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Webinar 4

Impact maximisation in R&I collaborative projects

24 May 2018

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inno

Agenda

- **10.00-10.10 AM**: Introduction by Krisztina Dax, consultant at inno TSD, on the EaP PLUS project and the series of webinars
- **10.10-10.40 AM:** Impact Maximization in Horizon 2020 projects (Svetlana Klessova, Director, inno TSD)
- **10.40-10.55 AM:** Examples from Horizon 2020 projects – How to maximise impact
- **10.55-11.00 AM**: Conclusion
- **11.00-11.30 AM**: Q&A

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EAP PLUS

- Launched in September 2016 – 3 year long Coordination and Support Action dedicated to EU-EaP STI cooperation
- Builds on previous projects addressing the region (Inco Net EaP, Bilat, BSH…)
- Includes partners from all 6 EaP countries and from several EU MS

3 main objectives:

- Support EU-EaP Policy Dialogue
- Foster interaction between EU-EaP researchers & boost EAP participation in H2020
- Enhance the EU-EaP research-innovation partnerships

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EAP PLUS – RDI Webinars

- Six webinars on specific innovation related topics, exploitation paths and other horizontal issues important for the EU EaP RDI cooperation
  - Innovation strategies – April 2017
  - Innovation management – September 2017
  - Exploitation strategy in R&I collaborative projects – December 2017
  - **Impact maximisation in R&I collaborative projects – May 2018**
  - Engaging in academia-industry collaboration – September / October 2018
  - Internationalization of RDI activities - Exploring the models of international innovation partnerships – January 2019

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Speakers

Svetlana Klessova

Director & senior innovation consultant at inno TSD, France

She has 20+ years of experience in innovation, technology transfer issues and RDI international collaboration, including exploitation issues in FP7 and Horizon 2020 projects. She has worked on 60+ projects since she became consultant at inno TSD in 1997. She was coordinator of 10 EC-funded projects (FP6, FP7 and Horizon 2020)

Krisztina Dax

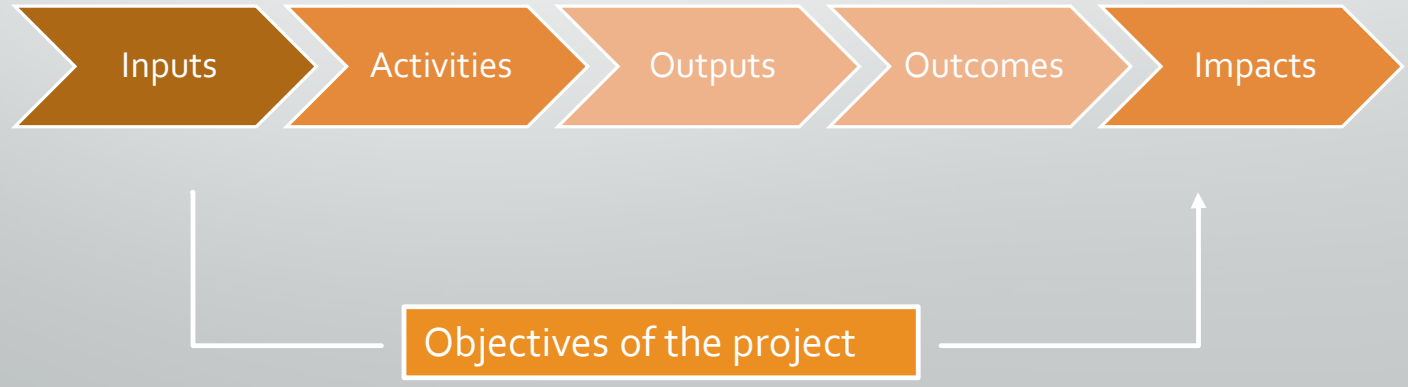
Consultant at inno TSD, France

She specializes in European (H2020) projects and regional economic development, having worked on projects such as NearUS, YAKSHA, BILAT 4.0, EAP+ and Black Sea Horizon, specifically with impact maximization of these projects. She is a native speaker of Hungarian and Russian, and speaks English and French.

1. Impact in Horizon 2020 : a brief overview

What is meant by impact in terms of research project?

- Impact: The changes or **benefits** to the economy, society, culture, public policy or services, health, the environment or quality of life, derived from the innovation.
- **Impact is assessed alongside research outputs** to provide an evaluation of research taking place within a firm or an institution.
- As such, **research outputs**, for example, knowledge generated and publications, **can be translated into outcomes**, for example, new products, services and standards, which generate impacts.



An impact-oriented approach at all stages of Horizon 2020

Built-in innovation and impact orientation:

- Challenge-based approach;
- Funding all the way from lab to market;
- Enhanced involvement of business, in particular Small and Medium-sized Enterprises (SMEs)

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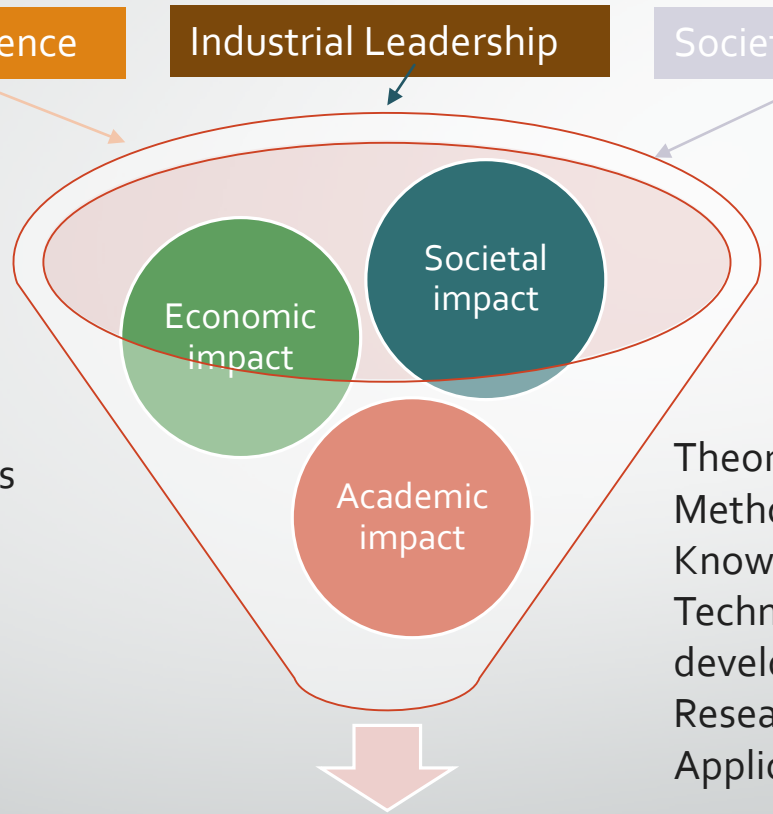
Global expected impact in different pillars of Horizon 2020 and in different types of projects



Innovations
Competitiveness
Growth
Jobs
Budget savings

Theory
Method
Knowledge
Technology development
Reseacher training
Application

Quality of life
Health
Environment
Public services
Policy
Creative activity
Public engagement
Understanding
Education

Delivering solutions addressing key societal and technical challenges

Key performance indicators → impact

Excellent Science

1/ Percentage of publications from ERC funded projects which are among the top 1 % highly cited
2/ Publications in peer-reviewed high impact Journals
3/ Patent applications and patents awarded in Future and Emerging Technologies
4/ Crosssector and crosscountry circulation of researchers, including PhD Candidates
5/ Number of researchers who have access to research infrastructures through support from Horizon 2020

Industrial Leadership

6/ Patent applications and patents awarded in the different enabling and industrial technologies
7/ Percentage of participating firms introducing innovations
8/ Number of joint public private publications
9/10/ Total investments mobilised (on different funds)
11/ Number of organisations funded and amount of private funds leveraged
12/ Percentage of participating SMEs introducing innovations
13/ Growth and job creation in participating SMEs

Societal Challenges

14/ Publications in peer-reviewed high impact journals in this area
15/ Patent applications and patents awarded in this area
16/ Number of prototypes and testing activities
17/ Number of joint public-private publications
18/ New products, processes, and methods launched into the market
19/ Percentage of the overall Energy challenge funds allocated to related research activities

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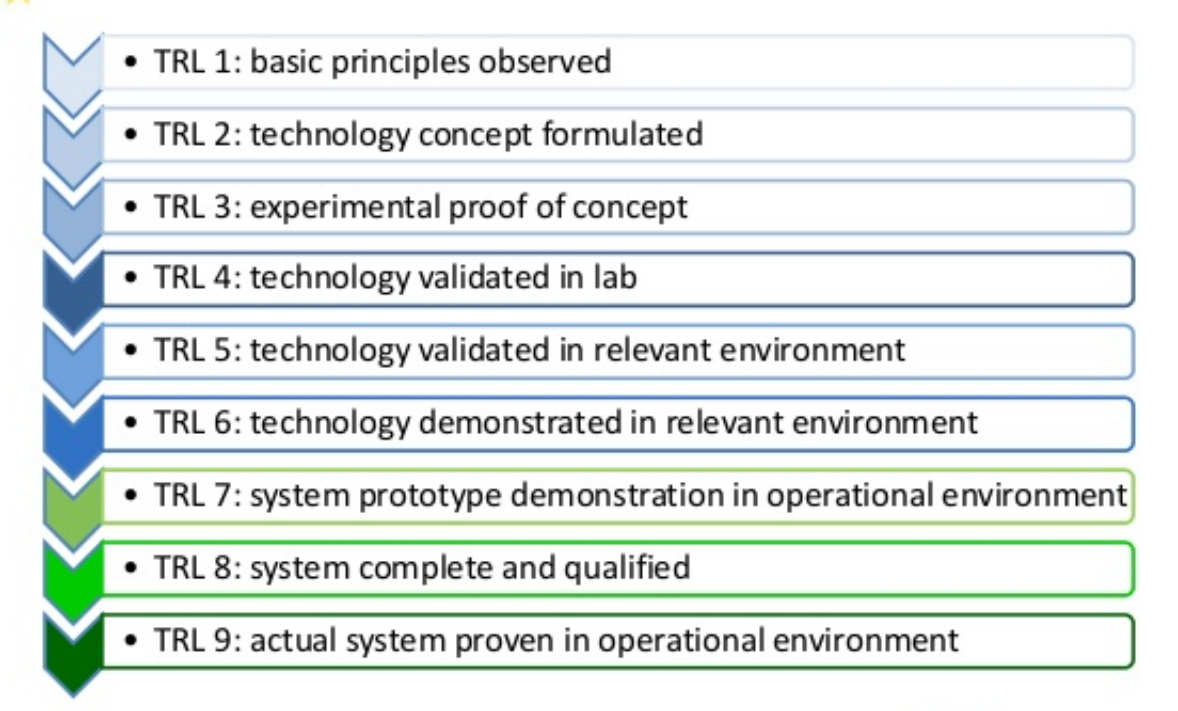
Varying expected impact depending on the Technology Readiness Level (TRL) in Horizon 2020



→ TRL in Horizon 2020 comprises a measurement of system used to assess the maturity level of a particular technology.

What evaluators of Horizon 2020 proposals are looking for ?

The evaluators pay particular attention to the 'Impact' criterion and they will evaluate it to the extent to which project results will contribute to:

- *The **expected impacts** described for the topic of the project ;*
- ***Enhancing innovation capacity** and integration of new knowledge;*
- ***Strengthening the competitiveness and growth** of the industrial partners by developing and delivering innovations meeting market needs;*
- *Other **environmental or social impacts**…*

They evaluate effectiveness of the proposed measures to exploit and disseminate the project results (including management of IPR), to communicate the project…

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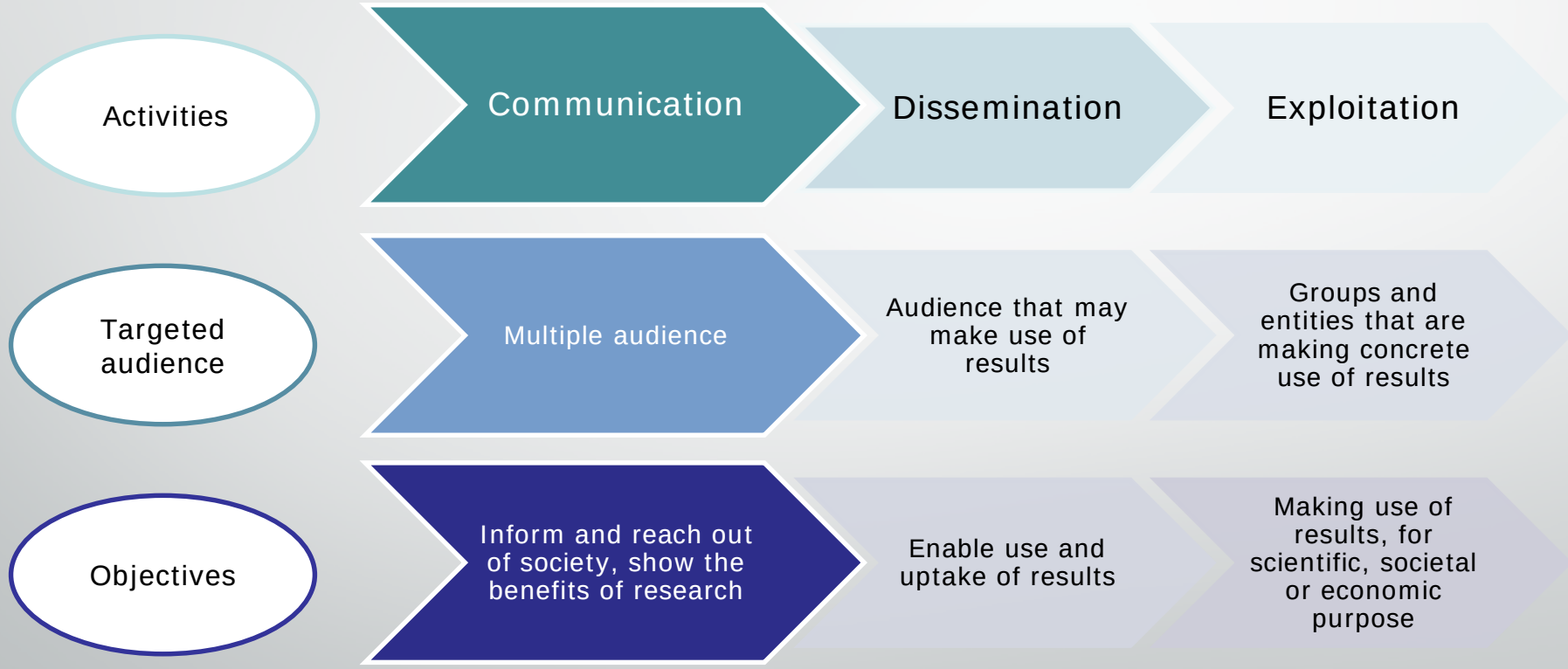
How to maximise impact in Horizon 2020 and other projects? Communication, dissemination and exploitation activities

- Measures to maximise a H2020 project's impact will be transversal to all Work Packages, however one specific Work Package will specifically increase the outreach of the project through dissemination, exploitation and communication activities



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The **draft plan for the dissemination and exploitation** of results must define clear objectives adapted to the relevant target users and set up a concrete protection, exploitation and dissemination strategy.

- What kind of needs does the project respond to?
- What kind of problem the proposed solution will solve and why this solution will be better than existing ones and in which areas?
- What new knowledge (results) the project will generate (assessment of the state of the art)?
- Who will use these results?
- What benefits will be delivered and how much benefit?
- How will end users be informed about the generated results?

Measures to maximise impact – Communication

Communication: Taking strategic and targeted measures for promoting the project itself and its results to a multitude of audiences. **How** you **transmit the message** about the project and its results

e.g. communication tools to be developed and implemented to raise awareness among stakeholders

1. ***Internal Communication Activities***
2. ***External Communication Activities***

- *Website*
- *e-Newsletters*
- *Press Release / project communication*
- *Social media*
- *Flyer*
- *Project Workshops / events*
- *External channels – other initiatives and events*

Measures to maximise impact – Dissemination

Dissemination: making the project **results** known, to stimulate use for further research, commercial development etc.

The **Dissemination Strategy** summerises the Project consortium's strategy and actions related to the dissemination and exploitation of the project results.

Its goal is to make the project's outcomes visible and accessible to the different target stakeholders.

The Dissemination Strategy:

1. Identifies the main target (stakeholder) groups;
2. Prepares the right dissemination channels and tools for each target,
3. Defines and shares appropriate messages about the results (dissemination activities). The Project partners, with their complementarities will support the implementation of strategy.

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Dissemination Strategy Example (project proposal)

1. Dissemination objectives

2. Dissemination strategy of 'project x'

EC H2020 projects' communication and dissemination best practices follow the 6W approach: Why (the objectives), What (the content), to Whom (the target groups), Where (the dissemination channels and tools), When and HoW to disseminate and communicate.

3. Targeted audiences

- At the proposal stage, partners have identified **X** groups of stakeholders likely to be interested in 'Project X' activities, including:

Target group	Description and examples	'Project X' access to target groups
1		
2		
3		
Etc.		

Dissemination Strategy Example (project proposal)

4. Key messages and outputs to produce and disseminate

WP	Key Message / content to Communicate	xxxx	Government organisations	Policy makers	Associations and networks of organisations	Other interested parties
WP1		x	x	x	x	x
		x	x		x	x
		x	x	x	x	x
Etc.						

5. Dissemination tools and channels

6. Partners' specific roles in dissemination

7. Expected impact of the dissemination activities

8. Monitoring and evaluation

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Dissemination Strategy Example (project proposal)

8. Monitoring and evaluation- Dissemination KPIs example

Tools/Channels	Key Performance Indicators	Target value
Stakeholder Community	Total number of stakeholders reached	
YAKSHA Ambassadors	Number of YAKSHA Ambassadors recruited throughout the project	
Project Website	Total visits to Project´s website	
News mailings/ e-newsletter	Number of Subscribers	
External Press Release / Article	Number of articles published by external media	
Events	Number of Non-project scientific events in which the project is disseminated	
	Number of Non-project non-scientific events in which the project is disseminated	
	Overall number of participants in the YAKSHA ecosystem Co-creation workshops	
	Overall number of participants in YAKSHA business model workshop	
	Number of participants in the two end-user events – per event	
Questionnaire to Mailing List	Number of targeted emails	
	Number of responses to questionnaire	
Flyer	Number of flyers printed and distributed	
Twitter	Number of followers gained per year	
Facebook	Number of followers gained per year	

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Measures to maximise impact – Exploitation

Exploitation: Project outputs are **valuable assets,** which can be **used** and **traded** e.g. commercial, research, educational use etc.

Exploitation Strategy example – Proposal stage

1. Project Exploitation KPIs

Area	KPI	Value	Explanation – examples
Screening	Business ideas		Specific idea for a business based on the new technologies developed in the project
Valorisation	Patents		Number of innovations for which patenting process has been started by the end of the project
	Market strategies		Number of new technologies tools for which a market strategy is developed and market entry is foreseeable
	Start-ups		Number of start-ups created upon project ideas
	Licence agreements		Contract between partners and external parties
	Investment by end users – project partners		Investment by end users - project partners (realised/planned) related to the project technologies
Outreach	Scientific publications		Number of scientific articles published in peer reviewed journals or reviewed conference volumes
	Outreach outside the consortium		Number of local communities interested to apply project technologies/methods
	Outreach to associations		Number of associations interested to promote project technologies/methods
	Standards/Interoperability proposals/recommendations		

Exploitation Strategy example – Proposal stage cont.

2. Exploitable project results, target groups & the project's exploitation actions

WP	Exploitable results	Target groups	Exploitation actions during the project
WP1			
WP2			
WP3			
WP4			
WP5			

3. Intellectual property rights (IPRs)

As part of the Exploitation Plan, intellectual property rights over the project results will also be considered and dealt with. Partners will agree on the final list of project results, ownership regimes, the owner(s) of each result, intended protection measures and access rights, as applicable.

4. Exploitation by project partners

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Exploitation Strategy example – Proposal stage cont.

5. Commercial exploitation

Brief business Plan

- Short business description: what is your current business about (related to the technology) and what is your current offer? [max. 10 lines]
- Product description: what will the product look like, IP, what is the market offer (license, service..), what makes it unique/innovative, what are main selling points? [max. 15 lines]
- Market opportunity: what is the potential main market (size, geographical coverage, customer profile..), what can be side markets? [max. 15-20 lines]
- Competitive analysis: what concurrent product exists and why is your product better adapted to market demand / customer needs? [max. 15 lines]
- Collaboration: e.g. how do project partners contribute and get rewarded… [max. 15-20 lines]
- Sales potential: what is your access to end users (e.g. are they among the partners, are there already prospective clients outside the consortium)? – anything that can show that market entry will be successful [max. 10 lines]
- Status of development and milestones: what is the timeline for bringing your product to the market, what are important steps and what is needed to finalise this development (financials, etc.)? [max. 15 lines]

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Involvement of stakeholders in the process – an example of stakeholder panel

Industrial Stakeholder Panel

Who?	Experts selected upon: technical expertise, diversity of sectors, geographical coverage across Europe
Why?	To maximise impact of the project
What?	Requirements on industrial needs, input and feedback, exploitation opportunities (only non-confidential information)
Where?	3 workshops + regular communication and feedback
When?	Once per year
HoW?	Modus operandi (ToR) prepared in advance, to clarify expectations and win-win for both sides

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Involvement of stakeholders in the process – an example of user involvement (water management technologies)

Co-creation process:

Workshops with end-users as well, as technology providers, water utilities etc.

- ✓ **Workshop 1 objective:** Translate current needs for water quality and water management solutions into the requirements and quantifiable indicators and communicate them to the technology providers
- ✓ **Workshop 2 objective:** Intermediary evaluation (after the use of technology)
- ✓ **Workshop 3 objective:** Satisfaction of the users

Coupled with dissemination process (dissemination of results) => impact maximisation

Innovation Radar

- The Innovation Radar is an initiative of the European Commission focused on the identification of high potential innovations and the key innovators behind them in FP7, CIP and Horizon 2020 projects. It supports innovators by suggesting a range of targeted actions to assist them in fulfilling their potential in the market. It is an initiative that involves:
- **Assessing** the maturity of innovations developed within the FP7 and H2020 projects and identifying high potential innovators and innovations
- **Providing** guidance during the project duration in terms of the most appropriate steps to reach the market
- **Supporting** innovators through EU (and non-EU) funded entrepreneurship initiatives to cover specific needs concerning networking, access to finance, Intellectual Property Rights, etc.
- The Innovation Radar covers all **ICT research and/or innovation projects** that the Commission has launched under Horizon 2020 (FP7 projects and some other EC-funded projects can benefit too).
- Using the radar, the best EU-funded innovators have been identified to compete with their EU-funded innovation for the **annual Innovation Radar Prize**.

-> Helps to understand potential impact!

Innovation Radar (example)

Please enter a meaningful title for this innovation:
Title of the innovation

1. Describe the innovation (in less than 300 characters, spaces included):

2. Is the innovation developed within the project ...
- a. Under development
- ~~b. Already developed but not yet being exploited~~
- c. ~~being exploited~~

3. Characterise the type of innovation
- a. Significantly improved product
- ~~b. Significantly improved service (except consulting services)~~
- ~~c. Significantly improved process~~
- ~~d. Significantly improved marketing method~~
- e. Significantly improved organisational method
- ~~f. Consulting services~~
- ~~g. New product~~
- ~~h. New service (except consulting services)~~
- ~~i. New process~~
- ~~j. New marketing method~~
- ~~k. New organisational method~~
- l. ~~Other~~

4. If other, please specify:

5. How will the innovation be exploited?
- a. Introduced as new to the market (commercial exploitation)
- b. Only deployed as new to the organisation/company (new internal processes implemented, etc.)
- ~~c. No exploitation planned~~

6. If no exploitation planned, please explain why no exploitation is planned

7. Is there one clear "owner" of the innovation or multiple owners?..
- ~~a. One clear "owner"~~
- b. Multiple "owners"

8. Indicate who is the "owner" of the innovation: XXXX

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Innovation Radar (example)

8. Indicate the step(s) in order to bring the innovation to (or closer to) the market

	Done or ongoing	Planned	Not planned but needed/desirable	Not planned and not needed
a. Technology transfer		X		
b. A partner's research team and business units are both engaged in activities relating to this innovation	x			
c. Market study			x	
d. Prototyping in laboratory environment	x			
e. Prototyping in real world environment		x		
f. Pilot, Demonstration or Testing activities		x		
g. Feasibility study	x			
h. Launch a start-up or spin-off			x	
i. Licencing the innovation to a 3rd party			x	
j. Complying to existing standards		x		
k. Contribution to standards		x		
l. Raise capital				x
m. Raise funding from public sources			x	
n. Business Plan			x	
o. Other (please specify)				

9. What range of finance needs to be raised?...

~~a. Up to €100k~~

b. Between €100k and €500k

~~c. Between €500k and €2m~~

~~d. Between €2m and €10m~~

~~e. Above €10m~~

10. If other, please specify what other steps have been done or planned for this innovation

Innovation Radar (example)

Indicate (up to a maximum of 3) key organisation(s) delivering this innovation. For each of these identify under the next question their needs to fulfil their market potential.

- Organisation 1:
- Organisation 2:

Indicate their needs to fulfil their market potential

	Organisation1	Organisation2	~~Organisation3~~
a. Investor readiness training			
b. Investor introductions			
c. Biz plan development	X		
d. Expanding to more markets	x	x	
e. Legal advice (IPR or other)	X	x	
f. Mentoring or Coaching	X		
g. Partnership with other company (technology or other)	X	x	
h. Incubation/ Startup accelerator			
i. Executive Training	X		
j. Other (please specify)			

For the private company/companies chosen as one of the 3 "key innovators", will this innovation will be used by mainly current or new customers?

a. Current customers
b. New customers

Market maturity: The market targeted by this innovation is ...c

~~a. The market is not yet existing and it is not yet clear that the innovation has potential to create a new market~~
~~b. Market creating: The market is not yet existing but the innovation has clear potential to create a new market~~
c. Emerging: There is a growing demand and few offerings are available
~~d. Mature: The market is already supplied with many products of the type proposed~~

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Innovation Radar (example)

14. Market dynamics: is the market … ~~a. In decline~~ ~~b. Holding steady~~ c. Growing
15. Are there other markets for this innovation that the innovators are not yet targeting?...a **a. yes** ~~b. no~~ **If yes, please provide details: Utility providers (gas, water, power): water treatment plants, power plants**
16. Level of innovation: What is the level of innovation? … ~~a. Some distinct, probably minor, improvements over existing products~~ b. Innovative but could be difficult to convert customers ~~c. Obviously innovative and easily appreciated advantages to customer~~ d. ~~Very innovative~~
17. Market competition: How strong is competition in the target market? … ~~a. Patchy, no major players~~ b. Established competition but none with a proposition like the one under investigation ~~c. Several major players with strong competencies, infrastructure and offerings~~
18. When do you expect that such innovation could be commercialised (from the date of the review)? … ~~a. Less than 1 year~~ b. Between 1 and 3 years ~~c. Between 3 and 5 years~~ ~~d. Between 5 and 1o years~~ e. ~~More than 10 years~~
19. Trademark registered for this innovation… ~~a. Yes~~ **b.** No

How to maximise impact? Communication , dissemination, exploitation, standardization, involvement of stakeholders and users' representatives…

1. **Identify how the consortium understands impact and expects the results of the project to be applied**
2. **Decide on communication** (target groups, channels, tools)
3. **Secure the foundations** – ensuring researchers can recognise and capture IP
4. **Understand the barriers to any application of the project results:** *IP right issues, Skills shortage, Mismatch between market needs and the solution…*
5. **Involve stakeholders** in the process: eg. co-creation process (users as contributors to the technical requirements), or industrial stakeholder panel representatives…
6. **Anticipate the potential need to take further steps to apply the project results in actual practice:** *Standards to be agreed, Financing the testing, Promoting acceptance by consumers…*
7. **Prepare the dissemination and exploitation plan carefully**
8. **Capture, assess and protect** the projects results
9. **Disseminate** project results (eg. publications, etc)
10. **Measure potential impact**
11. **Communicate about impact contributions**
12. **Implement open access and consider how to manage the data**

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3. Open access and open data in Horizon 2020 projects

Open to the world: approach in Horizon 2020

Modern research builds on extensive scientific dialogue and advances by improving earlier work. The Europe 2020 strategy for a smart, sustainable and inclusive economy underlines the central role of knowledge and innovation in generating growth.

Broader access to scientific publications and data therefore helps to:

- build on previous research results (improved quality of results)
- encourage collaboration and avoid duplication of effort (greater efficiency)
- speed up innovation (faster progress to market means faster growth)
- involve citizens and society (improved transparency of the scientific process).

This is why the EU wants to improve free access to scientific information and to boost the benefits of public investment in research funded under Horizon 2020.

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Open access to publications and open data

Open access (OA) refers to the practice of providing online access to scientific information that is free of charge to the end-user and reusable. 'Scientific' refers to all academic disciplines.

The 2 main routes to open access are:

- Self-archiving / 'green' open access – the author, or a representative, archives (deposits) the published article or the final peer-reviewed manuscript in an online repository before, at the same time as, or after publication. Some publishers request that open access be granted only after an embargo period has elapsed.
- Open access publishing / 'gold' open access - an article is immediately published in open access mode. In this model, the payment of publication costs is shifted away from subscribing readers.

Open access to research data refers to the right to access and reuse digital research data under the terms and conditions set out in the Grant Agreement.

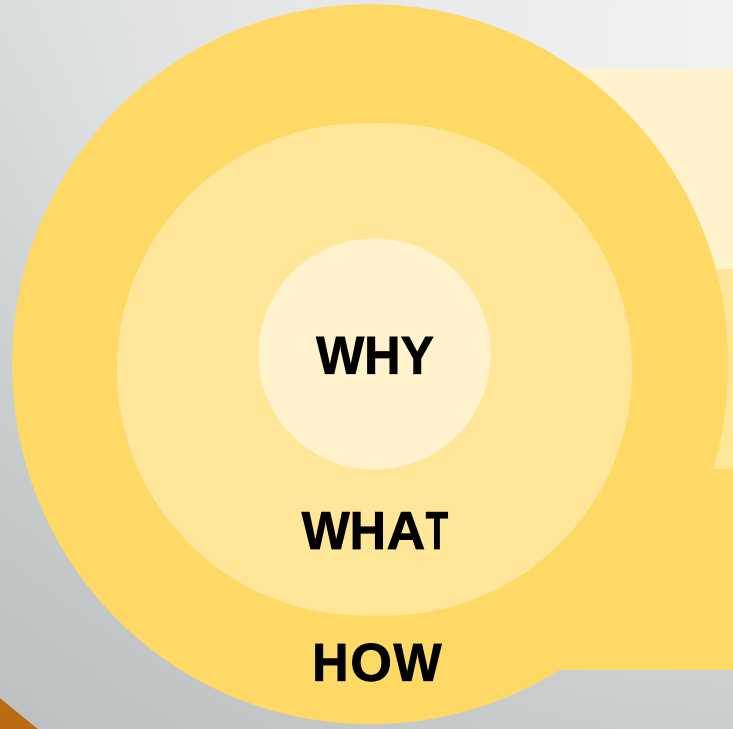
4. Exercise: focus on the expected impact in a Horizon 2020 call

Call H2020-ICT-2017-1: YAKSHA - Cybersecurity Awareness and Knowledge Systemic High-level Application

Impacts specified in the call:

1. Development of relevant technology responding to specific needs and conditions of the target country;
2. Sustainable uptake of results within the targeted countries, beyond the project completion date;
3. Reinforced international dimension of the ICT and Innovation aspects of Horizon 2020 and a higher level of international cooperation with low and middle income countries in ICT R&D and Innovation, focusing on areas that are beneficial to the target countries/region;

YAKSHA aims to **reinforce European Union (EU) and Association of South East Asian Nations (ASEAN) cooperation and build partnerships in the Cybersecurity domain** by developing a solution tailored to specific users and national needs, leveraging EU Know-How and expertise.



YAKSHA Motivation
Develop and implement a software toolkit to improve Cybersecurity of organisations in the ASEAN region

YAKSHA Results
Enhance cybersecurity readiness levels for its end users, help better prevent cyber-attacks, reduce cyber risks and better govern the whole cybersecurity process.

Process & Strategy
Focus on adapting & integrating other domain technologies into innovative solutions

Response of YAKSHA to the Expected Impacts

EI #1: Development of relevant technology responding to specific needs and conditions of the target country

YAKSHA Response:

Development and validation of a distributed, flexible, cybersecurity solution

- ✓ Development of innovative methods for malware detection, collection and analysis
- ✓ Design, development and integration of the YAKSHA software components
- ✓ Validation of the final product and YAKSHA service in real pilot projects

Response of YAKSHA to the Expected Impacts

EI #2:Sustainable uptake of results within the targeted countries (ASEAN), beyond the project completion date

YAKSHA Response:

Enable the sustainable uptake of scientific, technical and economic results and foster cooperation and partnerships between EU-ASEAN

- ✓ **Dissemination** of scientific results and publications
- ✓ Development of **business models and exploitation models**, including IP management
- ✓ Enhancement of cybersecurity collaboration and knowledge sharing between EU and ASEAN and inside ASEAN

Response of YAKSHA to the Expected Impacts

EI #3: Reinforced international dimension of the ICT and Innovation aspects of Horizon 2020 and a higher level of international cooperation with low and middle income countries in ICT R&D and Innovation, focusing on areas that are beneficial to the target countries/region;

YAKSHA Response:

YAKSHA aims to **reinforce cooperation and build partnerships** in this domain between the European Union and ASEAN, by developing a cybersecurity solution **tailored to specific national needs leveraging EU know-how and local knowledge**. YAKSHA will **enhance cybersecurity readiness levels** for its end-users, **provide mechanisms to prevent cyber-attacks**, **reduce cyber risks and better govern the whole cybersecurity process**.

How to maximise impact?

YAKSHA Dissemination Strategy is designed to make the **project's outcomes visible and accessible** to the different target stakeholders.

2 tools in particular to increase impact:

- YAKSHA Ambassadors
- YAKSHA Label of Excellence

YAKSHA Label of Excellence: tool #1 to increase impact

A label that is designed by the consortium partners and approved by end users with the objective of:

1. Promoting the YAKSHA cybersecurity solution for the ASEAN markets;
2. Raising awareness among ASEAN users and other parties regarding the importance of the YAKSHA cybersecurity offer and qualities;
3. Certifying to ASEAN users and ordering parties on the quality and functionality of the labelled product and services; and
4. Increasing the overall use of the YAKSHA technology and security level of its users.

YAKSHA Ambassadors: tool #2 to increase impact

Objective: set up a community of 100+ Ambassadors, that is voluntary representatives of the YAKSHA project in the ASEAN countries.

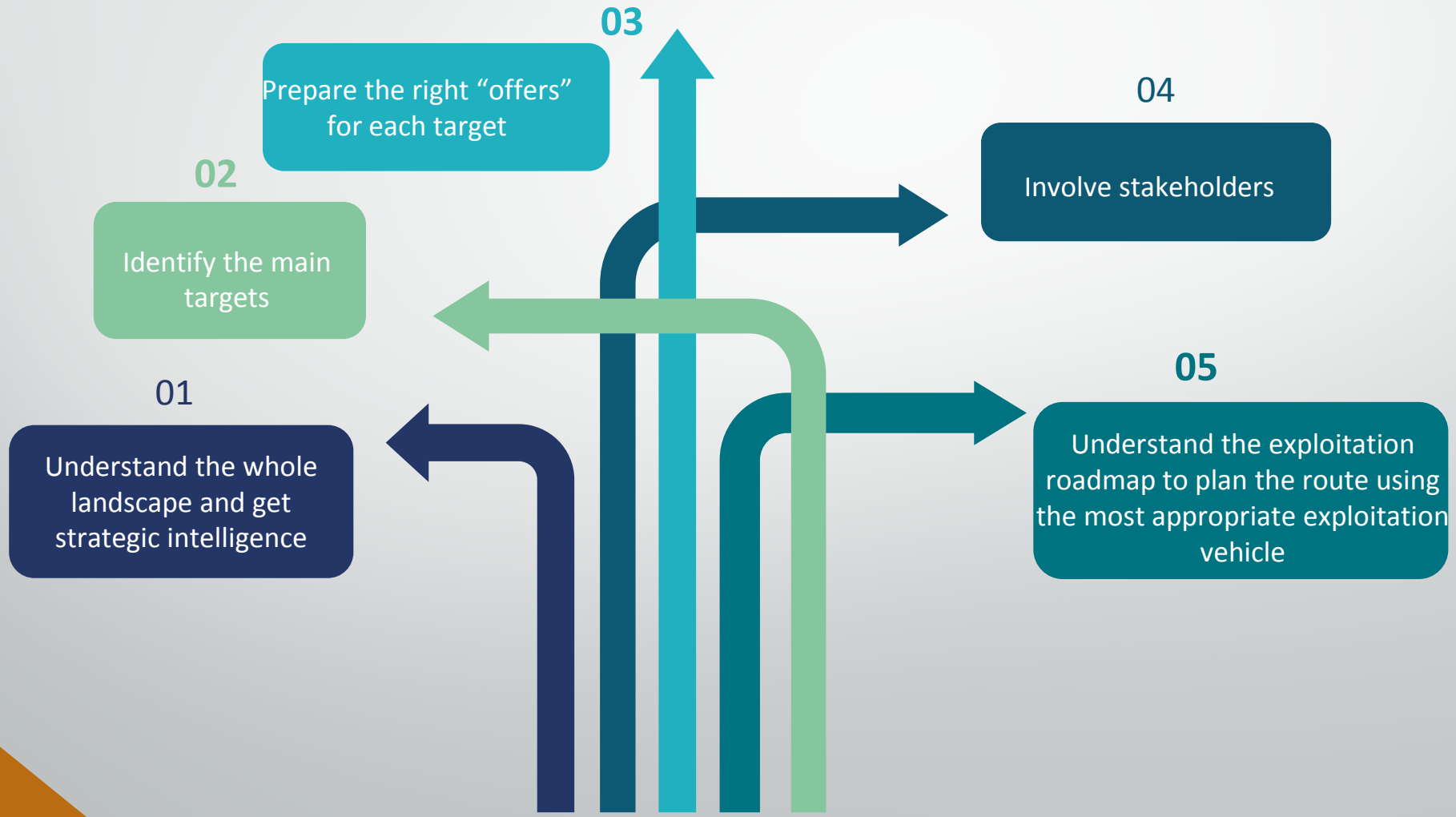
- **Network of 100+ ambassadors**
- **Voluntary representatives**
- **Special toolkits and trainings will be provided**
- **Collaboration in feasibility studies with other industry sectors**

Purpose

- Representation of YAKSHA in ASEAN countries
- Awareness raising of technologies developed by YAKSHA
- Testing of YAKSHA technologies through end user events
- Enhancement of sustainability potential of YAKSHA technologies
- Development of international cooperation network of YAKSHA

5. Closing Remarks

Key messages of an impact-oriented approach



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Key messages about impact and exploitation Horizon 2020

- Horizon 2020 has an impact oriented approach; impact is one of the three key evaluation criteria in the proposals
- Horizon 2020 projects balance between research and innovation, and deliver technologies that drive competitiveness and growth, tackling global challenges
- Horizon 2020 encourages collaboration between researchers, industry and the citizens
- Maximising impact is key for the proposal and project success
- International cooperation partners add value to the impact and success of the proposals/projects in different ways
- Horizon 2020: open access to publications and research data

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Main sources of information and supporting materials

- Intellectual Property (IP) Management at the Horizon 2020 proposal stage: https://www.iprhelpdesk.eu/Fact-Sheet-IP-Management-H2020-Proposal-Stage
- Your Guide to Intellectual Property (IP) in Horizon 2020: https://www.iprhelpdesk.eu/sites/default/files/documents/EU_IPR_IP-Guide.pdf
- The Plan for the Exploitation and Dissemination of Results in Horizon 2020 : https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf
- Open access and open data : http://ec.europa.eu/research/participants/data/ref/h2020/grants_manual/hi/oa_pilot/h2020-hi-oa-pilot-guide_en.pdf
- ARIaT –Innovation dimension in Horizon 2020 proposals: set of good practices to understand and write innovation related issues both in Research and Innovation Actions (RIA) and Innovation Actions (IA) - Horizon 2020 Annotated Research and Innovation Actions Template http://www.health2market.eu/results/h2020-annotated-template
- https://www.eurice.eu/news/2018/04/11/boosting-impact-in-horizon-2020-projects-new-brochure-by-the-european-ipr-helpdesk/

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Any questions?

Thank you!