successful. You should provide quantified estimates where possible and meaningful.

'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' 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.

Creating the Proposal: Impact Section

EXAMPLE

Scale and significance of the project's contribution to the expected outcomes and impacts

Link to	Outcomes (medium-term)
Obj.1	<p>..... Describe the outcome</p> <ul style="list-style-type: none">• Scale: Relevant for all actors in the value chain in Europe• Significance: Prerequisite to further advance R&D based on a common understanding
Obj.2	<p>..... Describe the outcome</p> <ul style="list-style-type: none">• Scale: European key value chains• Significance: Contributing to standards setting by establishing broadly accepted procedures ...
Link to	Impacts (long-term)
Impact 1	<p>..... Describe the impact</p> <ul style="list-style-type: none">• Scale: Companies at the European and global level• Significance: Our proposed process becomes the new norm. It will lead to (numbers) reduction/prevention/efficiency
Impact 2

Creating the Proposal: Impact Section



Evaluating the impact criterion (2/2)

Following questions are adapted to RIA and IA type of actions (ToA). Similar questions will be asked for other ToAs, in line with the instructions in the specific applications forms.

Assess the measures to maximise impact –
Dissemination, exploitation and communication :

- Are the proposed dissemination, exploitation and communication measures suitable for the project and of good quality? 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.
- Are the target groups (e.g. scientific community, end users, financial actors, public at large) for these measures identified?
- Is the strategy for the management of intellectual property properly outlined and suitable to support exploitation of results?
 - If exploitation is expected primarily in non-associated third countries, is it properly justified how that exploitation is still in the Union's interest?





Creating the Proposal: Impact Section

2.2 Measures to maximise impact: what will you actually do?

This part is located in the **impact** section & it is dedicated to concrete means to ensure your project will be properly exploited.

Here, it is about communication, dissemination, and exploitation. To complete this part, we need to have a clear understanding of the above definitions:

Communication: The measures taken to communicate about your **project** (not specifically the results) with the general public and specific stakeholders. Typically, it is your website, your posts on social media, a newsletter, all the means you use to keep people updated with your project.

Dissemination: The measures taken to promote the **results** of the project, to make sure they will reach the right stakeholders. It is about *the transfer of knowledge* between project partners and the targeted audience, ensuring the targeted audience will be able *to use the results of your research* as a basis for future development. It can be the publication of an article, a presentation at a conference, the organisation of a training/workshop, the sharing of your data on an online repository, etc.



Creating the Proposal: Impact Section

2.2 Measures to maximise impact

Each subsection must be very clear and detailed, and for absolutely each subsection you must indicate the specific target groups and dedicated channels to reach them.

2.2.1. Dissemination strategy and plan

2.2.2. Communication strategy and plan

2.2.3. Exploitation strategy and plan

As applicant you are asked to mention only the plans, i.e. activities, however in some cases the evaluators are asked to distinguish between strategy and plan, and penalize the proposal that does not explicitly mention the two distinctly.



Creating the Proposal: Impact Section

2.2 Measures to maximise impact

The communication, dissemination and exploitation activities are directly linked to section 2.1, Pathways to Impact:

The Pathways to Impact are *“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”*.



Creating the Proposal: Impact Section

2.2 Measures to maximise impact

Why dissemination, communication, exploitation, IPR are connected to Impact?

Since the impact of the project is of the utmost importance, a mandatory requirement that any Horizon Europe project must meet is having a solid plan that will enable it to maximize its impact.

Note: Sub-section, 2.2., also refers to IPR management and Open Access (as opposed to Open Science, which should be part of Methodology).

The application form asks for a first version of your ‘plan for the dissemination and exploitation including communication activities’. Attention! The existence of this plan is an **admissibility condition**.

Although the proposal template asks for a ‘plan for dissemination, exploitation and communication activities’, however section *2.2 Measures to maximise impact* must be split into three sub-sections.

Creating the Proposal: Impact Section

2.2 Measures to maximise impact

2.2.1. Dissemination strategy and plan (actions)

To draft your plan, answer the following questions:

- Who are the **stakeholders** that will use the outcomes of our project?
- Which **media** will you use to reach them(during and after the project)?
- What will be your **dissemination** activities?
- **How** will these activities support the impacts listed in the 2.1 subsection?

The plan lists the activities that should be considered to lead to the achievement of the strategy. It is important to choose activities that carry the greatest potential to achieve the objectives and reach out to the right audience. Here are some examples for such activities.

The Proposal's Impact Section: Measures to Maximise Impact

2.2 Measures to maximise impact

2.2.1. Dissemination strategy and plan (actions)

Choose activities that carry the greatest potential to achieve objectives & reach the right audience:

- **Dissemination activities:** Scientific activities are one type of dissemination, aimed at diffusing project's results to the scientific community. Scientific publications, conferences, open access to databases, reports describing research progress.
- **Publication of scientific articles:** Scientific articles are the cornerstone of dissemination.
- **Oral presentations:** Presenting results during a congress can have a great impact.
- **Event Organisation:** To convey a strong message events with face-to-face discussions have a much stronger impact.
- **Networking/Synergies with other projects:** To benefit from synergies with other researchers in the field, it is important and recommended to develop joint activities.

The Proposal's Impact Section: Measures to Maximise Impact

2.2 Measures to maximise impact

2.2.2. Communication strategy and plan (activities)

You should give answers to the following questions:

- What are your **objectives** and **messages**?
- What **audience** are you targeting? You may have several targets but be sure to target specific **specific** stakeholders consistent with your project
- How you will **reach** your audience (means of communication = website, social networks, videos, conferences, press release, etc.)?

The communication plan should include **informing activities** to raise awareness about the project and engage the public addressed.

E.g.: social media presence/networks activities, events, website etc.

The Proposal's Impact Section: Measures to Maximise Impact

2.2 Measures to maximise impact

2.2.2. Communication strategy and plan (activities)

Messaging – The messaging of communication activities should be adapted both to the target audience and to the specific channel used. You need to consider the language and the accompanying content that will be most appealing to your audience.

The communication plan should include informing activities – to raise awareness about the project and engage the public addressed.

E.g.: active social media presence, press releases, forums, advertisement & campaigns.

The Proposal's Impact Section: Measures to Maximise Impact

2.2 Measures to maximise impact

2.2.2. Communication strategy and plan (activities)

The communication plan should include a basic communication toolbox to support researchers in their daily work, foster identification with the project & create external brand awareness.

- **Logo:** visually appealing with a strong meaning.
- **Templates:** Based on logo: presentations, deliverables and posters.
- **Website:** As a main information hub on project information.
- **Infographics:** Represent the project as a whole or specific process and/or activity.
- **Roll-up Banner:** For use in fairs, conferences or other promotion events.
- **Video:** Either at the beginning or near the end of the project.
- **Social Media:** Reach new audiences, interact and convey simple and informal messages.
- **Leaflet/Brochure:** 4-8 pages, attractive headlines, limited text, visually appealing images.

The Proposal's Impact Section: Measures to Maximise Impact

Last but not least, you must **list** your communication activities.

Communication activities will allow you to promote your project to the scientific community and to the general public.

To be convincing, it is best to include in the consortium a partner already experienced in communication. They can lead a WP dedicated to dissemination and communication.

Questions to answer in this subsection:

- What are your **objectives** and **messages**?
- What **audience** are you targeting? You may have several targets but be sure to target specific stakeholders consistent with your project, don't be too general.
- How you will **reach** your audience (your means of communication = website, social networks, videos, conferences, press releases, etc.)?

The Impact Section: Communication Table

Communication action channel (How?)	Key message (What?)	Target audiences/co-creators (Who?)	When?	Lead partner	Contributors	Target number (indicator)
Webpage	Activities and the results of the project	General public, partners, collaborators, stakeholders, press and media	M1		All partners	number of visits
Social Media (Twitter, Instagram, YouTube, SnapChat, TikTok, Facebook etc.)	Interaction, engage in dialogue, contribute to debates, raise awareness of the topic and the project, inform about the activities of the project	General public, policy makers, end-users	M1		All partners	X Tweets per week, active contributions to relevant discussions
Newsletter	Activities and the results of the project	End-users, policy makers, industry, sector specific interest groups	M3			X Newsletters
Advisory groups meetings etc.	Activities, co-create, consult	Main stakeholders, citizens a large	MX			X Meetings
Workshops and seminars	Activities, engage citizens	All stakeholder groups (citizens, policy-makers, industry...)	MX			X Workshops and seminars



The Proposal's Impact Section: Measures to Maximise Impact

2.2 Measures to maximise impact

2.2.3. Exploitation strategy and exploitation plan

- What are your **exploitable results** (knowledge, know-how, technologies, software, products, services...)?
- What **measures** will you take to ensure their actual exploitation? (patenting, licensing, registered designs...)?
- How will you ensure that your results will meet the **end-users needs**?
- How will you **involve** them in your project?

The Impact Section: Writing Tips

2.2 Measures to maximise impact

2.2.3. *Exploitation measures & activities*

Stakeholder	Results	Impact
Research community	Publications (Papers, Books) Posters, Presentations, Data, Softwares	• Further research activities and publications containing new insightful results
Industry	• Patenting • Pilot plants and prototypes • Transfer agreements • Joint venture/Start-ups • New products and services • Development of standard tests and procedures • Codes of conduct	• Generate economic growth • Development of a new product or service • Improvements of production processes and competitiveness • Improve product quality and consumer protection
Civil society	• New products, services or technology • Trainings, presentations and visits • Educational materials • Skills and knowledge	• Increase quality of life • Improve living environment • Improve urban and rural services • Improve healthcare • Reduce energy consumption • Increase product quality control • Improve employability
Policy makers	• Reports • Policy papers and recommendations • Roadmaps • Operational guidance	Revision or creation of a new directive or regulation (EU Law)

Dissemination & Exploitation Table Example

Result (what?)	Main uses (for what?)	Users (who?)	Channel (how)	Goal (end of project)	Goal (3 y. after project project)
New products	To solve x problem	End-users (industry, consumers)	Co-creation; piloting and testing; commercialisation	e.g. prototype tested	X products in use/production
IPR's	To lead to patents, products	End-users (industry)	Scientific publications, project advisory board	x Invention reports	Uptake of x inventions by the end-users
Research publications (a separate publication plan is often needed)	Knowledge transfer	Scientific community	Scientific publications	x Publications in relevant journals	x Citations
Policy recommendations	Recommendations to be used in decision-making	Local, regional, national, EU-level, (global) level decision makers and thought leaders	Networks, piloting activities, knowledge brokering activities, conferences, policy briefs	Reaching X stakeholders	Mentions in policy papers

PEDR & Impact

Impact is change taking place over time...

👉 Keep in mind that **the impact of a project is not the results of the project!**

➡ The 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...

Ask yourself what is the value your project will bring to society.

PEDR & Impact



- The project is about addressing **the call!**
- Ensure the plan focuses on the (bundle of) project results, which:
 - **address the call challenges**
 - **maximises its contribution to the expected impacts**
- Do not be distracted by trying to exploit partners' individual results independently



How to Develop your Plan for Exploitation & Dissemination of Results

Dissemination Checklist

Effective dissemination plan reflects project progress & outputs!

- Identifies **areas & stakeholders** that could make use of results;
- Describes **concrete** and well-timed **measures** for dissemination of all key results throughout project lifetime & after project end;
- Uses effective **channels & platforms** for all groups of potential users (stakeholder networks & platforms, domain specific platforms, policy project website) with long-term perspective;
- Facilitates & supports **each of the impacts** aimed at in the work plan.

How to Develop your Plan for Exploitation & Dissemination of Results

Dissemination Checklist

Dissemination activities and outputs must be reported:

- **Quantitatively** and **qualitatively** relate to the project results (e.g. not communication, disseminating previous results or generic events).
- Scientific results with **EU funding acknowledgement** and **Open Access**.

How to Develop your Plan for Exploitation & Dissemination of Results

Exploitation Checklist

Effective exploitation plan reflects the key exploitable results!

- **Different types of exploitable results** (knowledge, methods, agreements, technologies) **are clearly identified** & their direct and indirect value and impact on different stakeholders considered;
- **Barriers & risks** for exploitation (actual use of the results after project funding) **recognised** & appropriate countermeasures provided;
- Concrete measures to ensure **results meet real needs** & will be taken up by users (e.g. engaging them in project);
- Description of **partner roles & responsibilities** in exploiting results or supporting results exploitation by other users.

How to Develop your Plan for Exploitation & Dissemination of Results

Exploitation Checklist

Exploitation and IPR management activities must be reported:

- **Quantitatively** and **qualitatively** (patent applications, licenses, copyrighted/copylefted material, registered designs etc)
- Patent applications have **EU funding acknowledgement** and exist on website.



Creating your PEDR: Communication

Communication, Dissemination & Exploitation: An integrated approach!

Communication Objectives:

- **Take strategic & targeted** measures to promote the action & its results to multiple audiences beyond the project's own community.
- Define **clear objectives** derived from the overall project objectives.
- Define the project's **target groups** and key stakeholders audience(s) that you want to reach (including media & the public) & engage in a 2-way exchange.
- Formulate **key messages** for each target group & choose the right medium and means to transport them.
- **Demonstrate** how **EU funding** tackles societal challenges.



Creating your PEDR: Communication

Communication, Dissemination & Exploitation: An integrated approach!

Communication Objectives:

- **Include specific timelines** and deadlines for concrete activities.
- Describe how you will **manage & monitor** communication measures throughout the project.

Creating your PEDR: Points to consider

Remember: Dissemination & Exploitation go together!

- It's a Dissemination **AND** Exploitation Plan:
- **Not 2 independent plans!**
- Exploitation drives dissemination & vice versa
- Who are the **main target groups/markets?**
- For each target group:
 - Will IP protection support commercial exploitation?
 - What are the objectives & messages for each target group?
 - How will you communicate the messages and follow up any interest?
 - How will they be able to access and use (exploit) the results
 - Under what terms and conditions?
- Who will manage & coordinate the IP, its dissemination & its exploitation?



Creating your PEDR: Communication

- **Monitor & update** the communication strategy and activity plan:
- Have you chosen the right message & channel for a specific audience?
- Do you **monitor feedback** to measure effectiveness of communication activities & adapt accordingly?
- Do you **tell a story** instead of just facts? Do you visualise & make complex data/information attractive & “digestible” for the general public/ layman audience?
- Did you **reach** your communication **objectives**? What lessons did you learned and/or what can be improved?
- **Document and demonstrate** communication activities & outcomes in periodic reports



Creating your PEDR: Dissemination

Disseminate results that emerge throughout the project in a targeted manner through effective dissemination channels & platforms according to the information needs of the envisaged user group – for example through:

- Scientific publications/posters
- Open Access/Data repositories
- User workshops
- Training & teaching materials
- Cluster meetings
- Conferences
- Brokerage events/Investor pitches – Policy Briefs and Recommendations



Creating your PEDR: Dissemination

- Constantly **monitor, evaluate** and potentially **adjust** the dissemination plan.
- Do actual **results still meet the needs** of a specific target group? Are there “new” stakeholders to be taken into account?
- Have you picked the right measures for the right audiences?
- What have been **concrete follow-up actions/results** of certain dissemination measures?
- Have **novel, unexpected results emerged**? How can these be effectively disseminated?
- To what extent have **stakeholders been actively involved/contacted**?



Creating your PEDR: Dissemination

- **Update** and **review** the DMP when necessary and/or with periodic reports;
- **Assess** the compatibility of IP policies/management strategies and dissemination activities:
 - Do the IP policies and managing structures conceived at the beginning of the project fit the dissemination and exploitation interests within the consortium?
 - Have conflicts of interests among project partners occurred in this regard?
- **Document** and **demonstrate** dissemination activities and achievements in periodic reports.

PEDR & Impact: Extract from Proposal Template

- **Provide** a draft ‘plan for the dissemination and exploitation of the project's results’.
- **Show** how the proposed measures will help to achieve the expected impact of the project.
- The plan, should be proportionate to the scale of the project, and should contain **measures** to be implemented both **during** and **after** the end of the project.
- Outline the **strategy for knowledge management** and protection.

 ***Your plan for the dissemination and exploitation of the project's results is key to maximising their impact!!***

The Impact Section: Writing Tips – The Impact Planner

Impact Planner		
Project Idea in short		IDEA
Results after the project	Who needs to know about the results (stakeholders)?	RESULTS
How will you communicate your results to your stakeholders?		DEC
What is the envisioned change in the stakeholders' actions within 3-5 years?		OUTCOME
What will happen in 10 years and beyond...	...In science?	IMPACT
...In society?	...In economy?	
Does your research have positive (or negative) effects on sustainable development?		

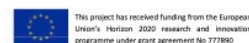
The Impact Section: Writing Tips

Let's see what a real PEDR looks like!



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4.5 Online dissemination tools

4.5.1 DIVA website

Our DIVA website will be the main information showcase of the project. It will be developed by DIGITAL PLACE in cooperation with AMETIC. The proposed domain of the website is www.projectdiva.eu. A complete functional and operational website is foreseen for M4.

Website efficiency will be underpinned by the criteria of:

- Usability: Clear and accessible structure
- Content updating
- Accuracy in the content suitability

All partners will be requested to deliver content for the website. The working language of the website is English, but it is the ambition to have the most relevant parts accessible for non-English speakers and therefore have it translated into "DIVA languages" (Spanish, Portuguese, French, Italian and Greek).

The Web Site map has been designed to offer a complete overview of the project and an easy access to all its activities. Moreover, there will be a main "DIVA Wall" promoting the latest updates related to DIVA calls, events or activities open to the public. The download area will give the possibility of free downloads of all the public outputs carried out during the project's life.

The website will also allow visitors to formalize their online subscriptions to DIVA events and to submit proposals to DIVA calls.

Password protected intranet private platforms accessible from the public website are also envisaged:

1. **Intranet for DIVA partners:** This private tool will enhance the information exchange among all DIVA partners. (minutes, internal documents, WP's specific information, etc.), facilitating internal coordination.
2. **Private tool for DIVA applicants:** A specific private platform will be developed for applicants. This tool centralizes submissions of proposals to DIVA calls.

The website map structure is as follows¹:

- **HOME/MAIN PAGE**
 - Main Slider
 - DIVA Wall
 - Social Networks Widgets
 - Website Footer

¹ Provisional structure. DIVA Website is under construction at the time of the release of this deliverable.

Guides for correct usage of logo, typography and colors



FONTS

Montserrat Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890? ! ' () _ - + # % &

COLORS



HTML #4F4F5B
C 65% R 79
M 55% C 79
Y 45% B 87
PANTONE 431 C



HTML #81BC4E
C 86% R 128
M 0% C 188
Y 65% B 75
PANTONE 367 C

CLEAR ZONE



MINIMUM SIZE



The Impact Section: Writing Tips

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This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777890



- **ABOUT DIVA**
 - DIVA Project Info and Objectives
 - Partners
- **NEWS & PUBLICATIONS**
 - DIVA News
 - DIVA Publications (Download area)
- **DIVA EVENTS**
- **FIND YOUR OPPORTUNITIES** (DIVA Calls)
- **FAQ**
- **CONTACT**

After the project's conclusion the web site will be online for 2 more years, during which the materials and results of the project will be available for Project Participants and for the public.

4.5.2 DIVA Social Networks

Social media has become a very popular means of disseminating information fast across heterogeneous target groups. These channels serve on-demand access to content anytime, anywhere, on any digital device. To extend the project target audience (specially to involve the great public and not only sector experts) DIVA is integrating these media tools strategically in the communication activities.

Twitter, and LinkedIn has been selected as the most appropriate social networks to promote the project achievements, news and outcomes. AMETIC will act as moderator of both social profiles, that means, control and filter inadequate contents and monitor the suitability and relevance of information to be published.

TWITTER		
	Account: @EU_ProjectDIVA	Use of Twitter will be focused on broadcasting relevant DIVA news, calls, events and partners activity, in real-time if possible (a.e. live action of a DIVA partner in an external event).
	Official Hashtag: #ProjectDIVA	
LINKEDIN		
	LinkedIn Profile: EU Project DIVA	DIVA profile is intended as a mirror of the main updates in DIVA website. The most relevant contents and news of DIVA will be posted on this profile in order to reach a wider audience. By the other side, the discussion group will be focused on the interaction of DIVA audience.
	Discussion Group: EU Project DIVA	

4.5.3 DIVA final promotion video

One video the project results compilation will be produced and uploaded on the websites and social media, to be officially presented at the project final event.

4.5.4 Partners websites

Most partners have regular newsletters and regular posts on their own websites. This activity will be used to disseminate the activities of the project regularly and frequently via these channels.

Additionally, a **general description of DIVA will be created in all partners websites** as a static information point and linked to DIVA official website.

4.5.5 Communication page on European Cluster Collaboration Platform

The European Cluster Collaboration Platform (ECCP) (<https://www.clustercollaboration.eu/>) is an action of the Cluster Internationalisation Programme for SMEs funded under COSME launched by DG GROW of the European Commission in 2016.

The ECCP provides networking and information support for clusters and their members aiming to improve their performance and increase their competitiveness through trans-national and international cooperation.

The ECCP addresses primarily the needs of cluster managements, but its rich content is useful for both the SME cluster members and for the cluster policy makers at regional, national or international level.

DIVA will create its entry in the ECCP website in the category of Cluster Projects in EU Programmes – H2020 INNOSUP projects.

4.5.6 DIVA newsletter

A six-monthly newsletter will be broadcast by electronic channels (email, Social Networks, ...) to the free online subscribers to spread the work of the project. The newsletter will come out alongside the project in month M6, M12, M18, M24, M30, M36.

The newsletter will essentially synthesise the project advancements and provide links to download the reports and relevant information elaborated in DIVA. The newsletter will provide information in a synthetic form, which will be accessible in full version in DIVA webpage.

4.6 Offline dissemination tools

4.6.1 Printed promotional material

The production of a number of brochures, posters and roll-ups in national languages will widen the public reached by the communication activities, allowing other potentially interested stakeholders and the general public to be informed about DIVA project.

- Specific brand/logo for the event
- Customized event agenda lay out
- New version of the DIVA Brochure
- Brochure adaptation to rollup format

4.6.3 Press conferences and press releases

Press releases will be issued by all partners during the project coinciding with important milestones like local or European events, launch of call for proposals or publication releases.

They will be targeted at key players (e.g. SME's, DIVA stakeholders, relevant local authority departments, local and national media, service providers, Managing Authorities and other funders). Communication team will actively follow up the releases to assure maximum coverage.

Regarding press conferences, at least one press conference per partner will be organised with regional/national relevance within the duration of the project.

4.6.4 Organization of DIVA Events

During the project a number of regional, national and international events will be organized as follows:

• DIVA Local Events

DIVA partners will collaborate in disseminating DIVA activities to their national and local audience, taking advantage of the close network they could have in their own country. Organizing cross-fertilization and networking events at national level is one of the activities to be carried out by national consortia. Local events have, essentially, three main aims:

- **Provide general information about DIVA and its activities.** Define cross-fertilization activities with regional-national audience between agrofood, forestry and environment related sectors and digital technology and ICT industry. Inform about the benefits that companies, specially SME's, may bring from the project.
- **Organize focus-group sessions** aiming to identify relevant challenges affecting DIVA's targeted application sectors in their territories, bearing in mind the digital trends and opportunities mapped in WP1. The first hands-on session will be organized by INESCITEC and will involve other partners to ensure that the methodology is replicable in the other participating countries.
- **Sign off events:** presentation of the final project results, with regional-national audience, including a training event addressed to enterprises and business operators.

Each national consortia must hold **at least two local events per year during the project** (if possible preceding major European events and call openings), **plus one signing off** event near the end of the project. After each event they will provide information to be uploaded on social media and DIVA project website along with press releases related to the events.

• DIVA European Events

Figure 1

Communication activities will be monitored according to a set of quantitative and qualitative success indicators. The evaluation of communication activities will determine the degree to which the communication objectives have been reached, and the relationship between the outcomes and the efforts made to reach the goals. This analysis will help the project to better understand facilitators and barriers of a successful communication and will serve to refine the communication activities accordingly.

Outputs / KPIs	Measurement Unit	Target Value
Project visual identity	-	1
Project website	-	1
Project brochure (in English and local editions in national languages)	Nr of project brochure produced	10000
Project poster (in English)	Nr of project posters produced	100
Project Roll-ups (in English)	Nr of project rollups produced	10
Project communication strategy (I)	-	1
International DIVA e-newsletter	Nr of newsletter produced	6
Movie-documentary about DIVA results, main outcomes and events	-	1
Number of regional local events organized for external audiences	Nr of events organized	30
Number of European events organized for external audiences (including a final event)	Nr of events organized	3
Number of events attended representing the project	Nr of events attended	30
Presence at tradeshows and business event	Nr of events attended	4
Communication with SMEs for participation in events or calls	Nr of SME's contacted	300
Scientific publications in peer-review journals, international conferences and workshops	Nr of publications	10
General press articles published	Nr of publications	20
Activity and dissemination in DIVA website	Nr of entries or publications	120
External audience of DIVA website	Nr of unique visitors (based on Google Analytics)	500
Number of references to DIVA in other websites	Nr of entries or publications	20
Activity and dissemination in DIVA Twitter	Nr of posts in Twitter	250
DIVA Twitter followers	Nr of Twitter followers	1500
Activity and dissemination in DIVA LinkedIn	Nr of posts in LinkedIn	150
DIVA LinkedIn contacts	Nr of LinkedIn contacts	500
multimedia material downloads (website)	Nr of downloads	150
Scientific publications as Open Access		>70%



6.1.1 Dissemination log

When a DIVA partner release or carry out and specific dissemination action (for example, organization of an event, publication on their website, attendance to a third-party workshop to promote DIVA, etc.), **a new entry on this excel log** must be added including some basic information about the action made. (date, specific channel used, location, brief description...)

Specific email reminders will be sent to all partners to remind them to complete the log before each three-month period.

Figure 8. DIVA Dissemination Log



7 OBLIGATIONS AND REQUIREMENTS FOR COMMUNICATION ACTIONS

Unless the Agency requests or agrees otherwise or unless it is impossible, any dissemination material on any media must indicate that the project received funding from the European Union's H2020 programme.

In particular, it should display the European Union flag.



and the acknowledgement of funding:

- For communication activities:

"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777890"

- For infrastructure, equipment and major results:

"This [infrastructure][equipment] [insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777890".

When displayed together with another logo, the EU emblem must have appropriate prominence. For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the Agency.

7.2 Disclaimer excluding Agency and Commission responsibility

Any communication activity related to the action must indicate that it reflects only the author's view and that the Agency and the Commission are not responsible for any use that may be made of the information it contains:

"This communication/publication reflects only the author's view. It does not represent the view of the European Commission and the European Commission is not responsible for any use that may be made of the information it contains."

The Impact Section: Writing Tips

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2.2 Measures to maximise impact - Dissemination, exploitation, and communication

The communication, dissemination, and exploitation strategy of DREAM has the overall goal of ensuring and maximising the achievement of the expected impacts and facilitating the final uptake and exploitation of project results, more specifically its objectives are to:

- Disseminate information about the project's aims, activities and results.
- Regularly engage and communicate with the stakeholders who will use and implement the project results.
- Enable the exploitation of results to their full potential by disseminating the results to relevant stakeholders.
- Appropriately support communication activities and design and production of outputs from the other project WPs.
- Make sure that all dissemination and communication activities are consistent and in line with the project "brand".

2.2.1 Dissemination strategy and targeted stakeholders

DREAM fully integrates the Multi-Actor Approach (MAA) into the core of its methodology, and as such the dissemination activities are split between WP1 and WP8. The latter will develop the dissemination strategy that ensures targeted and relevant stakeholders are able to use and support the project results while at the same time support WP1's (MAA) activities incl. mapping and engaging stakeholders and citizens. The Dissemination and Communication Plan (D9.1) will be available at M6, and subsequently at each reporting period. The dissemination strategy will engage with stakeholders according to the different project stages, which are summarized in four steps:

1) MULTI-LEVEL MOBILISATION → Increase general awareness

At the first stage the consortium will confirm the Key Exploitable Results (KER) to be disseminated and settled the key messages to convey to the different stakeholders at all levels (from experts in the field to the general public). Digital tools will be mainly used for this purpose with a universal language. This work will continue throughout the project to increase the general awareness of the project.

2) RESEARCH → Share knowledge and research outputs

Within the first six months of the project the consortium will be fully engaged in research activities, and the results will be disseminated to the scientific community to enable the use of its research outcomes, exchange best practices with other institutions and existing projects. Both scientific (publications, events) and digital tools will be used for this purpose.

3) CONCEPT VALIDATION AND INDUSTRIAL DISSEMINATION → Attract potential users and customers for exploitation purposes

The marketability and the socio-economic and environmental impacts of the best practices, tools and innovations for animal welfare developed in WP 2-6 will be scrutinised by experts performing economic experiments to study consumer attitudes, preferences, purchasing decisions and trade-offs for different innovations for poultry, pig, and dairy products, including animal welfare, carbon footprint, and price. The results will be disseminated the core stakeholders (see the preliminary stakeholder analysis below) to eventually establish preliminary exploitation routes, to facilitate the attraction of further investments and financing for the fourth step. Face to face meetings and digital tools will be mainly used for this purpose.

4) SCALE-UP STRATEGY IN THE EU CONTEXT → Inform the potential supporters

This final step will be implemented during the second half of the project, to mobilise supporters, especially key policy makers and standardisation bodies capable of endorsing the development of best practices for future policies, regulation and standards related to best practices for animal welfare, thereby removing and/or mitigating barriers that are external to the project itself.

A systematic **stakeholders' analysis** will be carried out within WP1, under the lead of Teagasc with the support of all the consortium, in particular WP9-leaders Indigo-Med, to ensure adequate involvement of the farming sector

and other relevant business operators along the food chain. Highlighted dissemination activities are presented in table 5.

Table 5: DREAM dissemination strategy and targeted stakeholders

Target Groups	Dissemination objectives	Dissemination tools
Farmers	Initially to encourage farmers to share anonymized data already collected, linked to animal welfare and health with DREAM, and ultimately to become users of the tools and best practices developed by DREAM.	An application for smart phones will be co-designed. The APP will allow participants to take pictures or videos of single animals, groups or infrastructure and anonymously upload them to a database. The whole community of farmers will use a complementary application to assess the pictures or videos in a predefined way, and after having conducted an online training.
Processing industry (incl. dairy factories, rendering plants and slaughterhouses)		A platform-user and stakeholder mapping exercise (informed by the social science technique Social Network Analysis) will be conducted within Focus Groups.
Transporters		
Technology developers	Input to, and adaptation of, monitoring tools and smart models to improve the scope of the data collection both quantitatively (population size) and qualitatively (quality of data collected and impacts measured).	Participation in industrial fairs; technology transfer and licensing of IPR, including the opportunity for European SMEs with strong management teams and credible financial resources to enter exclusive licensing agreements.
Academia and RTOs	Increase the scientific knowledge, exchange of ideas and network; promote synergies between DREAM and other existing R&I projects; facilitate the uptake of project results for further research and innovation purposes.	Project and partners websites; articles in relevant networks webpages; eNewsletter; Social media; invitation to conferences, seminars, workshops organized by the project; Scientific publications.
Policy makers, standardisation and certification bodies	Support development of best practices for future policies, regulation and standards related to best practices for animal welfare.	Policy-briefs; Invitation to industrial workshops, conferences and seminars organized by the project (incl. live demonstration of the tools);
General public	Engaging with citizens and the wider general public (ex. NGO) to ensure that the best practices and innovative tools developed by DREAM is aligned with societal values and needs.	Project website; press releases; social media (e.g. Twitter, LinkedIn); project dissemination material; interviews in local media and publications in science magazines; DREAM video presentation.

Table 6: DREAM targeted dissemination measures

Multi-Actor Approach measures (in WP1)	Interactive training and learning sessions; Multi-actor participatory workshops; Focus groups for each animal group; Co-design workshops; Knowledge exchange; and co-design activities.
Journals	Livestock Science; Animal, Animal Welfare; Applied Animal Behaviour Science; Journal of Animal Science; Frontiers in Veterinary Science; Meat Science; International Food and Agribusiness Management review; IEEE Access; Computer; ACM Computing Surveys.
Conferences, exhibitions, trade fairs (taking place every 1-2 years)	ICAWC: International Conference on Animal Welfare and Conservation; IFFA; International Trade Fair for the Meat Industry; Local conferences and meetings for farmers e.g. 'Grisekongres' in Denmark (annually); International Conference on Information, Communication and Electronic Technology (MIPRO); IEEE International Conference on Communications; Future of Information and Communication Conference

	(FICC). European Federation for Animal Science (EAAP) annual conferences, International Conference on Welfare at Farm Level (WAFLL) 2024; ISAE; ICAR; ICoMST
Other R&I projects for clustering	Improving animal welfare (ST5-08-2018-2019) projects TechCare, PPLOW and ClearFarm; PIGWATCH; SWAB: Surveillance Welfare and Biosecurity of farmed animals; Animal-Cyber Systems (ACS).
Associations & Networks	ICT-AGRI-FOOD; The European Federation for Animal Science (EAAP); ViD Videncenter for Dyrevelfærd; European Partnership for Animal Health (PAH).

2.2.2 Exploitation plan and IPR

DREAM will offer affordable demand-driven tools, which support efforts to increase the competitiveness of the agri-food sector by responding better to consumer demands for increased sustainability.

A full exploitation plan for DREAM will be defined in Task 9.4, focusing on results generated in WP2 to WP6. This task is dedicated to designing and implementing tailored studies and activities to ensure a successful pathway to market for DREAM's innovative tools and solutions. Following the marketability study in WP7 for each of the KERs the economic, social, technical, political, and legal context of the market and its competitors will be assessed to align our value proposition with the users.

In the following we will present a brief overview of the exploitation potential for each result during and beyond the project period.

Table 7: Preliminary list of Key Exploitable Results (KERs)

KERs	Owner	Main added value	Target group	Exploitation route
DREAM platform	Joint	Platform spanning the whole value chain across three animal species	ALL target groups	Licensing and technology transfer
Whitepapers on Animal Welfare key indicators for Pigs, Cattle and Poultry	University partners	Evidence-based Animal Welfare knowledge	Decisionmakers, Policymakers, Academia and RTOs	Further research and policymaking
Best practice on farm animal management and data collection for Pigs, Cattle and Poultry	Joint	Improved capacity to evaluate and monitor the state of animal welfare	Farmers, processing industry, transporters, tech. developers and decisionmakers	Commercial Agri-consultancy services to the sector
Enhanced tools for data collection	Data partners	Improved capacity to evaluate and monitor the state of animal welfare	Farmers, processing industry, transporters and tech. developers	Patenting and licensing
Data analysis models and Benchmarking tool	Data partners	Enhanced capacity to improve animal welfare through provision of best practices and innovative tools	Farmers, processing industry, transporters, tech. developers and decisionmakers	Commercial Agri-consultancy services to the sector
Enhanced tools for economic, environmental and social sustainability assessment	LCA partners	Sustainability- by - design. New knowledge on marketability of sustainable products	Academia and RTOs	Further research
Market assessment of products with greater animal welfare standards	LCA partners	Ensure marketability of DREAM best practices and tools	The whole agri-food sector	Dissemination and follow-up Agri-consultancy services to the sector

Strategy for management of intellectual properties

To ensure that all new knowledge and intellectual property generated by the project is managed properly and adequately protected, the consortium has developed an intellectual property rights (IPR) strategy under Task 9.3. This strategy will be further developed in an intellectual property rights agreement to complement the relevant articles

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of the Consortium Agreement (CA). The CA will include the initial KERs (cf. Table 7) and address their exploitation routes including foreseen protection measures, such as patents, licensing etc.

The strategy for IPR will be coordinated by the project coordinator, which will report their activities on a six-month basis unless a matter of urgency arises. This will include specific provisions for ownership of the IPR by the consortium members and the granting of licenses. At the outset, all background IPRs in existence prior to the IPR agreement will remain the property of the originating party or parties.

Contribution to policymaking and standards

As part of the overarching multi-actor approach DREAM will engage with and involve policymakers during the project implementation. This will mainly take place in WP1 and in Task6.2 (Data standardization, analysis, and interpretation). These activities will contribute to design, monitor, review and rectify (if necessary) existing policy and programmatic measures or shaping and supporting the implementation of new policy initiatives and decisions justified by project findings.

2.2.3 Communication activities

Communication activities aim at informing about, and promoting, the project and its results, conveying research in a way which will help to raise awareness among the widest range of society and supporting the uptake of project results. The communication activities of the project will be detailed, along with their objectives, target groups, key messages and content as well as channels and an appropriate monitoring framework and scheduled with a concrete time plan in the Dissemination and Communication Plan (CDP), to be incorporated in the PEDR. DREAM will set up a campaign to deploy the most effective channels to clearly deliver the project key messages to the targeted stakeholders and engage with them, seeking their views and promoting a permanent dialogue to the greatest extent possible. To maximise the results of the project's communication activities, a blend of communication actions is foreseen:

- **External events and conferences.** DREAM partners will participate in external events to keep up to date with the latest advances in funding and innovation activities, share knowledge, and interact with key stakeholders.
- **Project training workshops, videos and webinars.** The several events to be carried out under the project to serve its activities will also be utilised to promote the project and its outcomes.
- **Final event.** It will be organised near the end of the project and will be a key dissemination action back-to-back with other EU or relevant international events to maximise impact and ensure attendance of important stakeholders.
- **Synergies with other projects and initiatives.** The interaction and creation of synergies with similar initiatives will be established from the early stages of the project and the possibility of joint dissemination actions/activities will be explored.

A set of target values has been defined to measure the efficiency and effectiveness of communication activities carried out (Table 8).

Table 8: Communication Activities and target values

Communication Activities	Target Values
Visits to DREAM website over the course of the project	> 20,000
Social media followers in total	> 1,000
Media: TV, Radio, Articles	> 5 / 10 / 20
Promotional Materials produced	> 5,000 copies
Social Media impressions throughout the project	> 50,000
External Events - Conferences attended	> 20

Information will be shared as broadly as possible with target audiences through social media accounts and partners will use their professional social profiles to also disseminate project news and communicate project activities and results. The partners will be encouraged to "like", "re-tweet" and "share" all project tweets and posts from social media. The WP9 team will contact project partners to collect information every 6 months, using a standardised report template to feed the project newsletter. All partners will be able to contact a designated person within the WP9 team at any time to report and/or inquire about information relevant to the project activities.

2.3 Summary

Specific Needs	Expected Results	DEC Measures
<ul style="list-style-type: none">• Farming and food production data are collected at different stages of the production process are underexploited to evaluate and monitor the state of animal welfare• New and improved algorithms are needed to interpret the various types of data that are collected could increase their value in relation to animal welfare	<ul style="list-style-type: none">• DREAM platform (R1)• Whitepapers on Animal Welfare key indicators for pigs, cattle and poultry (R2)• Best practice on farm animal management and data collection for pigs, cattle and poultry (R3)• Enhanced tools for data collection (R4)• Data analysis models and benchmarking tool (R5)• Enhanced tools for economic, environmental and social sustainability assessment (R6)• Market assessment of products with greater animal welfare standards (R7)	<ul style="list-style-type: none">• Multi-Actor Approach measures (various co-creation activities)• Clustering activities with R&I projects and European networks• Whitepapers on Whitepapers on Animal Welfare key indicators for Pigs, Cattle and Poultry• Best practice on farm animal management and data collection for Pigs, Cattle and Poultry• Exploitation strategy for tech. transfer and licensing of KERs• Engaging and innovative communication about the project
Target Groups	Outcomes	Impacts
<ul style="list-style-type: none">• Farmers• Processing industry (incl. dairy factories, rendering plants and slaughterhouses)• Transporters• Technology developers• Academia and RTOs• Policy makers, standardisation and certification bodies• General public	<ul style="list-style-type: none">• Improved capacity to evaluate and monitor the state of animal welfare and further improve animal welfare with best practices and innovative tools• Enhanced capacity to integrate the environmental and socio-economic impact of proposed practices and innovations	<ul style="list-style-type: none">• Scientific: World-class knowledge about collection and interpretation of animal welfare data will be generated at the partners and spread throughout the scientific community.• Economic: Marketability studies on the business case for improved animal welfare standards will lead to adaptation of AW into business strategies and brand propositions.• Societal: DREAM will contribute to achieving the objectives of the Green Deal and the Europe fit for the Digital Age strategies



The Dissemination & Exploitation Plan: What should be considered?

- Who are the **main target groups/markets**?
- For each target group:
 - ➔ Will IP protection support commercial exploitation?
 - ➔ What are the objectives & messages for each target group?
 - ➔ How will you communicate the messages and follow up any interest?
 - ➔ How will they be able to access and use (exploit) the results
 - ➔ Under what terms and conditions?
- Who will **manage & coordinate the IP**, its dissemination & its exploitation?

Dissemination Activities: Methods

- It is important to select the **right method** to get your message to the target audience & achieve your purpose.
- Newsletters, flyers, and press releases can create **awareness** about the project.
- Reports, journal articles, and websites can **transmit information** about the project.
- Conferences & websites are ways to promote the project & outcomes.



Dissemination Activities: Methods

- In addition to traditional dissemination methods, it can be useful to use *less typical* strategies.
- For e.g., workshops or online discussion lists can yield a higher level of engagement from stakeholders.
- This may be particularly relevant for conflicting information or information that may meet resistance.



Dissemination Activities: Timing

- When planning the dissemination, decide **when** different dissemination activities will be **most relevant**.
- **Timing will depend on project progress & the agenda of the target audience.**
 - At the start of the project: focus on *raising awareness*
 - At the end, on highlighting the *achievements* and deliverables.
- In terms of the “receivers” agenda, **consider the time commitments** of the target audience & stakeholders:
 - For instance, acknowledge school or bank holidays, and when working with universities, remember that it will be difficult to reach academic staff at the start of the term or during examinations.



Dissemination Activities: Responsibilities, Budget & Evaluation

- Make **each member** of your collaborative research team **responsible** for carrying out at least one dissemination activity.
 - Schedule meetings to report back and ensure commitments are being met.
- **Time and budget requirements** for dissemination are frequently underestimated.
 - Effective dissemination involves resources & planning — think about travel, layout and printing, translation, equipment, and space rental costs when allocating a budget for dissemination activities.

 ***Don't forget to include resources the individual(s) will need to do the future planning and co-ordination of the activities you have identified!***

Putting it all together: Dissemination & Communication

- Set well-defined goals, pick your **audiences**, choose your **messages** & adequate communication **tools** and **channels**. Make a selection & focus on doing that well.
- Highlight the **benefits** of your project **for society**, e.g. show the impact of your project on everyday life, i.e. the VALUE.
- Tell a story, don't list facts – a story that can be understood by your grandma or your kids; one that relates to the interests of the audience you want to reach.
- Use existing resources in your consortium to increase outreach on international/national level – e.g. use partners' existing contacts & networks.



Discussion & Questions

THANK YOU!