



Strategy for the dissemination and exploitation of project results

Deliverable 8.5

WP8 – Impact maximization / Exploitation / Communication / Dissemination / Outreach / Replication

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TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
INTRODUCTION	6
1. DISSEMINATION OF PROJECT RESULTS	6
1.1 ARSINOE Dissemination Strategy.....	6
1.1.1. Objectives of the dissemination strategy	7
1.1.2. Targeted Audiences	7
1.1.3. Key messages and results to be disseminated	10
1.1.4. Dissemination tools and channels	13
1.1.5. Planning of the dissemination activities	14
1.2 Partner-specific roles in dissemination	15
1.3 KPI dissemination	16
2. EXPLOITATION OF RESULTS	17
2.1. ARSINOE exploitation strategy	17
2.1.1. Exploitation strategy: approach	17
2.1.2. ARSINOE key exploitable results (KERs), their end-users and their commercial and policy-oriented exploitation	19
2.1.3. Scientific exploitation and knowledge transfer	19
2.1.4. Partner’s responsibilities in the exploitation activities	19
2.1.5. Planning of the exploitation activities	19
2.1.6. Exploitation KPIs	20
2.2. IPR strategy	20
CONCLUSION	21

LIST OF TABLES

Table 1 Distinction between the tier level groups.....	7
Table 2 Stakeholder types in the 3 Tier level groups	8
Table 3 Interests of the stakeholders’ groups in the ARSINOE project and our objectives.....	8
Table 4 Results to be disseminated to the stakeholders group.....	10
Table 5 ARSINOE dissemination channels	14
Table 6 Timing of the ARSINOE dissemination channels and tools	14
Table 7 ARSINOE dissemination indicators.....	16
Table 11 ARSINOE exploitation indicators	20

Abbreviations	Meaning
CEI-DH-KG	Collective Environmental Intelligence Data Hub and Knowledge Graph
CIW	Climate Innovation Window
DX.X	Deliverable DX.X
EC	European Commission
EC DGs	European Commission Directorates-General
EU	European Union
H2020	Horizon 2020
IPR	Intellectual Property Rights
KERs	Key Exploitable Results
KG	Knowledge Graph
KPIs	Key Performance Indicators
ML	Machine Learning
NGOs	Non-Governmental Organisation
PSB	Project Steering Board
R&D	Research and Development
RIA	Research and Innovation Action
SAM	Serviceable available market
SES	Socio-Environmental Systems
SIF	Systems Innovation Framework
SLNAE	Self-Learning Nexus Assessment Engine
SOM	Serviceable obtainable market
STC	Scientific and Technical Committee
TAM	Total Available market
WP	Work Package

EXECUTIVE SUMMARY

The first exploitation and dissemination plan provides a comprehensive guideline for effective dissemination and exploitation that will help ARSINOE results to penetrate the market and to maximise their impact.

The present document focuses in its first section on the dissemination of project results (task led by G.A.C). The ARSINOE dissemination activities will target stakeholders divided into three tier groups according to their interest in the project results, their involvement in the project activities and their geographical area. The key message and results will be adapted to the different tier stakeholder groups and disseminated through three types of dissemination: online dissemination (including the ARSINOE website, social media, newsletter, online events and Open Research Europe platform), non-electronic dissemination (including the flyers, posters, banners, roll-ups and scientific posters) and physical interactive dissemination (including events and the final dissemination event). This section also specifies the partners specific roles in dissemination as well as sets of dissemination indicators and KPIs.

The second section of the present document elaborated on the exploitation of the project results (task led by G.A.C). Elements related to commercial exploitation are put in the confidential annex (not for publication). ARSINOE is a large 15 Million Euros' project and has multiple levels of exploitations. The document provides an overview of the four main levels of key exploitable results (KERs): 1) the Climate Innovation Window (CIW) which is the main KER as it will provide an exploitation path for other exploitable assets, 2) the Innovations developed in the project to be tested and used in the ARSINOE Case studies, 3) the Innovations developed in Case studies, and 4) the Innovators engaged through the ARSINOE open calls. As special attention will be put on the Climate Innovation Window being central to the exploitation of the ARSINOE project. Therefore, collaboration between G.A.C. (exploitation leader), its linked third party ENRICH GLOBAL, and BRC (developers of the CIW) will be intensive and exploitation activities have been planned in 2022-2023 (workshop, benchmarks, interviews, desktop research, customer analysis, surveys, etc.). Moreover, for the other assets exploitation paths, IP ownerships, exploitation activities, value proposition and business model canvases will be discussed during the first internal exploitation workshop during the annual consortium meeting Year 2 (September/October 2023). A second internal exploitation workshop will be organised during the Year 3 as well as an external exploitation workshop with Tier level 2 stakeholders. In addition, a questionnaire will be prepared and disseminated, and interviews will be conducted in order to evaluate if Tier level 2 stakeholders are ready to engage in post project activities. Part of this section is integrated to the confidential annex in order to not disclose confidential information about the developed ARSINOE solutions.

The project partners will also put efforts in the scientific exploitation and knowledge transfer of the project results and main findings through notably scientific dissemination, academic and market cooperation and integration of main findings in education through presentations in Bachelor and Master courses for example.

Finally, IPR guidelines are provided in the document (confidential annex). An Innovation and IPR officer has been designated, Dr Svetlana Klessova from G.A.C. will be consulted by project partners for all ARSINOE IPR issues.

Introduction

This document provides the guidelines for the dissemination and exploitation of the ARSINOE project results. The overarching objective of the dissemination and exploitation activities is to maximise the impact of the project. In order to reach this objective, the present document is composed of two sections:

1. **Dissemination of project results** which will include the strategy to be followed, establish the objectives, identify the targeted audiences divided into three tier stakeholders' groups, the key messages and results adapted and to be disseminated to the different target audiences, the different types of dissemination employed, the several tools and channels used and the timing of the dissemination activities. This section will also include the different roles and responsibilities of the project partners with regards to the dissemination of the project results as well as the set dissemination KPIs in order to track the dissemination activities.
2. **Exploitation of project results** which will specify the goals and means to reach them, provide an overview of the ARSINOE KERs and their potential end-users. It will include an investigation about the different types of exploitations: commercial, policy-oriented and scientific exploitation. The partners' responsibilities are described as well as the planning of the exploitation activities. Exploitation KPIs have been set in order to monitor the exploitation activities. Finally, an IPR strategy has been elaborated and reported in this section.

The ARSINOE project aims at providing EU regions with climate-resilient innovation packages. These packages are composed of solutions adapted to the different issues experienced by the EU regions and co-created with local stakeholders. These solutions are tested in the numerous case studies in the project. In this framework, the project has a large array of covered topics which includes innovations, climate resilience, climate adaptation, involvement and engagement of stakeholders, citizen science, etc. It is important to consider this landscape of the project in those two types of activities as it will have an impact on the targeted stakeholders, on the targeted events, on the strategy to approach the stakeholders and on the messages delivered.

1. Dissemination of project results

Dissemination consists in sharing the research results with potential users or peers in the research field, industry, other commercial players and policymakers¹.

In order to disseminate the ARSINOE project results, a proper dissemination strategy has been established (Section 1.1), the different partners' role in the dissemination strategy were defined (Section 1.2) and KPIs were fixed in order to track the performance of our dissemination activities (Section 1.3).

1.1 ARSINOE Dissemination Strategy

In the framework of the ARSINOE project we decided to use the EU H2020 projects' dissemination best practices and to follow the 6W approach:

- Why: What are the objectives of the dissemination strategy (Section 1.1.1)
- Whom: What are the main stakeholders' group that will be targeted (Section 1.1.2)

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

- What: What are the key results, messages and information that will be disseminated (Section 1.1.3)
- Where: Through which channels will the key results be disseminated (Section 1.1.4)
- When: When will the key results be disseminated (Section 1.1.5)
- How: How will the key results be disseminated (Section 1.1.4)

1.1.1. Objectives of the dissemination strategy

The objective of the dissemination strategy is principally to maximise the impact of the project by disseminating the project results in order to facilitate the up take or use of the Key Exploitable Results at the end of the project by numerous entities (outside the framework of the ARSINOE case study areas). Therefore, the right messages need to be disseminated to the right audiences. In order to establish an effective dissemination strategy, the targeted audience needs to be clearly identified as well as the key messages and results to be disseminated to them and the according channels to disseminate the messages and results.

1.1.2. Targeted Audiences

In the ARSINOE project, the target audience has been divided in three tier groups of stakeholders according to their likelihood to be interested in the ARSINOE Key Results as well as their involvement in the project and their location.

The following table illustrates the logic used for the stakeholders' distribution in different groups.

Table 1 Distinction between the tier level groups

	Interest in the project results	Involvement in the project activities	Area of stakeholders
Tier level 1 group	High interest	High involvement	Case study area
Tier level 2 group	Medium-High interest	Medium involvement	Outside but neighbouring areas of the case studies
Tier level 3 group	Medium interest	Low/No involvement	EU level & beyond

- Tier 1 stakeholder group:

This stakeholder group includes the stakeholders directly involved in the case studies and the living labs and will be involved in SMEs participatory modelling, Multi-ABM and SNA development, analysis and validation of policy suggestions and climate change innovation packages. These include scientists, governmental actors, public and private companies, natural resources managers (farmers, water managers, energy producers, etc.), NGOs and associations, Academia, and citizens. These stakeholders are identified in the framework of WP2 and WP6.

- Tier 2 stakeholder group:

This second stakeholder group includes the stakeholders interested in the ARSINOE innovation packages (public authorities, innovation companies). The stakeholders will be informed about the advancements and outcomes of the projects, notably about the opportunity of being incorporated in the specific marketplace dedicated to climate solutions, of getting in touch with many public authorities and potential customers, and of having access to ARSINOE Innovation Bazaar funding scheme and other support services. These include potential customers of the marketplace (CIW) as well as innovation companies that want their innovations to be incorporated in the marketing place (CIW).

- Tier 3 stakeholder group:

This third stakeholder group includes stakeholders who might be interested in the project results but that are not involved in the project activities. These include neighbouring basins or country public authorities, national planning agencies and the general public. As no specific stakeholders will be targeted in this stakeholder group, to reach them all the available communication channels and tools will be used as well as partners networks and opportunities.

The following table summarises the different stakeholders included in the different tier level groups.

Table 2 Stakeholder types in the 3 Tier level groups

Tier level group	Type of stakeholders
Tier level 1	Governmental actors (e.g. municipalities, ministries, chambers of commerce, regions, etc.)
	Public and private companies (e.g. Global sustainable tourism council in Athens, Fameline Holding Group, MSC Shipmanagement Ltd Cyprus, Bayernhafen AG, etc.)
	Sectoral cooperatives or associations (e.g. Thalassa Foundation, Bayerischer Bauernverband, Dansk Akvakultur, etc.)
	NGOs and associations (e.g. Citizens Inspectorate for sustainable development, Greenpeace, WWF, etc.)
	Academia (e.g. universities, high schools, institutes, secondary and tertiary education students, secondary education teachers and municipal employees, researchers, etc.)
	Citizens (e.g. citizen groups for citizen science projects, general public)
Tier level 2	Public authorities
	Innovation companies (SMEs, start-ups, multinationals and subsidiaries, spin-offs)
	Universities and RTD institutes
Tier level 3	Neighbouring basins or country
	Public authorities and national planning agencies
	General public

In order to determine the key messages and results as well as the channels to be used, it is essential to analyse the interest and objectives of each stakeholder type in the different Tier group in the project. The following table provides first assumptions of the stakeholders' interests. These assumptions will be discussed with project partners during the consortium meeting in the end of year 1 and will be validated through Tier level 1 stakeholders' consultation.

Table 3 Interests of the stakeholders' groups in the ARSINOE project and our objectives

Interests of the stakeholder groups:	
Tier level 1	Governmental actors: <ul style="list-style-type: none"> - Take informed policy decisions - Improved policy design and the policy design process - Better spending of public resources - Find solutions to become climate resilient areas or enhance their climate resilience
	Public and private companies: <ul style="list-style-type: none"> - Develop and test new innovation solutions to be part of the CIW

	<ul style="list-style-type: none"> - Climate resilient environment
	<p>Sectoral cooperatives or associations:</p> <p>Test and implement solutions which allow to:</p> <ul style="list-style-type: none"> - Find consensuses regarding the resources' usages and management - Preserve natural resources and their environment - Build a climate resilient environment
	<p>NGOs and associations:</p> <ul style="list-style-type: none"> - Preservation of the environment - Improvement of the resources management - Reduction of the negative impacts of climate change - New solutions to be more climate change resilient and environmentally friendly
	<p>Academia:</p> <ul style="list-style-type: none"> - Advancements in research on the relevant topics
	<p>Citizens:</p> <ul style="list-style-type: none"> - Sustainable human activity - Preservation of their environment - Contribute to climate change adaptation activities
	<p>Our objectives with regards to this tier stakeholder group:</p> <ul style="list-style-type: none"> - Involve them in the Case studies and the Living Labs - Involve them in the analysis and validation of policy suggestion and climate change innovation packages - Uptake of the ARSINOE solutions after the end of the project
Tier level 2	<p>Interests of the stakeholder groups:</p> <p>Public authorities:</p> <ul style="list-style-type: none"> - Potential customer of the ARSINOE innovation packages - Find and use tested and validated solutions to implement them in their region to address climate issues - Access to the CIW
	<p>Innovation companies (SMEs, start-ups, multinationals and subsidiaries, spin-offs):</p> <ul style="list-style-type: none"> - Bringing innovative solutions to the CIW - Benefit from the funding in the ARSINOE open calls - Potential collaboration with public authorities - Finding potential customers - Gain access to the CIW and other support services - Upscale their solutions at regional national or international level

	Universities and RTD institutes: <ul style="list-style-type: none"> - Bringing innovative solutions to the CIW - Benefit from the funding in the ARSINOE open calls - Potential collaboration with public authorities - Gain access to the CIW and other support services - Upscale their solutions at regional national or international level
	Our objectives with regards to this tier stakeholder group: <ul style="list-style-type: none"> - Target them as potential future up taker of the ARSINOE solutions: potential replication - Target them as future buyers of the ARSINOE innovation packages - Integration of their innovative solutions in the CIW - New collaborations to implement the ARSINOE solutions - Involve them in the external co-creation exploitation workshop - Invite them to the ARSINOE events
Tier level 3	Interests of the stakeholder groups:
	Neighbouring basins or country: <ul style="list-style-type: none"> - Implement innovation solutions packages to create more climate-resilient regions
	Public authorities and national planning agencies: <ul style="list-style-type: none"> - Improved evaluation of the environmental and economic effects of climate change - Offer of advanced Environmental Intelligence services and tools
	General public: <ul style="list-style-type: none"> - More climate-resilient regions thanks to the ARSINOE solutions
	Our objectives with regards to this tier stakeholder group: <ul style="list-style-type: none"> - Potential replication at the EU-level and beyond - Awareness raising about the climate-resilience of the regions - Awareness raising about the ARSINOE solutions

1.1.3. Key messages and results to be disseminated

Based on the analysis of the interest and objectives of each stakeholder group, the key messages and results disseminated will be adapted to each of them. The following table summarises the key messages and results to be disseminated to the different stakeholder groups:

Table 4 Results to be disseminated to the stakeholders group

Tier level 1	Messages and results to be disseminated
	Governmental actors

- Invitation to the project dissemination events and the co-creation events by focusing on the benefits it will have for them, on the positive impact of the ARSINOE project and the implementation of the climate resilience innovation packages
- Disseminate the results of the case study and LLs activities in which they participated and others in order to show the positive impact of their involvement and demonstrate the importance of their participation
- Disseminate the results of the project and the co-benefits in the different sectors and for the different stakeholders
- Disseminate the policy briefs and recommendations
- Dissemination of the ARSINOE CIW and the solutions included in the Innovation packages

Public and private companies

- Invitation to the project dissemination events and the co-creation events by focusing on the benefits it will have for them, on the positive impact of the ARSINOE project and the implementation of the climate resilience innovation packages
- Disseminate the results of the case study and LLs activities in which they participated and others in order to show the positive impact of their involvement and demonstrate the importance of their participation
- Disseminate the project results in terms of scientific publications, findings and recommendations
- Dissemination of the ARSINOE CIW and invitation to include their innovative solutions in the CIW and in the ARSINOE Innovation packages

Sectoral cooperatives or associations

- Invitation to the project dissemination events and the co-creation events by focusing on the benefits it will have for them, on the positive impact of the ARSINOE project and the implementation of the climate resilience innovation packages
- Disseminate the results of the case study and LLs activities in which they participated and others in order to show the positive impact of their involvement and demonstrate the importance of their participation
- Dissemination of the main findings and results of the project (pointing out the benefits of the ARSINOE solutions and their positive impact)

NGOs and associations

- Invitation to the project dissemination events and the co-creation events by focusing on the benefits it will have for them, on the positive impact of the ARSINOE project and the implementation of the climate resilience innovation packages

	<ul style="list-style-type: none"> - Disseminate the results of the case study and LLs activities in which they participated and others in order to show the positive impact of their involvement and demonstrate the importance of their participation - Dissemination of the main findings and results of the project (pointing out the benefits of the ARSINOE solutions and their positive impact)
	<p>Academia:</p> <ul style="list-style-type: none"> - Invitation to the scientific events and conferences in which the ARSINOE results are presented - Disseminate the results of the case study and LLs activities in which they participated and others in order to show the positive impact of their involvement and demonstrate the importance of their participation - Dissemination of the scientific publications produced - Dissemination of the main findings and results of the project focusing on the methodologies used - Dissemination of the ARSINOE SIA and CIW
	<p>Citizens:</p> <ul style="list-style-type: none"> - Invitation to the project dissemination events and the co-creation events by focusing on the direct benefits it will have for them in their daily lives, on the positive impact of the ARSINOE project and the implementation of the climate resilience innovation packages - Disseminate the results of the case study activities in which they participated and others - Dissemination of the main findings and results of the project (pointing out the benefits of the ARSINOE solutions and their positive impact)
Tier level 2	<p>Messages and results to be disseminated</p> <p>Public authorities:</p> <ul style="list-style-type: none"> - Invitation to join the ARSINOE ecosystem and dissemination events - How to uptake the ARSINOE Innovation packages by disseminating the results of the project and case studies - Invitation to use the ARSINOE CIW to find solutions adapted to their needs - Dissemination of the policy briefs and recommendations
	<p>Innovation companies:</p> <ul style="list-style-type: none"> - Invitation to participate in the ARSINOE open calls - Invitation to join the ARSINOE ecosystem and dissemination events - Dissemination of the benefits for their solutions to be included in the ARSINOE Innovation packages and CIW - Disseminate the support services offered by the project and their benefits - Dissemination of the ARSINOE CIW, results, factsheets and videos

Tier level 3	Universities and RTD institutes:
	<ul style="list-style-type: none"> - Invitation to participate in the ARSINOE open calls - Invitation to the dissemination events - Dissemination of the benefits for their solutions to be included in the ARSINOE Innovation packages and CIW - Disseminate the support services offered by the project and their benefits - Dissemination of the ARSINOE SIA, CIW, results, factsheets and videos - Dissemination of the scientific publications and recommendations
	Messages and results to be disseminated
	Neighbouring basins or country:
Tier level 3	<ul style="list-style-type: none"> - Invitation to dissemination events - Dissemination of the ARSINOE CIW, results of the project and case studies by focusing on the benefits
	Public authorities and national planning agencies:
	<ul style="list-style-type: none"> - Invitation to dissemination events - Dissemination of the ARSINOE SIA and CIW, results of the project and case studies by focusing of the benefits - Dissemination of the policy briefs and recommendations, factsheets and videos
Tier level 3	General public:
	<ul style="list-style-type: none"> - Invitation to the dissemination events - Dissemination of all the ARSINOE solutions, results, deliverables, factsheets and videos

1.1.4. Dissemination tools and channels

Key messages will be prepared for each tier of stakeholder, depending on the tiers addressed and the relevance of the message with the tiers' objectives and interests. ARSINOE will produce diverse materials/outputs to maximize cost efficiency. Identifying what results/output and message from the project are critical to be channelled towards project target communities to guarantee the success of any dissemination effort. The adaptation of some dissemination tools in local languages will be pivotal for maximizing their impacts and are considered.

For reaching out to these stakeholders, ARSINOE will use four types of dissemination:

- **Direct contacts:** notably for the Tier 1 stakeholders, as they are directly involved in the case study activities they will be contacted and mobilised through direct contact (physical meetings, mailing, phone) by project partners. These will then be invited to follow and consult the online dissemination channels to be informed about the project results.
- **Online dissemination:** through the ARSINOE website, newsletter, social media (Twitter, LinkedIn and YouTube), online events and the [Open Research Europe](#) platform

- **Non-electronic dissemination:** through the project flyers, posters, scientific posters, banners, roll-ups, etc.
- **Physical interactive dissemination:** through the participation at scientific and non-scientific events and the organisation of events (notably the final dissemination event)

The different dissemination channels as well as the results/outcomes disseminated through them are summarised in the table below.

Table 5 ARSINOE dissemination channels

Dissemination type	Dissemination channels	Resp. partner(s)	Results/outcomes disseminated
Online dissemination	Website	WE	Newsletters, press releases, deliverables, project communications, flyer, poster, factsheets, scientific publications, policy briefs, videos
	Social media (Twitter , LinkedIn , Instagram , Facebook and YouTube)	AUEB	
	Newsletters	WE	Including articles about the results of the project activities which will be disseminated via the contact database of newsletter subscribers, via the website, social media and partners' network
	Online events	All partners	Project results in the form of presentations
	Open Research Europe platform	All partners	Scientific publications
Non-electronic dissemination	Flyers	WE	Presentation of the project and its results
	Posters		
	Banners		Customised content for the different events
	Roll-ups		
	Scientific posters	All partners	Scientific research and findings
Physical interactive dissemination	Events	UNSDSN & WE	Presentation of the project and its results
	Final dissemination event	UTH	

1.1.5. Planning of the dissemination activities

In order to organise the different dissemination campaigns and activities, it is important to have in mind the timing of the production of the different dissemination channels and tools. The following table provides an overview of the timing of the different dissemination channels and tools.

Table 6 Timing of the ARSINOE dissemination channels and tools

Dissemination channels and tools	Timing
Website	

Social media (Twitter, LinkedIn and YouTube)	Established at M4 and continuously updated all along the project duration
Newsletters	Every 6 months
Podcasts	Starting in Year 3, 4 every year
Online events	All along the project duration
Open Research Europe platform	
Flyers	Developed at M5
Posters	
Banners	First version at M5 and customised according to the needs all along the project duration
Roll-ups	
Scientific posters	All along the project duration
Events	
Final dissemination event	M48
Videos	6 per year
Factsheets	6 per year
Project communications	After important events and milestones reached
Press releases	Before/after major events
Policy briefs	All along the project duration, M12 and M47
Scientific publication	All along the project duration

Dissemination campaigns will be organised after the publication of the different dissemination tools (as factsheets, videos, scientific publications, etc.) and once major milestones and results have been reached.

Moreover, dissemination campaigns dedicated to the dissemination of case studies' results, lessons learnt, and best practices will be organised starting from Year 3, specific timing will be discussed with WP6 leaders and case study leaders.

1.2 Partner-specific roles in dissemination

G.A.C. is responsible for the dissemination task with ENRICH GLOBAL as a linked third party. Nevertheless, all ARSINOE partners will be directly involved in dissemination tasks maximizing opportunities related to their profile, action field and geographical location, which will help maximize the impact of the results' dissemination.

G.A.C. is responsible for establishing the dissemination and exploitation strategy for the project results which is reviewed by Giannis Adamos (Project coordinator) and Lydia Vamvakeridou-Lyroudia (Quality Officer). This dissemination strategy will be presented and discussed during the next consortium meeting in order to plan the dissemination of the case studies' results, lessons learnt and feedback.

Moreover, in order to gather information about the partners' dissemination activities, G.A.C. has established an Excel document. This Excel sheet has been shared with all partners on the project's sharing platform (Microsoft Teams) which are responsible for reporting their dissemination activities on an ongoing basis.

All project partners are involved in this task and more specifically in the participation in online and physical events with the aim to disseminate the project results, in scientific events with the aim to disseminate the scientific publications and present posters as well as in online dissemination with the aim to disseminate the project results and tools produced via their own network.

1.3 KPI dissemination

In order to track the dissemination activities several indicators and KPIs have been established. These are consulted and reported regularly during the WP8 meetings in order to monitor the progress of the activities and to readjust the consortium's efforts if needed.

The following table summarises the established dissemination activities indicators.

Table 7 ARSINOE dissemination indicators

Indicators	Target value	Means of verification
Number of website visitors	6000+	Google Analytics
Number of followers on social media	1 000+	Social media accounts' data
Number of project publications/press releases	20+	Publications on the website
Number of scientific publications	30+	Publications on the website
Number of policy briefs	3	Publications on the website
Number of organised events	10+	Publications on the website
Number of participants in the organised events	50+	Attendance lists
Number of newsletters	8	Publications on the website
Number of newsletters subscribers	200+	Newsletter contact database
Number of articles on the website	At least 6 per year	Publications on the website
Number of events in which the project partners participate in	30+	Partners' reporting
Number of flyers created	1	Publications on the website
Number of posters created	1	Publications on the website
Numbers of videos created	10+	Publication on the YouTube channel

The impact of the dissemination activities will be monitored and assessed by G.A.C on a monthly basis. To this end, the following Key Performance Indicators have been elaborated. Results of the monitoring and assessment of dissemination activities will be reported in the D8.11.

KPIs	Target value
Number of persons reached through the dissemination activities (views and downloads of dissemination articles, videos, factsheets, scientific publication, participation in dissemination events, flyers distributed, social media impressions, newsletter receivers, policy briefs receivers)	9000+
Number of persons reached with the scientific publication dissemination	500+
Number of persons reached with the policy briefs	50+
Number of persons showing interest for the project results and/or asking questions about the project results (through direct contacts with project partners and at dissemination events)	30+

2. Exploitation of Results

2.1. ARSINOE exploitation strategy

This section describes the ARSINOE exploitation strategy and provides a comprehensive guideline for effective market-oriented exploitation of key exploitable results of ARSINOE. According to the definition provided by the EC, exploitation is the use of results for commercial purposes or in public policymaking².

In order to build the exploitation of the project and push forward its key exploitable results (KERs), a coherent Exploitation strategy is required (Section 2.1) and an IPR strategy (Section 2.2).

The main objectives of this exploitation strategy are to:

- Set up the basis to coordinate the exploitation of the ARSINOE project results
- provide an overview of the steps to follow to reach exploitation of the project results
- monitor and manage the exploitation activities

Therefore, the following subsections will focus on the identification of the ARSINOE KERs and their end-users, on the commercial and policy-oriented exploitation of these assets (Sections 2.1.1) and on the scientific exploitation and knowledge transfer (Section 2.1.2). Moreover, this section will provide some insights about the responsibilities of each partner in the exploitation activities (Section 2.1.3), a planning of the foreseen activities (Section 2.1.4) and the KPIs established to monitor the activities (Section 2.1.5).

Elements related to commercial exploitation are placed in the confidential annex, as they are not for publication.

2.1.1. Exploitation strategy: approach

ARSINOE is a large 15 Million Euros project and has multiple levels of exploitations, which are summarised below (the order of placement is not a priority order).

First, the Climate Innovation Window, where different innovations (technologies developed within the project, tested in the case studies, developed outside the project and supported by the funding of

² https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm

ARSINOE ...) will be showcased. CIW is taking stock of results from EU project BRIGAD. Operating literally as a bazaar of Innovations, it brings together in one spot those that are interested in implementing climate adaptation innovations (municipalities, regional authorities, etc.) and the innovators that are developing them. Using the Airbnb analogy that brings together apartment owners and travellers and creates profitable opportunities for both only via their connection through the platform, the ARSINOE CIW brings together problem owners and climate adaptation innovators, in order to create business opportunities and facilitate start-ups in finding their way in the market.

Second, the four key outputs of ARSINOE (in addition to CIW): i) ARSINOE Systems Innovation Framework (includes agent space), ii) Multi-System Dynamic Modelling Framework (MSDMF) for Resilience Assessment, iii) Collective Environmental Intelligence Data Hub and Knowledge Graph, iv) User-validated climate resilient innovation packages (Table 1 in Annex 1).

Third, the technologies developed in the ARSINOE project by technology providers (Table 2 in Annex 1). Each of them will be pushed towards higher technology relevant levels (TRL), and they will be tested and used in the Case studies. These are market-upstream technological innovations, thus the term 'innovation' is used throughout the document.

Forth, the additional innovations developed and implemented in the Case studies as the urban and health related indicators, climate resilient water management model in multi sector coupled systems, carbon footprint in the agriculture sector, groundwater vulnerability, sustainable and climate-resilient management practices for coping with multi-sectoral and environmental risks, new crop varieties adapted to Sardinian and Mediterranean growing areas, new animal by products amendments to be used as N-fertilizers, enhanced local chains for conventional and organic staple food production, innovative crop management (section 2.1.1.3).

Fifth, the innovations done by innovators (involved in the open calls) (section 2.1.1.4) and showcased via the CIW.

Therefore, the exploitation strategy in ARSINOE includes four directions:

- First, exploitation related to the Climate Innovation Window (CIW) (lead: BRC, supported by G.A.C., and its linked third party ENRICH GLOBAL). This is the main KER of ARSINOE. Currently, services and showcases of CIW are provided free of charge by BRC (see details below) and there is no tested or validated commercial exploitation / business model. This is described in Section 2.1.2.1 below.
- Second, exploitation of various results (innovations) developed in the project by the project partners (technology providers) and tested in the case studies. This will be done through CIW, as the market test (section 2.1.2.2).
- Third, exploitation of the results (innovations) developed in the Case studies (section 2.1.2.3). This will be done through CIW.
- Forth, exploitation of the results (innovations) supported in the open calls (section 2.1.2.4). This will be done through CIW.

Commercial and policy-oriented exploitation is an important effort from all consortium partners in ARSINOE: it is an innovation action and thus closer to the market comparing to research and innovation actions.

This exploitation in ARSINOE has six goals:

- ✓ Identify feasible strategies to transfer the results into productive application in market environments (after the project)
- ✓ Determine business models to exploit the tools that will result from the ARSINOE work

- ✓ Ensure that ARSINOE tools are advertised and applied in corresponding environments
- ✓ Get proactive feedback from the potential users
- ✓ Define responsible partners for exploitation of project results
- ✓ Prepare initial business plans by partners (when relevant).

In order to reach those goals, preliminary work has been produced by consortium partners. Notably, a preliminary version of the ARSINOE exploitation results' business model canvases and value proposition canvases of the CIW were defined thanks to intensive collaboration between the different partners as well as several pathways towards exploitation of the innovation developed in the case studies have been preliminary discussed.

The chapters describing the key exploitable results (KERs), their end-users and their commercial and policy-oriented exploitation, the scientific exploitation and knowledge transfer and the planning of the exploitation activities are included in the confidential Annex.

2.1.2. ARSINOE key exploitable results (KERs), their end-users and their commercial and policy-oriented exploitation

See Annex 1.

2.1.3. Scientific exploitation and knowledge transfer

Seen Annex 1.

2.1.4. Partner's responsibilities in the exploitation activities

G.A.C. is responsible for the Task 8.4 Exploitation and sustainability with the support of its third party ENRICH GLOBAL, BRC and ATHENA, and with the participation of all partners.

In this framework, G.A.C. is responsible for the establishment of the Exploitation strategy (in the present document) and for guiding the exploitation activities. Moreover, G.A.C. will be responsible for the organisation of the internal and external exploitation co-creation workshops.

The exploitation development of the CIW is under the responsibility of BRC.

For their exploitation, responsible partners will be discussed and designated before or during the exploitation co-creation workshops.

If any additional exploitable asset is produced, a responsible partner will be designated.

All partners will participate in this task and will further support the dissemination and exploitation of the ARSINOE main assets. They will also be invited to participate in the internal exploitation co-creation workshops and to provide ideas and insights.

2.1.5. Planning of the exploitation activities

See Annex 1.

2.1.6. Exploitation KPIs

In order to track the exploitation activities several KPIs have been established. These are consulted and reported regularly during the WP8 meetings and to readjust the consortium's efforts if needed.

The following table summarises the established exploitation KPIs.

Table 8 ARSINOE exploitation indicators

Indicators	Target value	Means of verification
Organisation of an internal sustainability co-creation workshop	2	Attendance list and D8.9
Organisation of an external sustainability co-creation workshop	1	Attendance list and D8.9
Number of Tier 2 stakeholders involved in the external exploitation co-creation workshop	15	Attendance list and D8.9
Market entry strategies tested (via support of CIW)	3	D8.15
Business plan established for the main exploitable assets (via support of CIW)	3	D8.15

The impact of the exploitation activities will be monitored and assessed by G.A.C. in the last months of the project. To this end, the following Key Performance Indicators have been elaborated. Results of the monitoring and assessment of exploitation activities will be reported in the D8.15.

KPIs	Target	Means of verification
Business model for CIW agreed and implementation started	1	Report (D8.15)
Number of new adherents to the CIW, including project supported innovators, in line with the agreed business strategy	25	CIW metrics
Exploitation activities for 3 KERs leading to exploitation paths after the project	3 KERs supported, 3 exploitation paths	D8.15

2.2. IPR strategy

All consortium partners have agreed to the principles of IPR ownership during the proposal preparation. Concerning the results created in the project, standard procedures and terms for EU-projects will be followed. For the produced results and intellectual assets produced in the project Intellectual property rights (IPRs) will come into existence automatically or through formal registration as applicable. The use of knowledge and results generated in the project will be governed by the terms of the grant agreement and the terms of the consortium agreement.

An Innovation and IPR leader has been designated: Dr. Svetlana Klessova, G.A.C. Her role is to:

- Make suggestions for exploitation decisions of ARSINOE

- Keep track of licensing activities upon indication from the partners about their planned licencing activities
- Organise the approval of publications and keep track of publications
- Facilitate disputes of partners in disagreement on IPR
- Support the project coordinator and moderate in Scientific and Technical Committee (STC) and Project Steering Board (PSB) meetings sessions on innovation opportunities for the ARSINOE partners
- Screen the project on possible patents and make sure the patents are established under fair consideration of the ARSINOE partner contributions.

IPR matters will therefore be discussed during the plenary meetings. Progress and any issues related to IPR will be reported by the Innovation and IPR leader in the Project Periodic Report.

Moreover, an IP Manual has been elaborated and included as Annex 2 (confidential) in this deliverable. Its objective is to provide a short overview on IP and scientific publications issues and procedures, and to provide decisions' flow to address these IP issues. It will help the project partners working on the project including partners' leaders as well as staff unexperienced in Horizon 2020 projects, to understand the procedures to follow and the dos and don'ts of IP rules. More specifically, the IP Manual provides definitions of background IP and project's results as well as a short description of the procedure to exploit the results of the project. The IP Manual does not substitute the legal documents of ARSINOE, the Grant Agreement and the Consortium Agreement. The terms of the legal documents shall prevail in any case.

Conclusion

This document describes the ARSINOE project results' dissemination strategy and exploitation strategy. These strategies aim at maximising the impact of the ARSINOE project. It describes the according goals, activities, the roles of partners and KPIs.

The section on the dissemination strategy provides the three target groups, their interests, the key messages to address them with, the channels to be used, the roles of partners, activities indicators and KPIs.

The section on the exploitation strategy and the Annex 1 elaborates on the different levels of exploitation, the key exploitable results, the CIW and other innovations (which will be exploited through the CIW), the exploitation activities, the roles of partners, activities indicators and KPIs.

Additionally, this document provides the IPR strategy to be followed during the project as well as an IP Manuel in Annex.

Systems Innovation Approach (SIA) addresses the growing complexity, interdependencies and interconnectedness of modern societies and economies, focusing on the functions of the cross-sectoral system as a whole and on the variety of actors. The Climate Innovation Window (CIW) is the EU reference innovations marketplace for climate adaptation technologies. ARSINOE shapes the pathways to resilience by bringing together SIA and CIW, to build an ecosystem for climate change adaptation solutions. Within the ARSINOE ecosystem, pathways to solutions are co-created and co-designed by stakeholders, who can then select either existing CIW technologies, or technologies by new providers (or a combination) to form an innovation package. This package may be designed for implementation to a specific region, but its building blocks are transferable and re-usable; they can be re-adapted and updated. In this way, the user (region) gets an innovation package consisting of validated technologies (expanding the market for CIW); new technologies implemented in the specific local innovation package get the opportunity to be validated and become CIW members, while the society (citizens, stakeholders) benefits as a whole. ARSINOE applies a three-tier, approach: (a) using SIA it integrates multi-faceted technological, digital, business, governance and environmental aspects with social innovation for the development of adaptation pathways to climate change for specific regions; (b) it links with CIW to form innovation packages by matching innovators with end-users/regions; (c) it fosters the ecosystem sustainability and growth with cross-fertilization and replication across regions and scales, at European level and beyond, using specific business models, exploitation and outreach actions. The ARSINOE approach is show-cased in nine widely varied demonstrators, as a proof-of-concept with regards to its applicability, replicability, potential and efficacy.



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