



D7.7 Dissemination and exploitation strategy

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List of abbreviations

EC	European Commission
EU	European Union
RO	Romania
DoA	Description of Action
R&I	Research and Innovation
KPI	Key Performance Indicator
WP	Work package
CSA	Coordination and Support Action
IA	Innovation Action
T.	Task
DE	Dissemination and Exploitation
SWOT	Strengths, Weaknesses, Opportunities, Threats
PEST	Political, Economic, Social, Technological

Executive summary

The present dissemination and exploitation strategy (D7.7) outlines the approach, objectives and targets for the dissemination and exploitation (DE) activities to be implemented in the Horizon 2020 funded “BrainTwin: Development of a world-level neuroengineering research centre by European twinning” project. BrainTwin officially started in September 2020 and will run for three years. The main objective of the project is to establish a new world-level centre for research and education in the field of neuroengineering as part of the Technical University Gheorghe Asachi of Iasi, Romania, and to increase its public awareness both at the national and international (EU) level.

This strategy (further also “plan”) is written against the background of the project objective. Its main purpose is to define the scope of dissemination and exploitation actions to be carried out by the project with an attempt to facilitate the transfer, uptake and further use of results generated. Dissemination and exploitation are indispensable preconditions when it comes to creating and fostering the many different tracks of sustainability that can stem from EU funded R&I projects. The strategy closely relates to the communication plan (D7.1.) of the project, as communication, dissemination and exploitation form an own distinct project management cycle.

The document covers the following main aspects

- Definitions, aims and objectives in dissemination and exploitation in BrainTwin
- Impact through exploitation (RRI in dissemination and exploitation)
- Exploitation opportunities (“markets” for and users of BrainTwin outputs and what is needed to ensure user uptake) and their links to impact
- Target groups for dissemination and exploitation
- Monitoring and impact assessment of dissemination activities
- Intellectual property rights and their management in BrainTwin
- Conclusions and future suggestions

1 Definitions: Dissemination and exploitation in EU funded R&I projects (H2020)

The present document is a public deliverable and as such will be available online with unrestricted access. It outlines the project's overall approach to dissemination and exploitation. In order to define the overall strategy tailoring the later operational implementation of the DE activities, this DE plan is written at the very beginning of the project.

This document will serve as the key reference to all BrainTwin consortium partners' dissemination and exploitation activities. As such, it provides clear and mission-oriented advice linked with serviceable background information on the "how to" for BrainTwin's short and long-term DE actions. All partners must be aware that the pro-active dissemination of project related outputs and results is essential to allow their exploitation by others.

Being a Horizon 2020 funded project itself, BrainTwin aims to seamlessly integrate the definitions for dissemination and exploitation into its own work. Thus, the project uses those definitions as published in the EC's glossary for research and innovation and as highlighted in the illustrations (after the info boxes) below. The definitions as featured in the illustrations represent an aggregated version of the longer and descriptive definitions online (<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/glossary>).

INFO BOX

Definition: Dissemination in H2020 projects

To specifically address project related outputs and results to target groups by publicly disclosing them by any appropriate means, including by scientific publications in any medium, in order to support their further exploitation, and to maximise the impact of research related results on the long term.

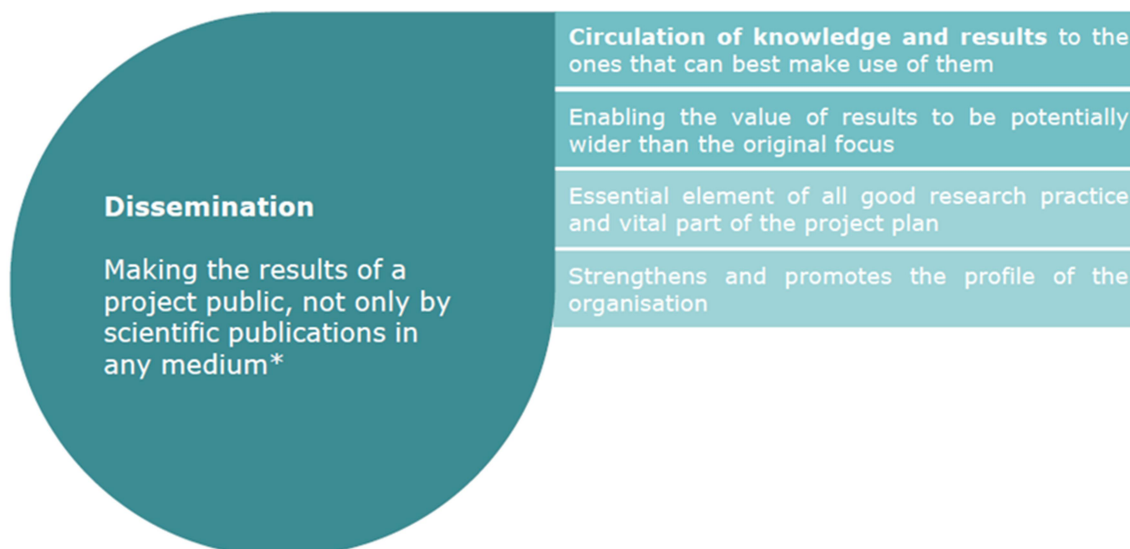
INFO BOX

Definition: Exploitation in H2020 projects

The utilisation of results in further research activities other than those covered in the project concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities.

BrainTwin works with the definitions of dissemination and exploitation as just presented in the info boxes above.

What is dissemination?



* http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html

Figure 1 Simplified definition of “dissemination” as from the EC’s online glossary on R&I

What is meant by exploitation?



* http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html

Figure 2 Simplified definition of "exploitation" as from the EC's online glossary on R&I

Dissemination refers to “The public disclosure of the results by any appropriate means, including by scientific publications in any medium”. There are four main characteristics emphasising the relevance of dissemination in Horizon 2020 funded projects:

- Dissemination ensures the transfer of knowledge and results to the ones that can best make use of it
- Dissemination maximises the impact of research, enabling the value of results to be potentially wider than the original focus
- Dissemination is an essential element of a good research practice
- Dissemination prevents results becoming sticky and effectively lost within the project bubble

Exploitation is defined as “The utilisation of results in further research activities other than those covered by the action concerned, or in developing, creating, and marketing a product or process, or in creating and providing a service, or in standardisation activities.”

The four main characteristics why a forward-looking exploitation approach is needed in Horizon 2020 funded projects are listed below.

- After the dissemination of results to the ones who can best make use of it (target groups, beneficiaries), exploitation describes the pro-active adoption and further use of these results by the target groups for their own purpose
- Exploitation concretises the value and impact of the R&I activity for societal challenges
- Exploitation can be commercial, societal, political, or for improving public knowledge and action
- Project partners can exploit results themselves, or facilitate exploitation by others (e.g. through making results available under open licenses)

2 Dissemination and exploitation: Approach, objectives and target groups

The overall objective of the dissemination and exploitation plan is to ensure that all BrainTwin consortium partners are provided with the information that allows them to independently implement DE activities, but in full compliance with the project’s objective.

In line with the Horizon 2020 Manual¹, we acknowledge the difference between external project communication (which is about promoting the project in general), dissemination and exploitation.

The main activities and objectives regarding dissemination and exploitation in BrainTwin are:

- Through the continuous sharing of project related outputs and results with previously defined target groups (=activity) to facilitate their further use by others beyond the project’s boundaries (= objective)
- Through the support provided to externals in further working with project related outputs and results (=activity) to ensure that these are yielding potential sustainability tracks of certain project outputs in the long germ (=objective)
- Through the cooperation with targeted beneficiaries both on the Romanian and European level by assisting them in exploiting the results produced in the project (=activity) to increase

¹ https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm (26.10.2020)

the potential for impact of the project in the Romanian and European neuroscience sector (=objective)

This translates to the **following synthesis with one main objective for dissemination and one for exploitation**. Consequently, these objectives speak to the call description of BrainTwin's call² and the overall logic behind a Twinning action such as this one.

1. **To disseminate project related outputs and results** specifically to target groups in the neuroscience sector of Romania and of the EU (ranging from research and academic staff to entrepreneurs, SMEs and policy makers in the health sector) for maximizing the project's impact and fostering synergies also beyond the project's lifetime

Aim of Twinning action: Creation of synergies with high-level European institutes in view of future joint research and innovation endeavours

2. **To exploit the results generated by the project** by ensuring a smooth transfer to all potential beneficiaries (from civil society to the scientific community) and for tapping into the potential of "valorization" of project results (either commercially or scientifically) as far as it is possible

Aim of Twinning action: Turning the main beneficiary into a Center-of-Excellence by sharing research output, strengthening the institutional profile and facilitating the valorization of project related outputs in favor of the main beneficiary

2.1 Dissemination: How to do it?

Exploitation differs from dissemination, although a comprehensive exploitation strategy also includes dissemination activities. Dissemination solely focuses on publicising good practices (and other sorts of information), whereas exploitation is more about collaboration and continuing development, endeavouring to utilise project results and incorporate them into training systems and practices. In this line, the dissemination and exploitation plan covers the how-to of the exploration of the project results, by suggesting to further develop these results in different contexts and situations, recognising good practices and encouraging relevant key players to do so, embedding project results into the practices of organisations and mainstreaming project results into the national, European or global context.

The DE strategy of BrainTwin is realised in four main steps including the design, implementation, impact and controlling of dissemination and exploitation actions. It is continuously managed by all consortium partners under the supervision of the work package leader to ensure that all quality standards as stipulated in this plan are met. Moreover, the examination of the strategy following the Responsible Research and Innovation (RRI) concept is fundamental for the whole exploitation management process.

In the project proposal of BrainTwin, the importance of RRI as a value-based guideline for managing the dissemination and exploitation activities in EU projects is mentioned prominently as part of WP7.

² <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/widespread-05-2020> (26.10.2020)

RRI is also reflected in the controlling of the project in general, of created results and of created impact.

What is Responsible Research and Innovation?

RRI entails engaging all actors (from individual researchers and innovators to institutions and governments) through inclusive participatory methodologies in all stages of R&I processes and in all levels of R&I governance (from agenda setting, to design, implementation, and evaluation). The EC has identified six key dimensions which are powerful policy agendas to realise RRI processes and outcomes. **These include aspects of ethics, gender equality, governance, open access, public engagement and science education**, all of which affecting BrainTwin's work on the research and innovation level as well. RRI requires processes that are diverse and inclusive, anticipative and reflective, open and transparent, responsive and adaptive to change. Moreover, desired learning outcomes should be ethically acceptable, sustainable and socially desirable. As RRI is a dynamic concept – including perspectives of different stakeholders like policy makers, the research and education community as well as business and industry – it stresses a way of researching that takes a long-term perspective on the world. RRI also strengthens research projects by emphasising openness, transparency, diversity, inclusiveness and adaption to changes.

The BrainTwin project consortium considers RRI as an approach to ensure and enhance the project's quality and its exploitation activities in particular. RRI implies on all stages of the exploitation process, as the figure below illustrates.

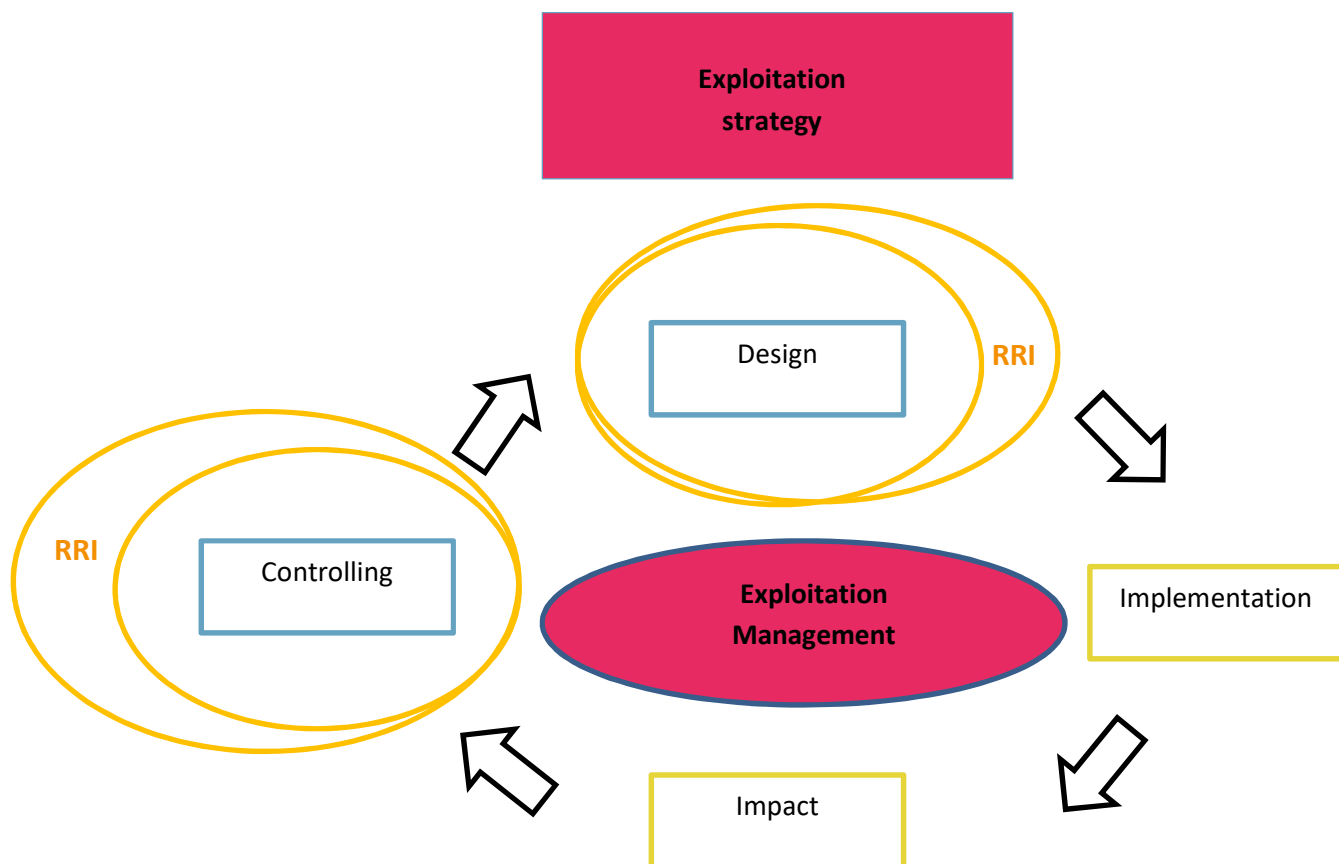


Figure 3 RRI in the exploitation approach of BrainTwin

2.2 Target groups

A priority contributing to the success of the project is the identification of the correct target groups addressing all the actors involved. We consider it very important to regularly inform these target groups about the aims, progress, results, products and conclusions of the project. For this reason, the selection of whom to address and how to communicate that information needs to be prepared thoroughly in order to create maximum impact and awareness.

This dissemination and exploitation strategy refers to activities of mainstreaming (successful transfer of project results to appropriate stakeholders and decision-makers) and multiplication (convincing other end-users to adopt or apply the outputs of the project).

At this stage of the project, we have identified the following target groups for our dissemination and exploitation activities.

The target groups for BrainTwin can be divided into the following four groups:

- 1. Romanian key stakeholders in the neuroengineering sector**
 - a. R&I institutions
 - b. Innovation & business support agencies
- 2. European key stakeholders in the neuroengineering sector**
 - a. Federations, ENI-NET
 - b. EU funded consortia
 - c. Educational institutions
- 3. Romanian policy stakeholders relating to neuroengineering**
 - a. Municipalities
 - b. UEFISCDI
 - c. Regional Development agencies
 - d. Governmental bodies
 - e. National Councils
- 4. High-level EU institutions in neuroengineering**
 - a. UCL – Neuroscience institute
 - b. Göttingen Neuroscience Institute
 - c. IBRO
 - d. EURON

How to approach them: inform and engage

Dissemination actions are not an afterthought once the project has ended. We will establish a continuous dialogue with our potential users already during the project lifetime. Once any type of output, result or formal deliverable is ready to disseminate, we will inform individuals and institutions concerned in various ways (=INFORM).

As described above, BrainTwin follows a co-creation-inspired (RRI) exploitation strategy. This means, that we will involve key stakeholders whenever suitable. This principle ensures that the solutions we develop are appropriate and meet their specific needs. (=ENGAGE)

Stakeholder and user engagement is closely linked to the BrainTwin's project events that have been designed with an exploitation perspective. The following events/activities, important for engaging with some of the dissemination and exploitation target groups, are planned by the project at this current stage³:

- 3x “Bridging the gap” workshop (WP6, T.6.2)
- 3x “Proposal writing” workshop (WP6, T.6.1)
- 3x “Students Bar Camp” (WP4, T4.2)
- 1x “International Neuroengineering Summer School” (WP4, T4.3)
- 15x short-term staff exchange visits (WP3, T3.3)
- 18x short-term expert exchange visits (WP3, T3.4)

The intensive qualitative engagement of stakeholders and end users during the entire project duration is a must. It can be seen as a success factor for the whole project. Therefore, considerable time and effort in creating a national and EU-wide network of stakeholders will be taken to even further broaden the impact of our project.

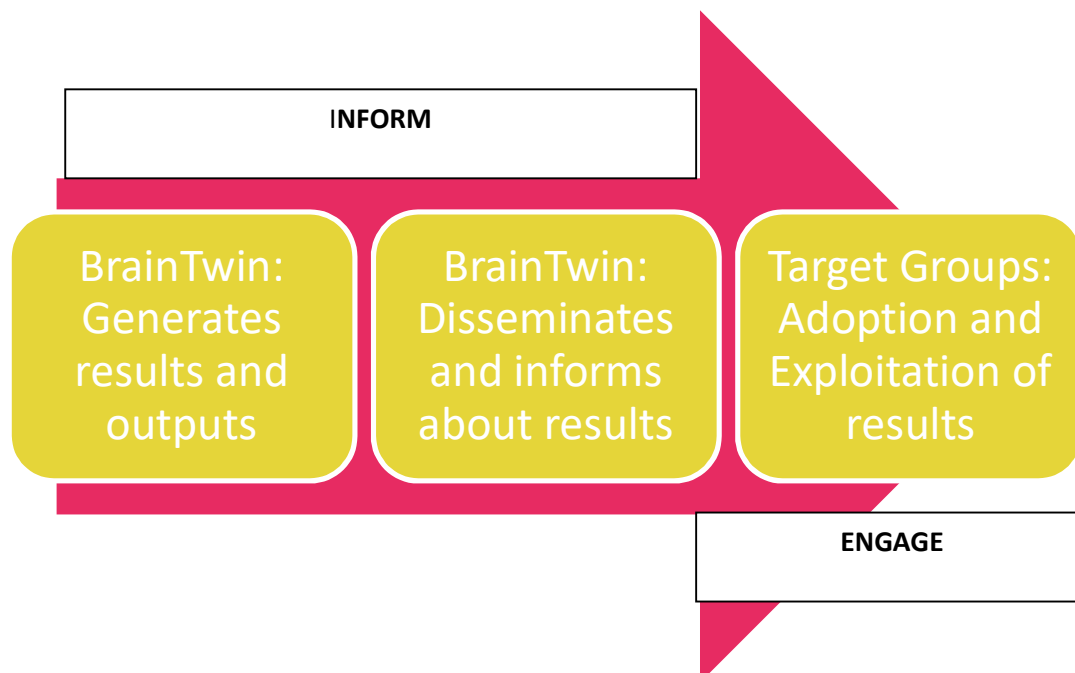


Figure 4 Engaging BrainTwin stakeholders from the generation to the exploitation of results

3 Creating impact through exploitation

Drawing on the preliminary plan for dissemination and exploitation of BrainTwin results as outlined in the project proposal⁴, **the following steps are crucial for meeting the project's goals in regard to exploitation and creating impact (complementing the list of events/activities as presented above):**

³ Please see page 24f. in the DoA for more details

⁴ See BrainTwin DoA, Table 2.3 on page 25

- Establishment of the Communication/Dissemination/Exploitation Twinning Coordination Board for planning and monitoring CDE activities (M1)
- Launch of the project website for (M3)
- Development and sharing of the video books of transferable trainings, the handbook of scientific methods and protocols and the webinars of BrainTwin related lectures targeting R&I institutions in neuroengineering
- Periodical project reports targeting the EC and the scientific community as well as the public more in general
- Presentations of BrainTwin members at international conferences in the field of neurosciences targeting potentially new partners in the field of neurosciences
- Accomplished publications in peer reviewed journals by BrainTwin partners and stemming from the BrainTwin project targeting the international scientific community
- Accomplished recommendations for a future smart specialization strategy for North-east Romania developed within BrainTwin and targeting the regional innovation level
- Introduction of an open access principle (gold standard⁵) for all non-sensitive data and publications deriving from BrainTwin - and targeting all target groups for exploitation

The info box below is another, now further elaborated, attempt to defining dissemination in the BrainTwin project. It adds on the definition as presented earlier (p.6) by including the sustainability dimension.

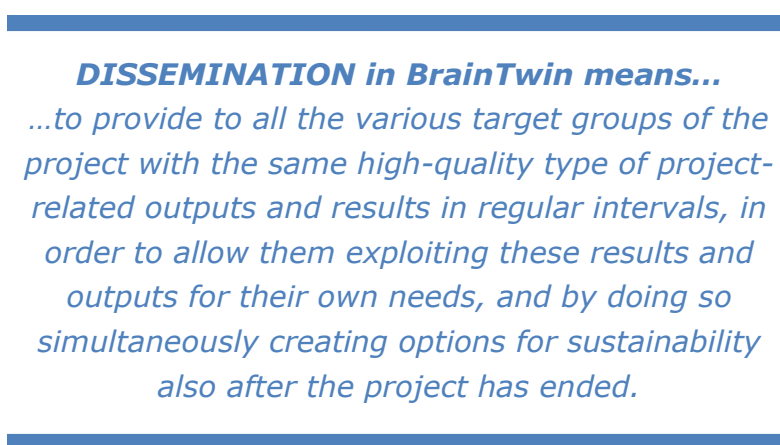


Figure 5 Info box: Dissemination in BrainTwin means...

3.1 EC services to support dissemination and exploitation in H2020 projects

If possible and decided necessary by the consortium, BrainTwin will try to make active use of the most common facility services supporting dissemination and exploitation in EU-funded R&I projects. These services are free of any charges and available just upon demand. In the following, the three most relevant services identified for BrainTwin are presented. Usually, these services are offered by

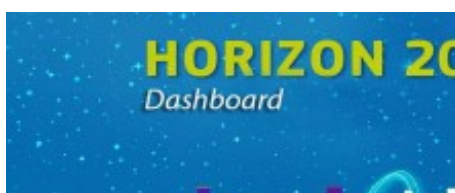
⁵ https://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination_en.htm (27.10.2020)

the EC itself or, in some instances, have been taken over by independent third parties which implement the service on behalf of the EC.

There are a few more services that support FP7 and H2020 projects in turning their dissemination/exploitation strategies into practice. Yet they are either focusing on other thematic areas than BrainTwin (like the SSERR – Support Services for Exploitation of Research Results that addresses completed or still ongoing projects in the field of energy⁶) or have already come to an end (like the Common Exploitation Booster, which has stopped to accept new requests a few months ago⁷)

1. Horizon 2020 dashboard

“The Horizon Dashboard is an intuitive and interactive reporting platform, composed of a set of sheets that allows series of views to discover and filter the Horizon 2020 data”⁸



In view of BrainTwin, the H2020 dashboard can be used for:

- Looking up previously funded H2020 projects in the field of neuroscience, molecular science, biochemistry etc. → get-in-touch for creation of synergies, knowledge transfer, fostering European networks
- Looking up already publicly available research results in the relevant fields stemming from H2020 projects → to get an overview of the results generated within H2020 projects, get an understanding in which direction H2020 funded research in the respective fields is going
- Comparing Romania's performance in H2020 with other countries, looking up other Romanian institutions in the respective research field → valuable information for a self-assessment of TUIASI, fostering national networks etc.

2. CORDIS

“Our mission is to bring research results to professionals in the field to foster open science, create innovative products and services and stimulate growth across Europe”⁹

⁶ http://sserr.meta-group.com/Documents/LEAFLET_for_SSERR.pdf (27.10.2020)

⁷ <http://exploitation.meta-group.com/> (27.10.2020)strike

⁸ https://ec.europa.eu/info/funding-tenders/opportunities/docs/manuals/horizon_dashboard_quick_guide.pdf (27.10.2020)

⁹ <https://cordis.europa.eu/about/en> (27.10.2020)



- Access and taking up of results packs from H2020 projects → to get an overview of the results generated within H2020 projects, get an understanding in which direction H2020 funded research in the respective fields is going
- Access and taking up of all publicly available H2020 deliverables and publications → overview on the most recent research results provided through H2020 projects (=taking stock what is available on the European level, in particular from leading institutions in the field)
- Publication and promotion of own BrainTwin related activities, such as news articles and events → Increasing BrainTwin's and TUIASI's visibility for an European audience

3. Innovation Radar

“Our goal is to allow every citizen, public official, professional and business person to discover the outputs of EU innovation funding and give them a chance to seek out innovators who could follow in the footsteps of companies such as Skype, TomTom, ARM Holdings, all of whom received EU funding in their early days”¹⁰



In view of BrainTwin, the Innovation Radar can be used for:

- To understand how real innovations emerge from EU funded projects → important for a self-reflection process for TUIASI as the main beneficiary of BrainTwin: what are typical patterns leading to innovations in EU-funded projects? What are drivers, enablers, obstacles?
- To get an idea where the innovators are located, and about their features on the market → get-in-touch for creation of synergies, knowledge transfer, fostering European networks
- To search for innovations and partners related to it in the field of neuroscience → get-in-touch for creation of synergies, knowledge transfer, fostering European networks

¹⁰ https://ec.europa.eu/jrc/sites/jrcsh/files/booklet-a4_innovation_radar.pdf (27.10.2020)

4 IPR and the management of data

As earlier presented, BrainTwin addresses four specific target groups in its DE activities. As a consequence of being involved in the transfer of outputs and results generated through EU funding, the question about the legal framework, in which this transfer takes place, automatically comes into play.

The European Intellectual Property Rights (IPR) Helpdesk has published a detailed guide on the use of IPR in Horizon 2020 funded projects, which constitutes the key reference document for BrainTwin. For the definition of IPR, BrainTwin follows the World Intellectual Property Organisation:

“IP is protected in law by, for example, patents, copyright and trademarks, which enable people to earn recognition or financial benefit from what they invent or create.”¹¹

This definition is fully compatible with the version used by the IPR helpdesk.

BrainTwin’s activities are focusing on raising scientific excellence, improving standards of implementing research activities and adopting cutting-edge methodologies and instruments on the side of TUIASI. This is why the protection and procedures about the use of IPRs, that are applicable to outputs explicitly resulting from the project, can come into play at any time. Thus, the all partners in the consortium should be sensitized and prepared to deal with the topic adequately. On the one hand, the project’s CDE team already entails some expertise on the topic, on the other it is fully aware of the free services offered by the Horizon 2020 IPR helpdesk and will make use of them if it deems this necessary.

IPR concerns all data generated by the project – it is the legal framework for

- **Disclosing our knowledge and ideas safely**
- **Proving the ownership**
- **Profiting from commercial exploitation**
- **Preventing or discouraging its unauthorised use by others**

The two main aspects in respect to the management of IPR with the highest proximity to BrainTwin are the commercialization and protection of knowledge corresponding to the scientific and teaching materials produced in the project (=the webinars of BrainTwin lectures, the video books of transferable trainings and the handbook of scientific methods and protocols).

These outputs are characterized by the following criteria

- Open, accessible and possibly editable (TBD)
- Re-usable and shareable

Against this background, it is necessary for the project to being prepared for discussing questions that go hand in hand with these criteria. The rule of thumb concerning the sharing and further use of these outputs can be summarized as follows:

“Nothing is forbidden, but not everything is allowed”

¹¹ <https://www.wipo.int/about-ip/en/> (27.10.2020)

The leading team behind WP7 is composed of specialists in dealing with exploitation issues. This together with the high level of information about support services from the EC and the IPR helpdesk, testified by the content of this chapter, provides for a successful management of exploitation, results sharing and IPR issues in the BrainTwin project.



Figure 6 Screenshot of the European IPR Helpdesk IP guide in Horizon 2020

5 Monitoring of DE activities

The principal purpose of monitoring in the field of exploitation is to assess the impact of the transfer of results from the project to targeted stakeholders in order to determine the effectiveness and future sustainability related to their exploitation.

A strategic performance monitoring helps to understand whether the project achieves the goals defined in this dissemination and exploitation plan. This chapter gives a brief overview about the indicators which will be used to ascertain the impact of the exploitation strategies devised.

Performance measures and key performance indicators (KPIs) are tools for project learning, communication, strategic change, and improvement. The deployment of these tools must be regarded as an investment which can yield a significant return in the future. First, development of measures and indicators at the start of the planning process will increase the likelihood of having baseline data, which identifies a starting point and makes measurement of progress towards a goal easier. Second, having data-based goals will provide information on how much progress towards a goal has been made, and will make it possible to clearly define when a goal has been accomplished. When trying to monitor the activities and the results they are yielding it is crucial that a **Specific, Measurable, Achievable, Realistic and Time based (SMART) approach** of measuring such performance is taken into consideration. For either indicators (quantitative and qualitative) the SMART approach applies very well. The indicators chosen follow the logic of being specific, measurable, achievable, realistic and they can be collected in a time-based manner. Next we address some indicators of performance for the respective BrainTwin dissemination tool that will act as

pointer to understand whether the exploitation goals are met or not. Measuring the performance is important for analysing the influence of the project during and after its lifetime as a result of exploitation activities.

Chosen tools and indicators track the project's success by visibility, outreach, the intensity of use of information and services provided by BrainTwin. The table below should be used as guideline for future assessment.

Way of disseminating an output	Quantitative Indicators
BrainTwin website (traffic)	• Website visits
	• Website unique visits
	• Deliverable(s)/document(s) downloads
Subscriptions to newsletter	• Number of subscribers
Peer-reviewed articles	• Number of peer-reviewed citations
	• Number of queries received
References in media	• Number of press releases circulated
	• Number of media coverage
	• Geographical scope and range of publication
VideoBook of Transferable Training	• Number of transfers
Social Networks (Facebook, Twitter)	• Number of members/followers
Recorded webinars of BrainTwin lectures	• Number of views
Quality/Accuracy of dissemination	Qualitative Indicators
Content published on BrainTwin website	Qualitative aspects of the elements published on the BrainTwin web portal. Classification can be done in topics, targeted region, targeted communities and type of element (news, event, document, result)
Content published on social networks	Issues & agenda setting / "trending" (on Twitter). Also here qualitative aspects of published posts on the social media accounts are considered.
Final dissemination report	Qualitative aspects of the dissemination activities reported by partners and included in the final project dissemination report. Classification can be done in topics, targeted region, targeted communities and type of activity reported (news, event, document, result)

Table 1 Quantitative and qualitative dissemination indicators

6 Conclusions

This DE plan presented the most important considerations on dissemination and exploitation in the BrainTwin project. The aim was to introduce readers (which will be both the consortium partners and the general public) to the topic of dissemination and exploitation in EU funded projects, to emphasise their importance for opening up possibilities in creating sustainability tracks and to describe how the BrainTwin project will tackle this array of tasks. As a conclusion, some suggestions about how to best leverage the full dissemination and exploitation potential of this project should be made. These suggestions are dependent on the course of the project and the previous successful management of the communication, dissemination and exploitation project management cycle.

- **Individual partner exploitation activities & formation of an exploitation team** – Each partner could be asked to identify briefly its own role in the exploitation framework of BrainTwin whether on the regional, national or international level. This would potentially allow a structured process of exploitation to be aimed at the target group predefined at the beginning of the project.
- **Concrete strategy with specific and numerical outcomes of the exploitation performance** – The indicators to measure performance have been already considered. However, having a specific, measurable, achievable, realistic and time based goal is very essential. An additional sub-chapter to this strategy could address this numerical aspect of the exploitation goals after consultations with the consortium and could come up with newly defined goals based on a realistic assessment of the current DE performance at a certain project stage.
- **Further analyses** – Each partner could be asked to develop a SWOT (Strengths, Weaknesses, Opportunities, Threats) matrix and a PEST (Political, Economic, Social, Technological) analysis in regard to identified opportunities and barriers for dissemination and exploitation in their very own stakeholder environments. This should be done against the objective to better understand the internal and external factors favorable and unfavorable to achieve the objectives as presented in this DE strategy.

References and annex

The European IPR Helpdesk. Your Guide to IP in Horizon 2020

<https://www.iprhelppdesk.eu/sites/default/files/documents/EU-IPR-IP-Guide.pdf>

Fact Sheet: The Plan for the Exploitation and Dissemination of Results in Horizon 2020, IPR Helpdesk

<https://www.iprhelppdesk.eu/sites/default/files/newsdocuments/Fact-Sheet-Plan-for-the-Exploitation-and-Dissemination-of-Results-H2020.pdf>

The guide to Responsible Research and Innovation in Horizon 2020

<https://ec.europa.eu/programmes/horizon2020/en/h2020-section/responsible-research-innovation>

Dissemination and Exploitation Manual in Horizon 2020

https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm

RI-LINKS2UA: Communication, Dissemination, Exploitation in Horizon 2020

http://ri-links2ua.eu/object/news/419/attach/10_RI-LINKS2UA_Odessa_Exploitation_Brugner.pdf

IPR Helpdesk: Making the most of your H2020 project. Boosting the impact of your project through effective communication, dissemination and exploitation

https://www.iprhelpdesk.eu/sites/default/files/EU-IPR-Brochure-Boosting-Impact-C-D-E_0.pdf