

# Plan for dissemination, communication and exploitation

Deliverable no. 11.1

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## I. Project Overview

Project title	Raise excellence in R&S&I in HEI for widening countries
Project Acronym	Unite.WIDENING
Project number	101136765
Project Call	HORIZON-WIDERA-2023-ACCESS-03
Granting authority	European Research Executive Agency
Project starting date	1 January 2024
Duration	60 months
Work Package	WP11
Deliverable	Deliverable D11.1 – Plan for dissemination, communication and exploitation
Lead Beneficiary	Wroclaw University of Science and Technology
Date	30 June 2024

### 1. Project Background

Unite! Widening is a response to the HORIZON-WIDERA-2023-ACCESS-03 call under the Horizon Europe program. The project, funded with a total eligible expenditure of €4,998,467.30, was officially launched on December 6, 2023. The project duration is from January 1, 2024, to December 31, 2028.

The project is conducted by a consortium of 9 European universities within the Unite! network, 1 associated partner (Université Grenoble Alpes), and 2 business entities (1 from Portugal and 1 from Poland), alongside with 2 science and technology parks (1 from Portugal and 1 from Poland).

### 2. Consortium Members:

- Universidade de Lisboa | ULISBOA | Portugal
- LISPOLIS - Associação para o Polo Tecnológico de Lisboa | LISPOLIS | Portugal
- AAVANZ - Inovação, Unipessoal Lda | AAVANZ | Portugal
- Politechnika Wroclawska | PWr | Poland
- Wroclawski Park Technologiczny S.A. | WPT | Poland
- Agencja Rozwoju Aglomeracji Wroclawskiej S.A. | ARAW | Poland
- Politecnico di Torino | POLITO | Italy

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- Technische Universität Graz | TU GRAZ | Austria
- Technische Universität Darmstadt | TUDa | Germany
- Institut Polytechnique de Grenoble | Grenoble INP | France
- Université Grenoble Alpes | UGA | France
- Universitat Politècnica de Catalunya | UPC | Spain
- Aalto Korkeakoulusaatio SR | AALTO | Finland
- Kungliga Tekniska högskolan | KTH | Sweden

### 3. Strategic Objectives

The primary goal of the project is to reduce the gap between the widening countries to raise the excellence and the balance in the ERA region, alongside with strengthening the Unite! network, enhancing the scientific, technological, and innovative capacity of the consortium, elevate excellence within the consortium and its individual members, expanding and deepen activities, and implementing the European Research Area (ERA) policies.

### 4. Key Actions in the Project

The project is structured into several work packages (WPs), each led by a designated Lead Beneficiary responsible for achieving the milestones and project results.

#### WP1: Project Management & Quality Assurance

- Key activities/results: administrative and financial project management, data management plan, risk management, quality management, preparation of periodic reports, project activity monitoring, establishment and activity of advisory bodies and task leaders.

#### WP2: Assessment and Reform of Science, R. & Innovation Institutional Approaches

- Key activities/results: identification of needs and actions in research management, recommendations for R&D agendas in Poland and Portugal, creation of a research infrastructure catalog and technology transfer organizations, handbook on human resource management for researchers, strategies for equality and inclusion, support for research networks, development of Human Resources Strategies for Researchers (HRS4R); definition of Scientific Strategic Areas in PT and PL; Definition of the criteria to the open science policies in PT and PL

### WP3: Training and Capacity Building Considering Multi-Dimension Roadmap

- Key activities/results: creation of a skills development academy in science, development, and innovation, concept and training for tutors and support staff, workshops, lectures, training for tutors, researchers, support staff, future trainers, reports on implementation and evaluation of training.





### WP4: Building Inclusive Collaboration for Excellence

- Key activities/results: offices/units supporting the implementation of research agendas, Centers of Excellence, matchmaking events, strengthening cooperation between science and business/industry, including the establishment of an industry-embedded Doctoral School, scholarships for doctoral students, seed funding, support for researchers' career development (study visits, workshops, research leaves), collaboration on green transformation, living labs.

### WP5: Outreach without Borders

- Key activities/results: promotion and dissemination of project results based on the communication plan, matchmaking policies within the other European universities alliances in S&I core topics , conferences, events, and regular activities engaging communities and promoting R&D, recommendations for the future European Research Agenda, reports describing the experiences of non-Widening countries and providing recommendations.



Communication	Dissemination	Exploitation	
<p>“Communication on projects is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.”</p> <p>(Source: EC Research &amp; Innovation Participant Portal Glossary/Reference Terms)</p>	<p>“The public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium.”</p> <p>(Source: EC Research &amp; Innovation Participant Portal Glossary/Reference Terms)</p>	<p>“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.”</p> <p>(Source: EC Research &amp; Innovation Participant Portal Glossary/Reference Terms)</p>	 Definition
<p><b>Reach out to society and show the impact and benefits</b> of EU-funded R&amp;I activities, e.g. by addressing and providing possible solutions to fundamental societal challenges.</p>	<p><b>Transfer knowledge &amp; results</b> with the aim to enable others to use and take up results, thus maximising the impact of EU-funded research.</p>	<p><b>Effectively use project results</b> through scientific, economic, political or societal exploitation routes aiming to turn R&amp;I actions into concrete value and impact for society.</p>	 Objective
<p><b>Inform</b> about and promote the project AND its results/success.</p>	<p><b>Describe and ensure results available</b> for others to <b>USE</b> → focus on results only!</p>	<p><b>Make concrete use</b> of research results (not restricted to commercial use.)</p>	 Focus
<p>Multiple audiences beyond the project’s own community incl. media and the broad public.</p>	<p>Audiences that may take an interest in the potential <b>USE</b> of the results (e.g. scientific community, industrial partner, policymakers).</p>	<p>People/organisations including project partners themselves that make concrete use of the project results, as well as user groups outside the project.</p>	 Target Audience

**Figure 1:** definition, objective, focus, and target audience for communication, dissemination, and exploitation in the H2020 program (Source: European Commission, Executive Agency for Small and Medium-sized Enterprises, Haardt, J., Weiler, N., Scherer, J., et al., Making the most of your H2020 project: boosting the impact of your project through effective communication, dissemination, and exploitation, Publications Office, 2019, <https://data.europa.eu/doi/10.2826/045684>).

## II. Communication & Dissemination Plan

### 1. Definition of Unite! Widening

The Unite! Widening project is a complementary initiative under the European University Alliance Unite!. Its primary goal is to enhance scientific excellence and maximize knowledge impact through increased and interwoven cooperation with universities from both Widening and non-Widening countries. By fostering extensive collaboration across European universities and partners from diverse regions, Unite! Widening aims to drive innovation and scientific progress, ultimately contributing to the development of a more inclusive and integrated European Research Area.

#### a. Belief

European universities are key actors in driving our society to face current global challenges, and the secret of Unite! Widening lies in its capacity to train, motivate, and involve the next generation of global citizens through increased cooperation with universities from both Widening and non-Widening countries.

#### b. Purpose

Unite! Widening brings together an expert community that works to advance global challenges through innovation, technology, and engineering, while enhancing scientific excellence and maximizing knowledge impact.

#### c. Values

- **Collaboration:** Encouraging joint efforts and partnerships across universities.
- **Scientific Networking:** Building robust networks among researchers to facilitate knowledge exchange.
- **Equal Opportunities:** Striving to level the playing field between European countries, particularly between nations like Poland and Portugal.
- **Outreach:** Extending the impact of our work to broader communities and stakeholders.
- **Skills Development:** - improve and enlarge the skills, competences and competitiveness of the polish and Portuguese researchers.

#### d. Promise

In Unite! Widening, we connect and exchange knowledge in innovative ways, empowering our community to advance their projects through research, technology, and engineering to tackle the challenges Europe is facing.

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## e. Reasons to Believe

The Unite! Widening alliance innovates within a network of knowledge through its working groups, collaboration with non-HEI partners and industry meetings, to create a common platform of research resources, technology transfer industry and societal outreach and more. The project thrives on the expertise of nine pioneering European universities in innovation, research, and technology, together with non-HEI partners.

## f. Positioning / Value Proposition

Unite! Widening is the project that trains, motivates, and involves the community of those who want to advance global challenges through innovation, technology, and engineering. By fostering **collaboration, scientific networking, equal opportunities, synergy, and outreach skills development**, we enable our members to achieve great things together.

## 2. Communication Objectives

a. **Internal Branding:** Establish a strong and recognizable brand for the project within the nine universities associated with the Unite! alliance. This includes ensuring that all members of these institutions are aware of the project's goals, activities, and achievements.

b. **External Branding:** Build a strong and recognizable brand for the project within the broader academic and social environment, including other universities, businesses, policymakers, and the general public.

c. **Information Dissemination:** Ensure ongoing communication of important information related to the project to all stakeholders, maintaining transparency and engagement throughout the project's lifecycle.

## 3. Target Audiences

### a. Internal Stakeholders:

- **Scientists and Researchers:** This group includes faculty members, postdoctoral researchers, and PhD students within the nine universities of the Unite! alliance. These individuals are key participants in research collaborations, driving the scientific inquiries and innovations that the project seeks to enhance.



- **University Administrators and Staff:** This includes administrative staff, project managers, and coordinators within the Unite! universities who support the operational aspects of the project. Their roles are crucial for facilitating communication, managing resources, and ensuring the smooth execution of project activities.
- **Non-HEI partners:** This includes the network of industry and outreach collaborators, with the main focus on the Unite! Widening project.




#### b. External Stakeholders:

- **Companies:** Partnering with businesses to drive technological advancements and practical applications. This group encompasses companies, industry associations, and innovation hubs that have a vested interest in the research outputs and technological advancements driven by the project. Engaging with the business community can lead to partnerships, funding opportunities, and practical applications of research findings.
- **Other Universities:** Universities outside the Unite! alliance that can benefit from the project's outputs and may participate in collaborative efforts. This group includes potential partners for joint research projects, exchange programs, and broader academic networks.
- **Social Entities:** Collaborating with social organizations to address societal needs and challenges. This broad category includes non-academic audiences who can benefit from the societal impacts of the project's scientific advancements. This group encompasses local communities, NGOs, policymakers, and the media, all of whom play a role in amplifying the project's societal contributions and fostering public understanding of scientific research.
- **Public entities:** as municipalities, fund raising institutions or science and innovation institutions

## 4. Branding

a. **Logo:** Develop a distinctive and visually appealing logo that encapsulates the mission and vision of Unite! Widening. The logo should be used consistently across all communication materials to ensure brand recognition.



		
CMYK 74/63/21/0	CMYK 74/23/21/0	CMYK 74/23/61/0
RGB 92/99/148	RGB 53/154/186	RGB 70/150/121
WEB #5c6394	WEB #359aba	WEB #469679



b. **Website:** Create and maintain a dedicated, user-friendly website that serves as the central hub for all project-related information and updates. The website should include sections such as news, events, resources, publications, and a blog.

<https://unite-widening.eu/>

5. **Hashtag:** Promote the use of #Unite!Widening on social media to unify communication and increase visibility. This will help build an online community and facilitate the tracking of conversations related to the project.

## 5. Communication / Dissemination Channels

Target Audience	Website	Social Media	Mailing	Collaboration	Academic Channels	Media Outlets	Unite! Universities Channels
Scientists and Researchers	✓	✓	✓	✓	✓		✓
University Administrators	✓		✓	✓			✓
Business Community	✓	✓	✓	✓		✓	
Other Universities	✓	✓	✓	✓	✓		
General Public/Society	✓	✓		✓		✓	

### a. Website: <https://unite-widening.eu/>

#### HOME

- Welcome Message
- Latest News
- Featured Projects

#### NEWS

- Articles
- Press Releases
- Newsletters

#### ABOUT

- Overview
- Objectives
- Partners
- Funding

#### WORK PACKAGES

- WP1: Management
- WP2: Research
- WP3: Education
- WP4: Dissemination
- WP5: Impact

#### GOVERNANCE

- Structure
- Advisory Boards
- Committees

#### OVERVIEW

- Partner Universities
- Projects

#### CONTACT

- Info
- Form

#### FOOTER

- Privacy Policy
- Accessibility
- Social Media Links

- Content Updates: Regularly update the website with news, events, and resources.
- Blog: Feature in-depth articles, interviews with key stakeholders, and stories highlighting the project's impact (to be developed).
- Publications Repository: Include a comprehensive repository for publications and project milestones.
- Forms and registration links: to the Unite! Widening events.
- Public offers and announcements: scholarships, awards, etc.

#### b. Social Media:

- Platforms: Utilize X (former twitter), LinkedIn, Instagram, and YouTube.
- Content Strategy: Develop a content calendar to ensure regular posting of updates, event announcements, success stories, and research highlights.
- Engagement: Actively engage with the audience by responding to comments, sharing relevant content from partners, and hosting Q&A sessions and live events.

#### c. Mailing:

- Newsletters: Send monthly (1 in each 2 months is not enough?) newsletters to update stakeholders on progress, upcoming events, and important news.
- Targeted Emails: Use personalized emails to communicate significant milestones and events to specific stakeholder groups.

#### d. Collaboration with External Stakeholders:

- Joint Events: Organize and host events, workshops, trainings and conferences with business partners and other universities.
- Press Releases and Articles: Publish joint press releases and articles in academic and industry journals to highlight collaborative efforts and achievements.

#### e. Other Channels:

- Academic Journals and Conferences: Submit research findings to reputable journals and present at major conferences to disseminate

knowledge and gain recognition. Some possibilities include the following:

- Euro Science Open Forum (<https://www.esof.eu/en/>);
  - conferences organized by networks such as CESAER and EUA of which the Unite!H2020 are active members;
  - SLUSH ([www.slush.org](http://www.slush.org)), the largest startup event in the world attracting more than 20 000 participants annually;
  - Organization of Science & Innovation Days (Night Science Events; R&I Museums Story Tellers Context; R&D Escape Rooms);
  - Conferences of SEFI – European Society for Engineering Education ([SEFI – European Society for Engineering Education](http://SEFI – European Society for Engineering Education));
  - European Researchers’ night or local science festivals organized by each partner;
  - Web Summit in Lisbon ([Web Summit | Lisbon | Where the tech world meets](http://Web Summit | Lisbon | Where the tech world meets));
  - New European Bauhaus [New European Bauhaus: beautiful, sustainable, together](http://New European Bauhaus: beautiful, sustainable, together).
- Media Outlets: Engage with journalists to feature the project in news articles, interviews, and media coverage.
  - Printed Materials: Develop brochures, posters, and flyers for distribution at events and within partner institutions.

#### f. Unite! Universities Communication Channels:

- Internal Newsletters and Bulletins: Utilize existing internal newsletters and bulletins of the Unite! universities to disseminate information about the project’s progress, achievements, and events.
- Intranet and Internal Platforms: Leverage the intranet and other internal communication platforms of Unite! universities to share updates and resources.
- University Events and Seminars: Integrate Unite! Widening information and presentations into regular university events and seminars to keep the academic community informed and engaged.
- Collaborative Publications: Encourage joint publications and reports that highlight the collaborative efforts and successes of the Unite! Widening project within the member universities.

## 6. Key Activities and Timeline

Activity	Description	Timeline	Responsible Party
Brand Development	Design logo, develop website, and establish social media presence	Q1 2024	Communication Team
Website Launch	Launch the project website and regularly update with content	Q2 2024	Web Development Team
Social Media Campaigns	Initiate regular posting and engagement on social media platforms	Ongoing	Social Media Manager
Monthly Newsletters	Send monthly updates to stakeholders	Monthly	Communication Team
Workshops and Events	Organize and host events with partners	Quarterly	Event Coordinator
Academic Publications	Submit research findings to journals and present at conferences	Ongoing	Research Team
Media Engagement	Publish press releases and engage with journalists	As needed	PR Team
Unite! Universities Channels	Share updates via internal newsletters, intranets, and events	Ongoing	University Liaisons

## 7. Detailed Communication Strategies

### a. Communication tools:

- **Regular Meetings and Updates:** Hold regular meetings with internal stakeholders to provide updates on project progress and discuss future plans. This ensures that all team members are aligned and informed.
- **Intranet and Internal Platforms:** Utilize internal communication platforms to share updates, resources, and important announcements.
- **Workshops and Training:** Organize workshops and training sessions to educate internal stakeholders about the project's goals, strategies, and methodologies.
- **Press Conferences and Media Briefings:** Organize press conferences and media briefings to announce major milestones, partnerships, and achievements.
- **Publications and Reports:** Regularly publish detailed reports and research findings in academic journals and industry publications to disseminate knowledge and enhance the project's credibility.

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- Community Engagement: Engage with the general public through community events, S&I Weeks and awards ceremonies, open days, and public lectures to raise awareness about the project's impact and encourage public participation.

#### c. Social Media Engagement:

- Social media channels: LinkedIn, X, Instagram.
- Content Creation: Develop a variety of content types (e.g., blog posts, infographics, videos) to keep the audience engaged and informed.
- Campaigns and Challenges: Launch social media campaigns and challenges to encourage participation and increase visibility.
- Influencer engagement: Reaching out to the influential members of Unite! Widening community (prominent researches and decision-makers), who are key opinion leaders in the academic and scientific communities to amplify the project's reach.

#### d. Event Management:

- Conferences and Symposia: Organize high-profile conferences and symposia to bring together experts, researchers, and stakeholders to discuss key topics and share insights.
- Webinars and Online Workshops: Host webinars and online workshops to provide accessible platforms for knowledge sharing and collaboration (e.g. <https://unite-widening.eu/2024/07/19/horizon-europe-mission-areas-insights-from-three-key-conferences/>).

#### e. Unite! Universities Communication Channels:

- Internal Newsletters and Bulletins: Utilize existing internal newsletters and bulletins to keep the university community informed about the project's activities and achievements.
- Intranet and Internal Platforms: Leverage the universities' intranets and other internal platforms to disseminate updates and resources.
- University Events and Seminars: Incorporate Unite! Widening presentations and discussions into regular university events and seminars to maintain high visibility and engagement.



- Collaborative Publications: Encourage joint publications that highlight collaborative research and findings from the Unite! Widening project.

## 8. Stakeholder Engagement Plan

Engaging stakeholders effectively is crucial for the success of Unite! Widening. The Stakeholder Engagement Plan outlines strategies to build and maintain relationships with key stakeholders, ensuring their active participation and support throughout the project.

### a. Objectives:

- Build Trust and Transparency: Establish transparent communication to build trust and foster a positive relationship with stakeholders.
- Gather Feedback: Collect valuable insights and feedback from stakeholders to guide the project's direction and ensure it meets their needs.
- Enhance Participation: Encourage active involvement of stakeholders in project activities, decision-making processes, and events.
- Promote Collaboration: Foster a collaborative environment where stakeholders can contribute ideas and resources to support the project's goals.

### b. Key Stakeholder Groups

- Internal Stakeholders:
  - Scientists and Researchers
  - University Administrators and Staff
- External Stakeholders:
  - Business Community
  - Other Universities
  - General Public/Society

### c. Engagement Activities

- Focus Groups:
  - Conduct regular focus groups with internal and external stakeholders to discuss project progress, challenges, and opportunities.



- Use these sessions to gather in-depth feedback and understand stakeholder perspectives.
- Surveys and Questionnaires:
  - Distribute surveys and questionnaires periodically to collect quantitative data on stakeholder satisfaction, expectations, and suggestions.
  - Analyze the results to identify trends and areas for improvement.
- Stakeholder Meetings:
  - Organize bi-annual stakeholder meetings to provide updates, share achievements, and discuss future plans.
  - Encourage open dialogue and provide a platform for stakeholders to voice their opinions and concerns.
- Workshops and Seminars:
  - Host workshops and seminars to involve stakeholders in the project's activities and share knowledge.
  - These events can be both in-person and virtual to accommodate a wider audience.
- Regular Updates:
  - Provide stakeholders with regular updates through newsletters, emails, and reports.
  - Ensure updates are concise, informative, and highlight key milestones and achievements.
- Feedback Mechanisms:
  - Establish clear channels for stakeholders to provide feedback at any time, such as a dedicated email address or an online feedback form.
  - Respond promptly to feedback and communicate any actions taken as a result.

- Communication Methods:
  - Email Communications: Use personalized emails to keep stakeholders informed about important developments and invite them to participate in events and activities.
  - Online Platforms: Leverage online platforms like the project website, social media, and webinar tools to facilitate engagement and provide easy access to information.
  - Face-to-Face Interactions: When possible, prioritize face-to-face interactions through meetings, conferences, and workshops to build stronger relationships.
  
- Monitoring and Evaluation:
  - Engagement Metrics: Track participation rates in focus groups, surveys, meetings, and events to measure the level of stakeholder engagement.
  - Feedback Analysis: Regularly review feedback received from stakeholders to identify common themes and areas for improvement.
  - Engagement Reports: Prepare quarterly reports summarizing engagement activities, outcomes, and any adjustments made to improve stakeholder relations.

By implementing this Stakeholder Engagement Plan, Unite! Widening will ensure that its stakeholders are well-informed, actively involved, and supportive of the project’s objectives. This collaborative approach will enhance the project’s impact and contribute to its long-term success.

## 9. Evaluation and Metrics

To ensure the effectiveness of the Communication and Dissemination Plan, the following metrics will be monitored:

Activity	Purpose	Audience	Success indicators
<b>Public website</b>	The project’s public website will be the main channel for information on <b>Unite!WIDENING</b> and will aim to reach all of the project’s audiences through targeted communication material	All target groups	At least 50 000 views from 15 countries

<b>Social media</b>	A LinkedIn, Youtube and Twitter account will be set up and a strategy will be designed in order to maximise the actions undertaken in the project	All target groups	Number of views, group members etc.
<b>E-newsletters</b>	Biannual e-newsletters will be issued to the <b>Unite!WIDENING</b> community to report on latest activities and news	All target groups	Number of subscribers
<b>Publications and press relations</b>	Biannual press releases will be done.	All target groups	At least 5 mentions of the project in the media
<b>Workshops and projects events</b>	Workshop/Conference “The 5 EU Missions H2030” in PL and PT (DL2.1) 4 Workshop Series to mentor researchers in Widening countries (ML3.3) 4 Motivational Tracks – from Master Level to PhD (ML3.4) 3 TED Talks in PL and PT – partnerships with EIT programmes (ML3.5) Workshop on life cycle assessment (LCA) for researchers in the field of sustainability (ML3.6) Workshop on writing successful European Research Council (ERC) proposals for researchers interested in applying for ERC funding (ML3.7) Conference: How to sustain the local ecosystems with external actors (ML5.2) Intermediate Brussels Conference: From Widening to EU (European Universities Initiatives) (ML5.3) 2 S&R&I Hackathons to external actors of academia (ML5.4) Final Conference: Sharing RI to forward discoveries, breakthroughs in S&T and generate value in Widening countries (ML5.8)	EU Commission, regional, national, and European stakeholders, Policy makers, Universities (academic, administrative staff and Ph.D.), Societal organizations	Number of participants

#### Additional targets:

- Biannual e-newsletters and biannual press releases
- A Workshop/Conference “The 5 EU Missions H2030” in PL and PT
- 4 Workshop Series to mentor researchers in Widening countries
- 4 Motivational Tracks – from Master Level to PhD
- 3 TED Talks in PL and PT – partnerships with EIT programmes
- A Workshop on LCA for researchers
- A Workshop on writing successful European Research Council (ERC) proposals for researchers

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- One Conference: How to sustain the local ecosystems with external actors
- Intermediate Brussels Conference: From Widening to EUI (European Universities Initiatives)
- 2 S&R&I Hackathons to external actors of academia
- One Final Conference: Sharing RI to forward discoveries, breakthroughs in S&T and generate value in Widening countries

#### a. Website Analytics:

- Traffic: Monitor the number of visitors to the website and the sources of traffic.
- Engagement: Track user engagement metrics such as average session duration, page views per session, and bounce rate.
- Downloads: Measure the number of downloads for publications and resources.
- KPIs – see the chart above

#### b. Social Media Metrics:

- Followers: Track the growth in followers across social media platforms.
- Engagement: Monitor likes, shares, comments, and mentions.
- Reach: Measure the reach and impressions of social media posts.
- KPIs – see the chart above

#### c. Newsletter Metrics:

- Open Rates: Analyze the percentage of recipients who open the newsletters.
- Click-Through Rates: Measure the percentage of recipients who click on links within the newsletters.
- Subscriber Growth: Track the growth in newsletter subscribers over time.
- KPIs – see the chart above

#### d. Event Participation:

- Attendance Numbers: Monitor the number of participants at events, workshops, and webinars.
- Feedback: Collect and analyze feedback from event participants to assess satisfaction and gather suggestions for improvement.

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- KPIs – see the chart above

#### e. Publication Impact:

- Number of Publications: Track the number of research papers, articles, and reports published.
- Citations: Measure the number of citations received by published works.
- Conference Presentations: Monitor the number of presentations given at conferences and symposia.
- KPIs – see the chart above

#### f. Media Coverage:

- Quantity: Track the number of media mentions, articles, and interviews.
- Quality: Evaluate the prominence and sentiment of media coverage.
- KPIs – see the chart above

#### g. Unite! Universities Channel Engagement:

- Internal Newsletter Reach: Measure the readership and engagement rates of internal newsletters.
- Intranet Usage: Track the usage and engagement metrics of intranet posts.
- Event Participation: Monitor attendance and participation in internal university events and seminars where Unite! Widening is featured.
- Collaborative Publication Metrics: Evaluate the impact and reach of joint publications within the academic community.

## 10. Example Posts

### a. Example Facebook Post:

🚩 Exciting News! 🚩

Unite! Widening recently hosted an impactful workshop on "EU Mission Adaptation to Climate Change" at Wroclaw Tech. 🌍🔬

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*This workshop brought together leading scientists and researchers from our nine Alliance universities to discuss innovative solutions and strategies for climate change adaptation.*

*Stay tuned for more updates and insights from this collaborative effort. Together, we aim to enhance scientific excellence and maximize knowledge impact across Europe.*



*#UniteWidening #ClimateChange #EUmission #WroclawTech*

*[Read more about the event](<https://unite-widening.eu/2024/06/20/eu-mission-adaptation-to-climate-change-workshop-held-at-wroclaw-tech/>)*

### **b. Example X Post:**

*🌐 Just wrapped up an incredible workshop on "EU Mission Adaptation to Climate Change" at @WroclawTech! Scientists from @UniteAllianceEU universities came together to discuss innovative climate solutions. Stay tuned for more! #UniteWidening #ClimateChange #EUmission*

*[Link]*

### **c. Example LinkedIn Post:**

*We're proud to share that Unite! Widening hosted a successful workshop on "EU Mission Adaptation to Climate Change" at Wroclaw Tech. This event gathered top researchers from our nine Alliance universities to exchange ideas and strategies for climate adaptation.*

*This workshop exemplifies our commitment to fostering scientific excellence and maximizing knowledge impact through collaboration.*

*#UniteWidening #ClimateChange #EUmission #ScientificExcellence*

*[Read more here](<https://unite-widening.eu/2024/06/20/eu-mission-adaptation-to-climate-change-workshop-held-at-wroclaw-tech/>)*

## **11. Required Materials for Communication**

To effectively implement the Communication and Dissemination Plan, the following materials will be prepared:

### **a. Presentation:**

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- A comprehensive PowerPoint presentation outlining the project's objectives, progress, milestones, and impact. This will be used for conferences, meetings, and workshops.

**b. Brochure:**

- A detailed brochure providing an overview of the Unite! Widening project, its goals, key activities, and expected outcomes. This will be distributed at events and through partner institutions.

**c. Poster:**

- An eye-catching poster designed to highlight important information about the project. This will be displayed at academic institutions, conferences, and public events.

**d. Social Media Templates:**

- Pre-designed social media templates for posts, stories, and banners. These templates will ensure a consistent and professional look across all social media platforms.

**e. Flyer:**

- A concise flyer summarizing key information about the project, suitable for quick distribution at events and meetings.

By preparing these materials, Unite! Widening will ensure that its communication efforts are supported by professional and impactful visuals and documents, enhancing engagement and awareness across all target audiences.

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**Summary:**

By following this comprehensive Communication and Dissemination Plan, Unite! Widening will effectively reach and engage its target audiences, fostering a strong and impactful presence within the academic community and beyond. This plan is designed to ensure that the project's messages are clearly communicated and that its achievements are widely recognized. The integration of various communication channels, including the website, social media, mailing lists, and collaboration with external stakeholders, ensures a multi-faceted approach to engagement. Additionally, leveraging the communication channels of the Unite! universities will enhance internal awareness and support.



The preparation of diverse materials such as presentations, brochures, posters, and social media templates will provide the tools necessary for consistent and professional communication. These efforts will not only disseminate information effectively but also build a cohesive and recognizable brand for Unite! Widening. By continually monitoring and evaluating the impact of these strategies through detailed metrics, the project can adapt and optimize its communication efforts, ultimately driving scientific excellence and maximizing societal impact across Europe. This proactive and structured approach will create an inclusive and collaborative environment, positioning Unite! Widening as a leader in fostering innovation and scientific progress within the European Research Area.

### III. Exploitation Plan

#### 1. Introduction to the preliminary exploitation plan

This initial version of the exploitation plan is based on the initial list of key exploitable results (KERs, listed in annex I). The KERs are some of the key outputs of the project and will be shared beyond the project life to guarantee their adoption/implementation by relevant stakeholders.

The expectation for the use of most KERs is in education, training, research, some as best practises, while commercial or other business uses are also possible. This exploitation plan is intended to indicate possible uses for each KER, and even identify new exploitable results, during the course of the project.

The possibilities for exploitation are quite open for this project's KERs, essentially the partners can explore all exploitation and use possibilities as they see fit. While WP5 is where the main work of exploitation is concentrated, in connection with dissemination and communication, there are other work packages where the exploitation perspective should be considered (e.g. identification of new KERs and alternative exploitation routes).

There are many innovation management methodologies and tools that can be used throughout the future exploitation planning processes. Some have been applied to prepare this initial exploitation plan, specifically a simplified survey-based Delphi

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process to support an open brainstorming and benchmarking about exploitation perspectives. Other methods and tools can be applied in the project, depending on context and needs (e.g. SWOT, process mapping, gap analysis, focus groups, scenario analysis, etc.).

In this context benchmarking means identifying relevant related projects or similar ones and extracting the best practises on exploitation planning & execution that can be used in our project. While this approach is feasible it does not involve all of the partners since it's more of a desk research process that can be performed by some of the partners, during the course of the project.

An open brainstorming supported by Delphi is inclusive of all the partners and has the potential to have a wider capture of opinions and insights for exploitation planning. For this reason, it was the preferred approach (and can be also combined with benchmarking).

An initial survey (Annex I) was prepared to raise information and inputs about the expectations for the use of results. The collection of responses in this survey is the basis for the initial exploitation plan, and the first step in the modified Delphi process that is being followed. The results will be discussed in subsequent brainstorming meetings.

The audience for this survey was for example, researchers involved in the project, research managers, technology transfer officers, IP managers, or innovation managers. Some are the primary contact for exploitation matters in each organisation involved in the consortium. The survey was shared with all partners, asking for responses from a larger group of persons, not necessarily involved in the project, with the aim to have additional insights for the utilisation of each result. The survey was fully anonymous and had a total of 20 responses.

The survey was designed to address the KERs and several potential utilizations and allow the respondents to add more possibilities both to results and possible uses (as "Other" responses). The survey is aimed to consider use of results by partners, use of results by similar organisations and, in a broader way use of results in other widening countries.

In the future external entities can be invited to respond to this survey or to a similar one. It is up for definition the 1) criteria to define these external entities, 2) what should be expected from them, 3) the regularity of such surveying and 4) if meetings should be called with these entities for subsequent interaction and brainstorming.

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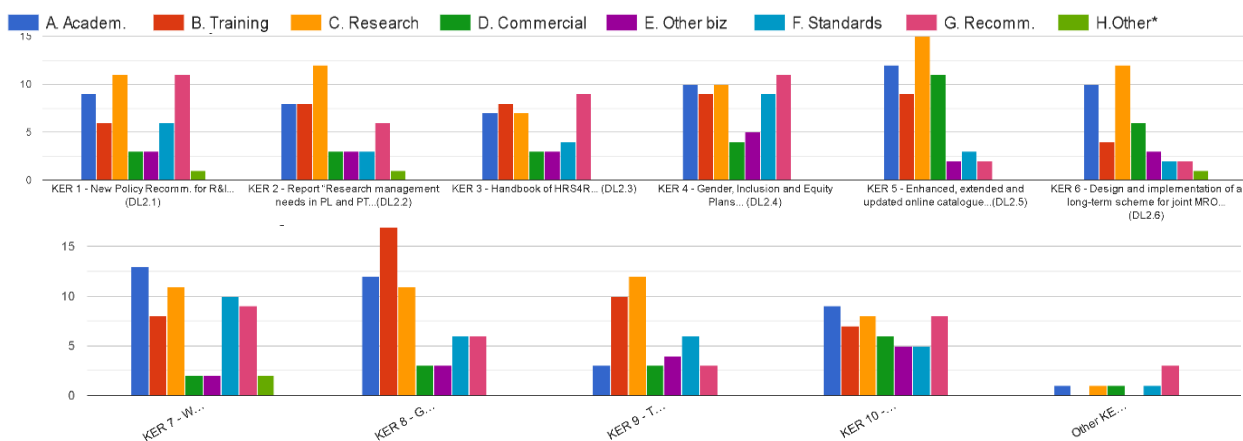
Regarding synergies with Unite! this plan includes consultation with the proper Unite! contacts regarding any global orientations / plans towards exploitation of results. Possibilities include the IRIS platform, as well as the informal forum for outreach in the E+ project, since these are relevant audiences to enquire about exploitation.

### Next Steps:

- Further Brainstorming meetings about the survey results;
- Benchmarking of the practices followed by similar / relevant projects or initiatives;
- Establish contacts within Unite! about any global orientations / plans towards exploitation of results;
- Survey to entities external to the consortium;
- Revision of the exploitation plan: new KERs and new exploitation possibilities.

## 2. Analysis of responses

To the question: *“Please identify your expected exploitation or utilization for each KER”* the survey had the following responses:



The next table presents the total answers, summed up by each exploitation expectation, A to H.

Expected exploitation or utilization	Total Responses
A. Academic Education.	<b>94</b>
B. Training (e.g. Professional training, VET)	<b>86</b>
C. Research	<b>110</b>
D. Commercial (e.g. in products or services)	<u>45</u>
E. Other business utilization	<u>33</u>
F. Standards	55
G. Recommendation (for regulations/directives or policies)	70
H. Other	6

The 20 respondents identified a total of 498 possibilities of use (pairings of KERs with possible exploitations) averaging 24.9 possibilities per each respondent. The top answers were the following:

- **C. Research**
- **A. Academic Education.**
- **B Training** (e.g. Professional training, VET)
- **“D. Commercial** (e.g. in products or services)” with **“E. Other business utilization”** that totals 78 answers
- Followed by **“G. Recommendation (for regulations/directives or policies)”**, **“F. Standards”** and **“H. Other”**

The analysis of the responses per each KER reveals a balanced expectation of utilization, from a minimum of 40 possible uses to a maximum of 58 identified, averaging 49.1.

Exploitation or utilization per each KER	Total Responses
<b>KER4</b> - Gender, Inclusion and Equity Plans in research careers – Survival Guide to Widening countries (DL2.4)	58

<b>KER8</b> - Guidelines to the creation of a Science & Innovation Skills Academy (DL3.1) Training Programmes Contents and Guides – Manual (DL3.2)	58
<b>KER7</b> - White Paper Unite!“ A new university Open Science & Innovation Strategic Roadmap” - adapted version to Widening countries (DL2.11)	57
<b>KER5</b> - Enhanced, extended and updated online catalogue of RIs + directory of TTOs (DL2.5)	54
<b>KER1</b> - New Policy Recommendations for R&I Widening countries Agendas – E-Book (DL2.1)	50
<b>KER10</b> - The Complete White Book 2.0 - European Policies & Strategies concerning the [Reform and renew the] Science & Innovation institutional approaches (DL 5.3)	48
<b>KER2</b> - Report “Research management needs in PL and PT - identification of gaps and future actions” (DL2.2)	44
<b>KER3</b> - Handbook of HRS4R for Widening countries (DL2.3)	41
<b>KER9</b> - Toolkit to Research Assessment Framework – contents and materials (including the Development of Unite! Code of Ethics and Diversity in Research Environments in PL and PT); Implementation of 2 pilot tests in the context of Research Assessment and Open Science Framework – contents; Development of the Research Transparency Dashboard – PL and PT – website (DL4.5)	41
<b>KER6</b> - Design and implementation of a long-term scheme for joint MRO of the above (DL2.6)	40

These sums can be an indication of the most likely to be used, or most interesting KERs for short-term utilization. It should be noted that it is not a good proxy for long-time expected use, but merely as an indication that the “top” KERs (KER4 , KER8, and KER7) are today considered to be the ones with the most possible uses.

A possible new KER is identified in survey comments: ***“Establish an international research and innovation center to facilitate collaboration and joint grant writing”***.

The 3 “H. Other” responses, about other possible expected exploitation or utilization referred to the uses by the following entities of some KERs:

- by University Managers, Policymakers and funders - **KER 7** - White Paper Unite!“A new university Open Science & Innovation Strategic Roadmap” - adapted version to Widening countries (DL2.11).
- by University IT department, for the maintenance of Metacampus and Agora - **KER 6** - Design and implementation of a long-term scheme for joint MRO of the above (DL2.6).
- by representatives of local and regional authorities, NGOs - **KER 1** - New Policy Recommendations for R&I Widening countries Agendas – E-Book (DL2.1); **KER 2** - Report “Research management needs in PL and PT - identification of gaps and future actions” (DL2.2); **KER 7** – White Paper Unite!“A new university Open Science & Innovation Strategic Roadmap” - adapted version to Widening countries (DL2.11).

**One additional comment was left as a suggestion regarding exploitation:** *“Gender, inclusion and equity can and should be integrated parts of research and education and are therefore expectable key outcomes of all different suggested uses.”*

#### Exploitation Options

The analysis of exploitation options is described in this for the top answers in the survey, grouped by each of the most responded exploitation possibilities, assessed for all KERs. The aim of this section is to provide examples of the uses in each case, for each KER.

The uses for policy recommendations and standardization are much more specific, and have not been analysed in the same level of detail.

#### Research

For research the steps to be taken can be summarised as follows:

- **Research Integration** - collaborate with research departments to integrate KERs into ongoing and new research projects.
- **Write Grant Application** - use or refer KERs in grant applications to align research projects with strategic goals and secure funding.
- **Collaborative Interdisciplinary Research** - foster interdisciplinary and inter-institutional research collaborations based on the insights and recommendations from the KERs.
- **Dissemination** - publish research findings in academic journals, conferences, and through institutional reports to disseminate knowledge.

- **Impact Assessment** - conduct regular assessments of the impact of utilizing KERs in research to ensure they meet strategic objectives and provide valuable insights.

### **KER 1: New Policy Recommendations for R&I Widening Countries Agendas – E-Book (DL2.1)**

Use the e-book as a foundation for developing new research policies and agendas in Widening countries.

Conduct comparative research studies analyzing the effectiveness of the recommended policies across different regions.

Reference to the policy recommendations in grant proposals to align projects with strategic R&I priorities.

Foster collaborations between institutions to research and/or implement and/or study the impacts of these policy recommendations.

### **KER 2: Report “Research Management Needs in PL and PT - Identification of Gaps and Future Actions” (DL2.2)**

Use the report to identify and prioritize research areas with significant gaps in Poland and Portugal, and related implementation roadmaps with R&D actions, such as the design and implementation of research projects that address the identified gaps and proposed future actions.

Conduct benchmarking studies comparing research management practices in PL, PT, and other regions.

Utilize the report to justify and secure funding for research projects targeting management needs, and as an input for the grant applications.

### **KER 3: Handbook of HRS4R for Widening Countries (DL2.3)**

Use the handbook as a basis for researching/studying HR practices and challenges in research institutions of widening countries.

Research the impact of implementing HRS4R principles in various institutions and publish findings (policy implementation research).

Document and disseminate best practices for human resource management in research environments.

#### **KER 4: Gender, Inclusion, and Equity Plans in Research Careers – Survival Guide to Widening Countries (DL2.4)**

Conduct research projects focusing on DEI, gender, inclusion, and equity in research careers within widening countries.

Study the effects of implementing the survival guide’s recommendations on gender equity in research institutions (impact studies).

Develop new DEI policies and initiatives based on the survival guide’s recommendations and research findings (policy development).

#### **KER 5: Enhanced, Extended, and Updated Online Catalogue of RIs + Directory of TTOs (DL2.5)**

Research the utilization patterns and effectiveness of research infrastructures and TTOs listed in the catalogue.

Conduct network analysis to understand collaborations and connections facilitated by the directory, e.g. study the accessibility and inclusivity of research infrastructures for diverse research communities.

#### **KER 6: Design and Implementation of a Long-Term Scheme for Joint MRO (DL2.6)**

Investigate the operational efficiencies and challenges of implementing joint MRO schemes.

Research the long-term sustainability and impact of the MRO scheme on research productivity and collaboration.

#### **KER 7: White Paper Unite! “A New University Open Science & Innovation Strategic Roadmap” - Adapted Version to Widening Countries (DL2.11)**

Study the adoption and impact of open science and innovation practices in Widening countries based on the strategic roadmap.

Research the strategic implementation processes and outcomes in universities adopting the roadmap.

Compare the innovation outcomes of institutions following the roadmap with those that do not.



### **KER 8: Guidelines to the Creation of a Science & Innovation Skills Academy (DL3.1) and Training Programmes Contents and Guides – Manual (DL3.2)**

Investigate the effectiveness of the guidelines and training programs in developing science and innovation skills (research on skills development).

Conduct evaluations of the implemented training programs to measure impact on research competencies.

Study the pedagogical approaches and outcomes of the Science & Innovation Skills Academy (educational research).

### **KER 9: Toolkit to Research Assessment Framework (DL4.5)**

Develop and refine research assessment frameworks based on the toolkit's guidelines.

Conduct pilot tests of the research assessment frameworks in various research environments and document the findings.

### **KER 10: The Complete White Book 2.0 - European Policies & Strategies Concerning the Reform and Renewal of Science & Innovation Institutional Approaches (DL 5.3)**

Research the impact of the European policies and strategies on institutional approaches to science and innovation (policy impact studies:).

Analyze the effectiveness and outcomes of institutional reforms guided by the white book.

Study the strategic planning processes and their alignment with the white book's recommendations (strategic planning research).

#### **Academic Education**

For academic education the steps to be taken can be summarised as follows:

- **Curriculum Development** - work with academic departments to integrate KERs into relevant courses and programs.
- **Workshops and Training** - organize faculty workshops to familiarize educators with the KERs and explore ways to incorporate them into their teaching.
- **Student Engagement** - develop student projects, assignments, and extracurricular activities that utilize the KERs.



- **Assessment and Feedback** - implement a system for evaluating the effectiveness of the KERs in academic settings and gather feedback for continuous improvement of KERs and related actions.
- **Collaboration and Partnerships** - Foster partnerships with other institutions and organizations to share best practices and jointly develop new educational resources based on the KERs.

### **KER 1: New Policy Recommendations for R&I Widening Countries Agendas – E-Book (DL2.1)**

Integrate the e-book into course curricula for e.g. public policy, innovation management, and research administration courses.

Develop workshops and seminars around the e-book's content for both students and faculty.

Use the e-book as a foundational text for student research projects on R&I policies (policy research projects).

Offer faculty development programs to help educators incorporate the recommendations into their teaching and research.

### **KER 2: Report “Research Management Needs in PL and PT - Identification of Gaps and Future Actions” (DL2.2)**

Incorporate findings into training programs for research administrators and managers.

Assign students to analyze similar gaps in other countries or regions using the report as a case study.

Use the report in courses focused on developing and implementing research policies, or courses of policy development.

### **KER 3: Handbook of HRS4R for Widening Countries (DL2.3)**

Integrate the handbook into courses on human resources management in research. Offer continuing education programs for research HR professionals based on the handbook (for professional development).

Engage students in projects to apply HRS4R principles in hypothetical or real-world scenarios (student projects that can be performed at several educational levels).

#### **KER 4: Gender, Inclusion, and Equity Plans in Research Careers – Survival Guide to Widening Countries (DL2.4)**

Incorporate the GEP survival guide into diversity, equity, and inclusion (DEI) courses. Use the guide to support student-led initiatives and organizations focused on DEI in research.

Conduct workshops for faculty on integrating gender, inclusion, and equity plans into their departments.

#### **KER 5: Enhanced, Extended, and Updated Online Catalogue of RIs + Directory of TTOs (DL2.5)**

Make the catalogue a key resource database in research methods, and projects focused on technology transfer and commercialization, for innovation management courses.

Create practical assignments where students use the catalogue to identify and assess research infrastructures and TTOs.

#### **KER 6: Design and Implementation of a Long-Term Scheme for Joint MRO (DL2.6)**

Integrate the scheme into project management and research administration courses.

Facilitate student learning and collaboration on MRO design and implementation using the scheme as a model.

Develop case studies based on the scheme to be used in classroom discussions and exams (following the “case-base” study-discussion model).

#### **KER 7: White Paper Unite! “A New University Open Science & Innovation Strategic Roadmap” - Adapted Version to Widening Countries (DL2.11)**

Use the white paper in courses on strategic planning and management in higher education.

Assign students to analyze and critique the roadmap, proposing improvements or alternative strategies, or even policy analysis.

Encourage different faculties to collaborate and align their research agendas with the strategic roadmap.

### **KER 8: Guidelines to the Creation of a Science & Innovation Skills Academy (DL3.1) and Training Programmes Contents and Guides – Manual (DL3.2)**

Develop and implement science and innovation skills development programs based on the guidelines and manuals.

Use the training programs as part of student development initiatives and extracurricular activities.

Provide the guidelines to faculty to enhance their own teaching methodologies and course offerings.

### **KER 9: Toolkit to Research Assessment Framework (DL4.5)**

Integrate the toolkit into courses on research evaluation and assessment.

Implement pilot assessment programs within the institution to refine and adapt the toolkit.

Use the development of the Code of Ethics and Diversity as a basis for ethics and transparency courses and workshops.

### **KER 10: The Complete White Book 2.0 - European Policies & Strategies Concerning the Reform and Renewal of Science & Innovation Institutional Approaches (DL 5.3)**

Incorporate the white book into courses on European science policy and institutional reform.

Create discussion forums and debate clubs around the policies and strategies outlined in the white book.

Encourage students to conduct comparative studies on the implementation of these policies across different institutions.

#### **Training**

For Training (e.g. use for Professional training, or/and VET) the steps to be taken can be summarised as follows:

- **Curriculum Development** - collaborate with training providers to integrate KERs into professional training and VET curricula.
- **Training Programs** - design, develop, and deliver targeted training programs, workshops, and certification courses based on KERs.
- **Create Online Resources:** develop online training resources and modules to provide flexible learning options for professionals.

- **Pilot Programs:** define and implement pilot training programs to test and refine the utilization of KERs in professional training settings.
- **Feedback and Improvement** - collect feedback from training participants and continuously improve the training programs and resources.
- **Partnerships** - establish partnerships with industry, associations, academia, and training institutions to expand the reach and impact of the training initiatives.

### KER 1: New Policy Recommendations for R&I Widening Countries Agendas – E-Book (DL2.1)

- Develop and deliver professional development courses focused on the R&I policy for professionals in Widening countries.
- Organize workshops to train policymakers and administrators on the recommendations.
- Create certification programs for policy advisors and managers incorporating the e-book's content.
- Develop online training modules to make the policy recommendations accessible to a broader audience.

### KER 2: Report “Research Management Needs in PL and PT - Identification of Gaps and Future Actions” (DL2.2)

- Integrate findings into research management training programs for professionals in Poland and Portugal, and potentially for other Widening countries.
- Offer specialized training on conducting gap analyses and developing action plans based on the report's findings.
- Host workshops for research administrators to address the identified gaps and future actions.
- Use the report as a case study in training programs to teach best practices in research management.

### **KER 3: Handbook of HRS4R for Widening Countries (DL2.3)**

- Conduct workshops to train HR professionals about implementing HRS4R principles.
- Develop a certification program for HR specialists in research management, based on the handbook.
- Create online courses focusing on HR practices for research institutions in Widening countries.
- Include the handbook in Continuous Professional Development (CPD) programs for HR professionals in academia and research.

### **KER 4: Gender, Inclusion, and Equity Plans in Research Careers – Survival Guide to Widening Countries (DL2.4)**

- Develop and deliver DEI (Diversity, Equity, and Inclusion) training programs for research organizations.
- Organize “survival” workshops and seminars to train professionals on creating and implementing gender, inclusion, and equity plans.
- Establish a certification program for professionals specializing in DEI in research careers.
- Develop online resources and toolkits to support DEI training initiatives.

### **KER 5: Enhanced, Extended, and Updated Online Catalogue of RIs + Directory of TTOs (DL2.5)**

- Offer training programs on effectively utilizing research infrastructures and technology transfer offices.
- Host workshops to train professionals on leveraging the catalogue and directory for multiple utilizations, and about navigating and using the catalogue and directory.
- Organize events to facilitate networking and collaboration among professionals using the catalogue.

### **KER 6: Design and Implementation of a Long-Term Scheme for Joint MRO (DL2.6)**

- Develop training programs focused on the operational aspects of joint MRO schemes in research.

- Conduct workshops to train professionals on designing and implementing long-term MRO schemes.
- Create online courses that cover the principles and practices of joint MRO for research facilities.
- Host seminars to share best practices and lessons learned from implementing the MRO scheme.

### **KER 7: White Paper Unite! “A New University Open Science & Innovation Strategic Roadmap” - Adapted Version to Widening Countries (DL2.11)**

- Develop training programs to educate professionals on the strategic roadmap for open science and innovation.
- Conduct workshops to train university administrators and policymakers on implementing the strategic roadmap.
- Create online learning modules focusing on the adapted strategic roadmap for widening countries.
- Host for-professionals seminars to discuss the strategic roadmap and its implications for open science and innovation.

### **KER 8: Guidelines to the Creation of a Science & Innovation Skills Academy (DL3.1) and Training Programmes Contents and Guides – Manual (DL3.2)**

- Develop training programs for professionals to establish and run Science & Innovation Skills Academies.
- Offer workshops on developing training programs and guides for science and innovation skills.
- Create certification programs for trainers and educators using the guidelines and manuals.
- Develop an online repository of training resources and guides for science and innovation skills development.

### **KER 9: Toolkit to Research Assessment Framework (DL4.5)**

- Develop training programs to educate professionals on the research assessment framework and its implementation.
- Conduct workshops to train professionals on pilot testing the research assessment frameworks.

- Offer training sessions on developing and implementing codes of ethics, transparency, and diversity in research environments.
- Create online training modules covering the contents of the research assessment toolkit.

### KER 10: The Complete White Book 2.0 - European Policies & Strategies Concerning the Reform and Renewal of Science & Innovation Institutional Approaches (DL 5.3)

- Develop training programs on European policies and strategies for reforming science and innovation institutions.
- Conduct institutional reform workshops to train professionals on implementing the strategies outlined in the white book.
- Create online policy training courses focusing on the white book's strategies for institutional renewal.
- Host professional development seminars to discuss the implications of the white book's strategies and share best practices.
- Commercial & business

For commercial use (e.g. in products or services) or other business utilization the steps to be taken can be summarised as follows:

- **Service Development** - develop specific consulting, training, and software services based on some KERs.
- **Market Analysis** – identify KER-based service and conduct market analysis to identify potential clients and sectors for each KER-based service.
- **Product Development** - create products, such as software solutions and customized reports, that leverage the insights from KERs.
- **Marketing and Outreach** - develop marketing strategies to promote the services and products to target audiences.
- **Partnerships** - establish partnerships with businesses, research institutions, and training providers to expand the reach and impact of the KER-based offerings.
- **Feedback and Improvement** - implement a system to gather client feedback and continuously improve the services and products.
- **Scalability** - develop scalable models for the services and products to cater to a wider market & audience.



## **KER 1: New Policy Recommendations for R&I Widening Countries Agendas – E-Book (DL2.1)**

- Offer consulting services to businesses and governments based on the policy recommendations to help them align with R&I best practices.
- Develop a policy advisory service for organizations looking to expand into Widening countries.
- Create a subscription-based service providing updates and analyses on R&I policies for businesses and investors.
- Conduct paid workshops and webinars for corporate clients interested in understanding and applying the policy recommendations.
- KER 2: Report “Research Management Needs in PL and PT - Identification of Gaps and Future Actions” (DL2.2)
- Use the report to provide market research services for companies looking to invest in Poland and Portugal.
- Offer strategic planning services for businesses to address identified gaps and leverage future opportunities in research management.
- Develop customized reports and action plans for companies based on the findings in the report.
- Create consulting packages to help organizations improve their research management practices.

## **KER 3: Handbook of HRS4R for Widening Countries (DL2.3)**

- Provide HR consultancy services to research institutions and companies aiming to implement HRS4R principles.
- Create software solutions or modules/plugins that incorporate HRS4R principles for managing human resources in research organizations.
- Offer professional training and development services based on the handbook.

## **KER 4: Gender, Inclusion, and Equity Plans in Research Careers – Survival Guide to Widening Countries (DL2.4)**

- Establish a consultancy service specializing in DEI plans for research careers.
- Sell the survival guides to organizations looking to enhance their DEI efforts.
- Offer DEI workshops and training programs for businesses and research institutions.

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- Develop and implement customized DEI strategies for clients based on the survival guide.

#### **KER 5: Enhanced, Extended, and Updated Online Catalogue of RIs + Directory of TTOs (DL2.5)**

- Offer market intelligence services using the catalogue to identify potential partnerships and opportunities.
- Develop networking platforms or events to connect businesses with research infrastructures and TTOs.
- Create customized directories, inspired in the online catalogue, for clients, tailored to their specific needs and sectors.

#### **KER 6: Design and Implementation of a Long-Term Scheme for Joint MRO (DL2.6)**

- Offer consulting services to improve operational efficiency through joint MRO schemes.
- Develop and sell software solutions for managing joint MRO activities.
- Provide training programs on the design and implementation of joint MRO schemes.
- Offer end-to-end implementation services for businesses adopting joint MRO schemes.

#### **KER 7: White Paper Unite! “A New University Open Science & Innovation Strategic Roadmap” - Adapted Version to Widening Countries (DL2.11)**

- Provide consulting services to universities and research institutions based on the strategic roadmap.
- Offer subscription-based updates and insights on open science and innovation strategies.
- Conduct workshops and seminars to help institutions adopt and implement the strategic roadmap.
- Develop advisory services for businesses looking to align with open science and innovation trends.

## **KER 8: Guidelines to the Creation of a Science & Innovation Skills Academy (DL3.1) and Training Programmes Contents and Guides – Manual (DL3.2)**

- Provide services for the creation and management of Science & Innovation Skills Academies.
- Offer professional training programs and workshops based on the guidelines and manuals.
- Develop online learning platforms offering courses on science and innovation skills.
- Offer consulting services to help organizations develop and implement effective training programs.

## **KER 9: Toolkit to Research Assessment Framework (DL4.5)**

- Develop and sell research assessment software based on the toolkit.
- Provide consulting services to help institutions implement and optimize research assessment frameworks.
- Offer professional development programs and workshops on research assessment.
- Create customized research assessment toolkits for specific industries or organizations.

## **KER 10: The Complete White Book 2.0 - European Policies & Strategies Concerning the Reform and Renewal of Science & Innovation Institutional Approaches (DL 5.3)**

- Offer consulting services to help organizations align with European policies and strategies.
- Provide strategic planning services to institutions undergoing reform and renewal.
- Conduct workshops and training sessions on implementing the white book's recommendations.
- Develop and sell market reports analysing the impact of European policies on science and innovation.

## Annex I – Survey Form

### Unite! WIDENING Exploitation intentions survey

The aim of this survey is to collect (anonymously) the expected exploitation/utilization of the project KERs - key exploitable results.

The possible uses of KERs are the following:

- A. Academic Education
- B. Training (e.g. Professional training, VET)
- C. Research
- D. Commercial (e.g. in products or services)
- E. Other business utilization
- F. Standards
- G. Recommendation (for regulations/directives or policies)
- H. Other\* (please specify in comments)

More information about Unite!WIDENING project: <https://unite-widening.eu/about/>

Note: the next table is split in two just for ease of use purposes.

### Full (unabbreviated) list of KERs:

KER1 - New Policy Recommendations for R&I Widening countries Agendas – E-Book (DL2.1)

KER 2 - Report “Research management needs in PL and PT - identification of gaps and future actions” (DL2.2)

KER 3 - Handbook of HRS4R for Widening countries (DL2.3)

KER 4 - Gender, Inclusion and Equity Plans in research careers – Survival Guide to Widening countries (DL2.4)

KER 5 - Enhanced, extended and updated online catalogue of RIs + directory of TTOs (DL2.5)

KER 6 - Design and implementation of a long-term scheme for joint MRO of the above (DL2.6)

KER 7 - White Paper Unite!“A new university Open Science & Innovation Strategic Roadmap” - adapted version to Widening countries (DL2.11)

KER 8 - Guidelines to the creation of a Science & Innovation Skills Academy (DL3.1) Training Programmes Contents and Guides – Manual (DL3.2)

KER 9 - Toolkit to Research Assessment Framework – contents and materials (including the Development of Unite!Code of Ethics and Diversity in Research Environments in PL and PT); Implementation of 2 pilot tests in the context of Research Assessment and Open Science Framework – contents; Development of the Research Transparency Dashboard – PL and PT – website (DL4.5)

KER 10 - The Complete White Book 2.0 - European Policies & Strategies concerning the [Reform and renew the] Science & Innovation institutional approaches (DL 5.3)

Please identify your expected exploitation or utilization for each KER (1 to 6)

	A. Acade...	B. Traini...	C. Resea...	D. Comm...	E. Other...	F. Stand...	G. Reso...	H. Other*
KER 1 - N...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KER 2 - R...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KER 3 - H...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KER 4 - G...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KER 5 - E...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KER 6 - D...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please identify your expected exploitation or utilization for each KER (7 to 10)

	A. Acade...	B. Traini...	C. Resea...	D. Comm...	E. Other...	F. Stand...	G. Reso...	H. Other*
KER 7 - ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KER 8 - G...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KER 9 - T...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KER 10 - ...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other KE...	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If applicable, please explain your 'Other KER'

Long answer text

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\*If applicable, please explain your 'H. Other expected exploitation or utilization'

Long answer text

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Any other comment/suggestion regarding exploitation that you wish to make

Long answer text

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