FUNDING EXPERT
ACADEMY

Impact in Horizon Europe

Nikolaos FLORATOS
Horizon Europe Coach

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“Death by Powerpoint”

- *This set of slides is the core material not only for my training on how to develop winning Horizon Europe grant applications but it serves also the purpose of a **manual** for consulting it and applying its step-by-step practices, tools, examples and tips EVERYTIME you are involved in the development of an Horizon Europe proposal. No matter, if you are a novice or an expert in developing HEU proposals, I strongly recommend you to follow slide per slide its instructions for getting all the help and support you need for success in impact in Horizon EUROPE.*
- *This is the **reason of the large number of slides**, i.e. to have a detailed manual to consult consistently in the Horizon Europe proposal development cycle as a compass AFTER THE TRAINING and **not to experience the death by powerpoint incident**!*
- *I normally run all my courses by using the flipchart for writing notes and having hands on practice but this would take us a week for such a course which is great if you can invest that time but if not, then we have to compromise with powerpoint slides.*
- *However, even so, I guarantee to you an exciting journey, so welcome on board!*

Nikolaos FLORATOS

Who is Nikolaos Floratos

- **Founder** of Funding Expert Academy (www.fundingexpert.academy) with programmes that master individuals in EU funding programmes and advance successful **proposal developers** across Europe
- **Active** in european funding industry since 1997 (**26+ years**)
- **EC** expert/evaluator since 2003 (**20+ years**)
- **Author** of the ebook "Learn from the Horizon 2020 champions" downloadable from www.NikolaosFloratos.com
- **Trained and coached hundreds** of organisations and thousands of professionals on exploiting successfully EU funds and advancing their sustainability
- Globally **recognised** as R&I coach in European research with hundreds of speeches and trainings in 34+ countries including overseas
- **2000+** linkedin recommendations and endorsements as R&I Coach and trainer at https://www.linkedin.com/in/floratos/
- Organiser and host of the Horizon Europe virtual summit (www.horizoneuropesummit.eu/) with training sessions by 35 top experts in Horizon Europe topics
- **Multidisciplinary** educational background with **five university** degrees (B.Eng, BA, M.Sc, MBA, PhD)
- Passionate with training and evangelist of "**Anyone** can achieve **anything** with the proper training & coaching"
- **Phd** in student **engagement** and **online courses**
- **Master in decomposing complex concepts** into easily to understand and apply step-by-step recipes

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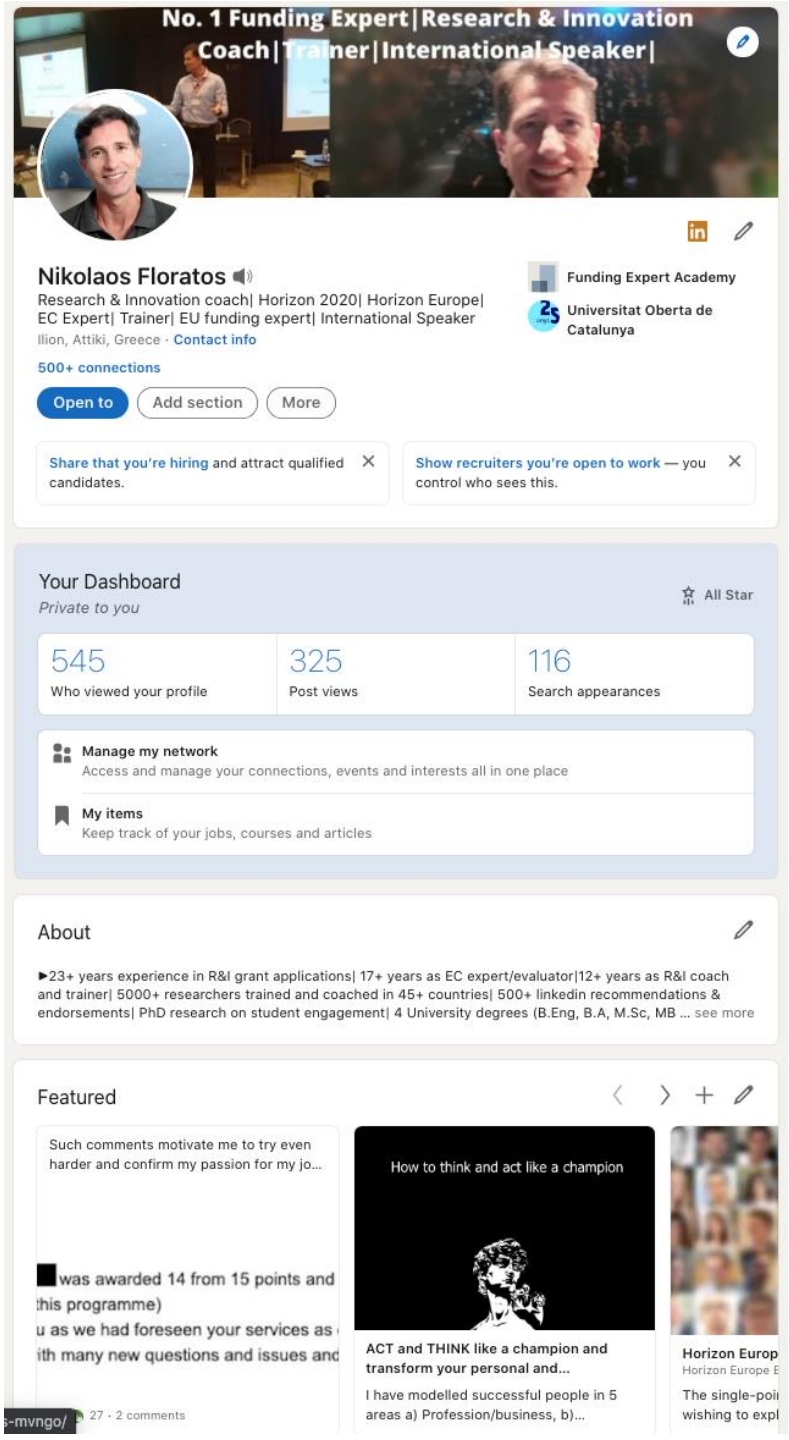


Introduce yourself

Please introduce

- Your name
- Your expertise on R&I European Funding programme
- Your **research specialisation/keywords (Research interests in one word each as specific as possible)**
- Your expectations from this course.

Course Structure on Impact in Horizon Europe

1. **Module 1 Impact Intelligence in Horizon Europe**: Master public resources related to Impact in Horizon Europe and exploit them to your advantage
2. **Module 2 - Impact Strategies in Horizon Europe:** Action plans (Tips and best practices) related to the expected impacts in Horizon Europe workprogrammes
3. **Module 3 - How to impress evaluators with your Impact section in the proposal grant application of Horizon Europe:**
   - Examples and templates aligned with the norms and expectations from the Impact section in the grant application
   - Examples and practices on using in a secure, confidential and effective way free AI tool (i.e. ChatGPT) in order to develop your Impact strategy in the grant application

How experts will deal successfully with Impact in Horizon Europe

Horizon Europe Impact Formula

HEU Recipe for successful Impact

From Struggle

Tools to address Impact with success

To Success

Step 1	Step 2	Step 3
Master public resources for Impact in Horizon Europe	Master tips and best practices for impact in Horizon Europe	Impress evaluators with your Impact & AI in HEU grant application
Impact Intelligence ™	Impact Tips ™	Impact Formula ™

Module 1

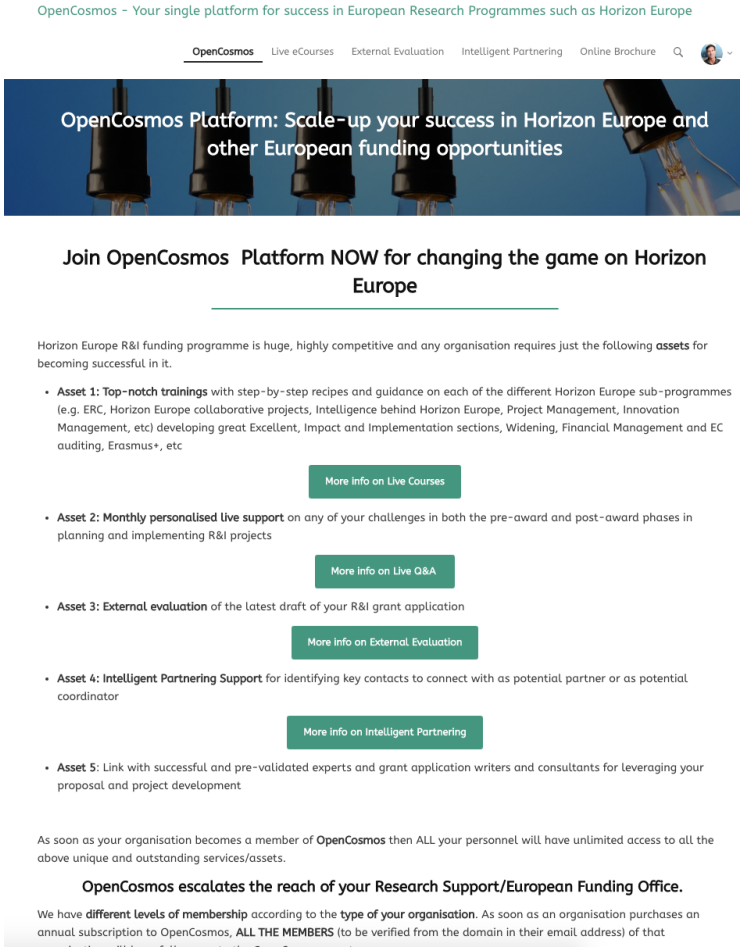
Impact Intelligence in Horizon Europe:
Master public resources related to Impact in Horizon Europe and exploit them to your advantage

Intelligence behind OpenCosmos Platform

www.horizoneurope.guru

Insights from the first **100 external evaluations** of the Horizon Europe proposals in the context of the OpenCosmos services

- **Most** of the proposals had **serious weaknesses in the Impact** section
- **Most** of the proposals that were eventually awarded an Horizon Europe grant **after the OpenCosmos evaluation**, had min **4.5/5 mark in Impact**



Intelligence behind Horizon Europe key purposes

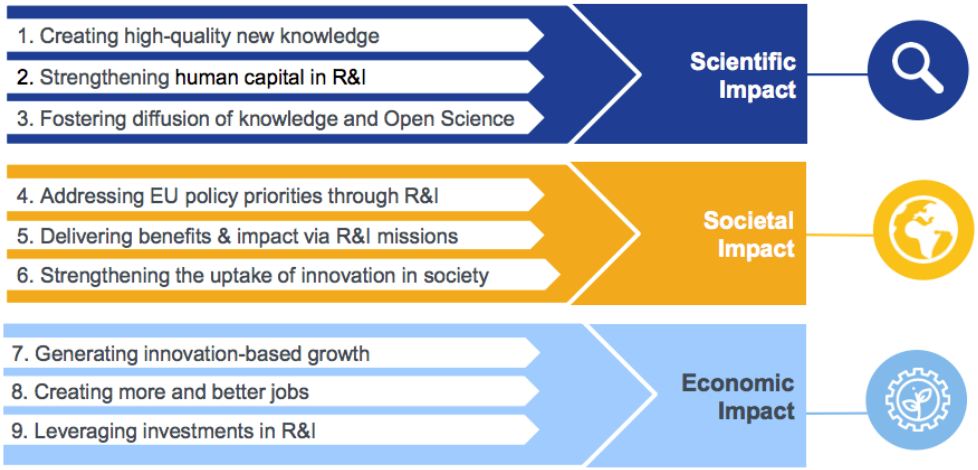
Part of step 1: Impact Intelligence

Impact in Horizon Europe should support its purpose

Why Horizon Europe Funding (its purpose) – Three Priorities/General Impacts

1. **Scientific Impact**: To strengthen the EU's scientific and technological bases and the European Research Area (ERA), i.e. *to Create* ***forefront (new and useful)*** *knowledge in Europe*
2. **Societal Impact**: To deliver on citizens priorities and sustain our socioeconomic model and values, i.e. to improve **Quality of life** of Citizens
3. **Economic/Technological Impact**: To boost Europe's innovation capacity, competitiveness and jobs, *i.e. to advance* ***Growth***

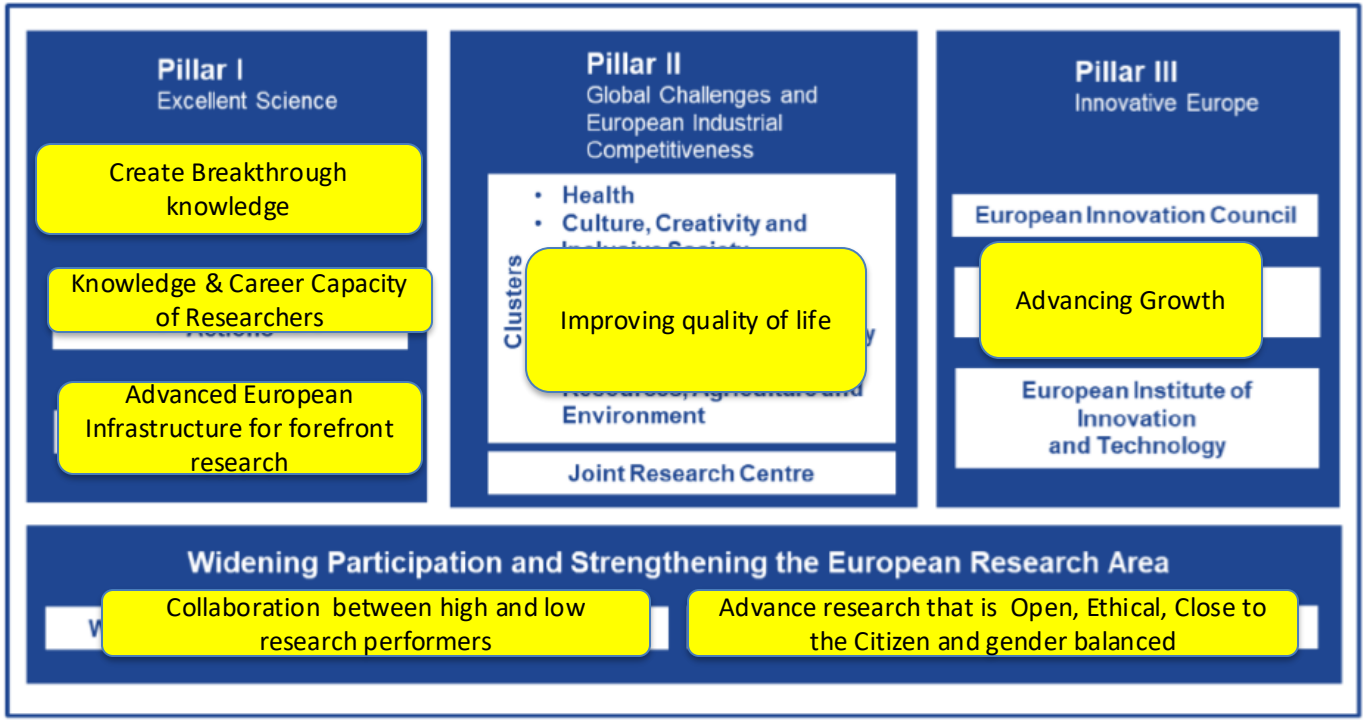
Key Impacts areas



- **Scientific Impact** , e.g.
  - Creating high-quality new (novel) knowledge across and within disciplines
  - Reinforcing scientific equipment and instruments, computing systems
  - Capacity building of researchers and research actors
  - Open Science Practices
- **Societal Impact**, e.g.
  - Decreasing CO2 emissions,
  - Decreasing avoidable mortality,
  - Improving policies and decision making,
  - Raising consumer awareness.
- **Economic/technological Impact**, e.g.
  - Bringing new products, services, business processes to the market,
  - Increasing efficiency,
  - Increasing employability
  - Decreasing costs, increasing profits,
  - Contributing to standards' setting, etc.

Source: EC

Horizon Europe key impacts along its 5 foundations



Intelligence on Impact Assessment

Part of step 1: Impact Intelligence

Intelligence on assessing each impact area

- **Scientific Impact**, via metrics such as
  - No. of new scientific publications and related citations produced
  - No. of downloads of project open resources (Research data, public deliverables & Results)
  - No. of PhD obtained due to the project
  - etc
- **Societal Impact**, by assessing the impact to society via
  - S-LCA Social Life Cycle Assessment
  - Social Impact Assessment
  - Societal Readiness Level
  - Environmental LCA, carbon footprint, waterfootprint
  - etc
- **Economical Impact**, by assessing the economic benefits from the project solutions via
  - Life Cycle Costing – LCC
  - Cost Benefit Analysis
  - etc.

Impact Assessments

All Horizon Europe projects should consider their **impact** to Environment, Economy, and Society (Life Cycle Thinking).

Impact to the environment - Life-Cycle Assessment

- Life Cycle Assessment determines the environmental impacts of suggested HEU project products, processes or services, through production, usage, and disposal
- Include in your consortium a partner expert in Life-Cycle Assessment (multidisciplinary aspect also)
- For more info, check EPLCA the European platform on Life Cycle Assessment http://eplca.jrc.ec.europa.eu/
- Include the use of a software for life cycle assessment such as Gabi, Umberto, SimaPro, Gemis, OpenLCA, ecoMC, etc

Impact to the Economy – Life Cycle Costing (LCC) – All costs that will be incurred during the lifetime of the product, work or service:

- Purchase price and all associated costs (delivery, installation, insurance, etc.)
- Operating costs, including energy, fuel and water use, spares, and maintenance
- End-of-life costs (such as decommissioning or disposal) or residual value (i.e. revenue from sale of product)

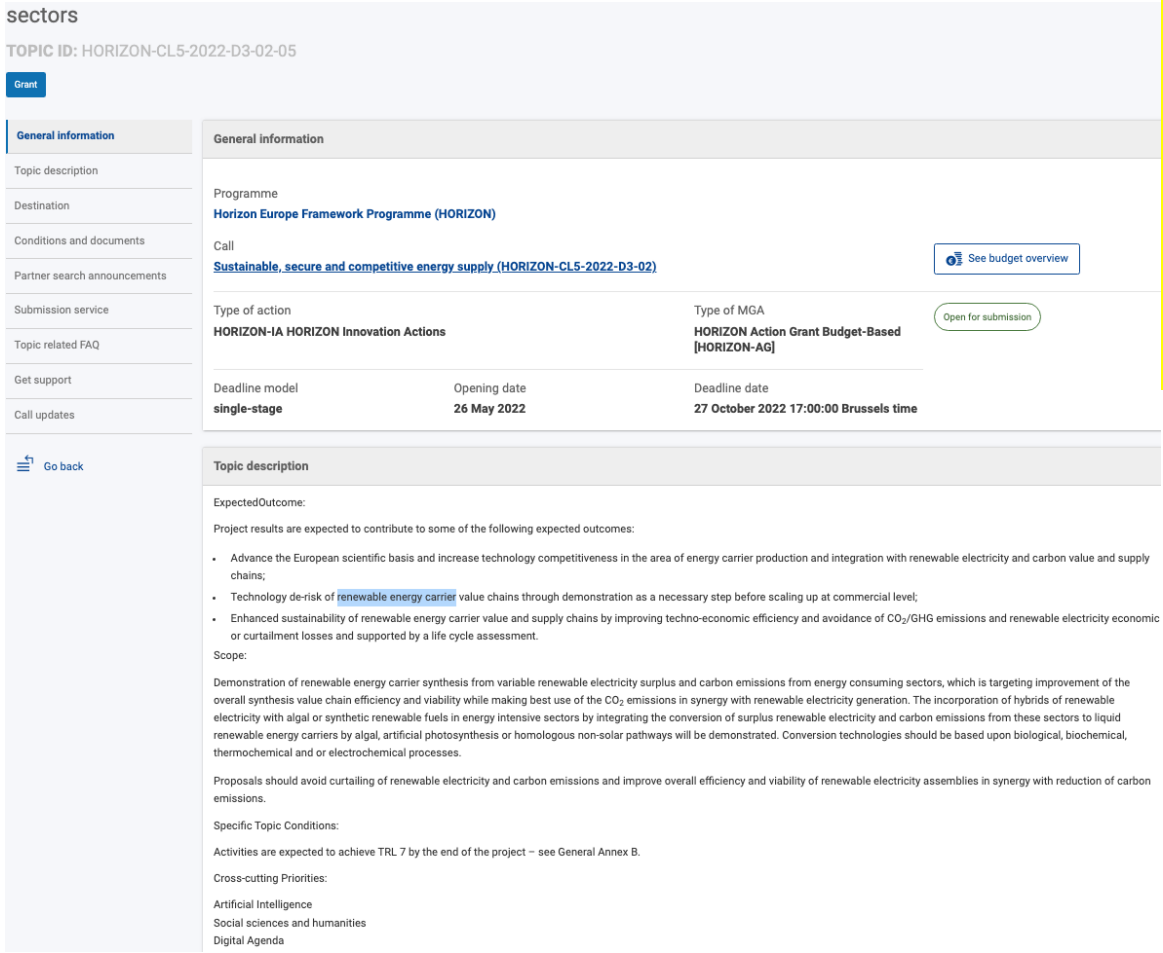
- **Impact to the Society** – Social Life Cycle Assessment – S-LCA based on the UN Guidelines
  - Identification of societal problems
  - Measures impacts on the day-to-day quality of life of persons and communities whose environment is affected by a project solution (along its life cycle including supply chain, use phase and disposal)

Example of a Call that requires SSH Impact considerations

Impact on Environment
Environmentalist for LCA

Impact to Economy
Economist for evergy budget savings and expected market growth

Impact 1 to Society
Sociologist for possible transformations and implications in society



sectors

TOPIC ID: HORIZON-CL5-2022-D3-02-05

Grant

General information
Topic description
Destination
Conditions and documents
Partner search announcements
Submission service
Topic related FAQ
Get support
Call updates
Go back

General information

Programme
Horizon Europe Framework Programme (HORIZON)

Call
Sustainable, secure and competitive energy supply (HORIZON-CL5-2022-D3-02)

See budget overview

Type of action
HORIZON-IA HORIZON Innovation Actions

Type of MGA
HORIZON Action Grant Budget-Based [HORIZON-AG]

Open for submission

Deadline model
single-stage

Opening date
26 May 2022

Deadline date
27 October 2022 17:00:00 Brussels time

Topic description

ExpectedOutcome:

Project results are expected to contribute to some of the following expected outcomes:

- Advance the European scientific basis and increase technology competitiveness in the area of energy carrier production and integration with renewable electricity and carbon value and supply chains;
- Technology de-risk of renewable energy carrier value chains through demonstration as a necessary step before scaling up at commercial level;
- Enhanced sustainability of renewable energy carrier value and supply chains by improving techno-economic efficiency and avoidance of CO_2/GHG emissions and renewable electricity economic or curtailment losses and supported by a life cycle assessment.

Scope:

Demonstration of renewable energy carrier synthesis from variable renewable electricity surplus and carbon emissions from energy consuming sectors, which is targeting improvement of the overall synthesis value chain efficiency and viability while making best use of the CO_2 emissions in synergy with renewable electricity generation. The incorporation of hybrids of renewable electricity with algal or synthetic renewable fuels in energy intensive sectors by integrating the conversion of surplus renewable electricity and carbon emissions from these sectors to liquid renewable energy carriers by algal, artificial photosynthesis or homologous non-solar pathways will be demonstrated. Conversion technologies should be based upon biological, biochemical, thermochemical and or electrochemical processes.

Proposals should avoid curtailing of renewable electricity and carbon emissions and improve overall efficiency and viability of renewable electricity assemblies in synergy with reduction of carbon emissions.

Specific Topic Conditions:

Activities are expected to achieve TRL 7 by the end of the project – see General Annex B.

Cross-cutting Priorities:

Artificial Intelligence
Social sciences and humanities
Digital Agenda

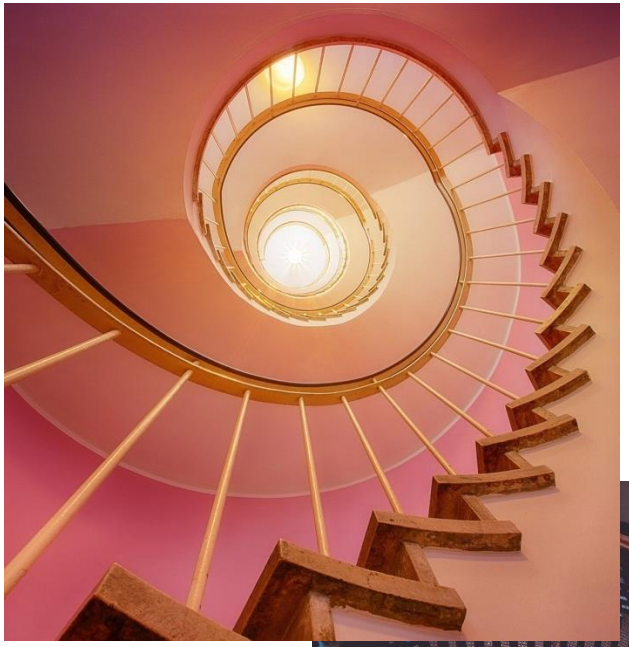
Impact to Policy
Legal, EU political studies expert for possible regulatory considerations or policy making

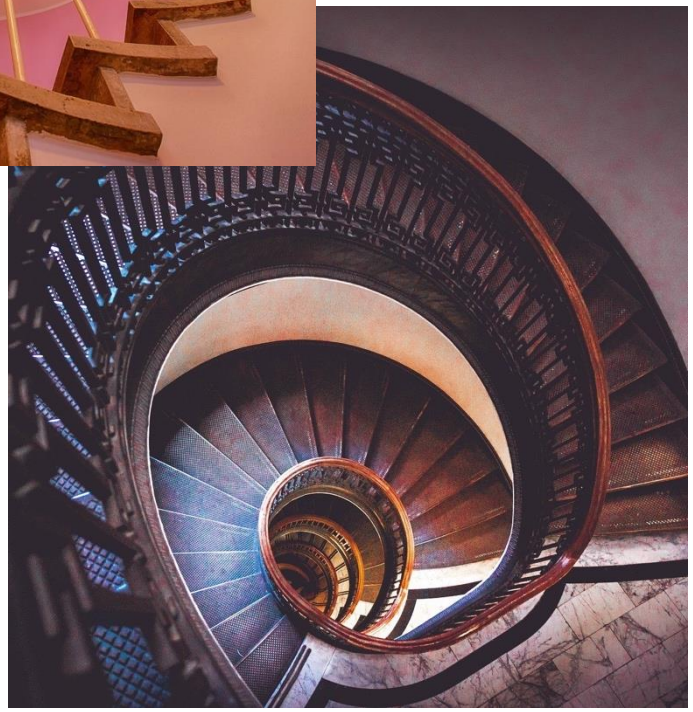
Impact 2 to Society
Phychologist or sociologist for new solution acceptance by society

Intelligence behind Horizon Europe Structure

Part of step 1: Impact Intelligence

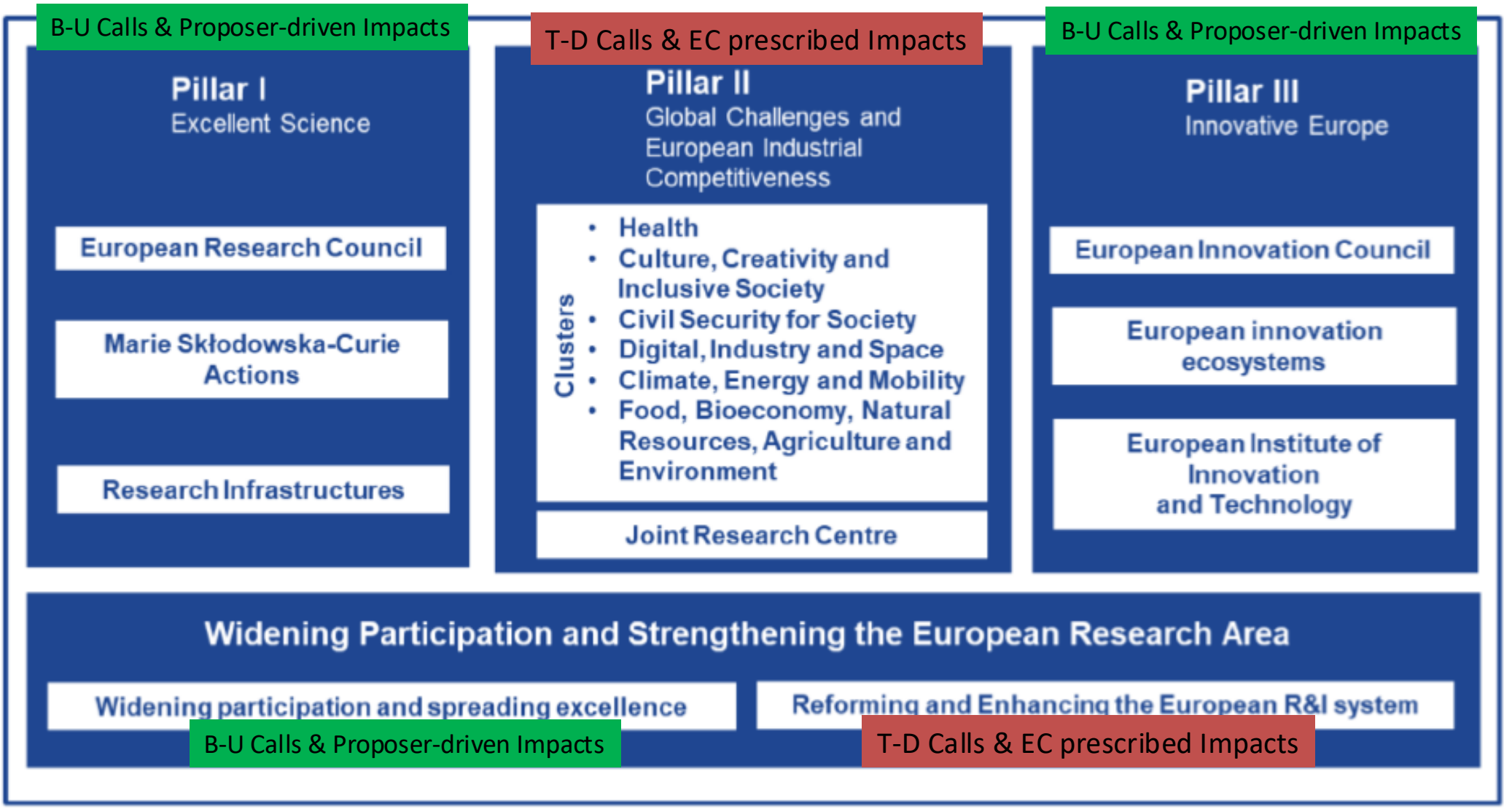
What is **Bottom-Up or Top-Down** call topic?





- Call topics that are open to proposer-driven ideas, solutions and impacts are called **bottom-up** call topics,
- Call topics that expected solutions, specific outcomes or impacts are prescribed by the EC/WP are called **top-down** call topics

Horizon Europe Structure and Impact



Source: EC

Examples on Expected Impacts

Pillar I

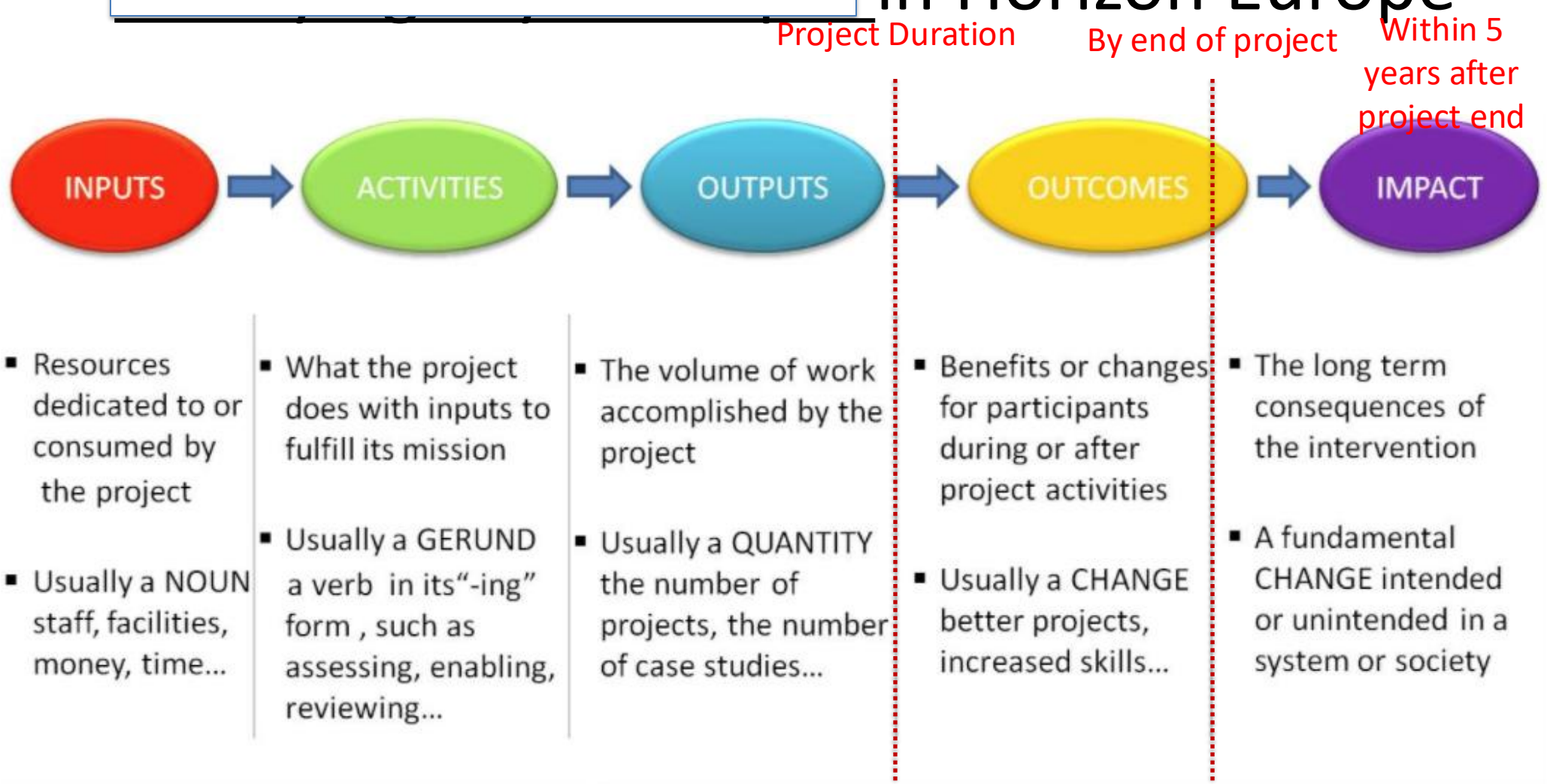
- Expected Impacts in ERC: No details (B-U)
- Expected impacts in MSCA PF:
  - Minimum Expected Impacts
    - EI1- Research Excellence: Enhance the creative and innovative potential of researchers holding a PhD and wishing to diversify their individual competences and skills through advanced training, international, interdisciplinary and inter-sectoral mobility while implementing excellent research projects across all sectors of research;
    - EI2- Entrepreneurial research: Strengthen Europe's human capital base in R&I with better trained, innovative and entrepreneurial researchers;
    - EI3- Research with growth: Enhance the quality of R&I contributing to Europe's competitiveness and growth;
    - EI4 - Attractive Research in Europe: Contribute to Europe's attractiveness as a leading destination for R&I and for good working conditions of researchers;
    - EI5 – Knowledge transfer: Facilitate knowledge transfer and brain circulation across the ERA;
    - EI6 –R&I Culture: Foster the culture of open science, innovation and entrepreneurship.
  - Optional Expected Impacts
    - EI7: Reintegration of researchers in Europe
    - EI8: Research in Europe by displaced researchers due to conflict
    - EI9: Ex-researchers with high potential for restarting their research careers
    - EI10: Make the results of their research visible to citizens

Pillar II

- Expected Impacts in say a Cluster 4 call), AI to fight disinformation (RIA) TOPIC ID: HORIZON-CL4-2021-HUMAN-01-27)
  - Proposals for topics under this Destination should set out a credible pathway to contributing to a human-centred and ethical development of digital and industrial technologies, and more specifically to one or several of the following impacts:
    - Increased inclusiveness, by supporting a human-centred approach to technology development that is aligned with European social and ethical values, as well as sustainability;
    - Sustainable, high-quality jobs by targeting skills mismatches, the need to empower workers, and ethical considerations relating to technological progress

- Pillar III
- Expected impacts in EIC Pathfinder- Open: No details (Only in Challlenges)

[redacted] in Horizon Europe



Source: Nixor/Kellog Logic Model

Article 26 and Data Sheet from MGA

ARTICLE 26 — IMPACT EVALUATIONS

26.1 Impact evaluation

The granting authority may carry out impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant.

Such evaluations may be started during implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiaries and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent outside experts.

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

Standard time-limits after project end:

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 2

Audits (up to X years after final payment): 2

Extension of audit findings from other grants to this grant (no later than X years after final payment): 2

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Rule of Thumb

Consider **Expected Impacts** to be achieved

- For RIA Projects: within 5-8 years after EoP
- For IA projects: within 3-5 years after EoP

Intelligence on Impact from OpenAccess

Part of step 1: Impact Intelligence

Open Science Impact

When OS practices (mandatory and recommended) are duly justified as not appropriate for the project, do not lower score for not addressing those practices

Mandatory OS practices

- Open access to publications;
- RDM in line with the FAIR principles including data management plans;
- open access to research data unless exceptions apply ('as open as possible as closed as necessary');
- access and/or information to research outputs and tools/instruments (e.g. data, software, models, algorithms, and workflows) for validating conclusions of scientific publications and validating/re-using data.
- Additional obligations specific to certain work programme topics

A lower score when not all above are sufficiently addressed!

Optional/Recommended OS

- Participation in open peer review
- Involving all relevant knowledge actors including citizens, civil society and end users in the co-creation of R&I agendas and contents (such as citizen science).

A higher score when sufficiently addressed!

Source: EC

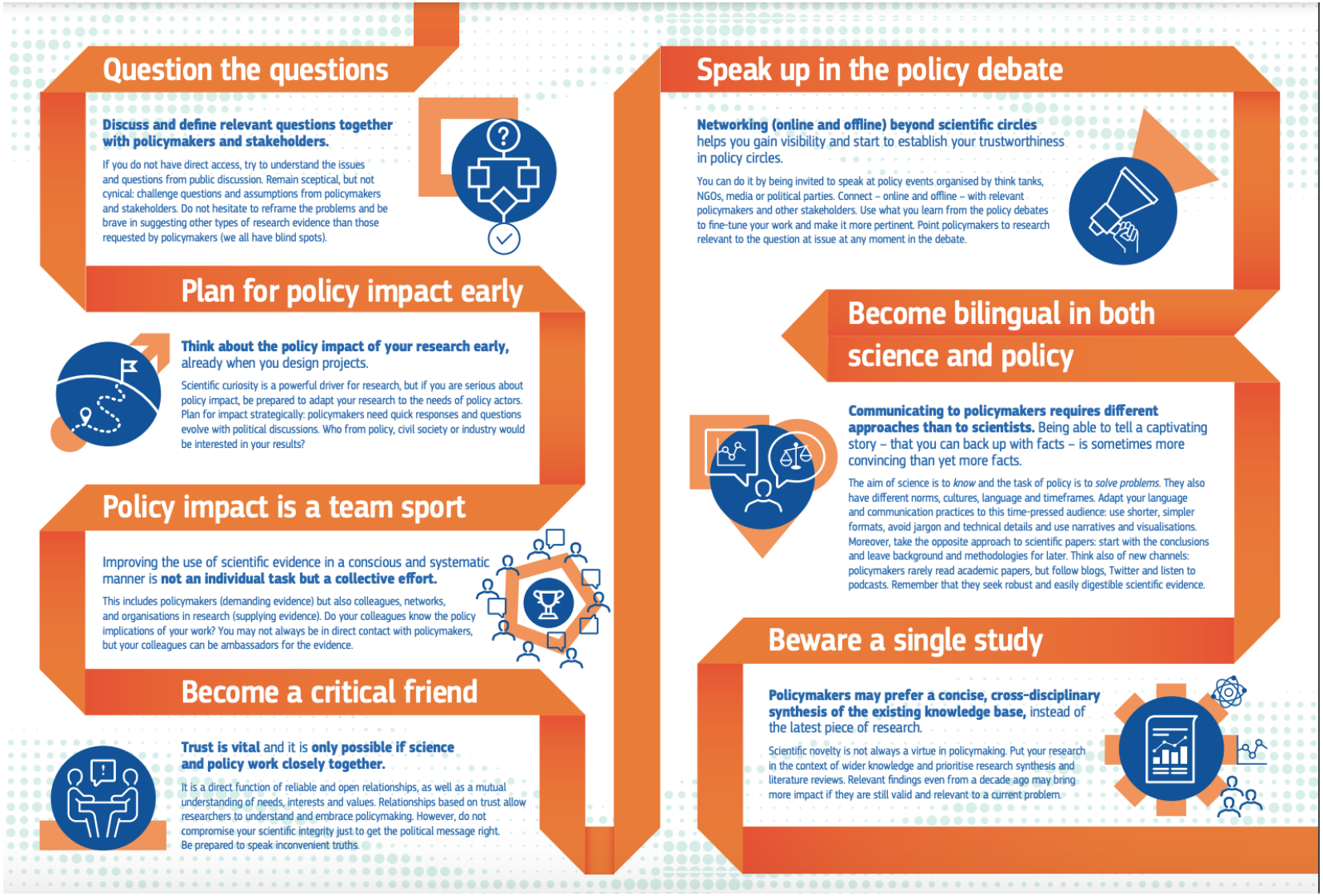
Tip: Highlight benefits from your open science approach

- Lead **to new and unanticipated discoveries** and provide research material for those with little or no funding (Researchers or SMEs)
- Stimulate **new types of thinking** as researchers especially outside the project can develop new understandings **by bringing together data** from a variety of sources
- Advance **transparency and credibility** of research results

Intelligence on Policy Making

Part of step 1: Impact Intelligence

Research Impact on Policy



➢Source: https://knowledge4policy.ec.europa.eu/publication/10-tips-researchers-how-achieve-impact-policy_en

Intelligence behind Horizon Europe Workprogrammes

Impact on T-D calls

Part of step 1: Impact Intelligence

Workprogramme Cluster structure

Table of contents

General Expected Impacts and general policies for Cluster

Expected Impacts, synergies and specific policies for each destination

Conditions and budget available for all related call topics for each destination

- **Purpose** of each Call Topic based on its title
- **Expected Outcomes** of each Call Topic
- **Scope** of each Call Topic

Cluster Destination Structure 1/2

Destination 1 – Staying healthy in a rapidly changing society

Calls for proposals under this destination are directed towards the Key Strategic Orientation KSO-D *'Creating a more resilient, inclusive and democratic European society'* of Horizon Europe's Strategic Plan 2021-2024. Research and innovation supported under this destination should contribute to the impact area *'Good health and high-quality accessible health care'* and in particular to the following expected impact, set out in the Strategic Plan for the health cluster: '*citizens of all ages stay healthy and independent in a rapidly changing society thanks to healthier lifestyles and behaviours, healthier diets, healthier environments, improved evidence-based health policies, and more effective solutions for health promotion and disease prevention'*. In addition, research and innovation supported under this destination could also contribute to the following impact areas: *'High quality digital services for all'*, *'Sustainable food systems from farm to fork on land and sea'*, and *'Climate change mitigation and adaptation'*.

People´s health care needs are different, depending on their age, stage of life and socio-economic background. Their physical and mental health and well-being can be influenced by their individual situation as well as the broader societal context they are living in. Furthermore, health education and behaviour are important factors. Currently, more than 790 000 deaths per year in Europe are due to risk factors such as smoking, drinking, physical inactivity, and obesity. Upbringing, income, education levels, social and gender aspects also have an impact on health risks and how disease can be prevented. Moreover, people´s health can be impacted by a rapidly changing society, making it challenging to keep pace and find its way through new technological tools and societal changes, which both are increasing demands on the individual´s resilience. In order to leave no one behind, to reduce health inequalities and to support healthy and active lives for all, it is crucial to provide suitable and tailor-made solutions, including for people with specific needs.

In this work programme, destination 1 will focus on major societal challenges that are part of the European Commission's political priorities, notably diet and health (obesity), ageing and demographic change, mental health, digital empowerment in health literacy, and personalised prevention. Research and innovation supported under this destination will provide new evidences, methodologies and tools for understanding the transition from health to disease. This will allow designing better strategies and personalised tools for preventing diseases and promoting health, including through social innovation approaches. Specific measures will also be developed to educate and empower citizens of all ages and throughout their life, to play an active role in the self-management of their own health and self-care, to the benefit of an active and healthy ageing. In 2022, it will also call for proposals for improving the availability and use of artificial intelligence (AI) tools to predict the risk for onset and progression of chronic diseases. Key to achieving the expected impacts is the availability and accessibility of health data from multiple sources, including real-world health data, which will require appropriate support by research and data infrastructures, AI-based solutions, and robust and transparent methodologies for analysis and reporting.

General Expected Impact

Essential resources for achieving expected impacts

Cluster Destination Structure 2/2

Dialogue and coordination between stakeholders and policy makers as well as integration across different settings will be needed to develop more effective cross-sectoral solutions for health promotion and disease prevention and deliver improved evidence-based health for all.

In view of increasing the impact of EU investments under Horizon Europe, the European Commission welcomes and supports cooperation between EU-funded projects to enable cross-fertilisation and other synergies. This could range from networking to joint activities such as the participation in joint workshops, the exchange of knowledge, the development and adoption of best practices, or joint communication activities. Opportunities for potential synergies exist between projects funded under the same topic but also between other projects funded under another topic, cluster or pillar of Horizon Europe (but also with ongoing projects funded under Horizon 2020). In particular, this could involve projects related to European health research infrastructures (under pillar I of Horizon Europe), the EIC strategic challenges on health and EIT-KIC Health (under pillar III of Horizon Europe), or in areas cutting across the health and other clusters (under pillar II of Horizon Europe). For instance, with cluster 2 *"Culture, Creativity and Inclusive Society"* such as on health inequalities, on other inequalities affecting health, or on citizens' behaviour and engagement; with cluster 4 *"Digital, Industry and Space"* such as on digital tools, telemedicine or smart homes; with cluster 5 *"Climate, Energy and Mobility"* such as on urban health or on mitigating the impact of road traffic accidents and related injuries; with cluster 6 *"Food, Bioeconomy, Natural Resources, Agriculture and Environment"* such as on the role of nutrition for health (incl. human microbiome, mal- and over-nutrition, safe food), personalised diets (incl. food habits in general and childhood obesity in particular) and the impact of food-related environmental stressors on human health (incl. marketing and consumer habits).[8]

Expected impacts:

Proposals for topics under this destination should set out a credible pathway to contributing to staying healthy in a rapidly changing society, and more specifically to one or several of the following impacts:

- Citizens adopt healthier lifestyles and behaviours, make healthier choices and maintain longer a healthy, independent and active life with a reduced disease burden, including at old ages or in other vulnerable stages of life.
- Citizens are able and empowered to manage better their own physical and mental health and well-being, monitor their health, and interact with their doctors and health care providers.
- Citizens' trust in knowledge-based health interventions and in guidance from health authorities is strengthened, including through improved health literacy (including at young ages), resulting in increased engagement in and adherence to effective strategies for health promotion, diseases prevention and treatment, including increased vaccination rates and patient safety.

[8] Strategic Plan 2021-2024 of Horizon Europe, Annex I, Table 2.

Essential value-chain players for expected impacts

Essential synergies for expected impacts with other projects, clusters and (Sub-)programmes

Expected Impacts:

- Expected **project contributions** up to **5 years after the end of the project**

OR

- **Long-term (**up to 5 years after the project end**) benefits from your project results**

Call Topic Cluster structure

HORIZON-HLTH-2022-STAYHLTH-01-05-two-stage: Prevention of obesity throughout the life course

Specific conditions	
Expected EU contribution per project	The Commission estimates that an EU contribution of around EUR 10.00 million would allow these outcomes to be addressed appropriately. Nonetheless, this does not preclude submission and selection of a proposal requesting different amounts.
Indicative budget	The total indicative budget for the topic is EUR 60.00 million.
Type of Action	Research and Innovation Actions
Eligibility conditions	The conditions are described in General Annex B. The following exceptions apply: The Joint Research Centre (JRC) may participate as member of the consortium selected for funding.

Expected Outcome: This topic aims at supporting activities that are enabling or contributing to one or several impacts of destination 1 "*Staying healthy in a rapidly changing society*". To that end, proposals under this topic should aim for delivering results that are directed, tailored towards and contributing to some of the following expected outcomes:

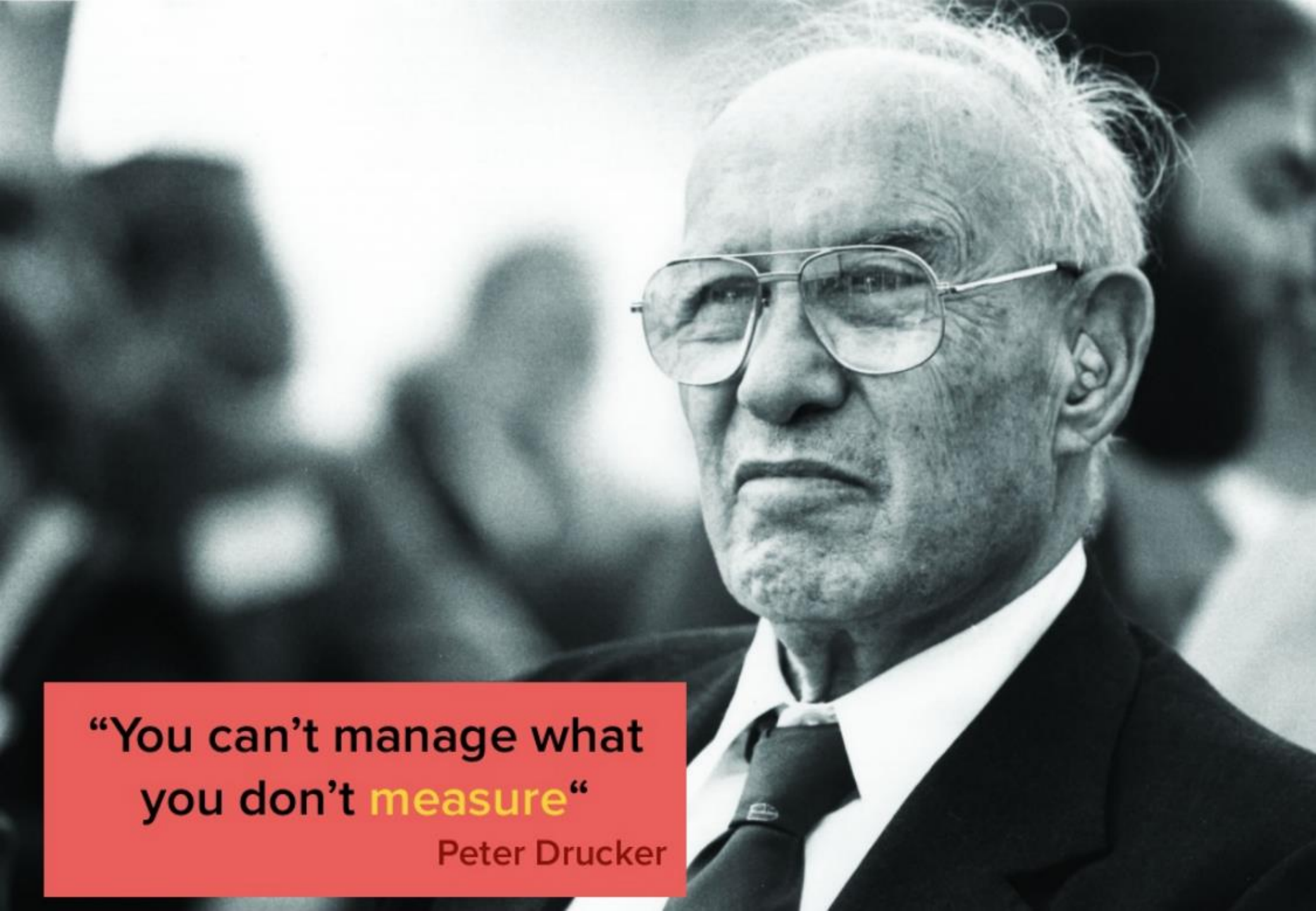
- Researchers, developers of medical interventions, and health care professionals have a much better understanding of basic biological pathways (genetic and epigenetic blueprints) conferring susceptibility to and protecting against overweight/obesity, i.e. how genetic, epigenetic, environmental, socio-economic and lifestyle factors interact to drive or prevent the transition from normal weight to overweight/obesity throughout the life course.
- Health care professionals, national/regional/local public authorities and other relevant actors (e.g. schools, canteens, hospitals, work places, shopping malls, sport centres):
  - Have access to, adopt and implement evidence-based clinical guidelines, best practices, coordinated, pan-European, multidisciplinary preventive strategies, policy recommendations and/or new policies to fight overweight/obesity and their co-morbidities throughout the life course.
  - Have access to and make use of a robust outcomes framework and tool-kit for standardised collection of economic and cost data related to the prevention and treatment of overweight/obesity and its co-morbidities at population level across European regions and countries.
  - Adopt and implement tailor-made prevention campaigns to tackle overweight/obesity, including campaigns for improving integration of health

Expected Outcomes for a winning project =>

⇒ Expected **project contributions** by the **end of the project**

OR

⇒ **Short-term (**by the project end**) benefits from your project results**


“You can’t manage what you don’t measure“
Peter Drucker

Contributions from the project results should be identified and quantified by project end (Expected Outcomes) and within X years after Project End (Expected Impacts)

Expected Outcome: This topic aims at supporting activities that are enabling or contributing to one or several impacts of destination 1 "*Staying healthy in a rapidly changing society*". To that end, proposals under this topic should aim for delivering results that are directed, tailored towards and contributing to some of the following expected outcomes:

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  - Adopt and implement tailor-made prevention campaigns to tackle overweight/obesity, including campaigns for improving integration of health

education into academic learning and raising awareness of health care providers and citizens.

- Citizens have access to and make use of new tools and services to make informed decisions about lifestyle choices that will prevent them from becoming overweight/obese.

Expected Outcomes => (Scale/How Many, Significance/How Much)

1. Scale: How many researchers, developers of medical interventions and health care professionals are expected to have much better understanding of basic biological pathways by project end (Expected Outcomes/short term benefits) and by X years after EoP (Wider Expected Impacts/Long term impacts ?
2. Significance: How much better are expected to understand basic biological pathways the above target groups?

Repeat and answer for each outcome

HEU Recipe for successful Impact

From Struggle

Tools to address Impact with success

To Success

Step 1 — Master public resources for Impact in Horizon Europe

Step 2 — Master tips and best practices for impact in Horizon Europe

Step 3 — Impress evaluators with your Impact & AI in HEU grant application

Impact Intelligence ™

Impact Tips ™

Impact Formula ™

Strategies, tips and best practices for Impact in Horizon Europe

Module 2

Impact checklist

- Get familiar with a suggested structure/design with the most appropriate headings and subheadings for the structure of the Impact section
- Show that your project **contributes** to the **1) expected outcomes** and 2) **the wider impacts** as specified in the related workprogramme &
- **Quantify the scale** and **significance** of the project's contributions to the **expected outcomes and impacts** (including baselines, benchmarks and assumptions used for those estimates)
- **Identify**, **prioritirise** and **engage** the appropriate **target groups**
- Identify **potential barriers** as well as **mitigation measures** for implementing the expected outcomes and impacts (e.g. other R&I work within and beyond Horizon Europe, regulatory environment, targeted markets, user behavior, etc)
- Deal with any **potential negative environmental impact** when project results are expected to be **brought at scale**
- Propose **dissemination, exploitation and communication measures** suitable for the project and of good quality? (including **actions after the end of the project**)
- Prepare a suitable **strategy** for the management of **intellectual property** that advances the **exploitation of results**

Impact Do's and Dont's

DO

- When **planning** be **concrete** and **precise**
- **Quantify** as much as possible
- Use **financial figures** and develop a **preliminary business model** for IAs
- Consider **all Expected Impacts related** to the topic (Adapt if necessary)
- Plan a good **cooperation** with **end-users** from the **beginning** of the project
- Involve **policy makers, SMEs and industry** in the proposal **or ensure a sustainable cooperation** with them
- Outline **industrial uptake** or research results
- Address adequately and clearly explain **dissemination of project results**
- Ask **for evaluation of impacts** (by professionals)
- Ask **NCPs or PO for clarifications**

DON'T

- Don't list **irrelevant and unreal impacts**
- Don't try to be **very optimistic** as may challenge the credibility
- Don't use **general descriptions**, without any specific focus
- Don't use **a weak or general analysis of the market and competition** (in IA)
- Don't **repeat (or copy) required impact from the call** instead of development of your own proposal content
- Don't **confuse dissemination** with **communication** or **exploitation**
- Don't forget to use concrete information about **expected environmental savings**

Measurable short-term and long-term impacts

- **Short-term impacts** are the **expected outcomes**(See call topic) that should be achieved **by project end**
- **Long term impacts** are the **expected impacts** (See destination) that should be achieved within **5 years** after project end
- **Impacts** (short-term and long-term) are measured/evaluated based on **two indicators** (See proposal template)
  - **Scale**: How **many end-users** to be affected from each project result?
  - **Significance**: How **much these end-users** will be affected from each project result?
  - **Magnitude** (MSCA): How many from each target group will be affected/benefit?
  - **Importance** (MSCA): How much each of those target groups will be affected/benefit?

Difference between Dissemination, Exploitation and Communication (DEC)

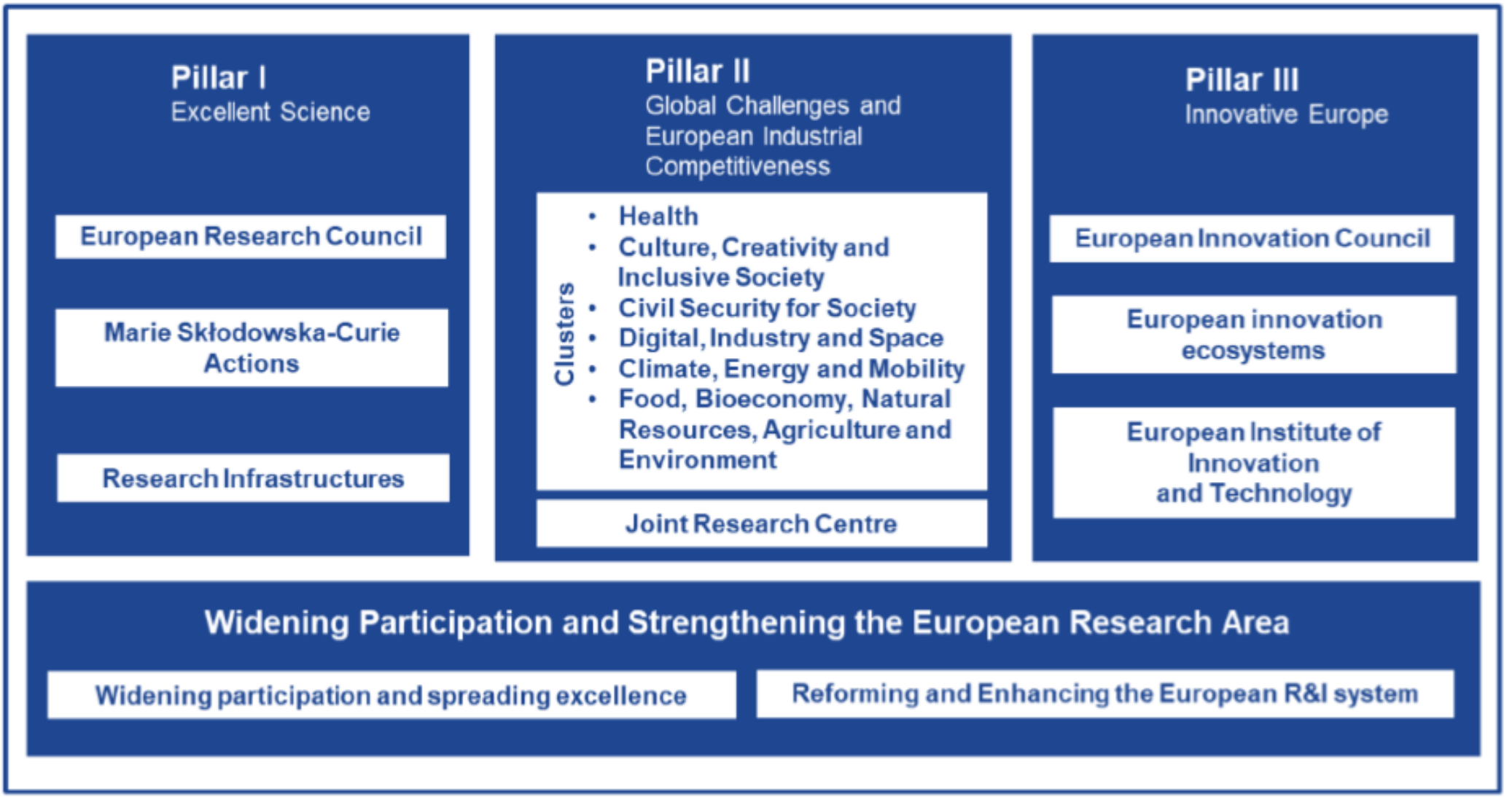
- **Dissemination**: Promotion and Raising awareness about **project results**
- **Exploitation**: Use of the **project results**
- **Dissemination & Exploitation Measures**: Strategy/plan based on promoting and raising awareness about **project results** and advancing their use by the stakeholders and related end-users
- **Communication**: Promotion and Raising awareness about the **project public info** (project info, expectations, achievements, activities, etc)
- **Communication measures**: Strategy/plan for raising awareness about the **project** to all targeted groups **plus to general public**.

Follow-up actions after the end of the project to reach TRL 9 and/or SRL 9

Part of step 2: Impact Tips

Understanding the maturity level of an Horizon solution

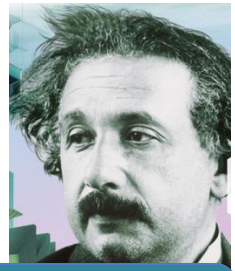
Horizon Europe Structure



Source: EC

Source: EC

Horizon Europe Type of Actions Paradigm



ERC/MSCA/ EIC PF/TR

Albert Einstein laid the foundations for understanding solar cells with his theoretical explanation of the photoelectric effect and proved that solar cells can convert sunlight into electricity

Bell Laboratories

RIA

Year 1954
The first solar cell is created in the US at Bell Labs. It had an energy conversion efficiency ~ 5%

Flisom
Flexible Solar Modules

IA/EIC Acc

Year 2018
ETH Zurich and Empa via the spin-off company Flisom produce flexible thin-film solar cells with energy conversion efficiency 20.4%

TRL 1: Basic Principles

TRL 2: Technology Formulation

TRL 3: First laboratory tests

TRL 4: System/**Technology validated in lab**

TRL 5: **Technology validated in relevant environment**

TRL 6: **Technology demonstrated**

TRL 7: Demonstrated system

TRL 8: System complete and qualified

TRL 9: Commercial system

Pillar I & III

Pillar II

Pillar II&III

Basic Research

Market

Horizon Europe Pillar 2 Clusters and TRLs

TRL Range for Pillar 2 Projects

TRL 1: Basic Principles

TRL 2: Technology Formulation

TRL 3: First laboratory tests

TRL 4: System/**Technology validated in lab**

TRL 5: **Technology validated in relevant environment**

TRL 6: **Technology demonstrated**

TRL 7: Demonstrated system

TRL 8: System complete and qualified

TRL 9: Commercial system

Basic Research

Market

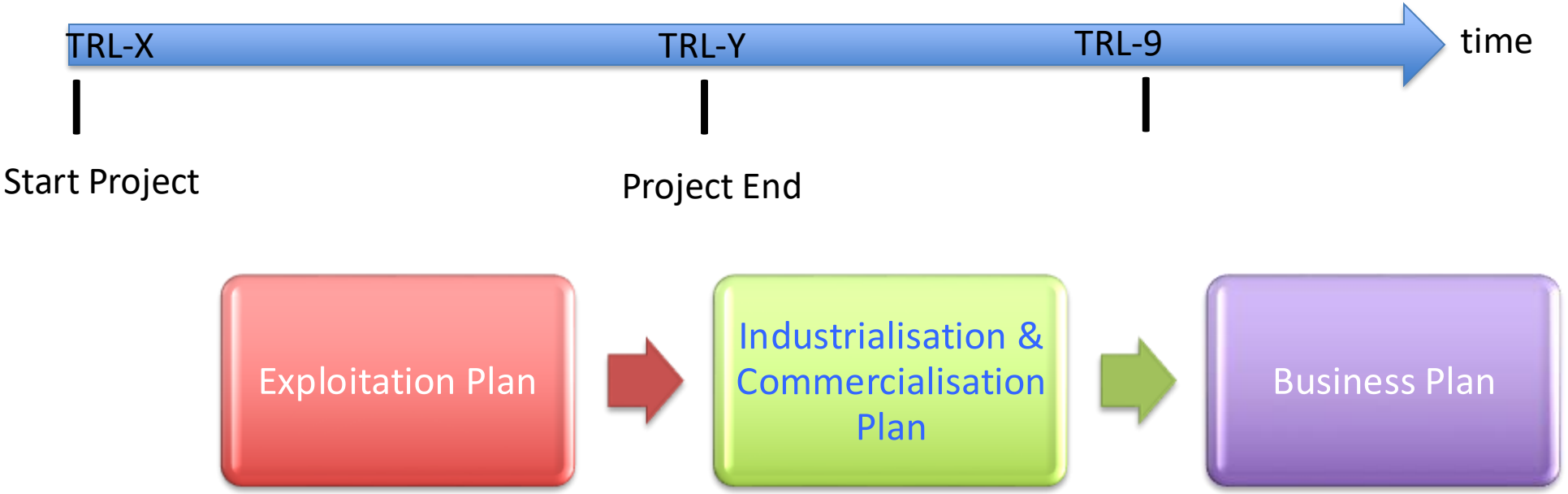
Min two TRLs increase are expected within Horizon lifecycle

Tip for great proposals!

Any R&I project that at its completion has reached a TRL < 9 should show also at the proposal stage the follow-up steps planned after the end of the project that would lead to TRL 9

Follow-up exploitation actions after the end of project grant
Industrialisation & Commercialisation Strategy

Innovation Development Cycle



Example: Industrialisation/Commercialisation Plan

1. *End of project (M48): TRL 6 – Fully functional prototype for testing in operational environment*
2. *End (M48) +M12: TRL 8 - First Trials and bug fixing on the manufacturing process*
3. *End (M48)+M12:TRL 8- Building relationships with clients and revising marketing strategy*
4. *End (M48)+M18: TRL 9 – Establishing a production line and scaling up in european markets*
5. *End (M48)+M24: TRL 9 – Scaling up in international markets*

Action	Result	By Whom	When	Resources	How well
Scaling-up and bug fixing manufacturing processes on TRL6 product	Fully Functional product – TRL8	Company A	M60	In person months and with other actors (e.g. end-users)	Fully functional product at intended environment and scale
Building relationships with clients &revising marketing strategy	List of prospects and revised marketing strategy	Company A, Company B	M60	Pms and other actors (e.g. affiliators)	KPI, e.g. no. of prospects/clients
Establishing a production line & scaling up in european markets	Product of TRL 9 and Penetration in european markets	Company A, Company B, Company C	M66	Pms, Distributors, local support, etc	KPI, expected sales in Europe
Scaling up in international markets	Product of TRL 9 and penetration in international markets	Company A, Company D, Company E	M72	Pms, Distributors, local support, etc	KPI, expected sales outside Europe

*N.B. Similar one for reaching SRL 9

11 Project Result – R5: LCA on project results

For Whom: Mainly for policy advisors and policy makers as specified above in TG6

D&E Methods: Face-to-face meetings and organisation of workshops in the premises of the European Parliament and the support of MEPs

By Whom: All partners with the coordination and support of the D&E leader

How well/Exploitation targets and by when:

- By the end of the project, we expect to have the LCA introduced to **50** Industry associations, 7
- Within 5 years after the project end, we expect to have the LCA introduced to **500** Industry

Project Result 6-R6: Business Model Documentation

For Whom: All Target Groups TG1, TG2, TG3, TG4 TG5, TG6 and TG7

D&E Methods: as in R1 above

By Whom: as in R1 above

How well/Exploitation targets and by when:

- By the end of the project, we expect to have the same target groups as in R1 above committed for
- Within 5 years after the project end, we expect to have the same target groups as in R1 involved in the

R7: Industrialisation plan

For Whom: All Target Groups TG1, TG2, TG3, TG4 TG5, TG6 and TG7

D&E Methods: as in R1 above

By Whom: as in R1 above

How well/Exploitation targets and by when:

- By the end of the project, we expect to have all consortium partners committed to advance the TRL of
- Within 5 years after project end, we expect both R1 and R2 to have reached at least TRL 8, ie. A

Examples of dealing with LCA, industrialisation, Business Model in RIA

Intelligence on Readiness level and Impact

Societal Readiness Level

Part of Step 2: Impact Tips

Societal Readiness Levels

You may wish to consider **Societal Readiness Levels also**,i.e. how mature is a solution/finding so that to accepted by society and achieve the expected impact, more at https://innovationsfonden.dk/sites/default/files/2019-03/societal_readiness_levels_-_srl.pdf and also more at Source

1. ***SRL 1*** *– identifying problem and identifying societal readiness to deal with this problem*
2. ***SRL 2*** *– formulation of proposed solution(s) and its* ***potential impact****, expected societal readiness by the end of the project; identifying relevant stakeholders for the development of project solution.*
3. ***SRL 3 –*** *initial sharing of the proposed solution (Solution not developed yet) with relevant stakeholders (e.g. through visual mock-ups, focus groups, workshops) and* ***first positive feedback on the expected impact*** *and* ***validation of the current expected societal readiness****; a limited group of the society (Just the involved stakeholders) knows about the solution*
4. ***SRL 4 –*** *Solution validated through pilot testing in* ***controlled environments*** *to* ***substantiate proposed impacts and current societal readiness;*** *a limited group of the society (Just the involved societal actors) has confirmed the expected impacts*
5. ***SRL 5 –*** *Solution validated through pilot testing in real or realistic environments and by relevant stakeholders in order to* ***validate the expected impacts;*** *All the involved societal actors in the pilot testing have confirmed the expected impacts*
6. ***SRL 6*** *– solution(s) demonstrated in relevant environment and in co-operation with relevant stakeholders to* ***gain initial feedback on potential impact of the demonstrated solution and related applications in whole society*** *(beyond the societal actors involved in the demonstration)*
7. ***SRL 7 –*** *Refinement of the solution and, if needed, retesting in real world environments with much larger group of relevant stakeholders; the society is ready to adopt or accept the solution*
8. ***SRL 8*** *– proposed solution(s) as well as* ***a plan for whole societal adaptation*** *complete and qualified*
9. ***SRL 9 –*** *actual project solution(s)* ***proven in relevant societal environment after launch on the market****; the* ***society is using the solution available on the market***

Addressed in proposal preparation

Addressed during project execution, fully aligned if applicable with the project TRLs

How to use SRL in a proposal
Project case: Robotics4EU

- EU4Robotics will develop a [**Societal Readiness**] / **Maturity Assessment Model** to assess the societal readiness of their robotic solution
- MAM's goal is for project target groups (i.e. companies, policymakers, regulatory bodies, and other interested stakeholders to assess different aspects of a robotic system and measure the value of that solution's societal readiness via series of consultations.
- Hence, a series of consultations with an increasingly large potential user-groups of citizens and end-users will be organised where they can comment on issues/criteria that are important to them.
- Consultations can be in the form of facilitated discussions and co-creation workshops where citizens can present their concerns in an open-ended fashion as well as ones where they respond to specific robotic systems or business plans for their implementation. The events primarily focus on helping business plans and robotic solutions reach successive SRL goals
- Potential questions to be raised along the process (Q1-4) and at the end (Q1, Q4, Q5)
  1. Does the solution solve the identified problem by delivering the envisioned impact?
  2. Will the solution be broadly accepted by society?
  3. What aspects of the solution might hinder its societal acceptance, and does the solution address these concerns?
  4. Are there any unforeseen societal consequences that are created by the solution?
  5. Do citizen and end-user groups accept the robotic solutions that are presented to them?

Source: D1.1 Societal Readiness Plan – Robotics4EU project, www.robotics4EU.eu

Intelligence towards the impact pathway

Theory of Change incl. Impact Pathway Analysis

Part of Step 2: Impact Tips

What is Theory of Change (ToC)

- Definition: Theory of Change (ToC) is a framework that maps how a project's activities lead to specific outcomes and impacts, showing a clear pathway from inputs to long-term goals
- Methodology
  - Step 1: Define the Problem and Long-Term Goal:
    - Identify the specific problem your project addresses (e.g., sustainable water management).
    - State the ultimate impact you aim to achieve (e.g., reduced water demand in agriculture).
  - Step 2: Outline Pathways from Activities to expected outcomes and then to Impacts:
    - For each activity (e.g., developing AI-based irrigation), identify outcomes and sequence them from short-term outcomes to long-term ones (expected impacts).
    - Connect activities to outcomes logically, illustrating a clear pathway from start to end goals.
    - Consider the adoption of innovative solutions (outputs) by end-users (e.g., track how farmers engage with user-friendly irrigation kits and integrate them into their practices)
  - Step 4: Identify Assumptions and Risks:
    - Note any external factors critical for success (e.g., favorable regulations, technology adoption).
    - Address potential risks and propose mitigation strategies to strengthen the project's viability
  - Step 4: (Optional) Use Visuals to Clarify ToC Pathway:
    - Include a ToC diagram to visualize the flow from activities to outcomes and impacts.

  More info on Theory of Change:
  - ESPA guide to working with Theory Wof Change for research projects
  - Theory of Change Workbook: A Step-by-Step Process for Developing or Strengthening Theories of Change

HEU Recipe for successful Impact

From Struggle

Tools to address Impact with success

To Success

Step 1 — Master public resources for Impact in Horizon Europe

Step 2 — Master tips and best practices for impact in Horizon Europe

Step 3 — Impress evaluators with your Impact & AI in HEU grant application

Impact Intelligence ™

Impact Tips ™

Impact Formula ™

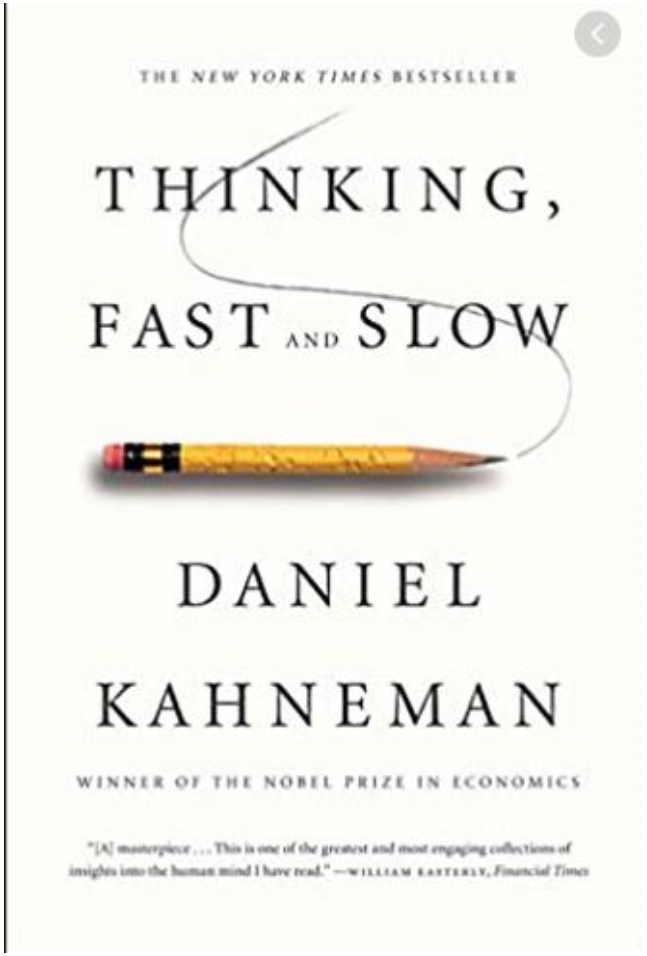
Impress evaluators by facilitating their evaluation

Step 3: Impact formula

The power of “Cognitive Ease”

When you are in a state of cognitive ease, you are probably in a good mood, like what you see, believe what you hear, trust your intuitions, and feel that the current situation is comfortably familiar.

[Daniel Kahneman, Thinking Fast and Slow]



Restructuring Impact Section

Current RIA/IA Impact structure in template

2. Impact

2.1 Project's Pathways towards impact

2.2 Measures to maximise Impact DEC

2.3 Summary Table

Impact Evaluation Criteria in Evaluators' form

Impact – aspects to be taken into account.

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions due to the project.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

Restructuring Impact Section

Restructured RIA/IA Impact section structure

2. Impact

2.1 Actions towards impact (4 pages)

- 2.1.1 Actions to achieve expected outcomes (by duration end)
- 2.1.2 Actions for wider Impact (from destination)
- 2.1.3 Target Groups
- 2.1.4 Barriers

2.2 Measures to maximise impact – DEC (- 5 pages)

- 2.2.1 Dissemination & Exploitation Plan
- 2.2.2 Communication Plan
- 2.2.3 IPR Management
- 2.2.4 Impact Canvas (Needs, results, DEC measures, target groups, Outcomes, Impacts)

Impact Evaluation Criteria in Evaluators' form

Impact – aspects to be taken into account.

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions due to the project.
- Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities.

Pathways for project expected outcomes and impacts

No.	Expected Outcomes/Impacts	Related Project results	Target groups	Scale/ Reach	Actions (How and When)	Significance/ Success Indicators
1	*Specific one from call topic (copy and paste)*	*R1, R2*	*Stakeholders impacted by expected outcomes*	*Coverage and no. of target groups to be reached*	*How and when our project will achieve the expected outcome (by project end and also within 5y after project end)*	How can someone confirm that expected outcome achieved
2		*R3*				
3						
…						

How to impress evaluators with your Expected Outcomes Approach

Part of step 3: Impact Formula

2. → Impact

2.1 → Project's pathways towards impact (~4 pages)

2.1.1 → Actions to achieve expected outcomes (EOs)

The project understands the **expected outcomes** (EOs) from the call topic as the **short-term benefits from the project results** that should be achieved **by the end of the project**. Furthermore, via its exploitation and dissemination strategy (See section 2.2.1), the project has set also clear targets **by the project end** and **up to 5 years after its end**.

Hence, in **regards to EO1**, the project will **develop**

- **Result 1 (R1):**
- **Result 2 (R2)** education (T3
- **Result 3 (R3)** (T4.1)

We will engage the following target groups (**TGs**) within WP8 with specific *values/reach* (*i.e. how many we will reach*) within the project duration (during/by project end) and as explained above also up to 5 years after the project end. We provide also the expected targeted *significance* (*i.e. how much each target group is expected to benefit*) as well as their link with the related results.

- **TG1: Formal Educational institutes and especially universities**
  - **Link with Related Results**: R1, R2 and R3 are expected to be used by TG1
  - **Value/Reach during/by project end**: On average 10 universities per participating country (overall at least 150) with more expectation from larger participating countries like from Germany, UK and France.
  - **Value/Reach within 5 years after project end:** Overall 600 formal educational institutes across Europe to use practices based on our R1, R2 and R3
  - **Significance**: TG1 expects to extend its portfolio of courses but also their relevance to the current pollical trends and consequently increase their educational capacity as well as their capacity to address new educational needs
- **TG2: Non-formal education organisations and especially grassroot sports clubs, life skills training centers and mentoring clubs**
  - **Link with Related Results**: R1, R2 and R3 are expected to be used by TG2
  - **Value/Reach during/by project end**: On average 10 such organisations per participating country (overall at least 150) with more expectation from larger participating countries like from Germany, UK and France.
  - **Value/Reach within 5 years after project end:** Overall 600 non-formal educational institutes across Europe to use practices based on our R1, R2 and R3
  - **Significance**: TG2 expects to go beyond their traditional and limited educational focus and extend their practices based on principles that promote gender equality, disability inclusiveness, a culture of peace and non-violence, environmental awareness, appreciation of linguistic, ethnic, cultural and religious diversity

Example on how to impress evaluators with your expected outcomes strategy

2.1 → Project's pathways towards impact (~4 pages)¶

2.1.1 → Actions to achieve expected outcomes (EOs)¶

The project understands the **expected outcomes** (EOs) from the call topic as the **short-term benefits from the project results** that should be achieved **by the end of the project**. Furthermore, via its exploitation and dissemination strategy (See section 2.2.1), the project has set also clear targets **by the project end** and **up to 5 years after its end**[1].¶

Hence, in **regards to EO1**[2], the project will develop [redacted] that are currently undertreated due to the limited medical solutions and approaches and have caused more than EUR 500 billion in the European health care system the last 10 years. We will **engage** the following target groups (TGs) within WP8 with specific targets (value) within the project duration (during/by project end) and as explained above up to 5 years after the project end. We provide also the expected targeted significance.¶

- → **TG1: startups/SMEs active in biomaterials for periodontal disease needs.**¶
  - → **Value/Reach during/by project end:** On average 24 startups/SMEs per participating country (overall at least 150) with more expectation from larger markets like UK, Italy and France¶
  - → **Value/Reach within 5 years after project end:** Overall 600 startups/SMEs to use solutions based on our R1¶
  - → **Significance**: TG1 expects to extend its portfolio of experimentation and application such as *lab-on-* [redacted]
- → **TG2: Pharmaceutical manufacturing companies** interested in new products and services for the periodontal desease treatment sector.¶
  - → **Value/Reach during/by project end:** At least two such large manufacturing companies are [redacted]¶
  - → **Value/Reach within 5 years after project end:** 4 manufacturing companies including large [redacted]
  - → **Significance:** TG2 expects to have prospects for a complete new set of products and services for the [redacted]
- → **TG3: National Health Care Services (NHCS)**¶
  - → **Value/Reach during/by project end:** The National Health Care Services in each of the pilot [redacted]
  - → **Value/Reach within 5 years after project end:** We expect collaboration with 10 NHCS as soon as [redacted]
  - → **Significance:** TG3 expects to get access to a novel [redacted]

[1] According to article 26 in the MGA, any beneficiary that receives Horizon Europe funding is subject to an Impact Audit. Therefore, our project for impact audit purposes considers to have clear impact targets and goals at least within 5 years after its end.¶

[2] EO1: Offer solutions [redacted] in response to unmet

2.1.1 Example

2.1 Project's pathways towards impact

Key actions and results of our project as they are outlined in these two tables that expect to produce **specific short term** (by the end of the project) and **long term** (by 5 years after the end of the project) **benefits** with **clear and ambitious scale and significance** related to a) **ALL** the expected outcomes as they are outlined in the call and; b) **ALL** the expected impacts as they are outlined in the related destination (Destination 1)

2.1.1 Actions to achieve expected outcomes (by duration end)

The project has a clear pathway on how its results will contribute towards the expected outcomes with clear and measurable achievements by its contractual end. The expected outcomes (EO) have been extracted from call topic HORIZON

EO1a: *Clinicians, medical professionals and citizens have access to and use validated AI tools for disease risk assessment*

Related result: Algorithms obtained risk, implemented as an open-source software package

Related Scale[13] (i.e., widespread reach level): During the project's duration, there will be 20 patients involved.

Significance[14] (i.e., Expected value by the end of the project): Preclinical diagnosis and prevention of atherosclerosis among end users expected to drop morbidity and mortality rates by a of the supranational

[13] *Scale' refers to how widespread the outcomes and impacts are likely to be. For example, in terms of the size of the target group, or the proportion of that group, that should benefit*

[14] 'Significance' refers to the importance, or value, of those benefits. For example, number of additional healthy years of the participating target groups

average (from a). More accurate diagnosis and treatment at the clinical stage to lower related mortality rates will decrease the cost associated in €/year in Europe.

EO1b: Citizens are better informed for managing their own health

Related result: A list of environmental, behavioural and demographic and social factors and its levels associated with accelerated progression of atherosclerosis

Related Scale (i.e., widespread reach level): when the project ended at least will be better informed about their own health in its relation to cardiovascular disease risk

Significance (i.e., Expected value by the end of the project): Through simulations of prognoses with finely developed visuals, can see disease progression while varying environmental and behavioural variables and make empowered choices.

Actions to achieve expected outcomes

How to impress evaluators with your Expected Impacts Approach

Part of step 3: Impact Formula

2.1.2 → Actions for wider impact¶

Wider impacts are long-term benefits expected from the **project results**, and as it was explained in the previous section, we consider that these benefits should be achieved **within 5 years after the project ends**. However, in order for the project to contribute significantly to the single expected impact EI1 as it is outlined in Destination that our targeted call fits under, we will advance within 5 years after the end of the project the **Societal Readiness Level** of the project results and to lead towards a complete acceptance by society of all our six results (R1-R6).¶

In specific, by the end of the project, we expect our results (R1-R6) to be at SRL 6, i.e. Our results (R1-R6) have been demonstrated in real-world environments and in co-operation with relevant stakeholders have gained feedback on potential impacts, the society is aware of the project results and their benefits. **Within 5 years after project** end, we plan **to reach at least SRL 8** i.e. *our results R1-R6 are complete and qualified, and the society is ready to adopt them now*. For this, we plan to continue organising after project end a series of consultations with an increasingly large potential groups of citizens and project target groups (TG1-TG10) where they can comment on issues/criteria that are important to them. Consultations can be in the form of facilitated discussions and co-creation workshops where citizens and target groups (TG1-TG10) can present their concerns in an open-ended fashion. Potential questions to be raised along the process and addressed could be:¶

- → Do results R1-R6 solve the identified problems by delivering the envisioned impact?¶
- → Will the results R1-R6 be broadly accepted by society?¶
- → What aspects of the results R1-R6 might hinder their societal acceptance, and do the results R1-R6 address these concerns?¶
- → Are there any unforeseen societal consequences that are created by the results R1-R6?¶
- → Do citizen and target groups (TG1-TG10) accept the results R1-R6 that are presented to them?¶

As long as we have a qualified and complete set of results (R1-R6) with at least SRL 8, we can **significantly contribute** to the single expected impact from destination within **5 years after the project end**. Specifically, regarding **Expected Impact 1**, we plan to measure the impact of our results R1-R6 by the end of the project when they have reached SRL6 but also within 5 years after its end when they have reached SRL 8. For this, we plan to apply as part of our methodology the Social Impact Assessment approach and measure based on our results the **enhancement of**

Overall, we foresee the initiation of **target groups TG1-TG10** with **same value/reach** as **in 2.1.1 for EO1** within **5 years** after project end. This European educational

Example on how to impress evaluators with your expected impacts strategy

2.1.2 Actions for wider impact

Long-term benefits expected from the project results, and as it was explained in the previous section, we consider that these benefits should be achieved within 5 years after the project ends. However, in order for the project to achieve all and each of the four expected impacts as they are outlined in Destination that our targeted call fits under, we will advance within 5 years after the end of the project the technological maturity of the project results and to [redacted] nano and micro particles The necessary resources will be achieved by raising interest and funds from investors and engaging other developers on board. In case of low initial interest by these target groups, the project will engage sound and effective promotion and raise specific awareness measures (see section 2.2.1). At the very end, the current consortium members are committed to invest [redacted]

As long as we have a qualified and complete set of solutions (R1 and R2) for treating PD , we can contribute to each of the four expected impacts from destination within **5 years after the project end**.

Specifically, regarding **Expected Impact 1**[7], our projects aims to repurpose existing manufacturing actors including raw materials [redacted] involving at least the following expected **values/targets**:

- TG1: SMEs in regenerative medicine (pro-resolving lipid mediators, hydrogels, injectables, cell therapy, and tissue engin
- TG2: devel comp
- TG3:
- TG4: diseas
- TG5: **expec**
- **TG6:** make servic

[redacted]

[5] European Parliament Committee of Environment, Public Health and Food Safety

[6] European Parliament Committee of Industry, Research and Energy

[7] EI1:Industrial leadership and increased autonomy in key strategic value chains with security of supply in raw materials, achieved through breakthrough technologies in areas of industrial alliances, dynamic industrial innovation ecosystems and advanced solutions for substitution, resource and energy efficiency, effective reuse and recycling and clean primary production of raw materials, including critical raw materials, and leadership in the circular economy

Example of 2.1.2

How to impress evaluators with your Target Group Analysis

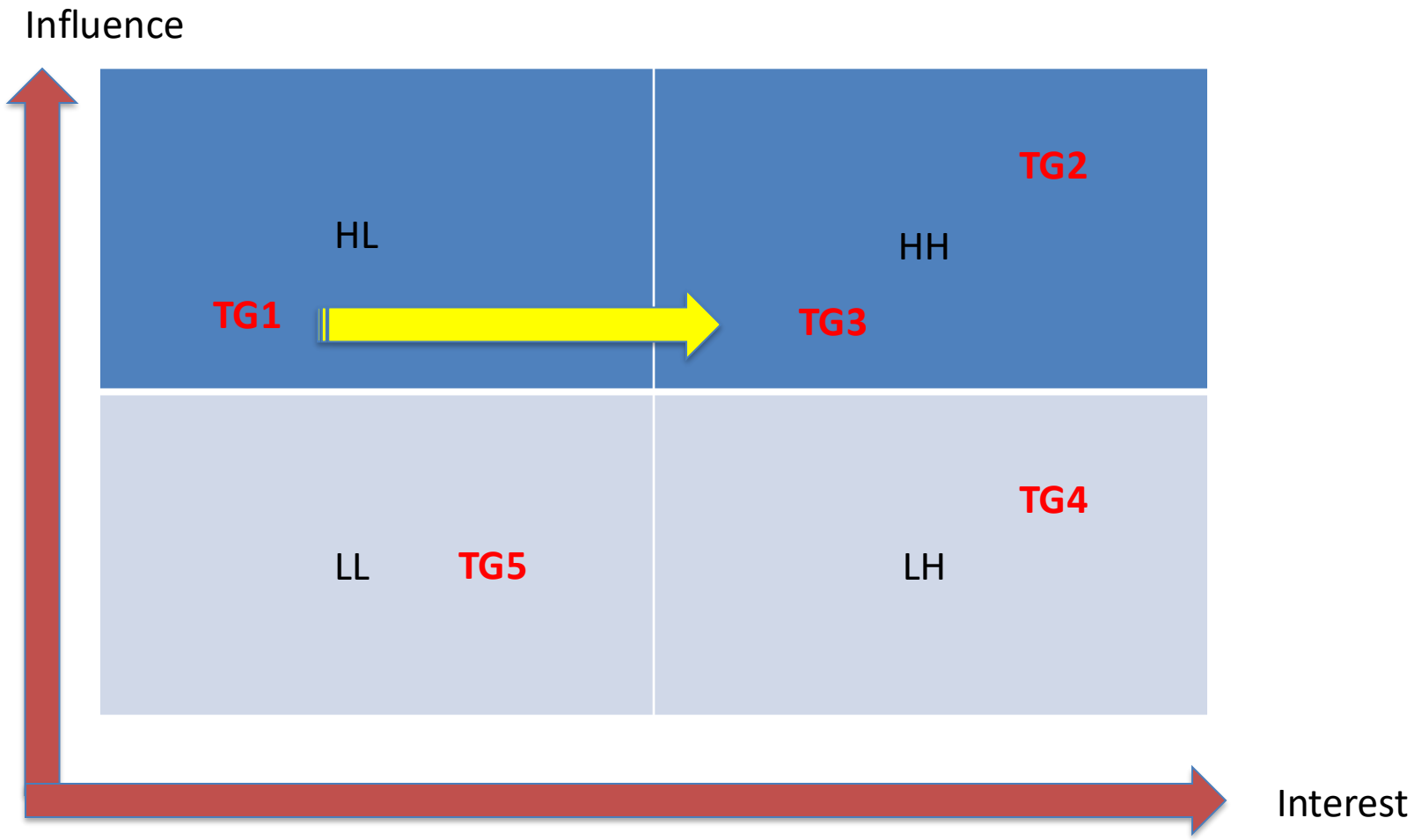
Part of step 3: Impact Formula

Tips for Identifying tangible project target groups

- Who has interest in our research?
- Who can contribute to our work?
- Who would be **interested** in learning about the project's findings?
- Who could or will be affected directly by research outcomes?
- Who are not directly involved, but could have **influence**?
- Is the audience well defined? E.g. not the "general public" but female citizens that […]" or not "decision makers" but "Europarliamentarians involved in the design of the new […] policy 2030"

Target Groups' Prioritisation

Analyse and describe whom to prioritirise/focus and why based on the following table/analysis



Target Groups' Engagement Strategy

Include the following table for describing how to [redacted] the target groups:

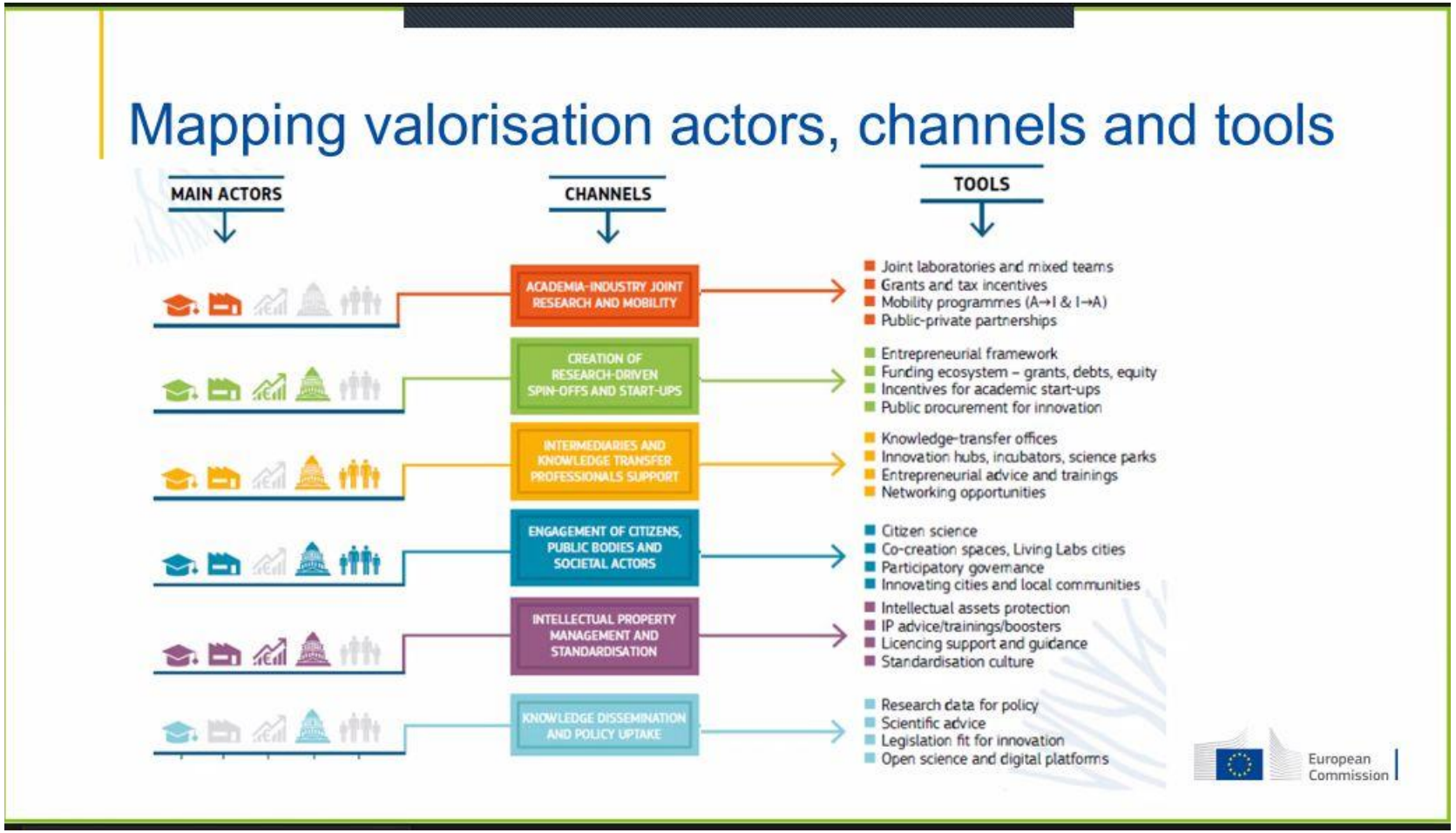
Name	Type	Role	Potential position in the project	Influence level	Interest level	Measures to engage	Engagement indicators

- **Target Group Name (if applicable):** Name of organisation, network, project, or of individual
- **Target Group Type**: End-user, Knowledge creator, Knowledge sharing channel, Solution Developer, Distributor, Supplier, Support channels, adopter of novel solution, Standardisation body, investor/ funder, Consumer association, Citizen association, Media, Policy advisor, Policy maker, etc
- **Target Group Role**: e.g Policy support, advance project visibility & awareness, liaison with end-users external partners and policy actors, share knowledge,
- **Potential position in the project**: e.g. External Expert, Advisory Board member or External Stakeholders Board member, speaker or guest to project event, etc
- **Influence level**: High (H) or Low (L)
- **Interest level**: High (H) or Low (L)
- **Measures to engage**: e.g. Meeting to present and invite stakeholder to join the advisory board, to speak or participate at a project event, etc
- **Engagement indicators**: e.g. xx participations or contributions in advisory board meetings, x participations in project events, etc

Target Group Types

- Project Stakeholders **(in specific** e.g related end-users, researchers & developers in the project focus but also beyond, investors, funders, **)**
- Policy Advisors (**which specific** NGOs, european associations, standardization bodies, etc)
- Policy Makers (**which specific->** EC directorates, European Parliament Committees , International organisations, public authorities/ministries, regulatories etc)

Engagement measures (tools) of different target groups (valorisation actors)



How to impress evaluators with your Barrier Analysis

Part of step 3: Impact Formula

Barriers Strategy template

	Possible Barriers	Related Impact (Short term ones/Outcomes & long term ones/expected)	Project Measures to overcome barriers
Political			
Economic			
Social			
Technological			
Environmental			
Legal			

Impact - Barriers to achieve impacts - Example

Barriers/Obstacles/Regulations/Standards

DRIvE PEST Analysis	
Political Factors	**Economic Factors**
Lack of standardization and regulatory effort or slow progress The development of smart grids and DR in Europe is tied with the development of adequate Standards and Regulation. Lack of supporting regulations is the main reason for low penetration of explicit DR schemes in countries like Italy and Spain. Although DRIvE is designed to adapt to different market maturity conditions and is adopting USEF, which supports and accelerate the development of smart grid Standards, slow progresses in the development of Standards and Regulation may limit the exploitation potential of the DRIvE solution. To cope with this, part of the dissemination strategy includes a mutually-beneficial collaboration with members of USEF and members of the Smart Grid Task Force. **Misperceptions of information about DR market evolution** Misinterpretation of the DR market evolution in Europe has the potential risk to create an obstacle for the exploitation of the DRIvE solution. To account for this, DRIvE includes within the consortium partners from different EU countries with policy-making influencing capacities and currently working at different levels in the energy value chain. Furthermore, as part of the project activities, great efforts will be allocated to market analysis and watch activities, seeking for the most suitable environment for the penetration of the DRIvE solution across Europe.	**Minimal financial incentives** - Incentives for market players are not always well aligned to ensure that the most efficient, flexible solution is chosen, while the financial incentives offered to customers in exchange for changes to the way they consume electricity are not big enough. **Missing Markets** - New forms of flexibility offer benefits to many actors in the energy system, but these benefits are not all monetized. This means providers of flexibility do not realize their full value, undermining their investment business case. In addition, there can also be challenges in capturing the value of flexibility in existing markets. **Cost Reflectivity** - Consumers / generators are not always exposed to the true whole system costs of energy generation, transport and consumption which may weaken the case for them adopting more flexible solutions or realising their existing flexibility. **Market Power** - Existing energy market players have significant influence through existing policy and regulatory processes which may make introducing new business models and ways of doing things more challenging. DRIvE will address these challenges building innovative business models based on the consortium value chain experience with the main criteria of creating fair opportunities of the involved stakeholder.
Social Factors	**Technological Factors**
Difficulty to reach customers and stakeholders, especially in partially-developed DR markets Profitability of the DRIvE solution depends on number of DR services available in a given country and willingness of building managers and occupants to participate in DR programs. In countries with not developed DR markets the limited profitability of the DRIvE solution may result in longer paths to market and difficulties in reaching determined customer segments (in particular residential ones). To mitigate this risk, as part of WP7 DRIvE will develop a concrete Plan for the Exploitation and Dissemination of Results (PEDR) with the inclusion of an exploitation roadmap and business plan for the DRIvE solution targeting specifically this issue.	**Technical barriers and cost overrun** DRIvE aims at providing a low-cost solution for implementation in commercial and residential buildings. The project addresses all the possible technical challenges: cost-effective solutions for DR automation, good practices for DR technology deployment in the building, user engagement incentives, building's comfort characterization, flexibility management, hierarchical, modular, plug and play, multivendor, interoperable and standard compatible solution. Although the solution is based on existing technologies provided by industrial partners, unexpected technical barriers may arise when integrating the solution and implementing it in new and variegated contexts. A careful planning of implementation activities (data collection, detailed use-cases definition, pre-testing) and

Source:TH2020II/R2M

Example to address potential barriers

Potential Barriers for achieving the targeted Expected Impact 1 and measures for overcoming them:

First of all, in order the Expected Impact 1 above to be achieved, all results (R1-R6) should reach SRL 8 within 5 years after project end based on the expected actions above and the **Societal Maturity Progress (SMP)** plan as part of WP8 (See WP8 description for more details on SMP).

Furthermore, the proper collaboration of all the stakeholders identified above (TG1, - TG10) **across Europe** should be achieved at the **targeted value and significance** (See section 2.1.1). A **European collaboration at such level** can only be achieved with the involvement of key players in each of the 10 target groups (TGs) in **each country in Europe**. Our advisory board with individuals from each of the 10 TGs will play a significant role but it will not be the only one. Furthermore, representatives from each Target Group (TG) that are already on board but also new ones will be engaged in the project via strong dissemination measures such as the organisation of workshops and think tank groups with the endorsement of the European Parliament and the support of the appropriate committees. All partners along with their

Brussels. Therefore, special focus will be given on the involvement and collaboration of **European actors with national members in each country in Europe** from each of the target groups (TG1-TG10) such as

Potential Barriers for achieving the four Expected Impacts and measures for overcoming them: First of all, in order all four expected impacts above to be achieved, both R1 and R2 results should reach TRL 8 first within 5 years after project end based on the expected industrialisation plan as part of WP8. Furthermore, the proper collaboration of all the stakeholders identified above (TG1, - TG7) across Europe should be achieved at the given value and significance. A European collaboration at such level can only be achieved with the involvement of key players in each of the 7 target groups (TGs) in each country in Europe. Our advisory board with individuals from each of the 7 TGs will play a significant role but it will not be the only one. Furthermore, representatives from each Target Group (TG) that are already on board but also new ones will be engaged in the project via strong dissemination measures such as the organisation of workshops and think tank groups with the endorsement of the European Parliament and the support of the appropriate committees. Therefore, special focus will be given on the involvement and collaboration of European actors such as

- **European** of Industri Industry, C
- **European** Industries Healthcare Society of
- **European** Economic
- **European** Consumer

The project has formulated a robust dissemination, exploitation and communication (DEC) strategy (see section 2.2) for bringing the above European actors onboard and coordinating their collaboration for establishing the expected impacts.

Example on to address potential barriers

2.1.2 Actions for wider Impact, associated barriers and related measures

Primarily, in order the project to achieve **all and each of the four expected impacts** as they are outlined in Destination 1 that our targeted call fits under, we will **advance within 5 years after the end of the project the technological maturity of the project results and to lead towards a complete and qualified AI system for preventing and treating [redacted] (TRL 8).** The necessary resources will be achieved by raising interest and funds from investors and engaging other developers on board. In case of low initial interest by these target groups, the project will engage sound and effective promotion and raise awareness measures. At the very end, the current consortium members are committed to invest their own resources for the [redacted] platform to reach TRL8. A start-up is planned to be established with shareholders all the key partners as the most suitable vehicle for engaging further funds and support for the [redacted] solution to reach TRL 8 and start to be used by [redacted] health care providers and practitioners outside the consortium, and allow patients to get informed of and access better preventive and treatment choices.

As long as we have a qualified and complete AI system (TRL 8) for [redacted] contribute to each of the four expected impacts from destination 1 within **5 years after the project end**.

Specifically, regarding **Expected Impact 1**[15], our [redacted] solution will allow citizens to have reduced [redacted] evels. Concerning **Expected Impact 2**[16], our solution will enable citizens to manage and monitor thei[redacted] levels and interact with their doctors and health care providers. Regarding **Expected Impact 3**[17], the [redacted] solution will increase citizen's trust on how atherosclerosis can be prevented or treated. For all these three expected impacts, we consider as scale (widespread reach level) and significance expected value) that a large portion of citizens in the participating countries primarily ([redacted] with around 0,5M citizens) and secondary in the rest of the EU (with 0,3M citizens) will enjoy an a[redacted] active life. A key factor for achieving this scale and significance is the engagement of proportionate health care centres and professionals to adopt our solution and build the trust on behalf of the citizens. Otherwise, the reluctance of these target groups to use our project solution and the lack of trust by the

[15] EI1:Citizens adopt healthier lifestyles and behaviours, make healthier choices and maintain longer a healthy, independent and active life with a reduced disease burden, including at old ages or in other vulnerable stages of life

[16] EI2: Citizens are able and empowered to manage better their own physical and mental health and well-being, monitor their health, and interact with their doctors and health care providers

[17] EI3:Citizens´ trust in knowledge-based health interventions and in guidance from health authorities is strengthened, including through improved health literacy (including at young ages), resulting in increased engagement in and adherence to effective strategies for health promotion, diseases prevention and treatment, including increased vaccination rates and patient safety

[redacted]

citizens on our solution could be significant barriers. Therefore, for eliminating any such obstacles that might jeopardise the successful achievement of the first three expected impacts, we will apply targeted dissemination measures such as

- [redacted]

Finally, regarding the fourth Expected Impact[18], we will mobilise [redacted]

Another example on Actions to achieve wider impact, associated barriers and related measures

How to impress evaluators with your Dissemination Strategy

Part of step 3: Impact Formula

Dissemination and Exploitation Plan Template

What to be disseminated & exploited (Results)	To Whom	How Method	By Whom	How much?	**How well?
Result 1					
Result 2					
…					

Possible substitutions: "How much" with "Phase/Months" period, "How much" with "Intensity: Strong/Moderate/Low
"Related Expected Impact" with Focus/why

✓ **Examples of "How well": Dissemination & Exploitation Milestones

2.2.1 How – Dissemination & Exploitation methods

	Possible HEU D&E Methods							
Exploitable Results	1	2	3	4	5	6	7	8
Products (materials/model structures, algorithms, software, designs, prototypes, demonstrable products, pre-commercial products, commercialised products, etc)	x	x	x	x			x	x
Services (training, consultancy, advising, etc)	x	x			x	x		x
Know how (policy recommendations/roadmaps, research data, methodology, new research topics relevant to industry needs, etc)				x	x	x		

Possible HEU D& E methods:

1) Dissemination activities for finding licensees of project results,
2) Creation of spin-offs (startups for growing) and spin-outs (for selling licenses) for jointly exploiting project results or advancing furter their Technological Maturity (TRL),
3) Dissemination activities for raising further funds from externals (investors) and/or internals (own funds) for reaching higher TRL via spin-offs, e.g. TRL 9 ,
4) Dissemination activities for partnering for further developments and improvements and reaching higher TRL,
5) Participation on policy and/or standardisation committees,
6) Establishing a start-up for specialised provision of services,
7) Filing patents & trademarks and managing copyrights, for protecting IPs related to project results
8) Dissemination activities for identifying & engaging sales channels or distribution partners

2.2.1 How well-Examples of measuring D&E achievements (D&E milestones)

D&E milestones (How well) are directly linked with D&E activities (How – method)

- Expected no. of potential funders interested in
- Expected transference of research into practice (e.g. no. of patents or ™ filed, no. of prototypes produced, no. of licenses issued, etc)
- Expected no. and turnover of new products
- Expected no. of practices or procedures developed, based on project research/innovation outcomes
- Expected no. of agreements with stakeholders to use project results (especially for open access based results),
- Expected no. of downloads (especially for open access based results),
- Expected no. of standards initiated
- Expected no. of any policy committees involved

Example of Dissemination Strategy

Result 1 (R1): Mappings of formal and non-formal initiatives and good practices identified in mediating democracy to youth

For Whom: (See 2.1.1 for more details) TG1-TG10 with special emphasis also on related European key actors as identified in section 2.1.2.

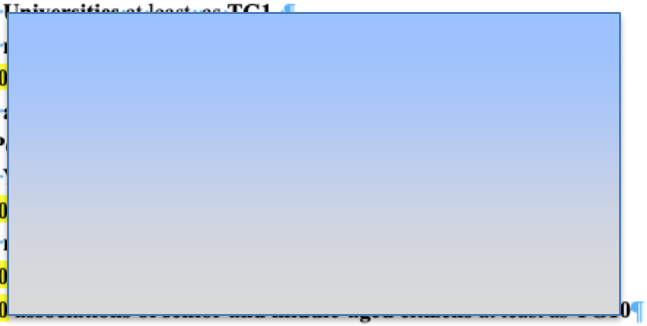
D&E Methods: The above identified TGs will be engaged to use project result by raising awareness via project website, social media, e-newsletter, presentation in European events organised by key European Associations (See section 2.1.2), scientific publications in related scientific journals **under open access** such as (indicatively) in the European Journal for

identified in 2.1.2 for attracting all target groups TG1-TG10. Since also all the identified above **European Key Actors (ETG1-ETG10)** are important, the consortium will organise also at least 2 workshops in the European Parliemant premises in Brussels for attracting representatives from each one of those groups.

By whom: All partners will be responsible especially with the coordination of IASIS as dissemination and exploitation expert. Also, the D&E methods will be supported by the associations and organisations already on board and members of the Advisory Board as indirect partners that are involved as **associate partners** or have provided **a letter of support**.

How well/exploitation targets and by when:

- **By the end o**
  - **150**
  - **150**
  - **300**
  - **60 a**
  - **15 P**
  - **60 Y**
  - **2000**
  - **60 m**
  - **300**
  - **300** **s TG10**
- and within **5 years after project end,** we expect to have engaged
  - **600**
  - **600**
  - **1200**
  - **300**
  - **30 P**
  - **300**
  - **1000**
  - **300**
  - **1200**
  - **1200**



The above strategy for R1 with the same expected targets will be applied also for the other Results R2-R6.

2.2 Measures to maximise impact - Dissemination, exploitation and communication (~ 5 pages)

2.2.1 Dissemination and Exploitation Plan

By definition, **Dissemination and Exploitation Plan** focuses on our project results and is the strategy for promoting and raising awareness about the project results (dissemination) for advancing their use by the intended target groups (exploitation). [See difference in comparison with communication[. Based on this definition, for **each of project results**, we describe a) **For Whom**: Who is expected to use it and benefit at, b) **D&E Method**: How we will convince each target group above to use the project result, c) **By Whom**: Who will be responsible to convince each target group to use the project result, d) **How well/Exploitation Targets**: i.e. how many per target country or region from each target group are expected to use the project result e) By **When:** 1) by the end of the project and 2) within5 years after the project end.

Result 1 – R1:

For Whom: (See 2.1 for more details) TG1, TG2, TG3, TG4, TG5, TG6 with special emphasis also on

D&E Methods: The above identified TGs will be engaged to use project result by raising awareness via

By whom: All partners will be responsible especially with the coordination of CETRI as dissemination and

How well/exploitation targets and by when:

- **By the end of the project**, we expect to have engaged
  - **700**
  - **2** pha
  - **4** Na
  - **40** pa
  - **50** re
  - **50** I Parli
  - **2** Pro
- and within **5 years after project end,** we expect to have engaged
  - **10,000**
  - **50** pharr
  - **10** Natio
  - **2000** pat
  - **5000** res
  - **500** Ind Parliame
  - **100** Pro

Result 2- R2:
locally to the p

For Whom: as in R1 above

D&E Methods: as in R1 above

By Whom: as in R1 above

How well/Exploitation targets and by when: as in R1 above

Result 3 – R3: Details and procedures for having smart multifunctional injectable hydrogels containing

How well/Exploitation targets and by when:

Example of 2.2.1

How to impress evaluators with your Communication Strategy

Part of step 3: Impact Formula

Communication Plan Structure

What to be communicated	To Whom	How (Communication Methods)	Communication Level (L/R/N/E/I)	When	By Whom	How much? (Resources Needed)	Communication Milestones

2.2.2 Communication Plan/Methods

Communication Methods	1	2	3	4	5
Knowledge sharing, peer-reviewing, exchange of links, co-organisation of events	x	x	x		
EC communication services (e.g. Cordis, Euronews)	x	x	x	x	x
Newsletters, Leaflets & Brochures (different versions per target), posters, gadgets	x	x	x	x	x
SM: - You tube channel (interviews with end-users, use case scenarios, stories etc)	x	x	x	x	x
SM: - Linkedin groups (better join related groups than create ones)	x	x	x		
SM: - Facebook groups	x		x		x
SM: - Imagery e.g. flickr, instagram & pinterest suitable for quotes related to the project	x	x	x	x	x
SM: - twitter (no account but use #projectname and #H2020 in tweets)	x	x	x	x	x
Events (Organising or presenting)	x	x	x	x	
Campaigns (e.g.on related International Days) and on EU presidencies	x			x	x
Website and blog	x	x	x	x	x
Traditional media (TV, radio, press)	x			x	x
Industry/Research related magazines (see Cordis) as well as in scientific journals		x	x		
Competitions & prize/awards ceremonies	x	x			x
Wikipedia entries	x	x	x	x	x
Dinners with key actors (e.g.Policy Makers, MEPs)				x	
Free training (f2f or via webinar) or games and mobile apps	x	x	x		x
Zenodo.org – plaltform for releasing and citing open data		x	x	x	

1: End-users, **2**: Research & Industry Actors, **3**: Policy Advisors, **4**: Policy Makers, **5**: Public

2.2.2 How well-Examples of measuring Communication achievements/ milestones

Communication milestones (How well) are directly linked with communication activities (How – method). E.g

- Expected no. of external sources referencing project website
- Expected no. of Cordis references
- Expected no. of dissemination material distributed
- Expected no. of youtube subscribers or video views
- Expected no. of comments received to project posts in linkedin groups, facebook groups and pages
- Expected no. of twitter posts re-tweeted
- Expected no. of special target group(s) in our event(s)
- Expected no. of campaigns supported by traditional media
- Expected no. of project website unique visits per month
- Expected no. of articles in scientific journals or related magazines
- Expected no. of candidates in project competitions (e.g. for logo)
- Expected no. of policy makers/advisors in our event(s)
- Expected no. of participants in our training
- Expected no. of project mobile apps downloads

2.2.2 Communication Plan

Communication Plan on the other hand focuses on ***communicating the project public information*** *(e.g project details, project activities, project expectations, project achievements, etc) and it is the strategy for promoting and raising awareness about the project overall and its public info.*

Based on the above definition, our communication plan outlines the following:

- ***To Whom*** *- Who should know about the project public information (e.g project details, project activities, project expectations, project achievements, etc) with special attention to citizens and society:* In addition to Target Groups TG1-TG7 as they have been specified in 2.1 above, our project will consider one more Target Group in its communication strategy, that is the **general public as TG8**.

- ***Why*** *-Why each of the target groups above should know about the project public information:* Further to our rationale and the benefits expected by TG1-TG7 such as access to novel knowledge and [redacted], we consider that TG8, i.e. the general public should get informed via [redacted]

- ***How*** *- Which communication methods to be used for anyone finding out about the project public info– tools and channels:* For TG1-TG7, the same methods as in our dissemination and exploitation strategy will be used (see section 2.2.1).

  However, for the general public as TG8 **different promotion and raising awareness activities** will be engaged for ensuring their efficiency. More specifically, the project will use the **World Oral Health** [redacted]

- ***By Whom*** *- Who will be responsible to apply the appropriate communication method:* The dissemination and exploitation leader [redacted] the support of all partners including the indirect ones that have provided a letter of support or participate as associate partners will be responsible for applying the suggested communication methods.

- ***How well – communication goals and by when****: How many per target group you expect to know about your project and by when e.g. say up to the end of project and within 5 years after project end:* The same goals as in dissemination and exploitation strategy for the TG1-TG7 are expected. In addition for TG8: the general public, we anticipate to raise awareness about the project and its achievements at 10,000 citizens by the end of the project and at around 100,000 citizens within 5 years after project end.

Example of 2.2.2 Communication Plan

2.2.2 → Communication Plan¶

*Communication Plan on the other hand focuses on **communicating the project public information** (e.g project details, project activities, project expectations, project achievements, etc) and it is the strategy for promoting and raising awareness about the project overall and its public info. Based on the above definition, our communication plan outlines the following:* ¶

- → ***To Whom*** *- Who should know about the project public information (e.g project details, project activities, project expectations, project achievements, etc) with special attention to citizens and society:* In addition to Target Groups TG1-TG10 as they have been specified in 2.1 above, our project will consider one more Target Group in its communication strategy, that is the **general public as TG11** (i.e. Children and adults). ¶

- → ***Why*** *- Why each of the target groups above should know about the project public information:* Further to our rationale and the identified benefits expected by TG1-TG10, we consider that TG10, i.e. the general public should get informed abou project and its expectations

- → ***How*** *- Which communication methods to be used for anyone finding out about the project public info– tools and channels:* For TG1-TG10, the same methods as in our dissemination and exploitation strategy will be used (see section 2.2.1). ¶

  However, for the general public as TG11 **additional promotion and raising awareness activities** will be engaged for ensuring their efficiency. More specifically, the project will use the **International Day of**

  History museums and on other public places. ¶

- → ***By Whom*** *- Who will be responsible to apply the appropriate communication method:* The dissemination and exploitation leader l support or participat ¶

- → ***How well – communication goals and by when****: How many per target group you expect to know about your project and by when , e.g. say up to the end of project and within 5 years after project end:* The same goals as in dissemination and exploitation strategy for the **TG1-TG10** are expected. In addition for **TG11 the general public**, we anticipate to raise awareness about the project and its achievements at 10,000 citizens by the end of the project and at around 100,000 citizens within 5 years after project end. ¶

Example of communication strategy

Suitability and quality of the measures to maximise expected outcomes and impacts, as set out in the dissemination and exploitation plan, including communication activities in MSCA actions

Many of the measures have been addressed in previous sections and make reference here but in any case your **measures should be measurable and** could refer to

- PhD students as ambassador at schools, videos based on project results to show that science is beautiful, campaigns on the international days related to the project theme, logo competitions at schools, shows at science museums or to other related ones, presentations at European Researcher's Nights in September, preparation of 3 minutes presentation of your research, presentation at the Euro Science Open Forum, the largest biennial interdisciplinary meeting on science and innovation in Europe, for and with society, and the national activities as part of European Science in the City Festival etc (**Related KPIs**: x school visits, followers at social media, media coverage on project, x participations in logo competition, x shows at museums, x citizens interested in our research project)
- Further collaborations with top institutions for joint research via R&I funded projects, joint organisation of global events and conferences, joint publications (**Related KPIs**: x% increase of work applications from top researchers, or researchers with high potential from the whole globe, higher ranking of the Faculty/host in related lists)
- Close collaboration with industry and society for participating organisations formulating new curricula based on project results for addressing their needs and for exploiting the created knowledge (**Related KPIs**: x% increase of students, X% increase in ranking in related lists, no. of start-ups, no. of patents, etc)

How to impress evaluators with your IPR Strategy

Part of step 3: Impact Formula

IPR Principles

In order to disseminate and allow the use of project results during and after the project, first one factor should be clarified/clear:

1. The Ownership Model (or Intellectual Property Rights - IPR): Who owns what from the project results and under which conditions

IPR Principles

Indicative Ownership Models

- Open Access to results by everyone (Check Creativecommons.org, open source, etc)
- Ownership of a result by one single entity
- Joint Ownership of each result based on pre-arrangements (based on effort or budget per partner in the project or in the related WPs)

N.B.: Each result can follow a different ownership model

For more info check www.iprhelpdesk.eu

- Successful Valorisation of Knowledge and Research Results in Horizon Europe
- Webinar recordings on IP for SMEs/start-ups, Technology Transfer, IP assessment, Patents and Innovation, IP for FET/Pathfinder, IP for agri-food, IP in biotechnology, IP Commercialisation and Licencing, IPR and Software/ICT, IP & Pharma, New copyright directive, FTO, IP and AI, IP on MSCA,

An IPR template and example

What to be disseminated & exploited (Results)	**IPR**
Result 1	
Result 2	
…	
Result 8	
…	

2.2.3 → IPR Management¶

All **our results** including also the **collected research data** will be provided publicly under open access so that they will be used and further enhanced by as many as possible in order to support the achievement of the expected outcomes and impacts within 5 years after project end. Furthermore, we believe that providing our results under open access will advance the transparency, credibility and their quality as well as stimulate new types of thinking as researchers and other actors especially outside the project can develop new understandings by bringing together data from a variety of sources that can lead to new and unanticipated discoveries. ¶

¶

How to impress evaluators with your Impact Canvas

Part of step 3: Impact Formula

Impact Canvas?Summary

Specific Needs	Expected Results	DEC measures
What are the specific needs that triggered this project?	*What do you expect to generate by the end of the project?*	*What dissemination, exploitation and communication measures will you apply to the results?*
Challenge 1	Result 1 (R1)	D&E Activity 1 D&E Activity 2 Communication Activity 1 (if R 1 is publicly accessible)
Challenge 2, Challenge 3	Result 2 (R2)	D&E Activity 2 D&E Activity 3 Communication Activity 2 (if R 2 is publicly accessible)
Target Groups	**Outcomes**	**Impacts**
Who will use or further up-take the results of the project? Who will benefit from the results of the project?	*What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?*	*What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?*
TG 1 to benefit/use R 1 TG 2 to benefit/use R 1 TG 3 to benefit/use R 1	Quantified Outcome 1	Quantified expected scientific/Economic/Societal impact 1
TG 1 to benefit/use R 2 TG 4 to benefit/use R 2	Quantified Outcome 2, Quantified Outcome 3	Quantified expected scientific/Economic/Societal impact 2

2.3 Impact Canvas

SPECIFIC NEEDS

EXPECTED RESULTS

R1
R2
loc
R3
and
exp
R5
R6
R7

DEC MEASURES

TARGET GROUPS

TG1
TG2
perio
TG3
TG4
irrita
TG5

TG6:
consu
polici
TG7:
Tesse
TG8:

OUTCOMES

TG1 expects to extend its portfolio of experimentation and application such as lab-on-chip and

TG2 expects to
disease
TG3 expects to
healing and c) o
The fluid deliver
viable cells
TG5 expects acc
wounds, b) Assc
disease, chronic
TG6 expects to
production and
TG7 based in Eu
TG8 expects to
and improving t

IMPACTS

Actual ESR extract from a winning Horizon proposal

Criterion 2 - Impact

Score: **4.50** (Threshold: 3/5.00 , Weight: -)

The following aspects will be taken into account, to the extent that the proposed work corresponds to the description in the work programme:

- Credibility of the pathways to achieve the expected outcomes and impacts specified in the work programme, and the likely scale and significance of the contributions from the project.

The pathways to impact have been outlined clearly and convincingly, establishing the credibility of the undertaking. The steps towards the overall objectives and the activities and products planned appear realistic and logical. The impact beyond the project's duration has been convincingly addressed. The proposal has good potential to provide a base for redesigning curricula in support of democracy thanks to the appropriate methodologies employed for researching Education for Democracy in diverse contexts in Europe.

The proposal provides coherent steps towards achieving the expected impacts of the project for all target groups and gives a profound overview of the actions planned beyond the duration of the project by using a self-designed participatory methodology - The Social Impact Assessment approach. The project's contribution is visible towards the expected outcomes of the topic.

The project is aligned with the respective destinations of the work programme. The management of the potential negative impacts is mentioned but not sufficiently explained. Potential barriers to the expected outcomes and impacts are identified and communicated, and possible mitigation measures are proposed. Lastly, the scale and significance of the project's contribution to the expected outcomes and impacts are adequately estimated and quantified.

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

The dissemination and exploitation strategy for the project's results is realistic, credible and achievable. It includes well-defined target groups and adequate methods to reach each group. The proposal credibly specifies how many from each target group per target country/region are expected to use the project results during the project lifetime and beyond. The proposal has an appropriate communication plan for communicating the project public information. It has a very good strategy for promoting and raising awareness about the project overall.

The applicants mention the inclusion of a draft communication strategy in the proposal. Generally, the descriptions provide a good overview of the planned activities; they are convincing in terms of suitability and overall quality. The project will reach out to several audiences using

specific communication objectives and targeted and carefully selected communication channels adjusting to the respective audiences' communication patterns are to be used.

The proposed dissemination, exploitation and communication measures are coherent and suitable for the project and of good quality. All measures are proportionate to the scale of the project by indicating the short term (during the realization of the project) and long term (in 5 years after the end of the project) contributions.

The industrial and commercial involvement in the project ensures exploitation of the results. However, the approach for the management of intellectual property is explained although not fully elaborated.

Source: LinkedIn/Thanos Karvounis

Examples on developing the Impact section with the use of AI

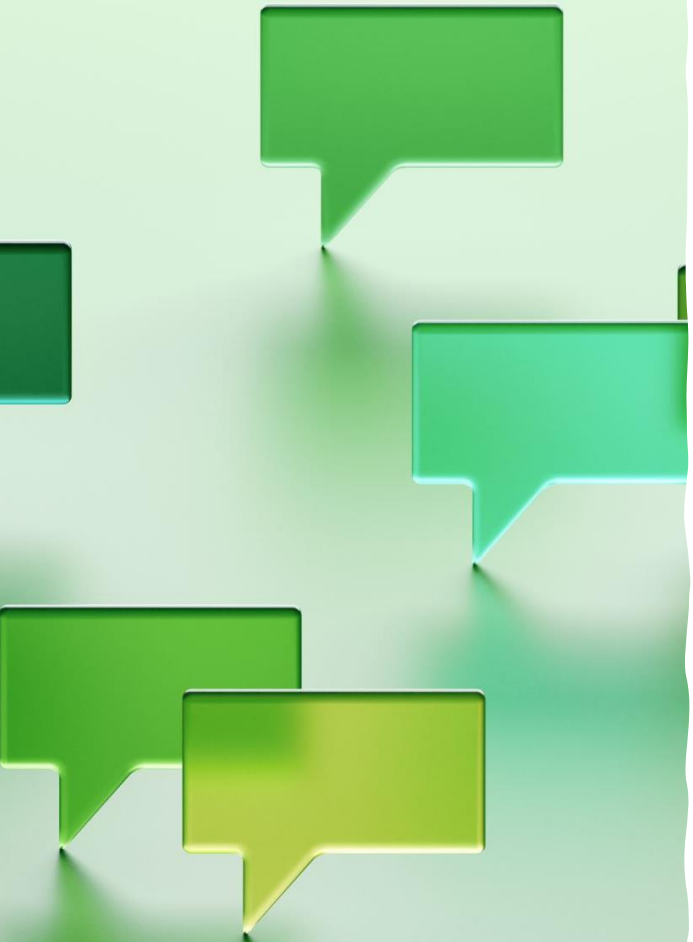
Part of step 3: Impact Formula with AI

What AI can and cannot do

Understand the fundamentals on AI its capabilities, limitations and flaws

What Gen AI can do and what not

Strengths of AI Models	Weaknesses of AI Models
Good at Understanding and Writing Language. They can read, understand, and write text like a human, covering many topics.	May **struggle with highly technical or more specialized content**. They lack understanding of the full context.
Great at Creating Different Types of Writing: They can write anything from a chat message to a technical report.	**Hallucinate, Get confused, lie.** AI can return information that is inaccurate, misleading or simply wrong (but sounds right).
Quick at Sorting Through Lots of Information: AI can quickly go through large amounts of data and summarise it.	**Not Truly Creative:** While AI can come up with new ideas, it's not as creative or original as a human.
Can Do Many Different Jobs: They're useful in many areas, from helping customers to solving technical problems.	**Privacy and Right-or-Wrong Issues:** When AI handles private or sensitive information, there are concerns about how it's used and if it's ethical. See EU AI Act



AI Tools for Financial Management and not only

- ChatGPT 3.5 free version and ChatGP 4.0 paid version that you can upload document and good for structured, in depth and strategic thinking.
- Gemini powered by Google and you can upload a Figure/chart and ask Gemini to explain it to you. Its free version also access the Internet
- Copilot powered by Microsoft and you can access Internet
- Claude able to upload up to 5 documents in the free version and ask for a summary or for further comments or for a comparison between them (common points, different points, etc)
- Mistral (OpenSource): For setting up your own AI virtual server
- Perplexity.ai: an AI-chatbot-powered research and conversational search engine using sources from the web and citing links within the text response (free uses ChatGPT 3.5, Paid uses GPT4, Claude 3, Mistral and an experimental perplexity model
- ChatPDF: Analysing PDF documents and prompting questions for further understanding of the uploaded document (up to 2 PDF files for free per day). Prone to PDF quality

A more detailed AI Tools comparison

Tool	Strengths	Weaknesses
ChatGPT 3.5	•Can generate text on various topics and styles •Capable of complex language tasks like summarization, translation, and more •Prone to hallucinations •Free version	•Data access limited in real time •Responses are sometimes inaccurate or biased. •Limited technical or domain-specific knowledge •Limited technical or domain-specific knowledge •8k-12K words memory before Hallucinations
ChatGPT Plus is the **paid version of GPT-4**	•GPT-4 is accessible also to free users but often slower than GPT-3.5 due to its complexity, but Plus users get faster access to it. •During high-demand periods, Plus subscribers get priority, meaning reduced waiting times and more reliable access.	
ChatGPT Plus is the paid version of GPT-4 and contains GPT-4o, GPT-4o mini, o1-preview and o1-mini The initial launch of ChatGPT 3.5 (free) was on November 30, 2022. GPT-4(premium) (March 13, 2023). GPT-4 Turbo(premium) (November 6, 2023). GPT-4o (premium) (May 13, 2024). GPT-4o mini (free/premium) (July 18, 2024). o1 (premium) and o1-mini(free/premium) (September 12, 2024)	•Better context understanding than GPT-3.5 •Reduced bias and increased accuracy •Improved understanding of complex queries •**64K-128K words** memory before Hallucinations •Main difference between 4, 4o and o1 is that 4o generates output much faster and handles voice input in mobile app (especially o1) much better, allowing for a richer, more natural voice chat experience •o1-preview is great for advanced reasoning BUT DOESN'T ACCEPT Attachments •Currently 180,5 Million Users •Estimated Revenue: $200 million in 2023, $1.3 billion in 2024, Cost to Run (Daily): $700,000 per day (estimate)	•May produce lengthy or useless information •Still struggles with technical or innovative topics •**mini versions** like **o1-mini** or GPT-**4o-mini** are likely designed to give users greater flexibility, balancing speed, less resource use, but **lack in** task complexity. For example, if you want faster but less resource-intensive responses, you might choose a "mini" version for lightweight tasks like general conversation. •**For tasks like analyzing Excel spreadsheets, the full GPT-4o (no mini versions) would still be the best choice due to their better reasoning and power capabilities.** •The knowledge cutoff for GPT 3.5 and GPT-4 is September 2021. GPT-4 Turbo has a cutoff of April 2023 and GPT-4o has a cutoff of October 2023.
Microsoft Copilot	•More interactive **search experience,** contextual and detailed results,. •Draws in a lot of **data and insights** from the internet to answer questions. •Conversational understanding and responses, user-friendly and accessible. •Delivers text-based, graphic, and other media-based responses to improve user experience. •Better performer in code generation •18K-20K words to keep in mind during a single conversation	•**Accuracy** can vary based on the web data's quality. •May not provide the latest news or information. •Struggles with nuanced or complex queries. •Possible **incorrect understanding** of user queries or context.
Google Gemini	•Specialises in conversation and dialogue •Good at generating human-like responses •Effective in summarizing and explaining concepts •You can upload an image/figure and ask to explain/summarise it	•Less versatile in non-conversational tasks •May struggle with highly technical or specialized content •Relatively newer, thus less tested in diverse scenarios •4000 words memory during a conversation
Claude	•Enhanced understanding of context and nuance •Improved response accuracy •More efficient in handling complex queries •Able to assess, compare, identify gaps btw up up 5 docs (free) •50K words to keep in mind during a single conversation (the free version) and 75K in the paid one (Claude Pro)	•Still faces challenges with novel or highly technical content •Limited real-time data integration •Dependent on the quality of input for optimal output

Cost of ChatGPT-including security

Free Tier:

- Free users have access to GPT-4o but with limited messages that can vary based on usage and demand. If GPT-4o is unavailable, users are switched back to GPT-3.5

ChatGPT Plus:

- Plus subscribers can send up to 80 messages every 3 hours using GPT-4o and up to 40 messages every 3 hours using GPT-4. These limits may be adjusted during peak times to manage demand.
- Current price 20 USD/month

ChatGPT Team:

- Team subscribers have a higher cap, allowing up to 100 messages per 3 hours with GPT-4o
- ChatGPT Team requires at least 2 users at currently $30 per user per month (= a minimum of $60/month in total). If you subscribe annually, there's a little discount, so you just pay $25 per user per month.

ChatGPT Enterprise:

- Enterprise customers will have access to GPT-4o with unlimited, high-speed usage, and a focus on large-scale, enterprise-level needs.
- ChatGPT Enterprise is a different beast, prices are not communicated on the website. Last price I heard was $720 annually per user, with a minimum of 100 seats. But if you want a reliable quote, better reach out to OpenAI directly.

Note on Privacy & Security: For the **Free and Plus* version**, OpenAI by default uses your chat data to train their models. *You can opt-out, but you'll lose your chat history in return

ChatGPT Teams and Enterprise offer stricter policies, prohibiting OpenAI to utilize your data by default. With ChatGPT Team and Enterprise, you can share your GPTs only within your organization - instead of sharing them publicly via a link that anyone can access

How to write an effective request (prompt) for an AI tool

Apply the C.R.E.A.T.E. Principle

- **C**haracter
- **R**equest
- **E**xamples
- **A**dditions
- **T**ype of Output
- **E**xtras

Character

What is the **persona/role** you want AI to play for answering your requests/prompts, e.g.

- You are an expert with more than 20 years experience in designing strategies for achieving short-term and long-term benefits from R&I solutions. You can create eye-opening impact strategies especially for Horizon Europe calls and specifically for the call […]

Request

- This is the task you want AI to do for you. Imagine that you talk to someone that has no clue on what you want. The clearer you are, the higher your chance of getting a great response.
- I want you to suggest measures project results on achieving EACH of the following Expected Outcomes (EOs) from this call. EO1: …, EO2:…

Examples

- It may help to give examples to help AI understand what it is trying to to achieve. List of similar projects can be particularly good. Something like "Draw your suggestions from previously funded similar projects such as Project A at …, Project B at …, and Project C at …"

Adjustments

- Quite OFTEN you will realise the suggestions provided by the AI aren't quite what you wanted. This is where you add some extra statements to help shape the results.
- "*These are general suggestions. Please be more specific and innovative in your response*"

Type of Output

- Tell AI exactly how to present its suggestions. In addition to paragraphs, bullets, etc you can have it in a table format that makes the response much clearer. E.g.
- say "*present your findings in a table with the 1st column with title EXPECTED OUTCOME, 2nd colunm with the title SUGGESTED RESULT, 3rd column with title TARGET GROUPS"*, etc
- Remove "ChatGPT words": Put into the "Custom instructions" box
  - ### style ###
  - Avoid fancy jargon. Write normally. You are forbidden to use complex English words. AND should not use the words from the ### ban list ###. If you use one word from the list, I will stop the generation right away.
  - ### ban list ###
  - Comprehensive, Hurdles, Bustling, Harnessing, Unveiling the power, Realm, Depicted, Demistify, Insurmountable, New Era, Poised, Unravel, Entanglement, Unprecedented, Eerie connection, unliving, Beacon, Unleash, Delve, Enrich, Multifaced, Elevate, Discover, Supercharge, Unlock, Unleash, Tailored, Elegant, Delve, Dive, Ever-evolving, pride, Realm, Meticulously, Grappling, Weighing, Picture, Architect, Adventure, Journey, Embark, Navigate, Navigation, dazzle, tapestry.### ban list ###

Extras

- There are some powerful **extra** phrases you can add to your prompt/request to make it work better
- ***"Ask me questions before you answer"***: Sometimes you don't quite know which information the AI needs from you in order to give a good output. So, tell AI to ask you for the information it needs.
- **"*Explain your thinking*"**: This will allow you to see the thinking behind the given response along with the answer itself
- **"Act unlike a typical AI"**: This could allow AI to think out of the obvious
- Use the word "**bridge**":"***I want my project idea to act as a bridge between innovation 1, innovation 2 and so on"***. It will give you a better output than if you would just say generate idea on this topic.
- You can teach AI chat to make prompts for you instead of you thinking on how to write a perfect prompt . Just say **"*I need a prompt that would answer to this question*"** .
- You can write: "***brainstorm, outline, then write...***" rather than just "***write***" (breaking down steps, gets better results
- Instead of "*generate idea on...",* prompt "***generate idea on...using system thinking principles***", where focus is more on the big picture, and how different parts of the system interact with each other to achieve the goal (interesting for impact). This approach breaks down problems into fundamental building blocks, results in more innovative solutions.
- "***Let's …***" assumes cooperation, yields better results than saying "*do …*"
- "***Step-by-step …***" initiates deeper reasoning, useful for complex thinking, strategies,
- "***I trust you…***" emotional prompts, encourages LLM, and results in better outputs.
- "***Explain to me like I'm a 15 year old***"

Examples of Project Results based on the Analysis so far

Full Dialogue here

Result 1: AI-based irrigation systems that optimize water use based on real-time data on soil moisture and weather predictions

Result 2: user-friendly, cost-effective irrigation kits that can be easily installed and operated by end-users, with remote monitoring capabilities

Result 3: biofiltration systems to safely and efficiently convert sewage sludge into nutrient-rich water for irrigation.

Result 4: alternative irrigation methods like fog harvesting

Result 5: efficient fog nets that can capture atmospheric moisture and direct it for agricultural use in arid regions.

Result 6: drought-resistant crop varieties and permaculture techniques to minimize water needs.

Result 7: comprehensive studies on the safety and efficacy of different biowaste streams for irrigation, ensuring environmental compliance.

Result 8: integrated water resource management (IWRM) practices to ensure sustainable water use across entire catchments.

Result 9: smart fertigation systems that precisely administer water and nutrients to crops, reducing waste and improving yield.

Result 10: superabsorbent polymers that can be used to store and slowly release water to plants.

Result 11: adaptive management plans and infrastructure to capture excess water during floods for use during dry periods.

Result 12: Identification of regulatory hurdles and frameworks for safe and effective recycled water use in agriculture.

Result 13: Proposals of subsidy schemes or tax incentives for farmers who implement innovative water-saving technologies.

Result 14: collaboration platforms for farmers, technologists, scientists, and policymakers to share knowledge and best practices including knowledge exchange with other Horizon-funded projects in similar domains to leverage collective insights.

Results and Expected Outcomes

Impact

Results and Expected Outcomes

- You are a researcher in an EU university working on sustainable agriculture practices and technologies and with more than 15 years experience in writing proposals for funding under the European Research and Innovation Funding Programmes, currently Horizon Europe.
- You are preparing the Impact Section for a proposal under this call for a three year project: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/horizon-cl6-2024-climate-01-1
- You may consider **Theory of Change and Impact pathway analysis** theory (see https://www.espa.ac.uk/files/espa/ESPA-Theory-of-Change-Manual-FINAL.pdf and https://usaidlearninglab.org/resources/theory-change-workbook-step-step-process-developing-or-strengthening-theories-change) for identifying and measuring the short-term and long – term contributions of each of the project results to the expected outcomes and how they will be achieved in the short-term (by project end) and long-term (within 5 years).
- Your first task would be match each of the following project results with the call expected outcomes and explain in a table which project result contributes to which expected outcome and how each expected outcome will be achieved by the end of the project. You are strongly advised to apply Theory of Change and Impact Pathway analysis models.
  - Result 1: AI-based irrigation systems that optimize water use based on real-time data on soil moisture and weather predictions
  - Result 2: user-friendly, cost-effective irrigation kits that can be easily installed and operated by end-users, with remote monitoring capabilities
  - Result 3: biofiltration systems to safely and efficiently convert sewage sludge into nutrient-rich water for irrigation.
  - Result 4: alternative irrigation methods like fog harvesting
  - Result 5: efficient fog nets that can capture atmospheric moisture and direct it for agricultural use in arid regions.
  - Result 6: drought-resistant crop varieties and permaculture techniques to minimize water needs.
  - Result 7: comprehensive studies on the safety and efficacy of different biowaste streams for irrigation, ensuring environmental compliance.
  - Result 8: integrated water resource management (IWRM) practices to ensure sustainable water use across entire catchments.
  - Result 9: smart fertigation systems that precisely administer water and nutrients to crops, reducing waste and improving yield.
  - Result 10: superabsorbent polymers that can be used to store and slowly release water to plants.
  - Result 11: adaptive management plans and infrastructure to capture excess water during floods for use during dry periods.
  - Result 12: Identification of regulatory hurdles and frameworks for safe and effective recycled water use in agriculture.
  - Result 13: Proposals of subsidy schemes or tax incentives for farmers who implement innovative water-saving technologies.
  - Result 14: collaboration platforms for farmers, technologists, scientists, and policymakers to share knowledge and best practices including knowledge exchange with other Horizon-funded projects in similar domains to leverage collective insights.
  - Projects results are expected to contribute to the following expected outcomes by project end:

    - Expected Outcome 1: Solutions and prevention tools for improving water management in particular in areas experiencing recurrent or permanent water scarcity to anticipate solutions for current and future challenges in water management.
    - Expected Outcome 2: Support available for end-users seeking to take up innovative solutions in irrigation technologies.
    - Expected Outcome 3: Unlocking the potential of recycled sewage sludge and other biowaste streams as alternative, safe water and nutrient supply resources for agriculture.
    - Expected Outcome 4: Increased socio-economic and environmental potential of alternative irrigation practices such as fog harvesting.
    - Expected Outcome 5: Reduced agricultural water demand, as a result of optimized irrigation systems, including new opportunities for alternative water supplies, and expected innovations from the transition towards more sustainable farming systems, including agroecology.

Dealing with Target Groups, Scale, Significance and EOs

Dealing with Target Groups, Scale, Significance and EOs

- Thank you. Please add in the above table also one column with the target groups expected to benefit per project result and why they expect to benefit,
- another column for a budget of 5 million EURO how many per target group should be expected to benefit (Scale) and
- a last column on how much each target group expected to benefit per project result (Significance).

Barriers for EOs

Impact

Barriers for EOs

- Please identify any barriers in order the project to achieve EACH of the above expected outcomes by the project and also suggest possible measures in order to overcome each of those barriers.
- Group the barriers into political & legal/regulatory, social including environmental ones, Technological and Economical ones.
- Provide the information in a table format.

Strategy for Expected Impacts

Impact

(Similar Prompts as for EOs)

Strategy for Expected Impacts

- You are a researcher in an EU university working on sustainable agriculture practices and technologies and with more than 15 years experience in writing proposals for funding under the European Research and Innovation Funding Programmes, currently Horizon Europe. You are preparing the Impact Section for a proposal under this call for a three year project: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/horizon-cl6-2024-climate-01-1 You need to do the following tasks. Your next task would be match each of the following project results with the call expected impacts and explain in a table which project result contributes to which expected impacts and how each expected impact will be achieved within 5 years after the project end
  - Result 1: AI-based irrigation systems that optimize water use based on real-time data on soil moisture and weather predictions
  - Result 2: user-friendly, cost-effective irrigation kits that can be easily installed and operated by end-users, with remote monitoring capabilities
  - Result 3: biofiltration systems to safely and efficiently convert sewage sludge into nutrient-rich water for irrigation.
  - Result 4: alternative irrigation methods like fog harvesting
  - Result 5: efficient fog nets that can capture atmospheric moisture and direct it for agricultural use in arid regions.
  - Result 6: drought-resistant crop varieties and permaculture techniques to minimize water needs.
  - Result 7: comprehensive studies on the safety and efficacy of different biowaste streams for irrigation, ensuring environmental compliance.
  - Result 8: integrated water resource management (IWRM) practices to ensure sustainable water use across entire catchments.
  - Result 9: smart fertigation systems that precisely administer water and nutrients to crops, reducing waste and improving yield.
  - Result 10: superabsorbent polymers that can be used to store and slowly release water to plants.
  - Result 11: adaptive management plans and infrastructure to capture excess water during floods for use during dry periods.
  - Result 12: Identification of regulatory hurdles and frameworks for safe and effective recycled water use in agriculture.
  - Result 13: Proposals of subsidy schemes or tax incentives for farmers who implement innovative water-saving technologies.
  - Result 14: collaboration platforms for farmers, technologists, scientists, and policymakers to share knowledge and best practices including knowledge exchange with other Horizon-funded projects in similar domains to leverage collective insights.
- Projects results are expected to contribute to the following expected impacts within 5 years after project end:. Proposals for topics under this destination should set out credible pathways that contribute to climate action on land - including forestland, grassland, cropland and wetland - as well as on oceans and water and more specifically to one or several of the following impacts:
  - Expeted Impact 1: better understanding and strengthening of the mitigation potential of ecosystems and sectors based on the sustainable management of natural resources;
  - Expeted Impact 2: advancement of science and technology to support the adaptation and resilience of natural and managed ecosystems, on land, in the ocean, in water and soil systems as well as economic sectors in the context of the changing climate, including interaction with drivers of biodiversity change and zero pollution;
  - Expeted Impact 4: improved capacity to climate change of the ocean, sea, water and soil systems and related sectors to adapt to climate change, including by means of unlocking the potential of nature-based solutions;
  - Expeted Impact 6: sustainable management of scarce resources, in particular soils and water, therefore mitigating climate related risks, especially desertification and erosion, thanks to informed decision-makers and stakeholders and the integration of adaptation measures in relevant EU policies.

Prompt for target groups for EIs

- Thank you. Please add in the above table also one column with the target groups expected to benefit per project result and why they expect to benefit, in another column what are the conditions after the end of the three year project in order the expected impacts to be achieved and also
- how many per target group should be expected to benefit (Scale) and suggest some financial sources for reaching those targets after the funding period of the project (3 years) and
- a last column on how much each target group expected to benefit per project result (Significance)

Barriers for EIs

- Please identify any barriers in order the project to achieve EACH of the above expected outcomes by the project and also suggest possible measures in order to overcome each of those barriers.
- Group the barriers into political & legal/regulatory, social including environmental ones, Technological and Economical ones.
- Provide the information in a table format.

D&E Strategy

Impact

D&E Strategy

- For each project result above and target group, suggest
- which target group (TGs) should be informed about,
- engagement measures for convincing them to use each of the project result and
- performance indicators (quantitative indicators that allow us to assess the performance of each engagement measure).
- Prepare the information in a table format.

Communication Strategy

Impact

Communication Strategy

- For each of the target groups above, suggest communication measures so that these target groups to be informed during the project execution about the project overall, this means about project info, project activities, project expectations and project achievements.
- Include also per suggested activity performance indicators (quantitative indicators that allow us to assess the performance of each communication measure).
- Prepare the information in a table format.
- Include also as a target group in addition also the citizens

IPR Strategy

Impact

IPR Strategy

- Thank you.
- Now for each project result above, let's suggest
  - what type of organisations should be involved in their development,
  - which ones in their operation and suggest also some IPR (Intellectual Property Right) Models, i.e. who from these organisation should own what and under which conditions.
  - If you believe that some of those results should be provided under Open Access, please indicate that also.
- Provide the information in a table format.

HEU Recipe for successful Impact

From Struggle

AI Tools to address Impact with success

To Success

Step 1 — Master public resources for Impact in Horizon Europe

Step 2 — Master tips and best practices for impact in Horizon Europe

Step 3 — Impress evaluators with your Impact & AI in HEU grant application

Impact Intelligence ™

Impact Tips ™

Impact Formula ™

Congratulations!

You did it! You are familiar now on how to start exploiting Horizon Europe Impact from scratch!

Applied Knowledge is power

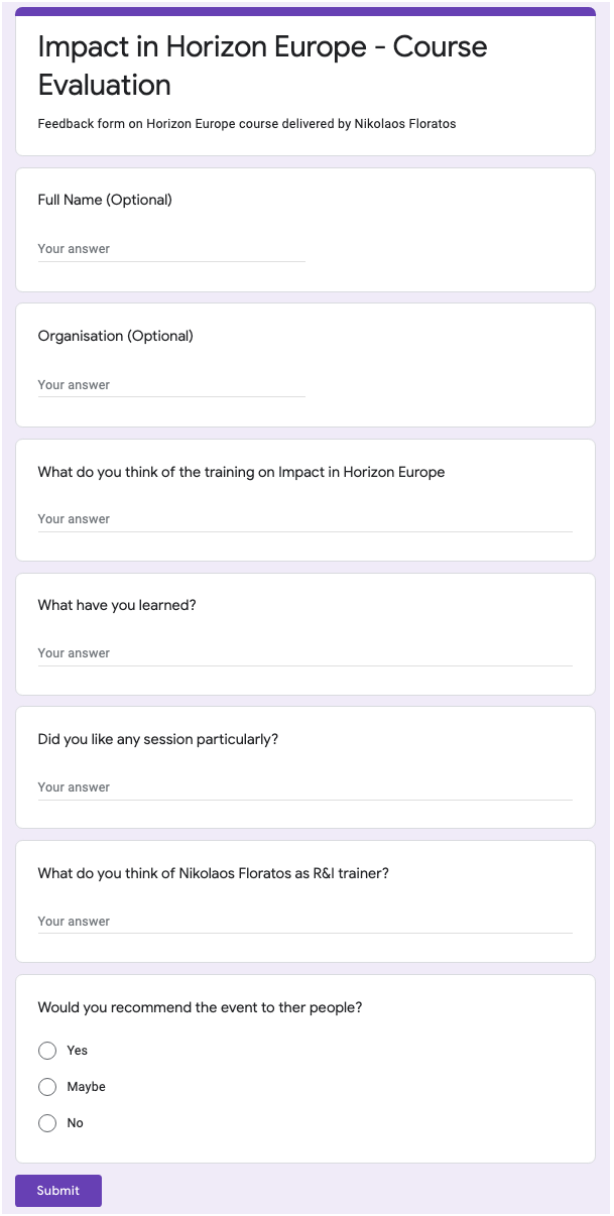
-Knowledge is not power, applied knowledge is

Practice NOW and apply what you learned, e.g.:

1. Identify any further information related to the expected impacts of your targeted call
2. Identify any documents related to your targeted call that you need to check whether you need to consider
3. Based on the expected outcomes in a specific call, identify the current limitations and needs (Scientific, societal, economical)
4. Identify the starting and end SRLs of a solution emerging from a specific Horizon Europe call
5. Check and consider whether to use S-LCA, SIA, LCC, CBA in a project targeting a specific Horizon call
6. Experiment with ChatGPT and test the given prompts and revise accordingly. You may wish to test with different set of results related to your research domain.

Please share your views now after the course

https://bit.ly/40vhmeb



Impact in Horizon Europe - Course Evaluation

Feedback form on Horizon Europe course delivered by Nikolaos Floratos

Full Name (Optional)

Your answer

Organisation (Optional)

Your answer

What do you think of the training on Impact in Horizon Europe

Your answer

What have you learned?

Your answer

Did you like any session particularly?

Your answer

What do you think of Nikolaos Floratos as R&I trainer?

Your answer

Would you recommend the event to ther people?

- Yes
- Maybe
- No

Submit

Training Material to Download

https://bit.ly/Impact3MU