



*Welcome to the Interactive Course on*

# Securing EU Funding by Communicating and Demonstrating Societal Impact

22 – 24 January, 2025

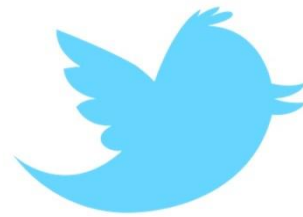
**AESIS**  
NETWORK FOR  
ADVANCING & EVALUATING THE SOCIETAL IMPACT OF

**LINO**  
Lithuanian RDI Liaison Office

 **RCL**  
Research Council of Lithuania

 Co-funded by  
the European Union

# DAY 2



#EUF25  
@AESISNET

## OVERVIEW OF THE COURSE



### Wednesday, 22<sup>nd</sup> of January

Introductions by AESIS and LINO – Anika Duut van Goor and Tadas Tumėnas  
Introduction to Societal Impact – Anika Duut van Goor  
Maximizing Impact in EU Programs – Andrea di Anselmo  
Dissemination and Exploitation – Andrea di Anselmo  
*Introduction to the Course Assignment*

### Thursday, 23<sup>rd</sup> of January

**Beyond Academia: Maximizing Societal Impact** – Rebecca Thompson  
**Demonstrating Impact** – Rebecca Thompson  
**Collaboration and Communication** – Ritchie Head  
**Visit to the European Parliament & Course Dinner**

### Friday, 24<sup>th</sup> of January

Grant Writing - Ritchie Head  
Participant Presentations

# Ritchie Head

*Managing Director at Ceratium BV, United Kingdom*

# Horizon Europe grant writing

- Ceratium | Amsterdam | Liverpool
- [ritchie.head@ceratium.eu](mailto:ritchie.head@ceratium.eu)

# Topics

- **Who are Ceratium?**
- **The value and importance of societal Impact in Horizon Europe proposals (RIA/IA)**
  - Programme Impact – Understanding Horizon Europe drivers.
  - Understanding EU language (“**eurospeak**”)
- **Broadening the scope of engagement beyond academia**
- **Good practice and pitfalls**
- **Tips and tricks**

# Ceratum Ltd and BV

€~150M EC/UK grants delivered

Universities

Corporates

SMEs

Research organisations

Hospitals

NGOs

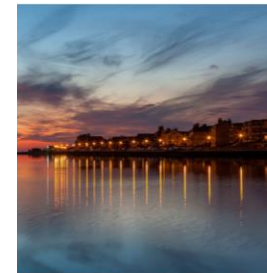
Team of 3+

RH has strong relationship with associates

**Lotte Jaspers @ Yellow Research**

RH worked on FP projects since '96

Director of FP6/7 Contact Point



UK Office



Amsterdam Office

# What we do?



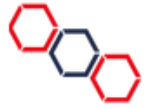
Innovation & Research Strategy



Funding



Project Management



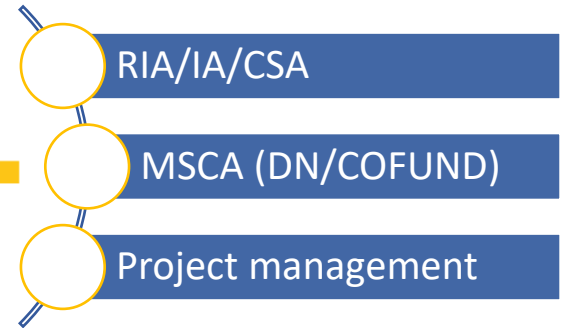
Communication



Exploitation & Impact



Training







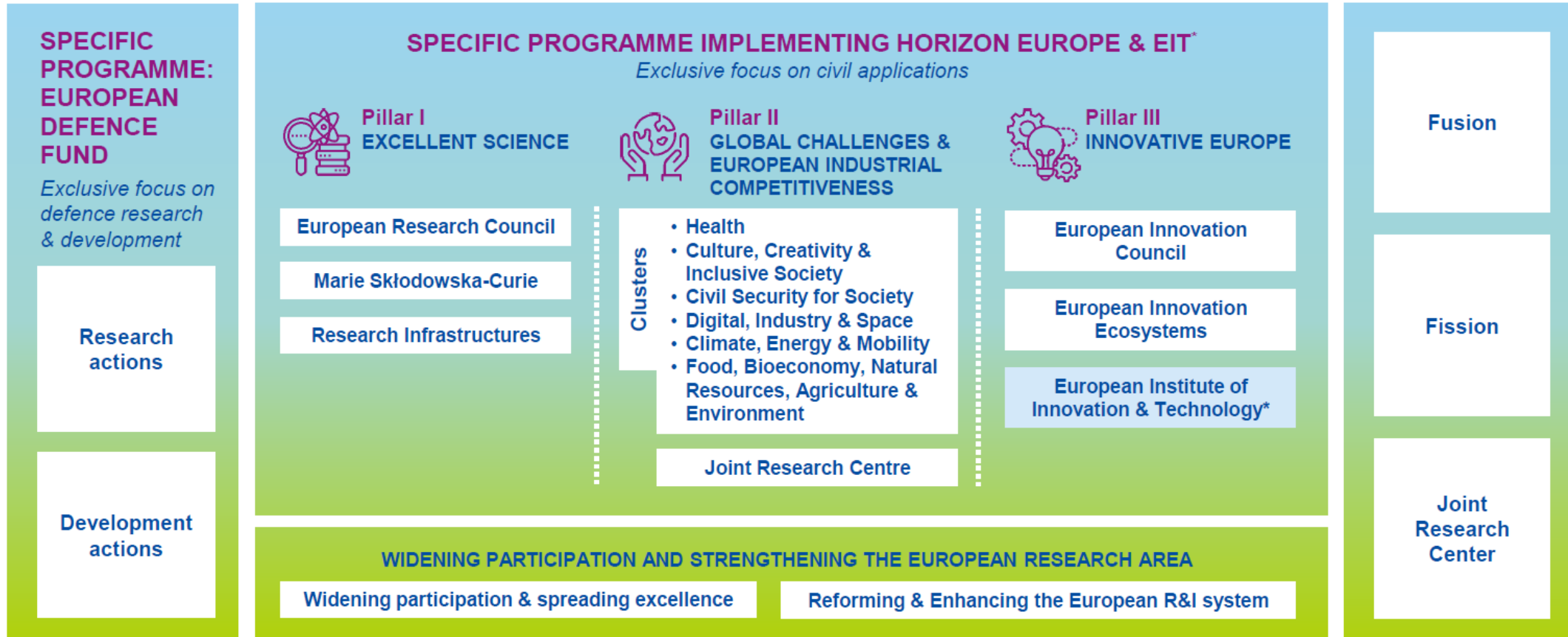
HE-RIA  
proposal writing

**WRITE TO WIN!**

# ~€95.5 Billion for Science and Innovation

## HORIZON EUROPE

## EURATOM



\* The European Institute of Innovation & Technology (EIT) is not part of the Specific Programme

# The Policy Framework: What Change does Europe Need



**#EUGreenDeal**

**#EUDigitisation**



**Up to €11 of GDP gains**  
over 25 years can be  
potentially generated  
by each euro invested  
at EU level in R&I



**Over 35%**  
of Horizon Europe  
**spending** will  
contribute to  
**climate objectives**



To create  
**300,000 jobs**  
**by 2040**, of which  
**40%** will be  
**highly skilled** jobs

## Horizon Europe €95.5 Billion

- ✓ Strengthens the impact of research and innovation
- ✓ @High level HE is about addressing Global Challenges
  - Climate Change
  - UN Sustainable Development Goals (SDGs)
  - Improve EUs competitiveness and economic growth
    - Post Covid-19 lockdown
    - Jobs & Industrial success
    - Health care
  - Developing, supporting and implementing EU policies
  - Strengthened European Research Area
    - creation and better diffusion of excellent knowledge and technologies
  - Facilitates collaboration

# IMPACT – EC definition

- Wider long-term effects on society (including the environment), the economy and science, enabled by the outcomes of R&I investments (long term).
- IMPACT refers to the specific contribution of the project to the work programme expected impacts described in the destination. Impacts generally occur some time after the end of the project.
- EC Example: The deployment of an advanced forecasting system enables each airport to increase maximum passenger capacity by 15% and passenger average throughput by 10%, leading to a 28% reduction in infrastructure expansion costs.



# IMPACT and the RESEARCHER

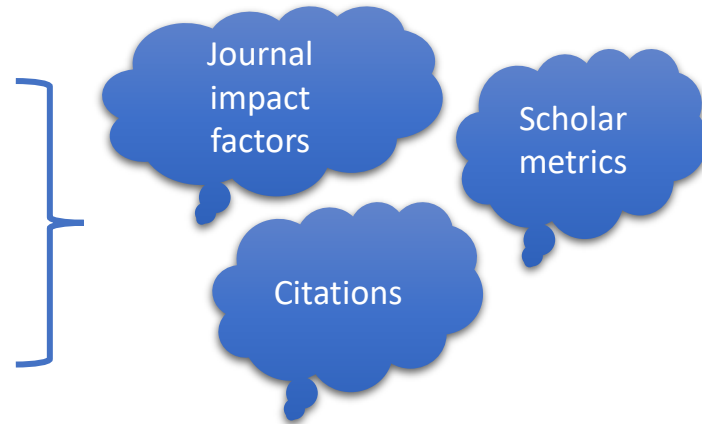
**SOCIETAL IMPACT  
INCREASINGLY  
CRITICAL**

*How research results  
are used to create  
change*

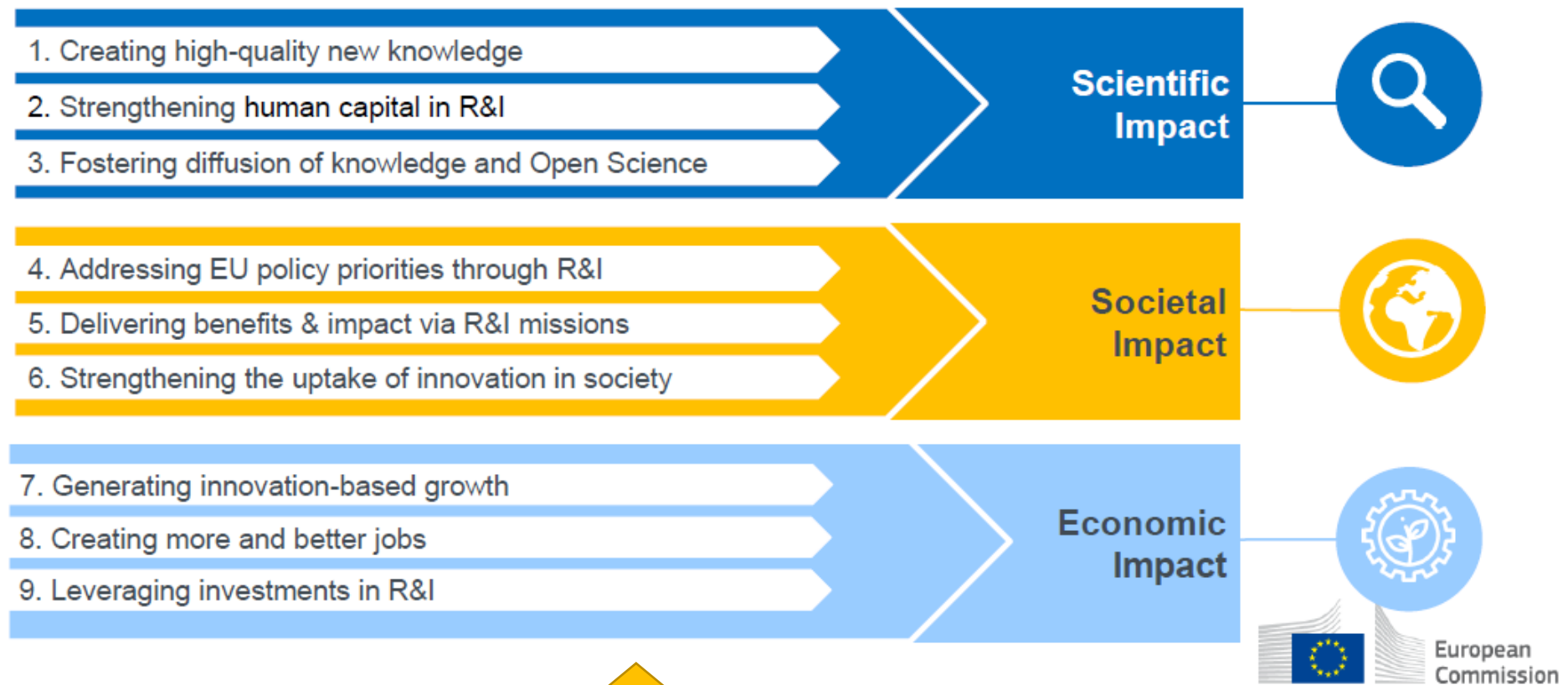
*Horizon Europe  
EC looks to increase  
indicators*

- Increasing demands to demonstrate IMPACT
  - Politicians
  - Funders and policy makers
  - Societal actors
  - **Citizens**

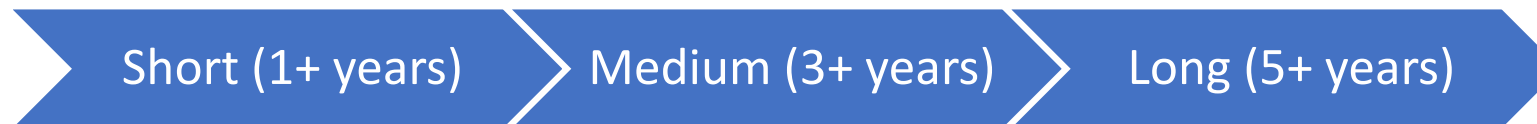
- Academic priority
  - Peer review papers
  - Conferences
  - Change is slow!



# 3 Key Impact Pathways = Monitoring Approach



## KEY IMPACT PATHWAY INDICATORS




# Scientific impact pathway indicators

Short (1+ years)

Medium (3+ years)

Long (5+ years)



Towards scientific impact	Short term	Medium term	Long term
<b>Creating high-quality new knowledge</b>	Publications - Number of FP peer reviewed scientific publications	Citations - Field-Weighted Citation Index of FP peer reviewed publications	World-class science - Number and share of peer reviewed publications from FP projects that are core contribution to scientific field
<b>Strengthening human capital in R&amp;I</b>	Skills - Number of researchers having benefitted from upskilling activities in FP projects (through training, mentoring/coaching, mobility and access to R&I infrastructures)	Careers - Number and share of upskilled FP researchers with more influence in their R&I field	Working conditions - Number and share of upskilled FP researchers with improved working conditions
<b>Fostering diffusion of knowledge and Open Science</b>	Shared knowledge - Share of FP research outputs (open data/ publication/ software etc.) shared through open knowledge infrastructures 	Knowledge diffusion - Share of open access FP research outputs actively used/cited	New collaborations - Share of FP beneficiaries having developed new transdisciplinary/ trans-sectoral collaborations with users of their open FP R&I outputs

# Societal Impact pathway indicators

Short (1+ years)

Medium (3+ years)

Long (5+ years)



Towards societal impact	Short term	Medium term	Long term
<b>Addressing EU policy priorities through R&amp;I</b>	Outputs - Number and share of outputs aimed at addressing specific EU policy priorities	Solutions - Number and share of innovations and scientific results addressing specific EU policy priorities	Benefits - Aggregated estimated effects from use of FP-funded results, on tackling specific EU policy priorities, including contribution to the policy and law-making cycle
<b>Delivering benefits and impact through R&amp;I missions</b>	R&I mission outputs - Outputs in specific R&I missions	<u>R&amp;I mission results</u> - Results in specific R&I missions	<u>R&amp;I mission targets met</u> - Targets achieved in specific R&I missions
<b>Strengthening the uptake of innovation in society</b>	<u>Co-creation</u> - Number and share of FP projects where EU citizens and end-users contribute to the co-creation of R&I content	<u>Engagement</u> - Number and share of FP beneficiary entities with citizen and end-users engagement mechanisms after FP project	<u>Societal R&amp;I uptake</u> - Uptake and outreach of FP co-created scientific results and innovative solutions





# E.g. Economic impact pathway indicators

Short (1+ years)

Medium (3+ years)

Long (5+ years)

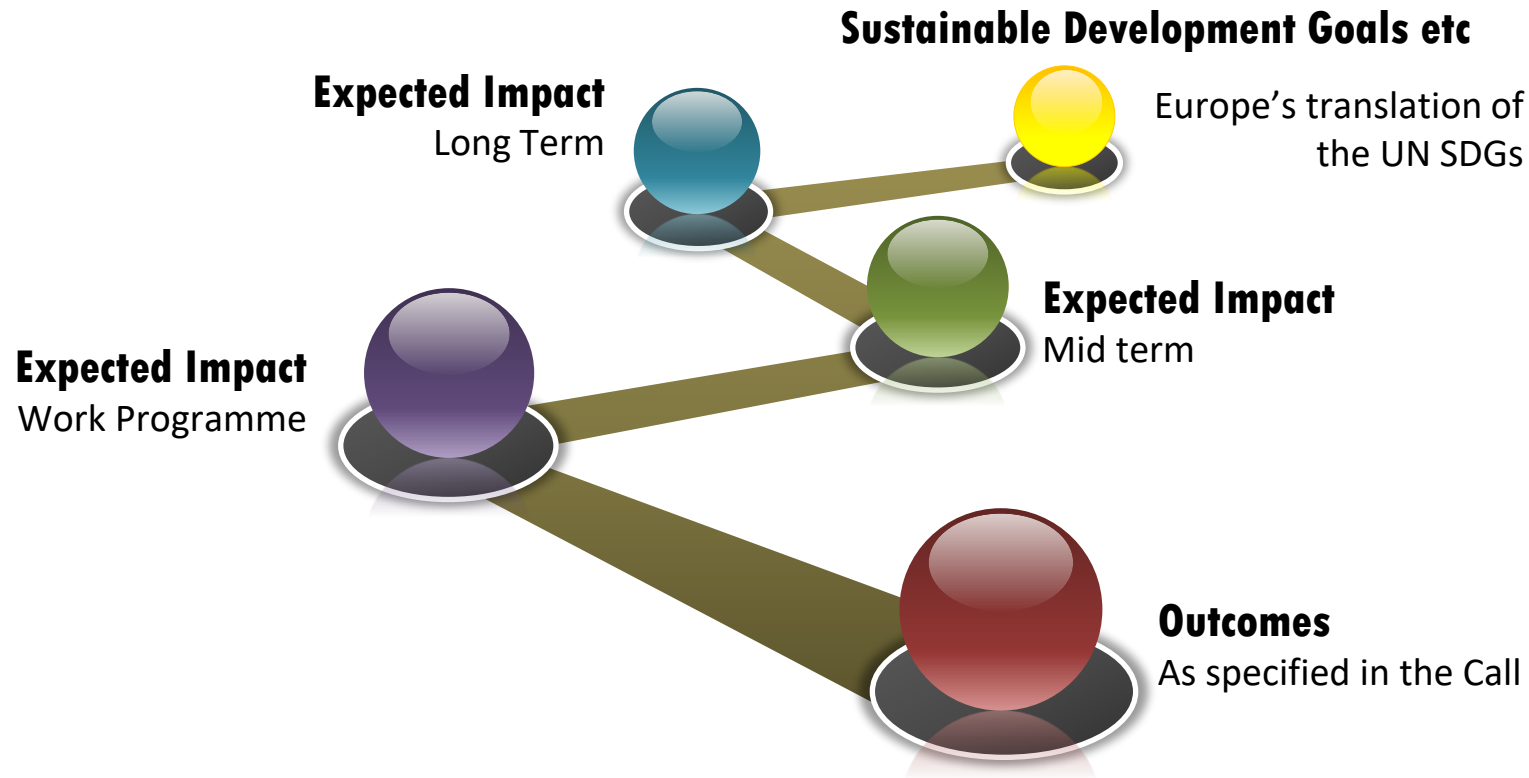


Towards economic / innovation impact	Short term	Medium term	Long term
<b>Generating innovation-based growth</b>	Innovative outputs - Number of innovative products, processes or methods from FP (by type of innovation) & Intellectual Property Rights (IPR) applications	Innovations - Number of innovations from FP projects (by type of innovation) including from awarded IPRs	Economic growth - Creation, growth & market shares of companies having developed FP innovations
<b>Creating more and better jobs</b>	Supported employment - Number of FTE jobs created, and jobs maintained in beneficiary entities for the FP project (by type of job)	Sustained employment - Increase of FTE jobs in beneficiary entities following FP project (by type of job)	Total employment Number of direct & indirect jobs created or maintained due to diffusion of FP Results (by type of job)
<b>Leveraging investments in R&amp;I</b>	Co-investment - Amount of public & private investment mobilised with the initial FP investment	Scaling-up - Amount of public & private investment mobilised to exploit or scale-up FP results	Contribution to '3% target' - EU progress towards 3% GDP target due to FP



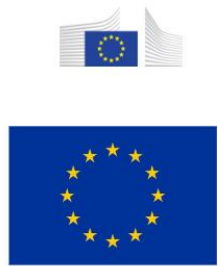
# Credibility of the Pathway

the likely scale and significance of the contributions due to the project



# The Proposal

# Overview - Standard Application Form (HE RIA, IA)



Horizon Europe Programme  
Standard Application Form (HE RIA, IA)

Application form (Part A)  
Project proposal – Technical description (Part B)  
Version 8.0  
4 April 2024



- Application Part A online


- General Information – Title, Abstract, Key words etc
- Participants
- Budget
- Ethics and security
- Topic specific questions

Participant Info  
template  
(includes ethics)

Budget template  
(includes  
descriptions of  
costs)

## Technical Description (Part B)

- Excellence
- **Impact**
- Implementation
- Additional sections
- Annexes: Clinical Trials / Financial Support to Third Parties / Security / Ethics



# Proposal Outline (HE)

45 pages – evaluated section

## PART 1

### B1

#### Excellence

1.1 Objectives and Ambition [4 pages?]

1.2 Methodology [14 pages?]

*Note: Includes Open Science Practices and Research data management and management of other research outputs*

### B2

#### Impact

2.1 Project's Pathways towards impact [4 pages?]

2.1a How project results contribute to WP outcomes and wider impact destination

2.1b Scale and significance

2.1c Describe any requirements and potential barriers

2.2 Measures to maximise impact - Dissemination, exploitation and communication [5 pages including 2.3?]

2.3 Summary – use Impact Canvas

### B3

#### Quality and efficiency of the implementation

3.1 Workplan and resources [incl. workpackages, deliverables, Gantt chart etc] [14 pages, 19 for lump sum = 50 pages \*]

3.2 Capacity of participants and consortium as a whole [3pages]

**\*Proposal Extension for some projects**

# Evaluation: Impact is everywhere

## EXCELLENCE

- **Clarity and pertinence of the project's objectives**, and the extent to which the proposed work is ambitious and goes beyond the state of the art
- **Soundness of the proposed methodology**, including the underlying concepts, models, assumptions, inter-disciplinary approaches, appropriate consideration of the gender dimension in research and innovation content, and the quality of open science practices, including sharing and management of research outputs and engagement of citizens, civil society and end-users where appropriate.

## IMPACT

- **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 from the project.**
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

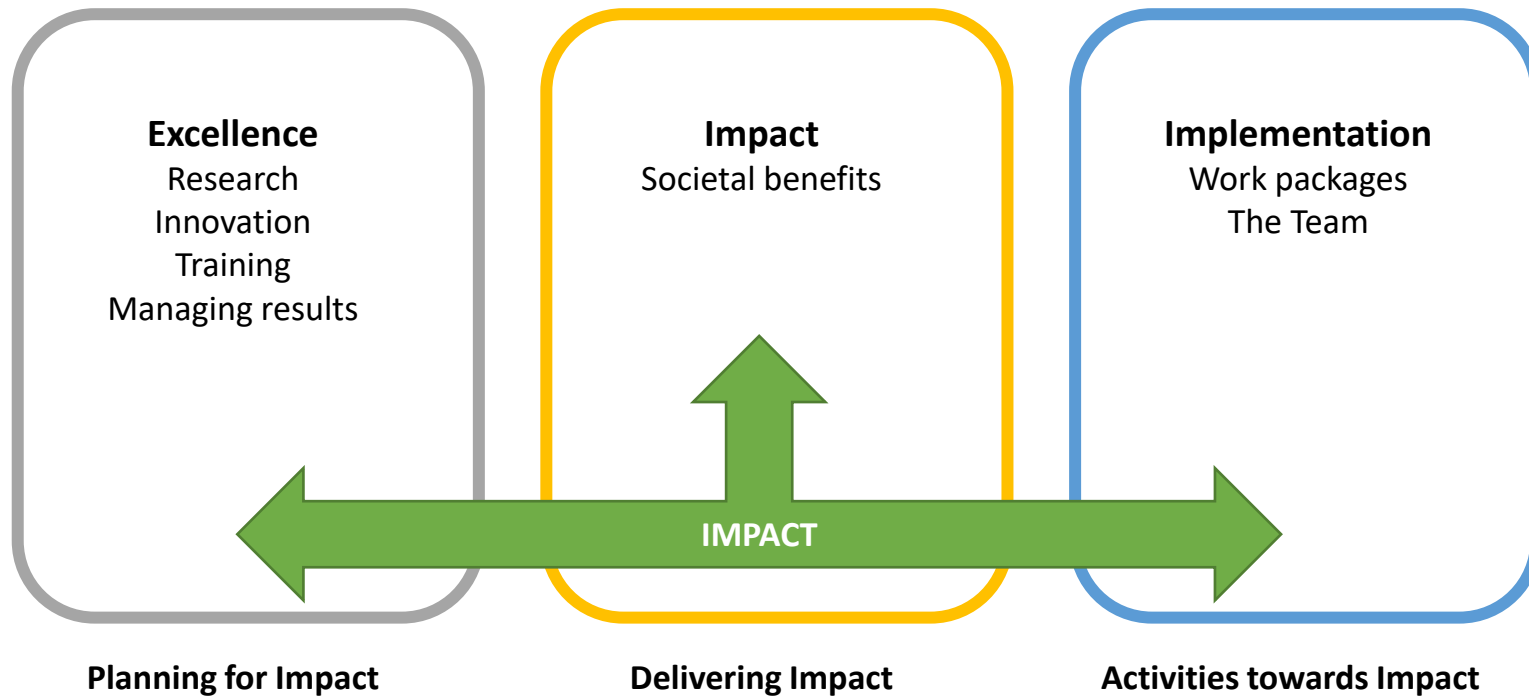
## IMPLEMENTATION

- Quality and effectiveness of the work plan, assessment of risks, and appropriateness of the effort assigned to work packages, and the resources overall.
- **Capacity and role** of each participant, and the extent to which the consortium as a whole brings together the necessary expertise.

- *Full applications: scored out of 5 / threshold for each criteria will be 3 / overall threshold = 10.*
- *In Innovation actions 'Impact' will be given a weight of 1.5.*
- *2-Stage calls: only criteria in **bold** evaluated / threshold for each criteria will be 4 / overall threshold = ~8-8.5 (~30% chance at Stage 2) – situation could change*

# Writing European Projects

- Research and innovation Actions
- Innovation Actions



Interpreting the call text and the relevant EU landscape:



# Analyzing the Call Architecture – reverse design

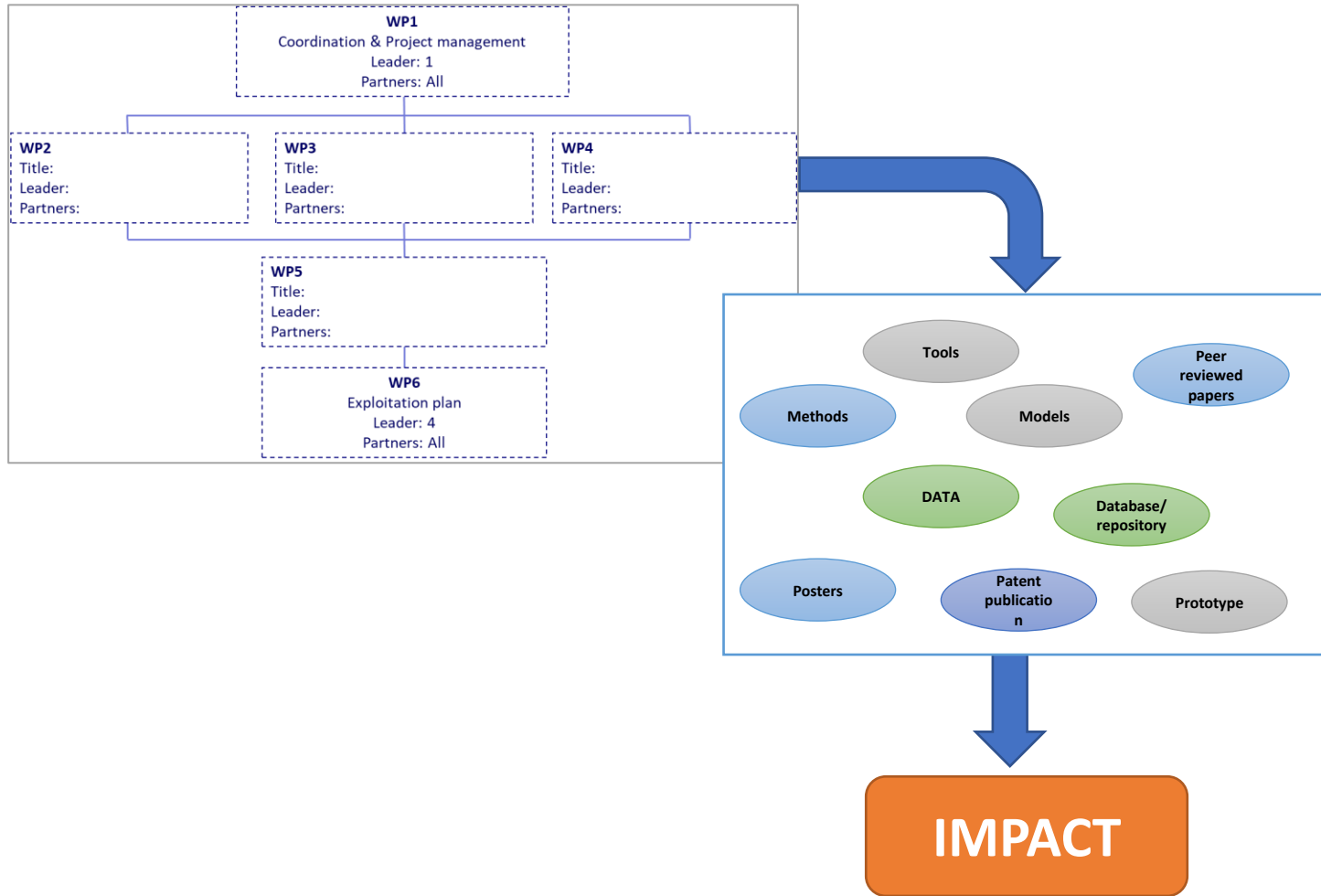




## Cluster 1 HEALTH Work Programme details:

- Destination 1 – Staying healthy in a rapidly changing society
- Destination 2. Living and working in a health-promoting environment
- Destination 3. Tackling diseases and reducing disease burden
- Destination 4. Ensuring access to innovative, sustainable and high-quality health care
- Destination 5. Unlocking the full potential of new tools, technologies and digital solutions for a healthy society
- Destination 6. Maintaining an innovative, sustainable and globally competitive health industry

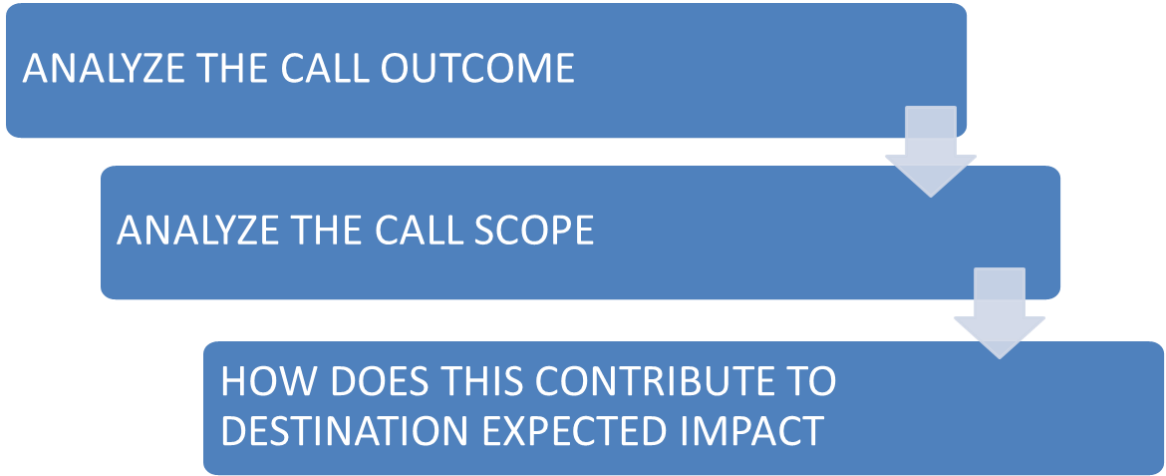
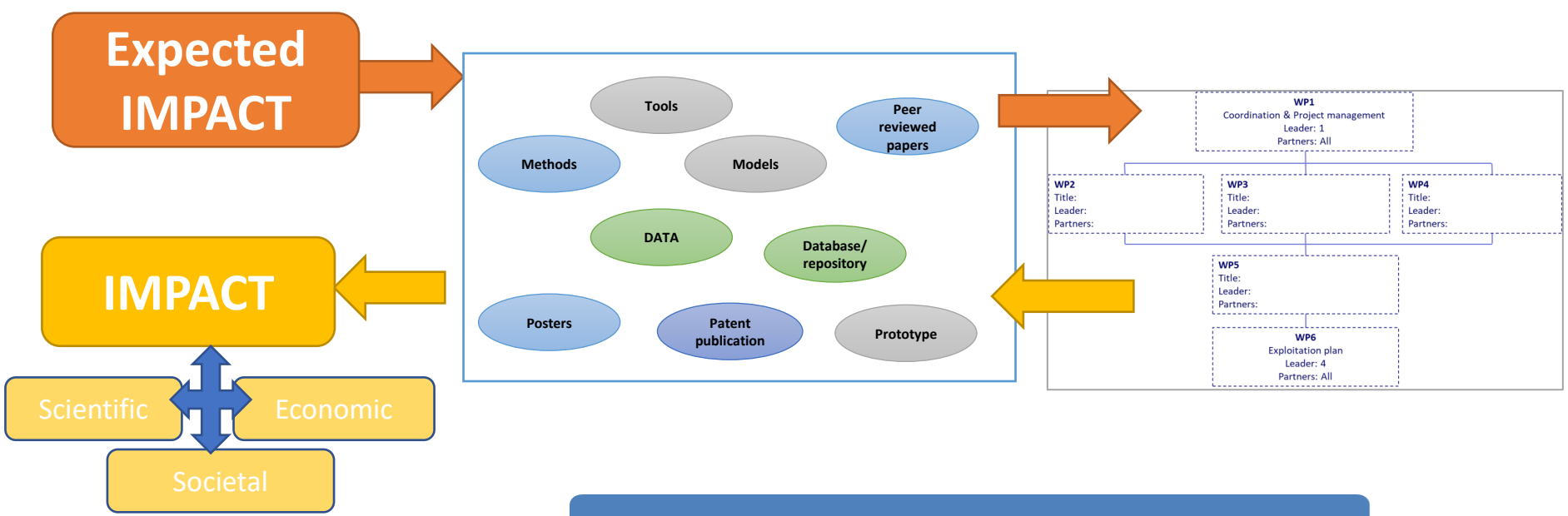
# Traditional Project Design



- Dissemination
- Exploitation
- Communication
- Business Plan (?)
- *What comes after the project*

# Reverse Engineer Projects

.....You need a plan to reach the destination (impact)



# Workprogramme – # 1 Cluster Health

- **Destination 1 – Staying healthy in a rapidly changing society**
- Research and innovation under this Destination will provide new evidences, methodologies and tools for understanding the transition from health to disease, preventing diseases and promoting health.
- .....
- .....

Destination

## Expected Impacts

- Promotion of healthier lifestyles, behaviours and environments to enable citizens stay healthy throughout the life; Innovative evidence-based services, policies and guidelines for health promotion and disease prevention;
- .....

**Call - HORIZON-HLTH-STAYHLTH-2021-01-01: Prevention of obesity through the life course**

## Expected Outcome

- Improved knowledge of basic biological pathways (genetic and epigenetic)
- .....
- .....

## **Scope**

Explanation focus + specification as to what is should be included

# Innovative non-animal human-based tools and strategies for biomedical research

Tools and technologies for a healthy society (Two stage - 2024) (HORIZON-HLTH-2024-TOOL-05-**two-stage**) -

Type of MGA: HORIZON **Lump Sum** Grant [HORIZON-AG-LS]

## Expected Outcomes

- Researchers utilise **tools and strategies** that are more relevant to the **human** situation as compared to the currently used **animal models**.
- **Fewer live** animals are used in biomedical research.
- Health technology developers will get access to improved **human-relevant tools** or **strategies** allowing for a **faster pace of innovation**.
- Legislators and regulators will benefit from strengthened EU leadership in **non-animal** based **biomedical** research that is **socially accepted** and **sustainable**.
- Healthcare providers and patients will benefit from innovative tools or strategies opening up **novel biomedical concepts** enabling improved **disease prediction, prevention** and **treatment**.

# Scope

- ... should **develop and/or use tools and strategies** that address **critical areas** of biomedical research where **animal-models are currently used** but are of **limited** translational **value** for investigation and development of prevention and treatment. Such advanced tools and strategies should aim at a better understanding of the **pathogenesis of disorders** that feature a **high impact on public health** and **exhibit a high rate of animal use** or **severe animal suffering** and enable to develop **biomedical concepts** with **increased translational value**, thereby ultimately leading to **improved disease prediction, prevention and treatment**.

The proposals should address all of the following aspects:

- The innovative tools and strategies should include a **variety of technologies** and **methodological approaches** such as **–omics and other high-throughput procedures, human-derived cell-based material, organoids, micro-physiological systems, and in-silico models**.
- The newly **proposed tools and strategies** should **demonstrably advance** the **state-of-the-art** in specific areas of **biomedical research**.
- Prospects and avenues for dissemination, knowledge sharing, uptake or translation into **health policies** of the **proposed tools** and **strategies** within the EU should be provided.
- Aspects such as **harm and cost-benefit assessment** as well as ease of production with respect to current practices should also be considered.
- **Criteria** for **model qualification and standardisation** should be developed in **well-justified use-case contexts** to demonstrate their **translational values**.
- Proposals could consider the involvement of the European Commission's **Joint Research Centre (JRC)** to provide added-value regarding such aspects as **supporting validation of emerging approaches, promotion of research results, and the interfacing with the regulatory community**. In this respect, the JRC is open to collaborate with any successful proposal after the selection process has been completed.
- .....topic requires the effective contribution of social sciences and humanities (SSH) .....Clinical trials will need CTA

# Destination and impacts: **Unlocking the full potential of new tools, technologies and digital solutions for a healthy society (2023/24)**

## Expected Impacts

- Proposals for topics under this destination should set out a credible pathway towards unlocking **the full potential of new tools, technologies and digital solutions** for a healthy society, and more specifically to several of the following expected impacts:
- Europe's scientific and technological expertise and know-how, its capabilities for innovation in **new tools, technologies and digital solutions**, and its **ability to take-up, scale-up and integrate** innovation in health care is world-class.
- Citizens benefit **from targeted and faster research resulting in safer, more sustainable, efficient, cost-effective and affordable tools, technologies and digital solutions** for **improved (personalised) disease prevention, diagnosis, treatment and monitoring for better patient outcome and well-being**, in particular through increasingly shared health resources (interoperable data, infrastructure, expertise, citizen/patient driven co-creation)[[ ..digital transformation of health and care; **COM(2018) 233 final.**]].
- The EU gains high visibility and leadership in terms of **health technology development**, including through international cooperation.
- The **burden of diseases** in the EU and worldwide is reduced through the development and integration of innovative diagnostic and therapeutic approaches, personalised medicine approaches, digital and other people-centred solutions for health care.
- Both **the productivity of health research and innovation**, and **the quality and outcome** of health care is improved thanks to the use of **health data and innovative analytical tools**, such as artificial intelligence (AI) supported decision-making, in a secure and ethical manner, respecting individual integrity and underpinned with public acceptance and trust.
- **Citizens trust and support** the opportunities offered by innovative technologies for health care, based on expected health outcomes and potential risks involved



# Other impacts and barriers

- **What other impacts might be important?**
  - Jobs and growth across economic areas,
  - The Digital Single Market, the Energy Union and climate action.
  - R&I is at the core of productivity and the competitiveness of an advanced economy like the Union's.
  - Make the business environment more innovation-friendly
  - Support European citizens during the turbulent transition driven by innovation, digitisation and global megatrends such as artificial intelligence and the circular economy.
- **Barriers to the expected Impact and strategies to address them.**
  - Regulations and standards
  - Training
  - Business plans and funding
  - Scale up and further testing, demonstration
  - Etc etc

# Understanding Results vs Outcomes

## Results

- Generated during the project. Examples: know-how, innovative solutions, algorithms, proof of feasibility, business models, policy recommendations, guidelines, prototypes, demonstrators, databases/datasets, trained researchers, new infrastructures, networks, etc.
- Most project results are 'Intellectual Property', appropriate planning for 'Intellectual Property Rights'.

## Research output

- Results accessible in the form of scientific publications, data or other engineered outcomes and processes such as software, algorithms, protocols and electronic notebooks.
- OPEN SCIENCE PLANNING IS IMPORTANT

## Outcomes

- Expected effects, over the medium term, of **projects** under a given topic. The results of a project should contribute to these outcomes, fostered in particular by the **dissemination and exploitation measures**. This may include the uptake, diffusion, deployment, and/or use of the project's results by direct target groups. Outcomes generally occur during or shortly after the end of the project.
- **Example: 9 European airports adopt an advanced forecasting system demonstrated during the project...what happens next!?**



# Template: 2 Impact

## 2.1 Project's pathways towards impact [e.g. 4 pages]

### What the EC evaluate:

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.

### What the EC say:

Be project specific. Focus on *significant and direct contribution*. Address any *negative environmental outcome or impact of the project (scale-up?)/management strategies*.

- **Scientific**, e.g. contributing to specific scientific advances, across and within disciplines, creating new knowledge, reinforcing scientific equipment and instruments, computing systems (i.e. research infrastructures);
- **Economic/technological**, e.g. bringing new products, services, business processes to the market, increasing efficiency, decreasing costs, increasing profits, contributing to standards' setting, etc.
- **Societal**, e.g. decreasing CO2 emissions, decreasing avoidable mortality, improving policies and decision making, raising consumer awareness.

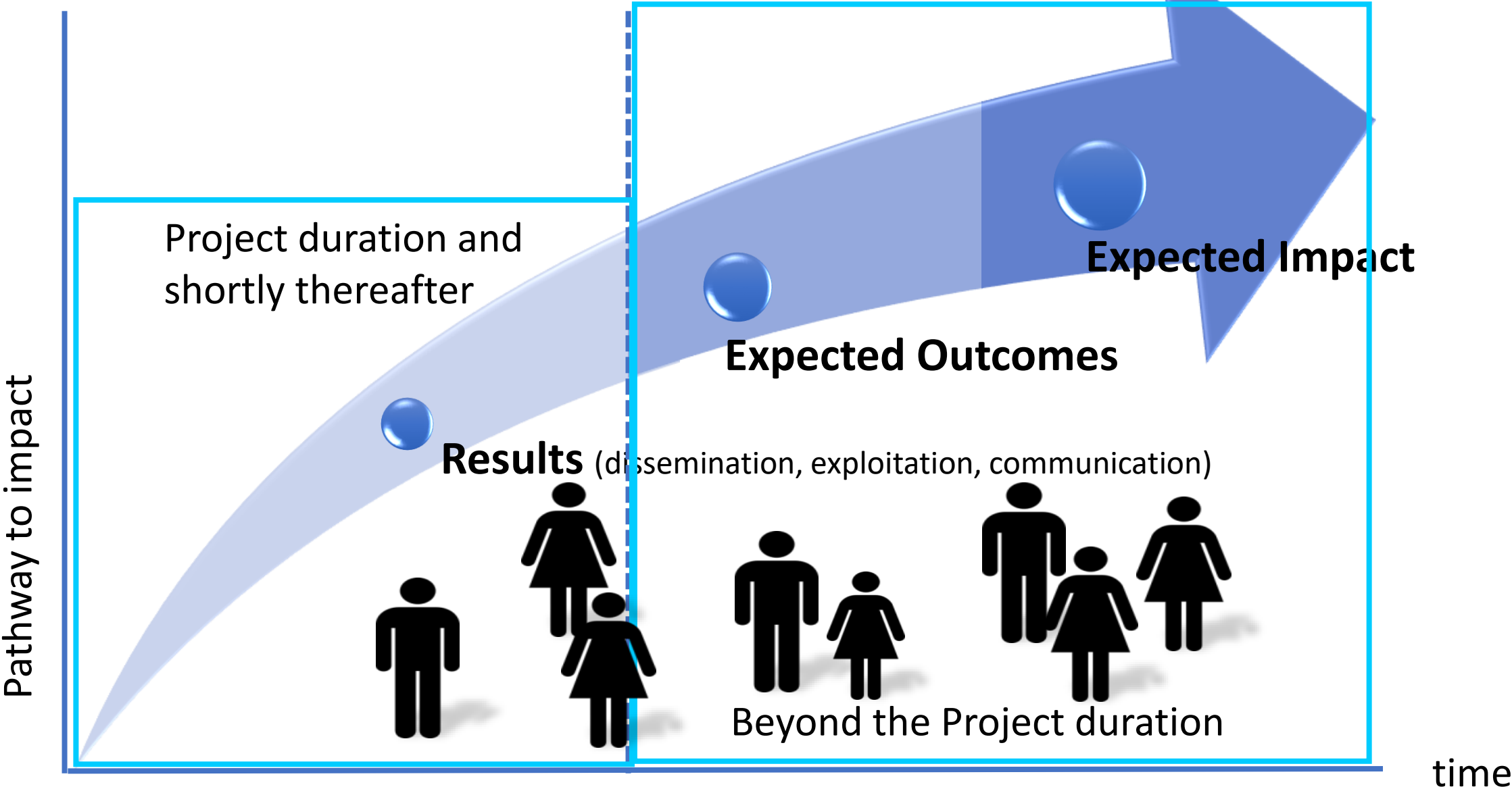
# European Research Area: key to Recovery Plans

- European resilience
  - greener / digitally empowered / collaborative
  - COVID-19 response
- Key players
  - EC – Member states – R&I stakeholders
- Novel joint efforts
  - citizens and science
  - communicate better
- Research and Innovation Ecosystem
  - Effectiveness, consistency and efficiency
- Multiple scales
  - REGIONAL with policy support
  - Open to the world

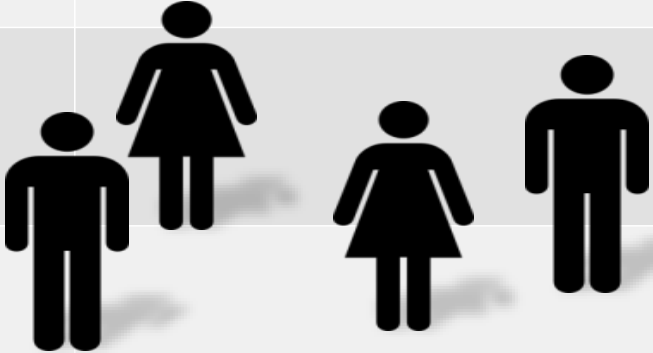



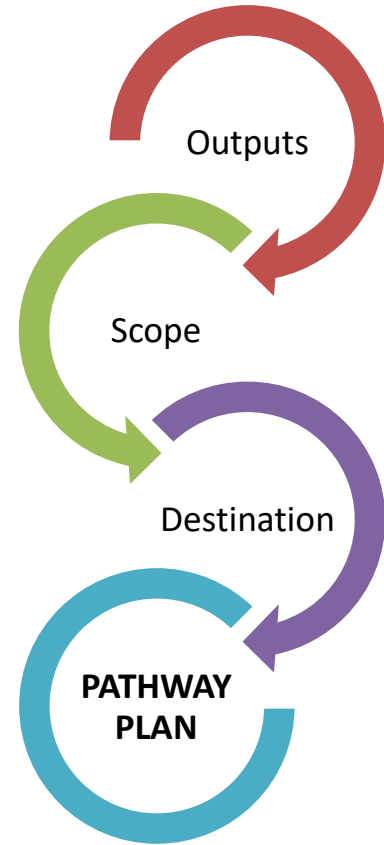
**...Reinvigoration**

# Pathway to Impact – logical steps



# Tool

<i>Key Exploitable Results</i>	Expected Outcomes	Expected Impact
Biomarker	Check the call	Check the Destination
New Concepts		
Electronic Nose		
.....		



# Big SPECIFIC - Example: SDGS



- For most important SDGs detail goals addressed
- Describe how the results support work towards SDGs
- Stress global nature of outputs
- Be clear and specific
- Etc

# Knowing the project results and how to manage them

Pathways to Impact per result => commercial/non commercial

Results and outcomes	Targeted Users (users, buyers, policy-makers....)	Exploitation strategy: Free, Open, (non) or (co-) exclusive	Publication strategy: Protect or Open science/data	Potential Use and Rights: Research or Commercial Non commercial.	Time to market or TRL	Next steps and Involvement of value chain	Barriers and risks
Measurements on.....	Who cares?						
Product / technology		Commercial value – Research value					
Standard				Who will use? Partner or external? Are the IP rights clear			
Platform					Planning table – use table or well structured text and graphics		



# IDENTIFYING Valorisation EXAMPLES



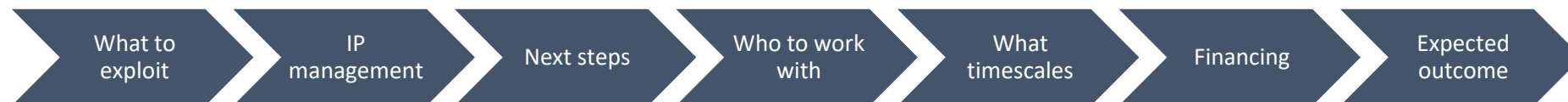
ODAK is a european FP7 project for the pharmaceutical development of an orphan drug for the rare ocular disease Acanthamoeba Keratitis.



NEW (DRUG) PRODUCT (CO-1 & Hospital)	IMPROVED CLINICAL PRACTICE (CO-1 & Hospital)	NEW SERVICES (All)	NEW RESEARCH PROJECTS University	POLICY MAKING (ALL)
<ul style="list-style-type: none"> <li>• Strong Orphan drug position</li> <li>• Clinical trials results</li> <li>• EMA for Market Authorisation</li> <li>• Discussion with Payers</li> <li>• New Manufacturing</li> <li>• Routes into clinic</li> <li>• Staged market roll-out                             <ul style="list-style-type: none"> <li>• Trial sites</li> <li>• Existing markets</li> <li>• EU</li> <li>• ROW with partners</li> </ul> </li> <li>• Financing plans</li> </ul>	<ul style="list-style-type: none"> <li>• Retrospective study results</li> <li>• New Guidelines</li> <li>• Disease awareness raising</li> <li>• Key Thought leaders involved</li> <li>• Clinical input from trial sites</li> <li>• Dissemination linked to take-up e.g. Publication</li> <li>• Global reach</li> </ul>	<ul style="list-style-type: none"> <li>• Better understanding of disease, better understanding of PHMB, consider additional products</li> <li>• Experience in infectious diseases expands offered expertise</li> <li>• MP - links to new clinical sites and manufacturing expertise, linked to product offers</li> <li>• New tests under development to expand service offer and consultancy</li> </ul>	<ul style="list-style-type: none"> <li>• Advancing SOTA</li> <li>• New links to R&amp;D community</li> <li>• Insights guiding new project ideas</li> <li>• ODAK provides a platform to build and lobby from</li> <li>• Publications</li> </ul>	<ul style="list-style-type: none"> <li>• New drug contributes to IRDiRC programme</li> <li>• New information to support activities of                             <ul style="list-style-type: none"> <li>• patient and trade groupings</li> </ul> </li> <li>• Knowledge to support healthcare decision makers</li> <li>• Briefing documents</li> <li>• Presentations and workshops</li> <li>• Other engagement activities</li> </ul>

✓ EC Primary target

✓ EC Primary target





# Barriers and obstacles?

- To realize the outcomes of the call and the expected impact of the desitnation theme in the WP analyse potential barriers or obstacles that have to be overcome

## **Examples :**

- Regulatory
- Demonstration
- Training
- Process optimization and Scale-up
- Clinical trial
- Public acceptance



**Next steps & financing (?)**

# Example: Clinical development of new drug

- Further Trials: Competition for patients and suitable sites in larger follow-on studies
- Regulatory barriers: In EU regulatory approval based on safety and efficacy leading to a Marketing Authorisation. Is there a pathway? Who can help?
- Drug manufacturing scale up.
- Funding for future studies
- Need for clinical guidelines

## **We needed a business plan:**

Market research – patient numbers/treatment costs (KoLs/Payers)

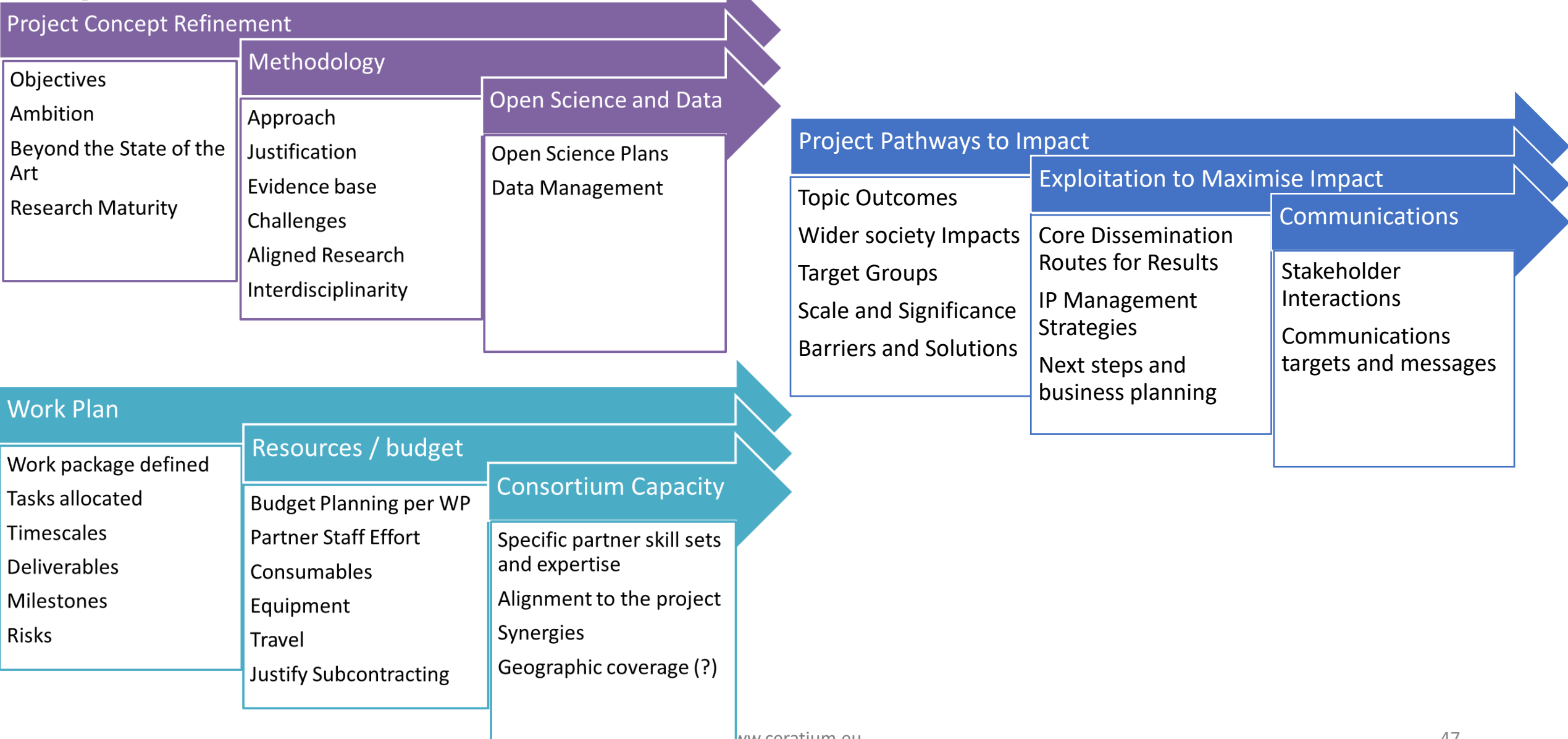
Value offer – support decision making

Route to market (roll-out)

Early adopter

Investment strategy

# Think about the proposal overall – driving towards impact



# Think about Synergies

- Complementary capacities: European research, innovation and space infrastructures and services
- Complementary activities: other EU programmes,
  - ✓ Multiple programmes
  - ✓ Could support the development of skills and capacities
  - ✓ Accelerating the take-up and use of scientific results and outputs, best practices at national or regional level



EU4Health

Digital Europe  
Programme

InvestEU

European Regional  
Development Fund  
(ERDF)

European Social  
Fund (ESF+)

Structural Reform  
Support  
Programme (SRSP).



## 2.1c Scale and Significance

- How does the project contribute to Impacts
- Scale: How widespread is impact
  - Size of target group vs actual beneficiaries
- Significance
  - Quantified positive benefits
- Explain and justify basis for calculations
  - Ensure consistency in approach

Build on Key performance Indicators

# Key Performance Indicators @ project level

## Clinical trial project

- Study sites open
- Patients treated
- Additional healthy years
- Drug batches manufactured
- KoLs consulted
- HTA workshops
- Patient group webinars
- Genetic counsellors trained
- Biomaker databases
- Business plan
- Regulatory files
- Scientific papers submitted

## Eco- Rennovation project

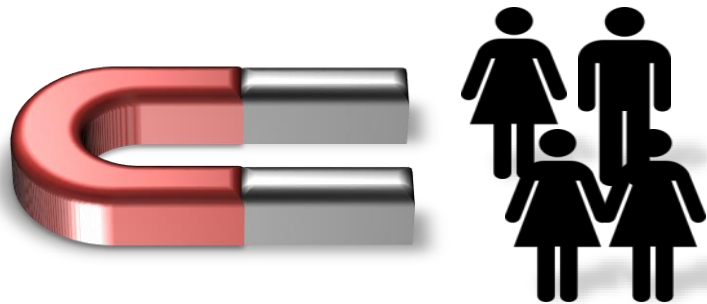
- Buildings improved
  - Per pilot site region
- Solar panels installed
  - New Energy generation KW/h
- Innovative insulation installed
  - GHG reduction
  - Energy savings
- Cost savings @ community level (€)
- Demonstration days
- Contractors trained
- Communities engaged
- *Societal behaviours changed ?*
- ~~100 scientific papers in 5 years~~
  - REALISTIC NUMBERS!!!

Plan for the dissemination and exploitation  
including communication activities

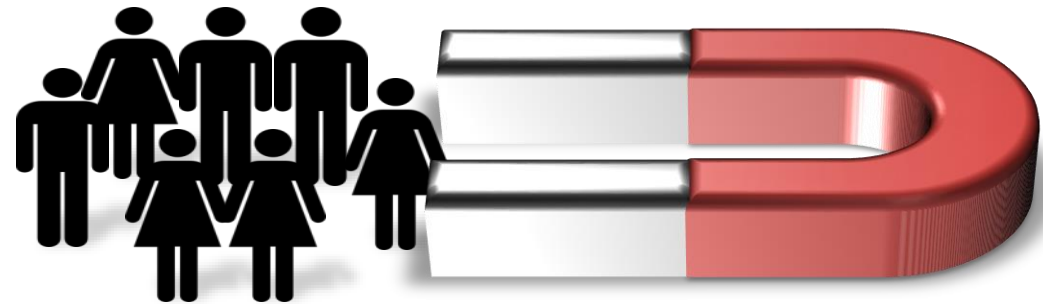


## Suitability of measures to Maximise expected outcomes and impacts

Reaching your  
targeted audience is  
not enough



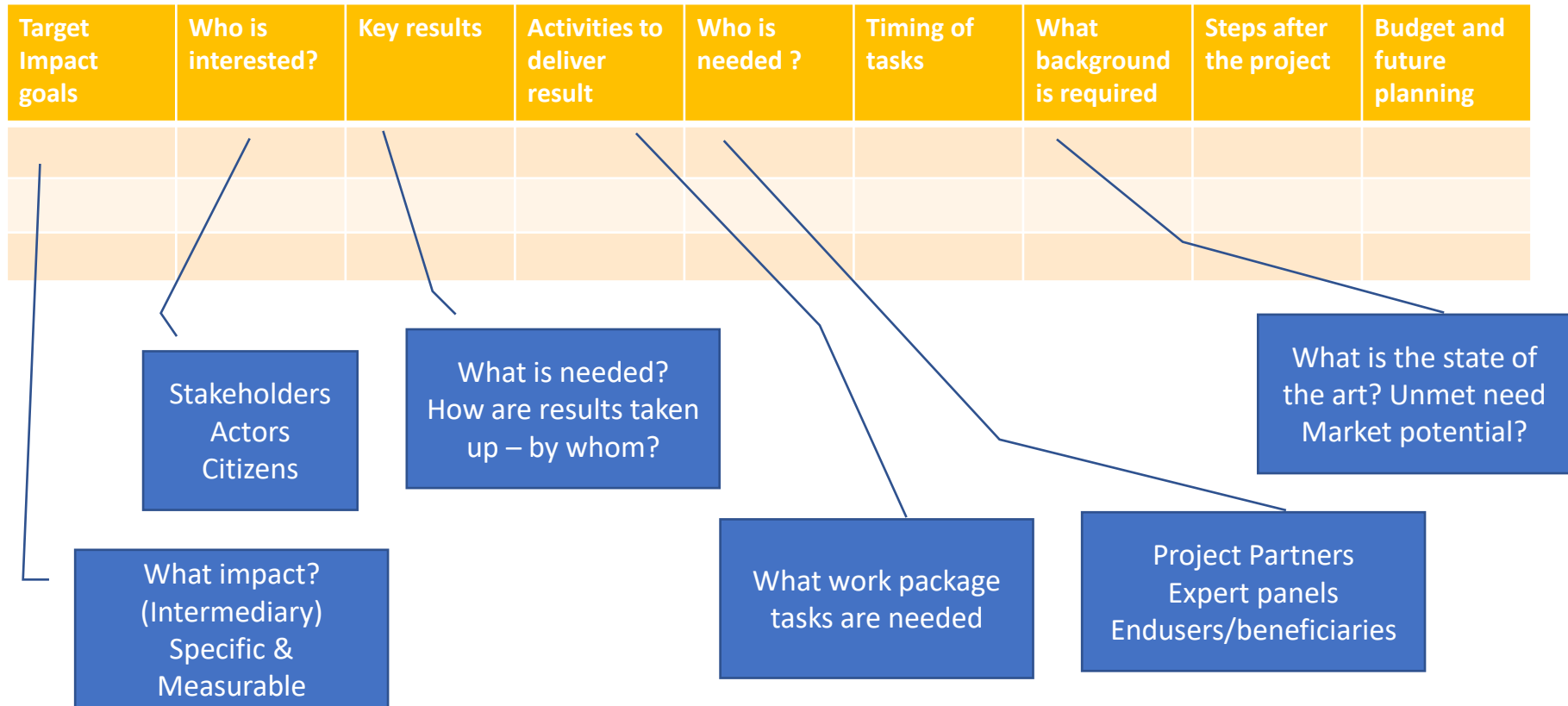
Maximise impact



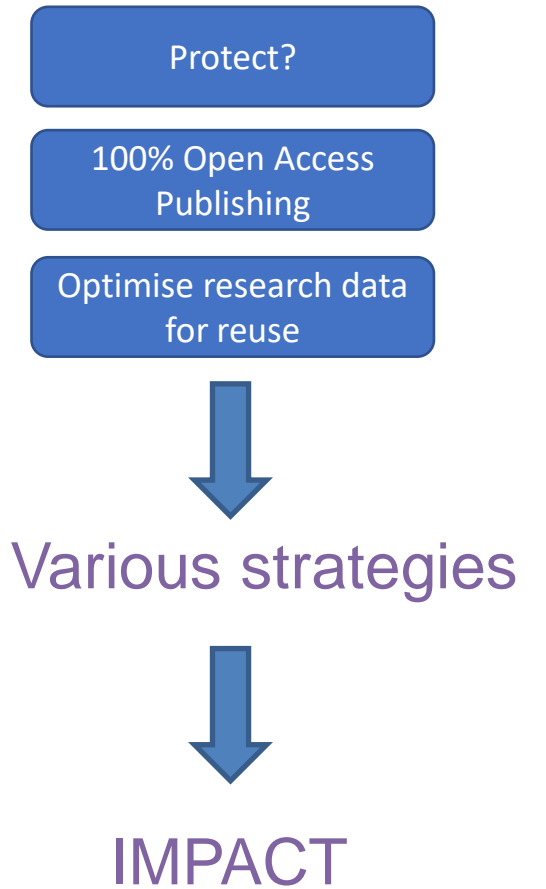
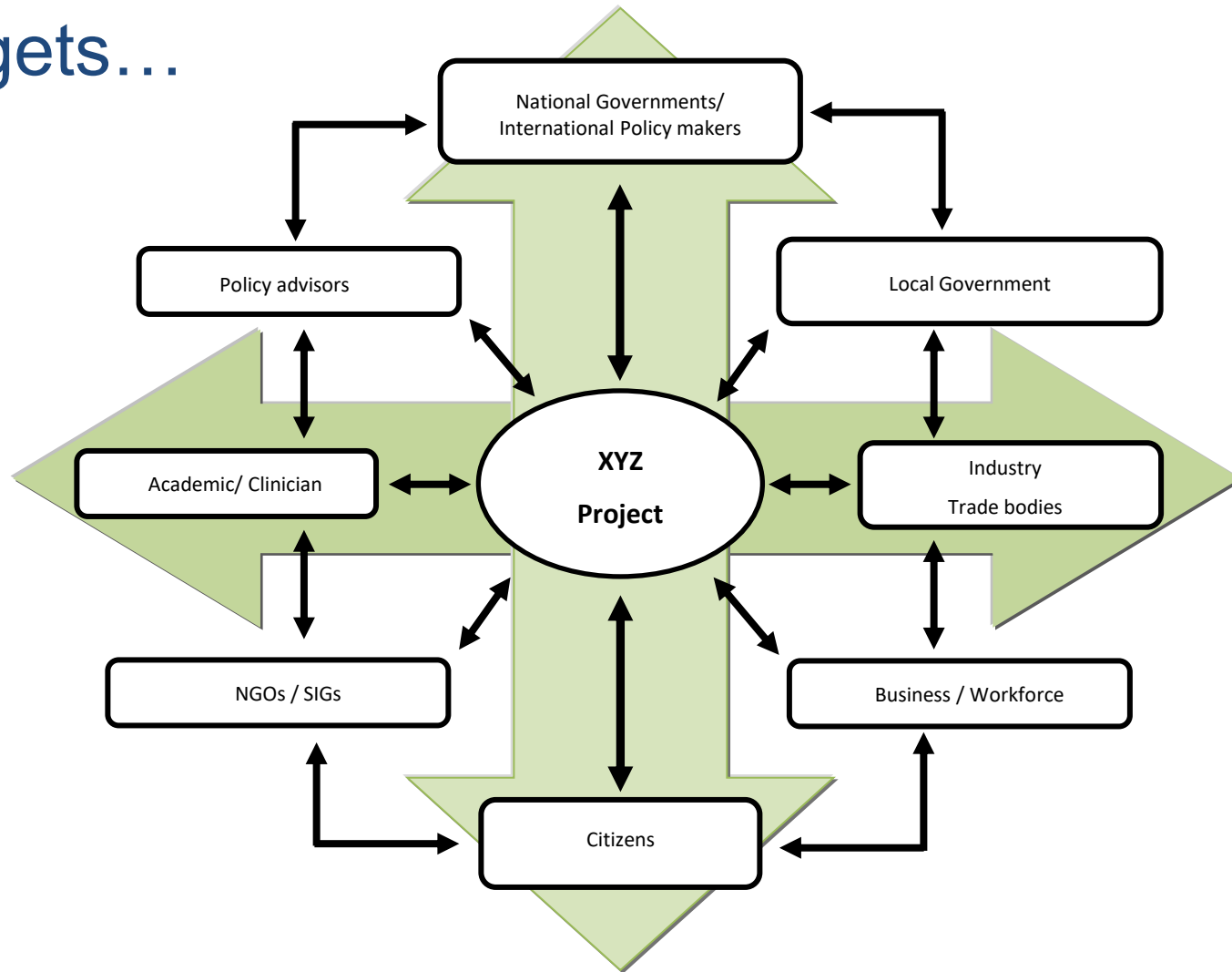
Why & how will chosen strategy  
maximise impact

# How to Write Impact for Dissemination

# Practical Impact driven Design Framework



# Stakeholders become Targets...



# Dissemination.

- 1 Create an overview of the scientific outcomes per WP
- 2 Why important for whom
- 3 Is a broader circle of potential audiences addressed
- 4 ~~green~~ or 'gold' model to peer-reviewed scientific publications

## ***Be as specific as possible: Use a table?***

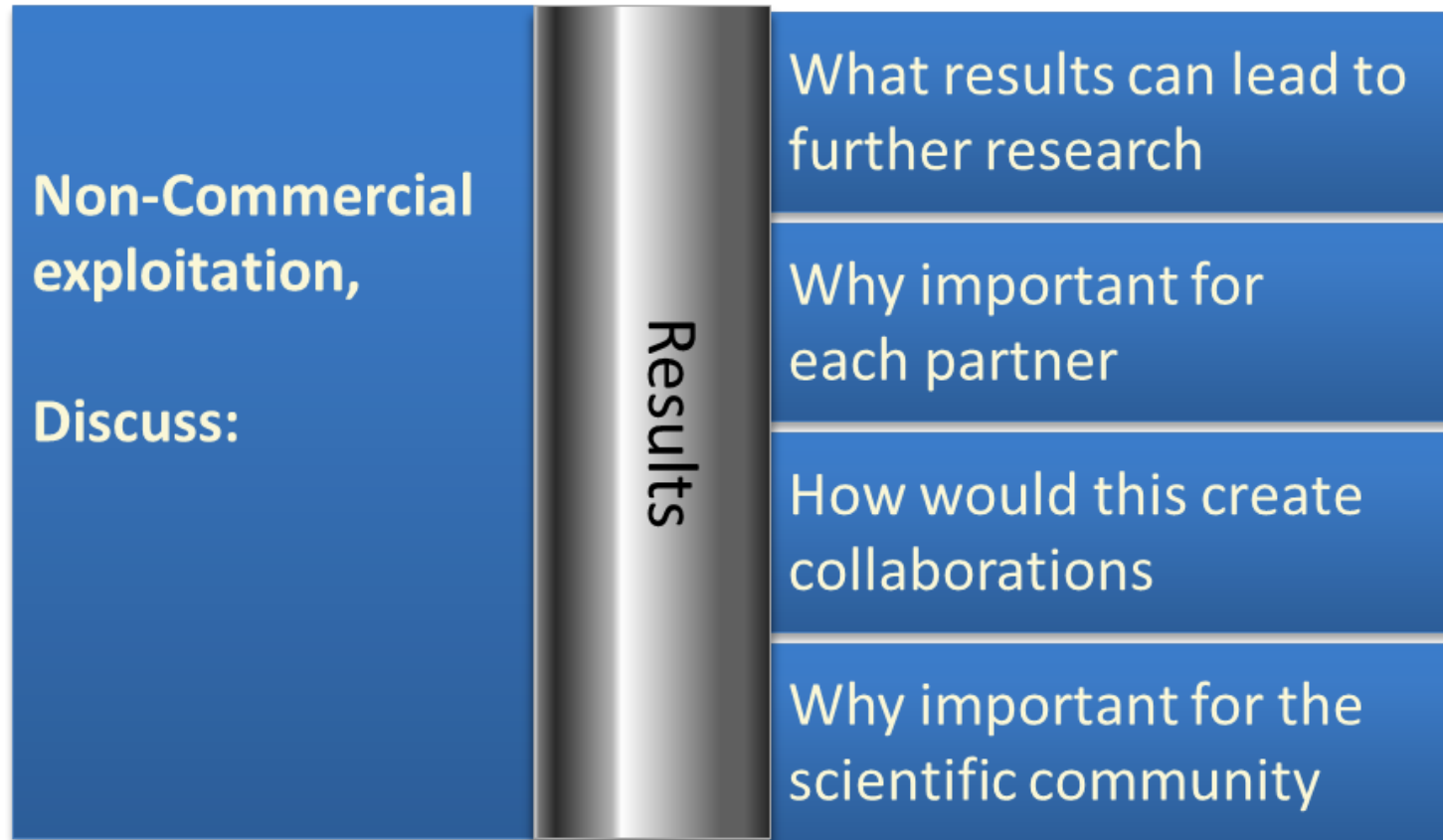
- What results will be publicly disclosed and where – **Propose Titles**
- What makes these outcomes significant/ important for the targeted audience – **Determines target publication/conference and rationale**
- When (don't start too late) – **Justify timing**
- How – what routes and why? **Propose target publication/conference**



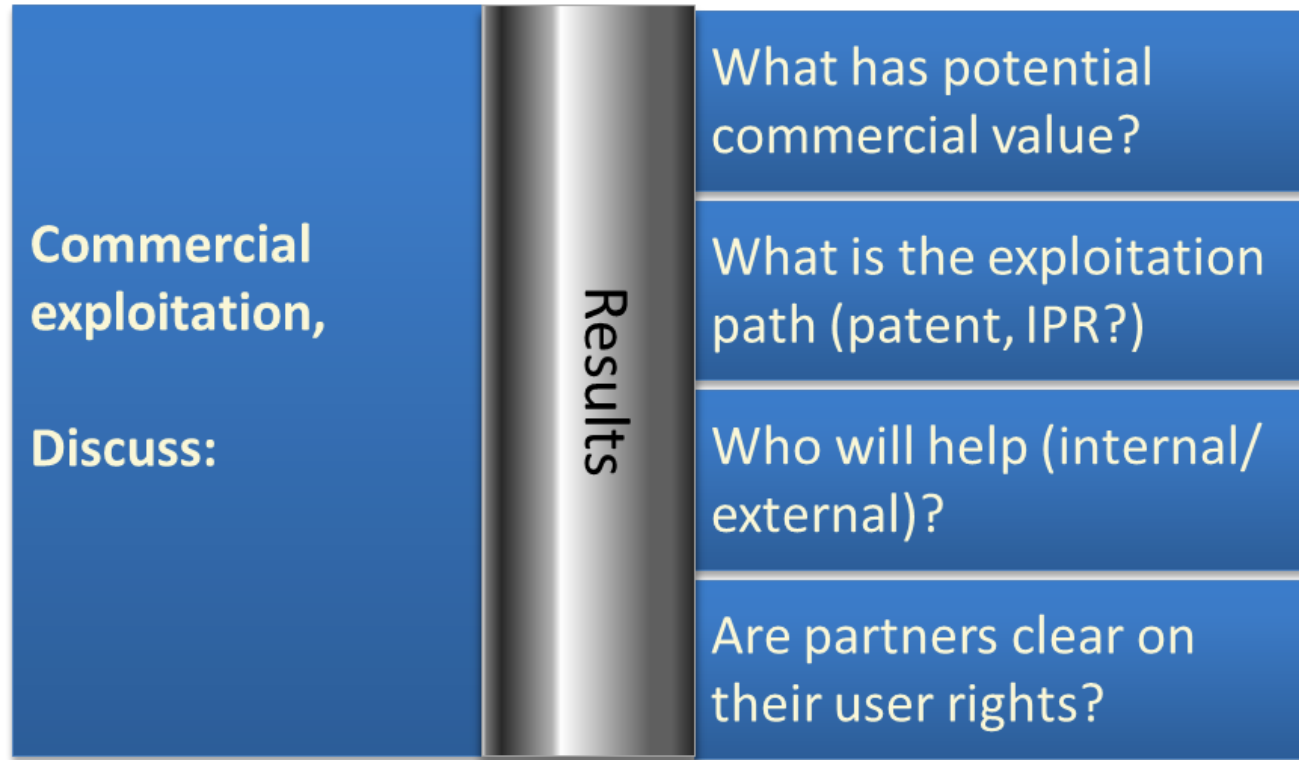
**Immediate open access is provided to the deposited publication via the repository, under the latest available version of the Creative Commons Attribution International Public Licence (CC BY) etc**

# How to Write Impact for Exploitation

# Non-Commercial



# Commercial: is a business plan needed





# Contribution to standards

Standardisation is a **voluntary cooperation** among industry, consumers and public authorities for the development of technical specifications based on consensus.

Important because:

- Standardisation contributes to the development of sustainable industrial policy,
- Unlocks the potential of innovative markets and strengthen the position of European economy through more efficient capitalising of its knowledge basis
- A negative element may be loss of creativity –sector dependent ?
  
- Cross-check with your objectives in B1.1

[http://ec.europa.eu/enterprise/standards\\_policy/index\\_en.htm](http://ec.europa.eu/enterprise/standards_policy/index_en.htm)

# Take-up and use for social, environmental and policy making

## **Address under exploitation or dissemination**

### **Describe:**

- Measures put in place to systematically evaluate the project results on these issues
- How will input be provided to forward studies EU & other policy making bodies

⇒ Describe the partners and others incl. stakeholder involvement

⇒ Opportunity for Humanities?

⇒ E.g. Policy specialist? Economists? Legal? Ethics? Behavioral? Teaching? Media?

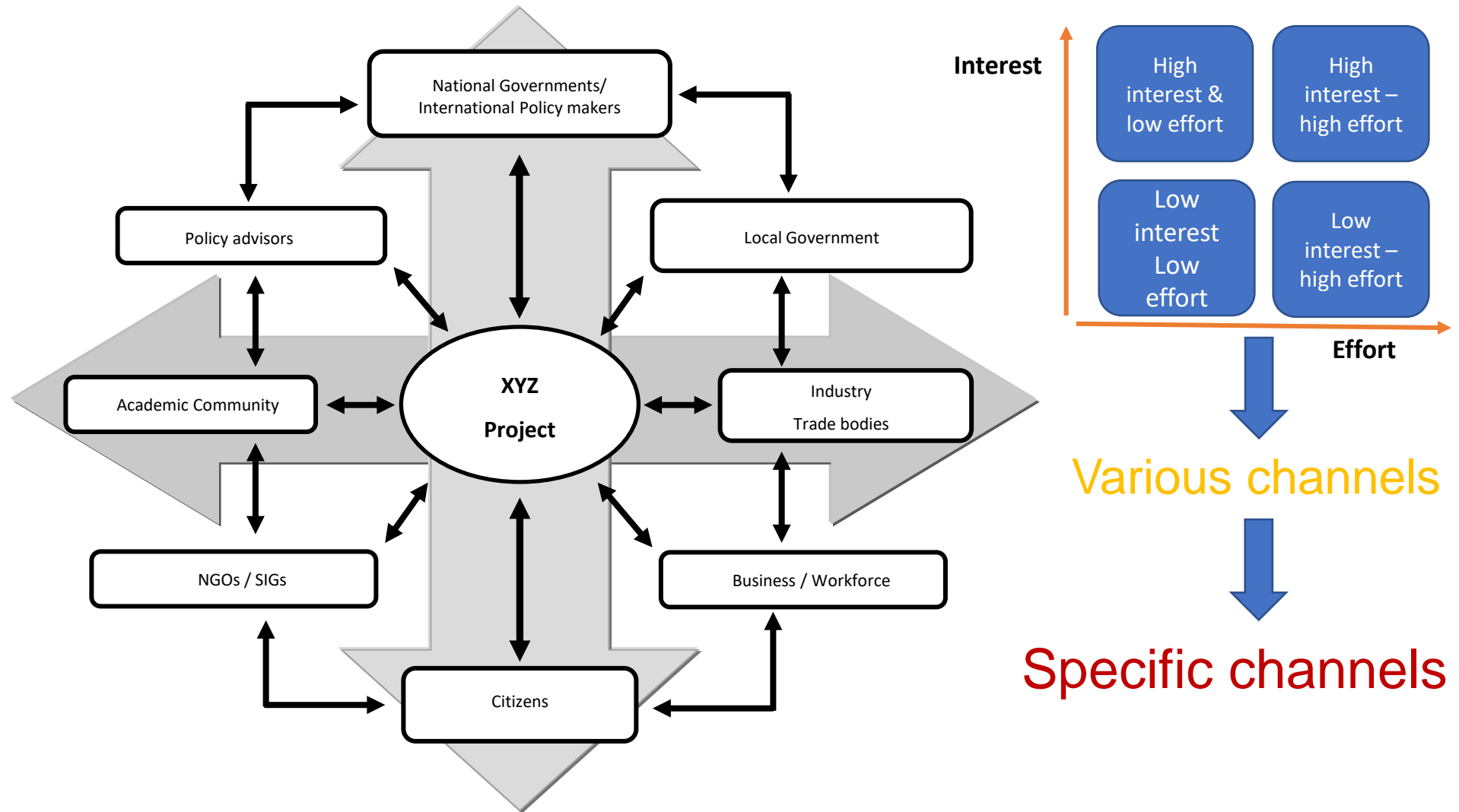
# Allocate outcomes to exploitation pathways

- Which partners are responsible
- Next steps
- Market data – entry route – future investment

Further Research	Product or Process	Service	Standardiation
Data	Device	Knowledge	ISO for device
Database	Algorithm	Tool	
Tool	Design		
	Tool		

# How to Write Impact for Communication

# Communication and Dissemination Targets...



# Communication objectives

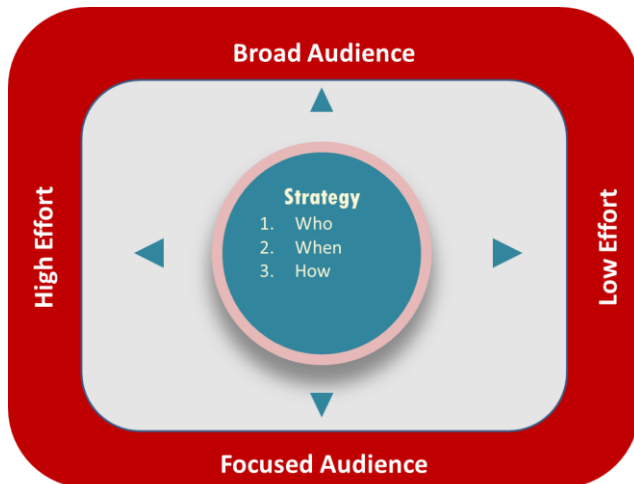
## *Reaching targeted audiences*

1. **Awareness raising** (draw attention of national governments, regional authorities, public and private funding sources)
2. **Interest raising** or Persuasion about the relevance and applicability of something (the impact) or of attracting potential partners
3. **State of the Art** – the more traditional tools of the academic community both scientist and students
4. **Decision- tools** that provide in depth understanding of the project or innovation or attract financial backers, future licensees, industrial implementers
5. **Action** or Generating Market demand



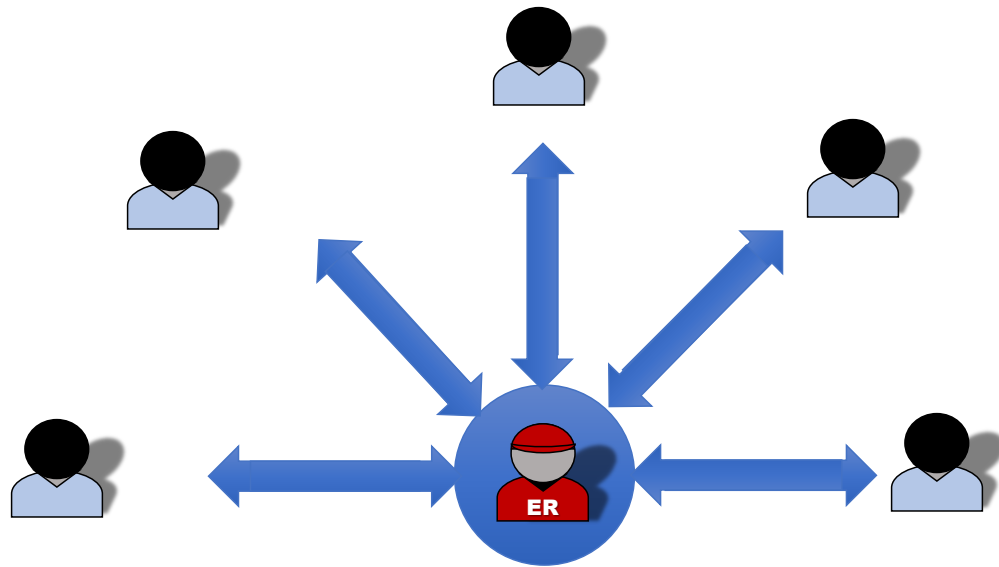
**BE CLEAR  
WHY ARE YOU DOING THIS?**

# Which forum will amplify your work best?



- Who needs to be informed?
- What forum will reach these groups
- Measure success of your communication by:
  - Evidence in media
  - Number of articles in the press
  - Visits to website
  - Participation in events
  - Survey with end users

# Select the appropriate channel



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## 1 – Way Channels

- *Twitter, Youtube*
- *Brochures*
- *News paper articles*
- *Broadcasts*

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## 2 – Way Channels

- *Consultation events*
- *Research night,*
- *School visits*
- *Webinars.....*





# Include a Social Media Strategy

Be Specific as to why this is an effective strategy to reach your targeted audience including citizens, .....



# Dissemination and Communication Plan

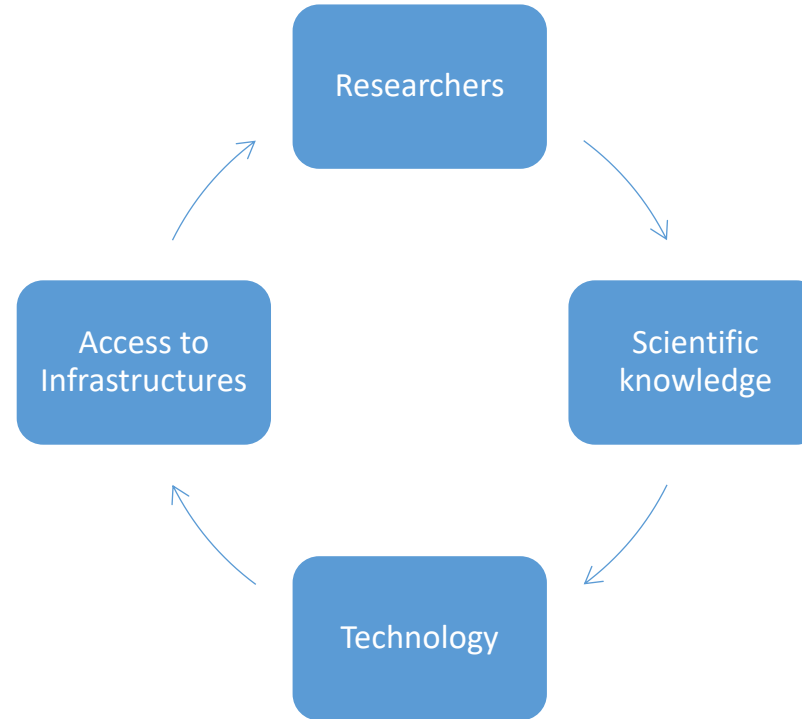


<b>Target Audience</b>	<b>Outputs and Message</b>	<b>Channel</b>	<b>Benefit</b>	<b>Success indicators</b>
Academics: - which community - PhD students	Result A	Scientific publications; Methods, techniques	State-of-the-art Action-Using	
Patients	Information 1	Newsletter of patient organisation Workshops		
Public	Message 1	Press releases information about website/social media	Why? When?	
Public Sector users: - -	Recommendation 1	Policy reports Workshops Intermediary?	Awareness; Interest; Decision; Action-using	How do you show take up and use?

Generic statements  
ARE NOT COMPETATIVE

# Why Open Science (and Open Data)

- Too much dark data
- Too little innovation
- Encourage collaboration
- Encourage sharing
- **Encourage USE of results**



**EUROPEAN OPEN  
SCIENCE CLOUD**

Encourage Use of Results such as:

- any **scientific** or technical information, **invention**, design, process **formula**, method;
- any concepts, samples, reports, **data**, **know-how**, works-in-progress, designs, drawings, photographs, development tools, specifications, **software programs**, **source code**, **databases**;

Collaborate ...Publish... collaborate publish... publish.....

Think...protect.....publish...



### Encourage Use of Results such as:

any **scientific** or technical information, **invention**, design, process formula, method;

any concepts, samples, reports, **data**, **know-how**, works-in-progress, designs, drawings, photographs,

development tools, specifications, software programs, **source code**, databases;

Be positive ..... But be careful!

# Budgeting for project impacts

- Dissemination & Exploitation activities are eligible costs during project
  - networking
  - customer/stakeholder consultations
  - publications and conferences
  - ip protection including using advisors
  - justified travel
  - develop prototypes to be close to end product
  - engagement with “next user” / customer
- Post-project costs are not eligible but...
  - clearly outline plans
  - highlight routes to potential funding sources

**EXPLOITATION PLANS ARE  
OFTEN POORLY RESOURCED!**



# What does impact really mean?

Template: 2.3 Summary of the Project Impact Pathway



Useful  
tool

## KEY ELEMENTS OF THE IMPACT SECTION

### SPECIFIC NEEDS

- What are the specific needs that triggered this project?

### EXPECTED RESULTS

- What do you expect to generate by the end of the project?

### D & E & C MEASURES

- What dissemination, exploitation and communication measures will you apply to the results?

### TARGET GROUPS

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

### OUTCOMES

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

### IMPACTS

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

# HE Destination planning - EC Example 1

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p><i>What are the specific needs that triggered this project?</i></p> <p><b>Example 1</b> Most airports use process flow-oriented models based on static mathematical values limiting the optimal management of passenger flow and hampering the accurate use of the available resources to the actual demand of passengers.</p>	<p>What do you expect to generate by the end of the project?</p> <p><b>Example 1</b> <b>Successful large-scale demonstrator:</b> Trial with 3 airports of an advanced forecasting system for proactive airport passenger flow management.</p> <p><b>Algorithmic model:</b> Novel algorithmic model for proactive airport passenger flow management.</p>	<p>What dissemination, exploitation and communication measures will you apply to the results?</p> <p><b>Example 1</b> <b>Exploitation:</b> Patenting the algorithmic model.</p> <p><b>Dissemination towards the scientific community and airports:</b> Scientific publication with the results of the large-scale demonstration.</p> <p><b>Communication towards citizens:</b> An event in a shopping mall to show how the outcomes of the action are relevant to our everyday lives.</p>
TARGET GROUPS	OUTCOMES	IMPACTS
<p><i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i></p> <p><b>Example 1</b> <b>9 European airports:</b> Schiphol, Brussels airport, etc.</p> <p><b>The European Union aviation safety agency.</b></p> <p><b>Air passengers (indirect).</b></p>	<p>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</p> <p><b>Example 1</b> <b>Up-take by airports:</b> 9 European airports adopt the advanced forecasting system demonstrated during the project.</p>	<p>What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?</p> <p><b>Example 1</b> <b>Scientific:</b> New breakthrough scientific discovery on passenger forecast modelling.</p> <p><b>Economic:</b> Increased airport efficiency Size: 15% increase of maximum passenger capacity in European airports, leading to a 28% reduction in infrastructure expansion costs.</p>

# EC Example 2

SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p><i>What are the specific needs that triggered this project?</i></p> <p><b>Example 2</b> Electronic components need to get smaller and lighter to match the expectations of the end-users. At the same time there is a problem of sourcing of raw materials that has an environmental impact.</p>	<p><i>What do you expect to generate by the end of the project?</i></p> <p><b>Example 2</b> Publication of a <b>scientific discovery on transparent electronics</b>.</p> <p><b>New product:</b> More sustainable electronic circuits.</p> <p><b>Three PhD students trained.</b></p>	<p><i>What dissemination, exploitation and communication measures will you apply to the results?</i></p> <p><b>Example 2</b> <b>Exploitation of the new product:</b> Patenting the new product; Licencing to major electronic companies.</p> <p><b>Dissemination towards the scientific community and industry:</b> Participating at conferences; Developing a platform of material compositions for industry; Participation at EC project portfolios to disseminate the results as part of a group and maximise the visibility vis-à-vis companies.</p>
TARGET GROUPS	OUTCOMES	IMPACTS
<p><i>Who will use or further up-take the results of the project? Who will benefit from the results of the project?</i></p> <p><b>Example 2</b> <b>End-users:</b> consumers of electronic devices.</p> <p><b>Major electronic companies:</b> Samsung, Apple, etc.</p> <p><b>Scientific community</b> (field of transparent electronics).</p>	<p><i>What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?</i></p> <p><b>Example 2</b> <b>High use of the scientific discovery published</b> (measured with the relative rate of citation index of project publications).</p> <p><b>A major electronic company</b> (Samsung or Apple) <b>exploits/uses the new product</b> in their manufacturing.</p>	<p><i>What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?</i></p> <p><b>Example 2</b> <b>Scientific:</b> New breakthrough scientific discovery on transparent electronics.</p> <p><b>Economic/Technological:</b> A new market for touch enabled electronic devices.</p> <p><b>Societal:</b> Lower climate impact of electronics manufacturing (including through material sourcing and waste management).</p>



SPECIFIC NEEDS	EXPECTED RESULTS	D & E & C MEASURES
<p><b>Agricultural practices that promote soil health</b> in rural areas, including <b>validated indicators</b> of soil physical, chemical and biological properties;</p> <p><b>Technical and technological innovations</b> that facilitate the implementation and scaling up of soil health promoting agroecological practices;</p> <p><b>Business opportunities</b> in the farming sector to reach a stable rural population based on a sustainable bioeconomy;</p> <p><b>Valorisation of soil health</b> by farmers, the agro-food sector and consumers;</p> <p><b>Infrastructure for participatory, inter- and transdisciplinary research</b> in a real-world setting;</p> <p><b>Education and training opportunities</b> in real-world settings with best-practice demonstrations;</p> <p><b>Boosting rural development</b> and livelihoods to stop rural exodus.</p>	<p><b>A transdisciplinary stakeholder engagement strategy</b> for designing and facilitating Living Labs (incl. collaboration toolbox);</p> <p><b>N fully operational LLs for Soil Health</b> in 5 distinct pedoclimatic, geographic and agro-sociological regions of Europe with co-designed business models for their long-term sustainability.</p> <p><b>A catalogue of soil health indicators</b>, ...</p> <p><b>An action plan for ....</b> ;</p> <p><b>N LL lighthouses of soil health...</b> ;</p> <p><b>Guidelines for ...</b>;</p> <p><b>Tools and data repository .....</b></p>	<p><b>Exploitation: Non-commercial:</b> New projects; educational guide for training of stakeholders; policy consultations; open data resources; data interrogation and visualization tool; protocol of a .... .</p> <p><b>Commercial:</b> Decision support tool for .... ; technical and technological innovations that .... ; training activities for practitioners; consumer survey on...; ; ....innovation business plans.</p> <p><b>Dissemination:</b> <u>Open access</u> publications (&gt;N); final congress .... ; .....board; N EIP AGRI practice abstracts; N booklets with ... ; ≥N policy briefs.</p> <p><b>Communication:</b> multilingual website (&gt;NNN visitors) and social media accounts (&gt;N followers); project leaflet and e-newsletter (&gt;N recipients); videos and podcasts in 5 languages (&gt;N unique views); digital and media press (&gt;N articles); citizen engagement through educational activities.</p>

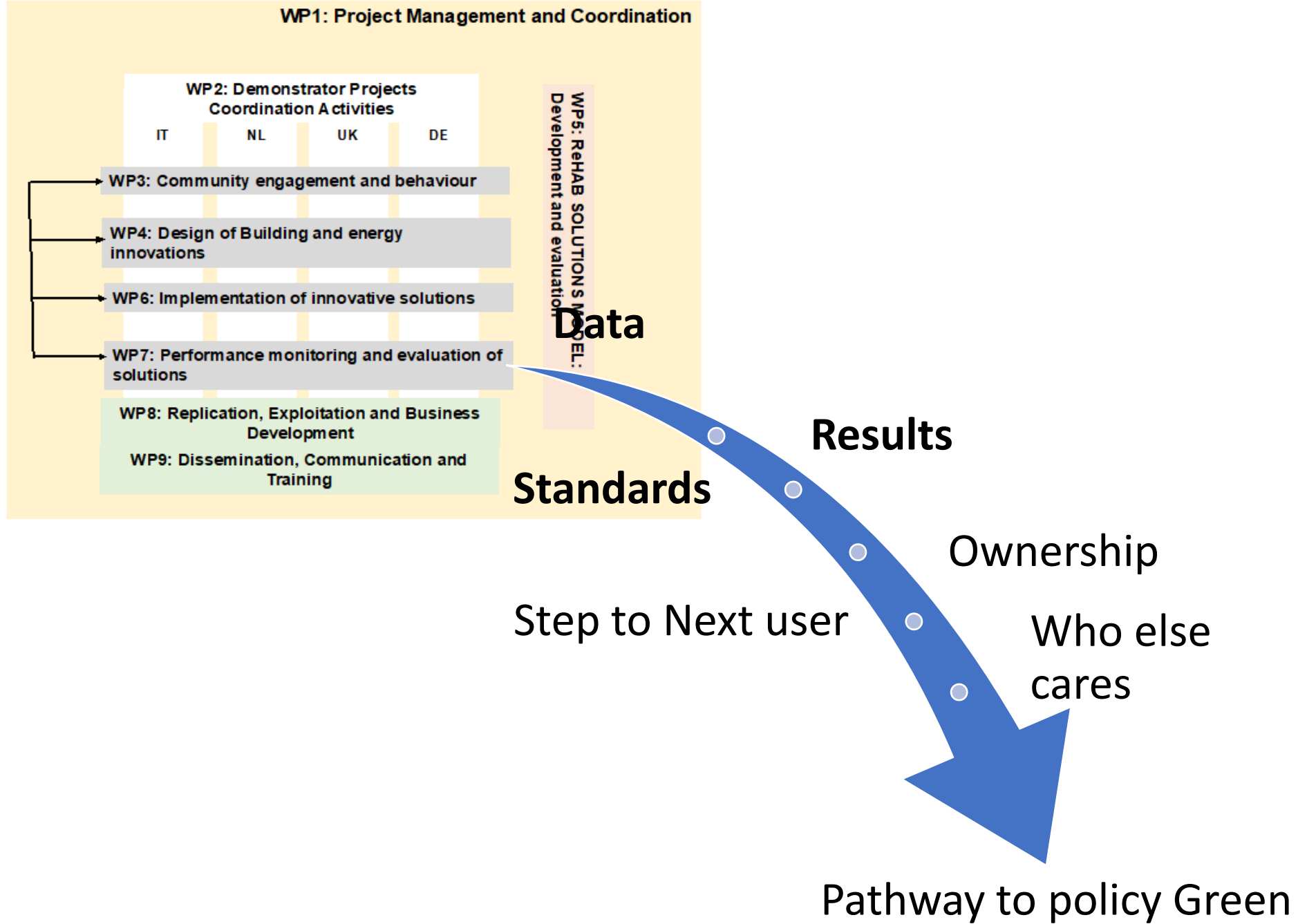
TARGET GROUPS	OUTCOMES	IMPACTS
<p>Scientists in soil XXX science, XXX science, agronomy, ecology, social science, economics; farmers and farming advisors; XXX etc</p> <p>policy advisors; R&amp;I funders etc.</p>	<p><b>OUTCOME 1;</b> etc</p> <p>....</p> <p><b>Design of more effective policies</b> based on new XXX knowledge in local and EU contexts</p>	<p><b>Scientific:</b> Knowledge ..... 4 lines</p> <p><b>Economic:</b> A breadth of technical ..... 4 lines</p> <p><b>Social:</b> ...etc .</p> <p><b>Political: mention</b> EU policy and international commitments to UN SDGs etc</p> <p><b>Environmental and ecological:</b> Sustainable ...2 lines</p> <p><b>Food-related:</b> Increased food security and food safety through .... 2 lines .</p>

Final thoughts and tips:

# Monitoring Impacts and Key Performance Indicators

- EC level described above
- Project Level
  - EC reporting
- Beneficiary level
  - In house systems
    - Local metrics
    - Case studies
  - Use Open Science tools
    - E.g. Zenodo allows tracking through grant number
    - EC Open Science Cloud

Evidence to support use cases / case studies and support change



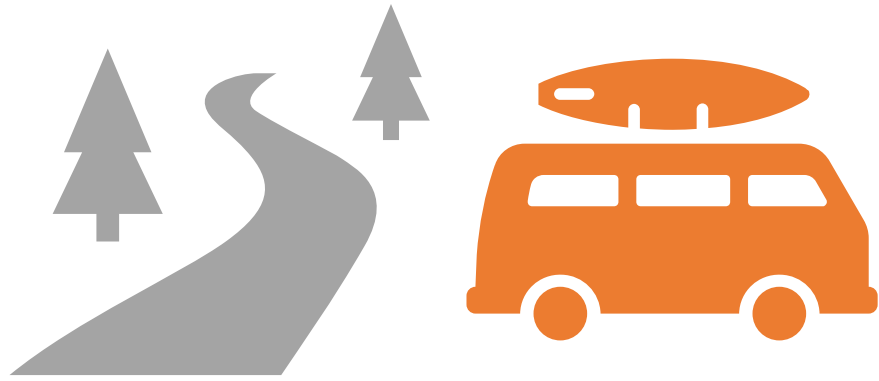
# Lobbying and Cocreation

- Stakeholder consultations early
- Use projects as platforms to promote interests
  - Researcher
  - Group / Consortium
  - Institution
- Use projects to build links and networks BEYOND academia

# Writing Tips for impact – be clear and concise

- Be clear and concise
- Be specific: What **results and impact are expected from this project?**
- Who is the **main user of the result?**
- Be specific about which results drive change (IMPACT)
- What is the importance to the user /target group and how will they use the result?
- What actions will ensure that the **user knows about the results?**
- Actions for each partners in the consortium **plans for exploitation of the results?**
- Which steps happen in the project ?
- Do not forget to plan steps that could happen after the end of the project?
- Quantify things when possible – justify baselines
- **Use diagrams and tables!**

# HE Road Map and Action Plan



- Successful teams plan for a portfolio of projects
- Focus on opportunities as soon as possible
- Prepare to Adapt to the Work Programme
- Check you Network
  - Who is missing
- Exploit existing platforms to build momentum
- Think in terms of 1 - 2 – 5+ years



**Make your project standout**

Thank you

Questions



End of Day 2

**Thank you!**