



Deliverable D 8.3

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1 Executive Summary

The Dissemination and exploitation plan for the project describes how all project partners are to work together to exploit, communicate and disseminate project results. This plan is needed to secure that IN2TRACK3 results will come to use and that they will reach the market. The objective is to create a strategy and enable tools for dissemination, exploitation and communication of results throughout the project.

The market consists of the target groups identified in the project proposal. A first step in the target group analysis has been performed in order to identify through which communication channels these target groups are active and where it is best to communicate with them.

When disseminating and communicating project results there are several aspects to consider. One of them is the fact that what is going to be communicated is not yet finalized. This means that one has to communicate the foreseen results, as the dissemination activities should be ongoing throughout the project. Another aspect is the fact that the results need to be clearly explained and also described in a non-tech language so that a broader target group understands the unique selling-points and benefits. For this, IN2TRACK3 has adopted a method to describe the Key Exploitable Results in a simple manner.

IN2TRACK3's exploitation plan and the strategy for dissemination of project results involves 7 different ingredients:

1. Identification and a non-technical description of the key exploitable results
2. The description of the business model of each result with a TRL7 and above
3. The ownership clearance of each exploitable result
4. Identification of relevant target groups
5. The execution of the communication strategy and the activity plan
6. The insight on how to overcome market barriers
7. The involvement of the right people and resources

One of the key tasks in WP8 is to create a dissemination strategy to identify the most efficient ways to ensure maximum visibility of the In2Track3 project. As this is key, communication and dissemination get a whole chapter dedicated to the subject.



2 Abbreviations and acronyms

Abbreviation / Acronym	Description
TRL	Technology Readiness Level
LCC	Life Cycle Cost

3 Background

The IN2TRACK3 project is led by Trafikverket, the Swedish Transport Administration Agency, the consortium consists of 26 expert partners originating from 11 European countries and the partners involved are infrastructure managers, research partners, technology developers and industry partners. IN2TRACK3 will further develop and demonstrate a number of innovative solutions based upon the two previous projects and the work will build upon already ongoing mutually beneficial collaboration, established communication paths and a considerable amount of mutual trust built upon years of collaboration in international project environments.

The European railway industry faces great challenges in need for increased network capacity as the result of higher customer demands. Ageing infrastructure assets require efficient and sustainable interventions to maintain and improve current levels of performance. To meet these demands and increase the operational performance of the railway infrastructure assets, innovation is needed to enable a step-change in reliability, availability, maintainability and safety (RAMS) and also to optimise asset capital and Life Cycle Cost (LCC).

IN2TRACK3 builds upon the results from the projects IN2RAIL, IN2TRACK and IN2TRACK2. The previous projects have aimed at Technology Readiness Level (TRL) up to 4-6, and IN2TRACK3 aims at TRL up to 5-7, where TRL 7 is defined by the EU as “system prototype demonstration in operational environment”. The nature of demonstrators at TRL 7 makes it possible to utilise physical demonstrators to a certain extent, and the concept of digital models provides tools for virtual demonstrations of results.

WP8 “Dissemination, Exploitation and communication” has updated the target group analysis and will through dissemination and exploitation pathways, based on the consortium’s existing networks, contacts and communication platforms, exploit the project results. The outputs of the technical demonstrations will provide input for the dissemination and communication work in WP8. The activities will promote the developed IN2TRACK3 innovations to stakeholders in the railway sector and support the market stakeholders to take steps towards implementation of the innovations. IN2TRACK3 project partners are fully aware that there will be no market impact if the great results are not disseminated as the project is ongoing.

NO USE = NO IMPACT

If nobody will use the solutions, services and products being developed in our project – all work will have been done in vain.

During project meetings in September and October 2021, all project members got a clear view of how communication and dissemination support the exploitation of project results.

4 Objective/Aim

The aim for this deliverable is to present an Exploitation plan and a plan for dissemination. This aim is very much aligned with the both the project objectives and the work package 8 objectives. The objective is to create a strategy and enable tools for dissemination, exploitation and communication of results throughout the project.

Since the plan for dissemination and exploitation is so closely connected to the topic of communication, a brief plan for communication is also included in this deliverable.

4.1 Project objective

IN2TRACK3 addresses the topic of “Research into optimised and future railway Infrastructure” of the 2020 Horizon 2020 SHIFT2RAIL call for proposals for the Joint Undertaking Members. The project is a continuation of IN2TRACK and IN2TRACK2 and aims to further develop and demonstrate research results and innovations developed under the two previous projects. IN2TRACK3 will develop physical as well as digital technology and methodology demonstrators for the Track, Switches & Crossings and Bridge & Tunnel assets. The project is aligned to the SHIFT2RAIL overall aims to reduce lifecycle costs, improve reliability and punctuality, increase capacity, enhance interoperability and improve the customer experience.

The overall IN2TRACK3 objective is to develop technology and technology demonstrators for the track, switches and crossings (S&C), bridge and tunnel assets.

4.2 WP8 and D8.3 objectives

The main objective for work package 8, “Dissemination, exploitation and communication”, is to disseminate key findings and outcomes of the project in a way that maximises project impact and its outreach to key stakeholders. WP8 seeks to engage external and internal stakeholders to get the most exploitation possible for the project’s results, both within and outside of SHIFT2RAIL. In other words

- To ensure that the project objectives, contents and results are disseminated and communicated to their target groups
- Develop a strategy on how to maximise dissemination of the project results

Objective of D8.3 “Dissemination and exploitation plan for the project”, (lead by Trafikverket, due M12) is to thoroughly state

- The plan for exploitation and dissemination of project results
- The strategy for communication

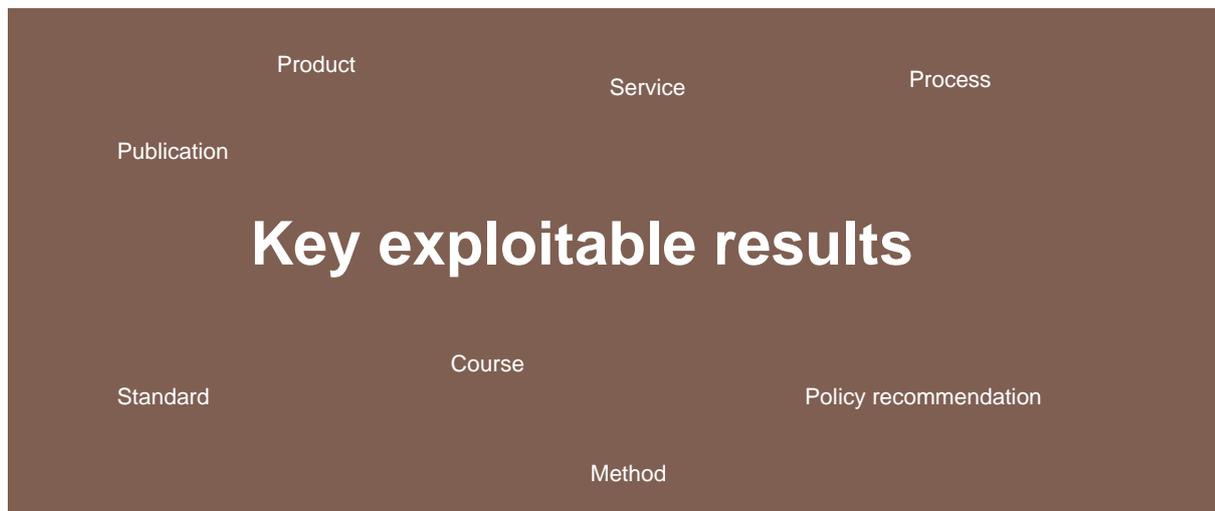
4.3 Definition of exploitation, communication and dissemination

In order to fully understand what the project aims to do, we state the differences between dissemination, communication and exploitation and how they all fit together.

COMMUNICATION –	Informing about project (Newsletter, fact sheets, social media)
DISSEMINATION –	Informing about results (Project website, videos, interviews, demosite visits, conference presentation)
EXPLOITATION –	Making results available for use (scientific publication, policy roadmap workshops, training, data/research reports)

During the online consortium meeting October 27, 2021, the important vocabulary of this deliverable and of project outcomes was on the agenda.

It was also necessary to explain in depth that a project result can be many things - not only a product, solution or a service.



A project result can be many different things, not only a product or a service.

4.4 Foreseen results of IN2TRACK3

IN2TRACK3 builds on the work done in preceding projects of IN2TRACK, and the aim is to continue the development of the demonstrators to exploitable outcomes. Substantial effort will be put into the demonstrators, several of which have been developed through the IN2TRACK series with increasing TRL levels (for more thorough discussion on TRL levels, see Chapter 5.1).

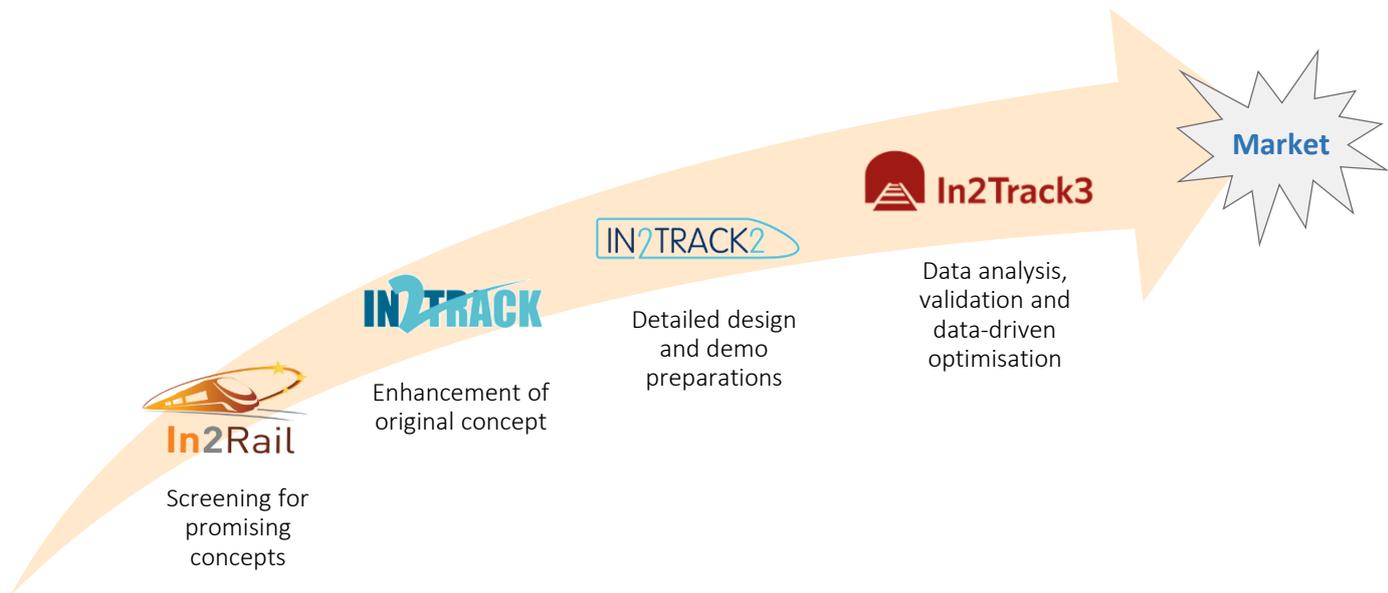


Figure 4.4-1 Throughout the IN2TRACK series (beginning with In2Rail), there has been a continuous evolution and development of demonstrators within the projects. IN2TRACK3 is the final project.

The list of demonstrators in IN2TRACK3 contains of more than 50 demonstrators, ranging from entirely virtual/digital representations, to physical installations out in the field. Regardless of where along that range a demonstrator is located, its result will need to be displayed as much as possible in the proper context.

Foreseen results up to TRL level 7 include, but are not limited to

- Efficiency of strengthening system on steel bridges
- Prevention and remote detection of scale deposits adhesion in tunnel drainage
- Solutions for broken drainage pipes and pipe repair methods in tunnels
- Fibre optics monitoring system for shear strengthening, to be used on bridges
- High-strength rail steels in grooved rail tracks
- Optical sensor system for rail inspection
- Smart integrated system demonstrator for transition zones
- Cast manganese frog with welded bainitic antennas
- Technologies to perform monitoring of scour and erosion around bridges with underwater robots
- Technology for detection and monitoring of scour based on excitation from moving loads on bridges

- Technology for health monitoring of tunnel integrity significantly faster than today's practise
- Remote condition monitoring unit for point machines
- Turnout demonstrator

Those that are not expected to reach TRL 7 are mainly on TRL 5-6.

Work packages

WP8 activities cover all of the technical Work Packages i.e. WP1-5.

Deliverables

D8.3 is directly linked to D8.4 “Communication, Dissemination and Exploitation report” (Trafikverket, M35) in which the ongoing work with key exploitable results and outreach activities will be reported.

A previous deliverable, D8.1 “Communication material about IN2TRACK3” (Trafikverket, M6) is also very much aligned with the communication and dissemination part of D8.3.

Milestones

Relevant milestones:

MS7.4 (M7), 7.6 (M19), 7.8 (M31) Contribution to CCA, Standardisation and KPI

MS8.1 Project website set up (M3).

4.5 Relation to the SHIFT2RAIL work programme and other SHIFT2RAIL projects

SHIFT2RAIL Work programme

The IN2TRACK3 proposal is aligned with the SHIFT2RAIL IP3 overall targets:

- Enhancing the existing capacity fulfilling user demand,
- Increasing the reliability delivering better and consistent quality of service and
- Reducing the life cycle cost increasing competitiveness of the European rail system and the European rail supply industry.

The overall IN2TRACK3 objective is to develop technology and technology demonstrators for the track, switches and crossings (S&C), bridge and tunnel assets. The IN2TRACK3 proposal presents the objectives and impacts of five Technology Demonstrators (TDs) of the SHIFT2RAIL Innovation Programme 3 (IP3) and details the methodology/process that will be implemented to deliver those five TDs. The objectives are divided into enhancements to existing track, switches and crossings; next generation track, switches and crossings; and enhanced performance of tunnel

and bridges. Each TD has been assigned to one Work Package (WP). In turn, these have been assigned in numerical order e.g. TD3.1 is WP1, TD3.2 is WP2 etc.

The overall objectives of the five TDs addressed in the IN2TRACK3 proposal are:

TD3.1 – Enhanced Switch & Crossing (S&C) System: To improve the operational performance of existing S&C designs.

TD3.2 – Next Generation Switch & Crossing System: To provide radical new system solutions that deliver new methods for directing trains to change tracks.

TD3.3 – Optimised Track System: To improve the operational performance of existing track designs and explore innovative solutions.

TD3.4 – Next Generation Track System: To improve drastically the track system with higher performance.

TD3.5 – Proactive Bridge and Tunnel Assessment, Repair and Upgrade: To improve inspection methods and repair techniques of tunnels and bridges

SHIFT2RAIL PROJECTS

Other SHIFT2RAIL projects, ongoing and finished, has an impact on IN2TRACK3; the most current ones, with their work on S&C, are:

- ASSETS4RAIL
- IN2SMART2
- IMPACT2
- SCODE
- IN2ZONE

These relations can, when possible, be used when execution dissemination activities. See the Communication Strategy.

Management, organisational and/or exploitation related Risks

In the Grant Agreement it is stated that if insufficient exploitation of results: the project fails in reaching the ambition to bring innovations to MAAP defined TRL-levels and to bring the innovations to replication beyond project termination.

5 Methods

In order to make an exploitation plan and a communication strategy with relevant dissemination activities certain methods have been used. In this section we present the Technology Readiness Level (TRL) method, as well as the Key Exploitable Results (KER) method, along with the business model canvas and the methods used for handling Intellectual Property Rights (IPR) and forming the communication strategy and handling the project's target groups.

5.1 Method for stating level of Technology Readiness Levels - TRL

TRL stands for Technology Readiness Levels. Horizon 2020 describes the well-established "system" the following way:

	TRL 1	basic principles observed
	TRL 2	technology concept formulated
	TRL 3	experimental proof of concept
IN2TRACK3	TRL 4	technology validated in lab
	TRL 5	technology validated in relevant environment (industrially relevant environment in the case of key enabling technologies)
	TRL 6	technology demonstrated in relevant environment (industrially relevant environment in the case of key enabling technologies)
	TRL 7	system prototype demonstration in operational environment
	TRL 8	system complete and qualified
	TRL 9	actual system proven in operational environment (competitive manufacturing in the case of key enabling technologies; or in space)

In IN2TRACK3, the key exploitable results having a TRL 7 or above will, in the end have a documented business model.

Different demonstrators will have different TRL levels, and the means of verification of if the TRL levels have been reached is listed and discussed in other sections.

5.2 The Key Exploitable Results method (KER)

The KER-method was introduced to the IN2TRACK3 consortium during an on-line meeting September 16, 2021. It was also one of the key topics on the online consortium meeting on October 27, 2021. This method (from SSERR, Support Services for Exploitation of Research Results) has been used in other projects, like H2020 projects United-Grid, FlexiGrid and IRIS Smart Cities. A quite simple set up of questions have proven to be a useful tool to make result owners describe their result and the problem they solve using a non-tech language.

The KER-method involves both definition of the key exploitable result and an exploitation roadmap. To define the KER the result owner needs to consider several aspects. And to plan for exploitation makes the result owner to plan for what will happen with the result after the project is finalized.

Definition of the Key Exploitable Result (KER)

- Description of solution
- Description of problem it solves
- Alternative solutions
- Unique Selling Point (USP)
- Description of the market it will be used
- List your competitors
- Explain your business model – how the solution will be made available to the customers
- Describe your IPR
- Set the time to market

Exploitation roadmap

- Brief description of actions 3-6 months after project ends
- Description of roles of partners involved
- List milestones and monitoring parameters
- Describe the impact in 3 years' time; growth and benefits for the society (jobs created, investments mobilized, turnover generated)
- Costs estimation to implement plans – for 1 year and 3 years
- Revenues – describe how you will cover the costs needed to provide the solution to early adopters, customers etc

Business model canvas

The business model canvas offers a strategic way to show how to successfully bring a project result to the market. It evolves around nine different headings that one needs to fill-in. The canvas was originally proposed by Alex Osterwalder, 2005.



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Preliminary business model (part of KER)

Explain your business model – how the solution will be made available to the customers.

Using the business model canvas facilitates documentation.

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure			Revenue Streams	

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The business model canvas was presented to the consortium September, 2021.

Market barriers

There is a question in the KER-method that regards market barriers. It is important to not only list these barriers, but also to describe how one intends to overcome them.

5.3 Method for dissemination and communication

The method used for dissemination and communication is based on a Communication Strategy, which objectives reflect the project objectives. The aim is to enable making use of project results, thus making impact.

The Communication Strategy contains:

- Communication objectives
- Key messages to relevant target groups
- Communication channels
- Visibility of EU funding
- Internal organization enabling communication activities
- Activity plan with a Year Wheel

The Communication Strategy is to be reviewed and up-dated yearly. One important part of it, the Activity Plan, should be updated every 6 months (or more frequently, if needed).

It is important to emphasize the need for communicating project results throughout the project. That means that one needs to communicate the foreseen results. The exploitation plan shows that all project partners also must plan resources for exploitation and communication activities after the project is finalized.

Project Acronym – GA 101012456

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5.4 Target group analysis - method

During the online consortium meeting October 27, 2021, two workshops were held to analyse the target group for In2Track3 results. The project partners were divided into 3 different groups:

- 1) Infrastructure owners and operators
- 2) Universities and research & development centres
- 3) Industry partners

Workshop 1 focused on *where* project partners intend to communicate project results. Workshop 2 had focus on *what channels* they use and could be used to reach the target groups. The outcomes of these workshops have fed into the Communication Strategy.

6 Exploitation plan

There are enablers and barriers for exploitation of project results. Setting a strategy for handling exploitation, create an exploitation plan and a strategy for handling communication and dissemination of project results (the communication strategy) are key market enablers. This project we has chosen to work with a method that has proved to be working well, the KER-method, as a means for handling key exploitable results.

Market barriers that can occur in collaborative projects are not handling ownership issues, not working on future paths, securing future funding. Furthermore, not speaking the language of the market or not speaking to the market at all are market barriers one as a project needs to overcome.

As described in the chapter on Methods, the Key Exploitable Result, the KER-method is used in this project. During the fall of 2021 WP8 introduced this method and how to work with it to all project partners.

IN2TRACK3's exploitation plan and the strategy for dissemination of project results involves 7 different ingredients:

1. Identification and a non-technical description of the key exploitable results
2. The description of the business model of each result with a TRL7 and above
3. The ownership clearance of each exploitable result
4. Identification of relevant target groups
5. A communication strategy and an activity plan including dissemination activities
6. The insight on how to overcome market barriers
7. The involvement of the right people and resources

6.1 Key exploitable results

During the fall of 2021 several exploitable results have been identified. Many project partners have already started to fill in the KER-template in order to further explain the key findings, not using a technical language, and focusing on describing the problem it solves and the unique selling points. Starting in 2022, the rest of the partners will work on their individual KER templates, and the table below will expand.

Table 3.1-1 Key exploitable results as of 2021-12-31

KER		Related to demonstrator	Infrastructure	Railway Industry	Maintenance	Design engineers	Construction companies	Other
ACC	Strengthening of fatigue-prone details in metallic railway bridges using carbon fibre reinforced polymers (CFRP) - Eastington Bridge in UK	5.4.2-56-TRL7	x					
	Shear strengthening of concrete railway bridges using smart carbon fibre reinforced polymers (CFRP) rebar - DEMO Bridge in Finland	5.4.1-55-TRL7	x					
EHU	Innovative methodology to repair slab tracks	4.1.1-33-TRL5	x					
HIT	Advanced, Fault Tolerant Control System for S&C Operation		x	x				
IP	Next generation Switch & Crossing Monitoring and Prediction Whole System	2.1.4-16-TRL6						
	Innovative Smart Transition Zone Monitoring whole-system	4.2.5-43-TRL7						
	Railway Bridges Fatigue Assessment System	5.3.3-54-TRL7						
NR	3D printing/additive manufacturing of switch and crossing components	2.3.1-19-TRL5						
	NDT Rail Stress Measurement Device		x		x			
	3D printing/additive manufacturing of switch and crossing components							
	Optical monitoring methods for geometry and digitalization	5.3.1-51-TRL7						
	Improved Assessment of Offset U-Frames							
	Subsurface defect detection	5.1.2-45-TRL7						
	Discrete Defect Repair (DDR) Unit	4.2.3-37-TRL6	x		x			
PORTO	Algorithm for the fatigue analysis of railway bridges (demo bridge Eastington Bridge)	5.4.2-56-TRL7	x					
	A new methodology to predict the long-term performance of the transition zones	4.2.5-43-TRL7	x			x	x	
	Framework for Digital Twin models of railway bridges for fatigue assessment.	5.3.3-54-TRL7	x					
	Recommendations for new design criteria for high-speed railway bridges	5.5.1-57-TRL7				x	x	
PROR	Detection of Rolling Contact Fatigue (RCF) using Axle Box Acceleration (ABA) measurements	3.4.2 -31-TRL7	x		x			Railway monitoring companies
	Railway track stiffness evaluation using axle box accelerations	3.4.2 -31-TRL7	x		x			Railway monitoring companies
	Development of a Train-Borne Tribometer, TriboTrain		x		x			Railway monitoring companies
RAILEN	Improve bainitic steel rails microstructure and chemical composition							
	DEM Code to model the behaviour of ballast		x	x				Tamping machine builders
	Defect detection with ultrasonic EMAT (Electro-Magnetic Acoustic Transducers) – Demonstrator Trolley	4.2.3-40-TRL6						
	Intelligent sensor network for track/S&C systems Monitoring.							
SNCF-R	Manganese crossing optimization using lifecycle analysis	1.3.2-10-TRL7	x		x			

KER	Related to demonstrator	Infrastructure	Railway Industry	Maintenance	Design engineers	Construction companies	Other	
	Improved ballasted track design for high speed lines	3.1.1-21-TRL7	x		x			
	Diagnostic of trackbed applied to high speed lines	3.1.1-21-TRL7	x		x			
	Vegetation management through electromagnetic waves		x				Vegetation teams	
TRV	Application of dither to reduce curve squeal						Railway vehicle mfg	
	Guideline for follow-up on mechanical performance of innovative track solutions		x	x				
	Prediction of probability of rail break due to wheel–rail impact loading		x					
	Risk management for track buckling		x		x			
	Standard for testing of anisotropic rail steel		x	x				
	Digital twin for a rail section		x		x			
	Method for evaluating weld process impact on rail steels		x	x				
	Predicting crack growth for combinations of operational parameters		x	x	x			
	Methodology for assessment of the dynamic performance, LCC and environmental impact of ballastless track (slab track).		x	x				
	Design guidelines for slab track to reduce rolling noise		x	x				
	Track design and track maintenance guidelines to reduce curve squeal		x	x				
	Transition zone design to reduce differential track settlement.		x	x				
	Digital twin solution for crossing panels			x			Research centres, universities	
	Passive bridge damper for vibration mitigation from passing high-speed trains	5.5.1-57-TRL7	x					
Detailed procedure for ground-based photogrammetry inspection of existing railway bridges	5.3.1-52-TRL7	x		x				
VIF	Whole System Model Approach	1.2.2-7-TRL4	x	x			Research centres, universities	
			31	12	12	2	2	8

6.1.1 Business model canvas

The KER-method includes a question on the business model. If the key exploitable result has a low TRL it is enough to answer that question. If the TRL is 7 or above, the business model canvas (see Chapter 0) will be filled out to further explain how the result will be available for the market/the target group.

KERs that cannot be labelled with a TRL level will be judged individually in cooperation with the partner in question to verify whether it should have a business plan as part of the IN2TRACK3 project.

6.1.2 Market barriers

There is a question in the KER-method that regards market barriers, which will be addressed

during the period 2022-2023. The project partners will during Q1 2022 have made a list of potential market barriers for each KER they have identified. Next target is to prepare a draft on how to overcome the identified market barriers, which will be done by the end of Q3 2022.

Work with evolving the KERs further and take forward the remaining KERs will be carried out according to the time table below:

6.1.3 Involvement of the right people and resources

During the fall of 2021 the importance of involving colleagues with the right competence has been discussed, with an emphasis on the need for involving the communication support at each partner.

As IN2TRACK3 adopted the KER-method as a means for working with exploitable results it was clear to all that it sometimes is good to involve non-tech colleagues. Not only is the project in need of people with technical background, but also people with skills within the following areas:

- Business development
- Innovation management
- Intellectual property rights
- Communication

All project partners to have put a name on whom within each organization will handle the documentation of the KER and if relevant, the business model. Furthermore, each partner needs to state who will be engaged regarding IPR as well as the communication activities.

6.1.4 Time plan for KER activities

KER related activities	2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Each partner to fill out KER-template for all their results, v 1.0			■					
Feedback to partners on KERs w/respect to content and improvements			■					
KER templates 2.0 finalised				■				
Continuous work on business model canvas for TRL 7 results			■	■	■	■		
Updated business model for results at TRL 7							■	■
List of potential market barriers for each KER, first version	■							
KERs with TRL 7< to have draft on how to overcome market barriers		■						
Colleagues at partners with the right competence for KER involved	■							

6.2 IPR - strategy

The IPR strategy of the project is an important part of the project exploitation plan. During the project the internal results will be reviewed with the goal of identifying important ideas and defining an individual strategy for the positioning of these ideas in the standardisation and commercialisation processes.



In2Track3

Ownership clearance (IPR, part of KER)

Recommendations:

- Consortia to create an IP management Checklist, WP8 can suggest one.

For each partner to consider:

- Does the Consortium Agreement take into account all aspects needed?
- Do you have to sign special agreements with your exploitation partners?
- How will you protect your solution - if not by filing for patent, then describe how you will do it.
- Make sure it is clear that you own the result and that it is crystal clear both for potential buyers and investors.



The diagram is a colorful, abstract composition of overlapping triangles. It features several key terms: 'Background' in the top left, 'IPR' in the top right, 'Patent' in the center, 'GA' (Consortium Agreement) in the bottom left, 'Foreground' in the bottom center, 'CA' (Consortium Agreement) in the bottom right, and 'Exploitation team' at the very bottom. The colors range from deep blues and purples to bright oranges and yellows.

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The outcome of a collaborative innovation project always differs from what partners individually bring to the project. In order to clarify who owns the exploitation rights of that outcome, WP8 has introduced an IPR strategy. It is useful as it helps indicating how partners are to handle intellectual assets and property within the project. The objective is that IP matters should be handled in a way that enables the innovations to reach the market.

The general principle is that knowledge and IPR matters are settled in the consortium agreement (CA), signed by the consortium prior project start and in line with the S2R Governance and Process Handbook recommendations Ownership: Each participant will own the foreground/results it generates. Background will be clearly identified within the CA and when applicable, granting of access rights will be clearly specified

Joint ownership: When results are generated jointly, the GA will define rules supporting participants to reach an agreement.

Other important takeaways, agreed upon in the CA, regarding IPR are:



- Protection use and dissemination: Results with industrial or commercial application capacity must be protected taking into account legitimate interests. Prior notice must be given to other participants
- Access right: Partners may define the background needed in any manner and may exclude specific background. At a preliminary stage, partners agree on open access publishing. However, in the future, partners may opt for gold or green access to peer-reviewed scientific publications, which might result from the project, depending on the type of information to be published
- Management of knowledge: A cooperative behaviour will be fostered throughout the project. Tools dedicated to knowledge management will be set up to support social interactions, knowledge processing and intelligent distribution of knowledge.

IN2TRACK3 IPR strategy

An IN2TRACK3 IPR strategy has been set in WP8. The CA documents detail the intellectual property background of the partners and the IN2TRACK3 project consortium agreement will further detail and fix how results will be protected, including details of cases for joint ownership.

The IPR strategy is an important part of the exploitation plan as it is clear that the CA will not always be a sufficient way to handle all potential IPR-related issues. Thus, IPR is a topic that should be present throughout the entire project, the IPR strategy evolves over time and will, if necessary be updated in WP8. The IPR Strategy for IN2TRACK3 will follow the IN2TRACK2 GA conditions.

The IPR Strategy includes for the consortium partners to:

1. Keep an up-to-date Intellectual Assets list
2. Decide upon suitable Intellectual Property protection
3. Sign detailed agreements
4. Set time limit for draft review before strategic publishing
5. Allocate IPR experts within the project organisation
6. Perform annual review of the IPR strategy

During project meetings internal results will be reviewed aiming to identify important ideas and defining an individual positioning strategy for these ideas in the standardisation and commercialisation processes. In accordance with the MAAP and the S2R JU Governance and Process Handbook the IN2TRACK3 project data will be made accessible to other SHIFT2RAIL projects and especially to those members of the SHIFT2RAIL Joint Undertaking engaged in the activities to which IN2TRACK3 will contribute.

6.2.1 The ownership clearance of each exploitable result

In a collaborative project, naturally, several project results are the results coming out of two or more partners working together. Whenever that is the case, involved project partners need to follow the IPR strategy method used in the project. This is important as not clearing ownership is a major obstacle to overcome ensuring possible market entrance and exploitation of project results.

Plan for ownership clearance, IPR

IPR strategy – key activities	When	What
The ownership clearance of each exploitable result: IPR	February 2022	All project partners to document who they are collaborating with in the project and how IPR is settled among them. All to follow the IPR strategy presented in this deliverable
IPR	November 2022	All project partners that have indicated that there are more than partner that could claim ownership of a specific project result, are to show how this is settled.

7 Communication and dissemination strategy

The purpose of this chapter is to determine planned communication and dissemination activities throughout the project lifetime. This communication strategy contains target group analysis and activity plan aligned with the SHIFT2RAIL Joint Undertaking Communication Strategy and in accordance with the SHIFT2RAIL JU Governance and Process Handbook. Other Shift2Rail projects, ongoing and finished, will have an impact on IN2TRACK3; the most current ones are ASSETS4RAIL, IN2SMART2 and IMPACT2.

7.1 Introduction

The main goal of the *Communication Strategy* is to raise awareness of the project's activities and knowledge in order to make IN2TRACK3 a successful project that firmly supports the utilisation and exploitation of technologies, tools and services to reach market and societal impact within 5 years. The project has genuine ambitions to enhance the position of European member states in the development of European railways.

As stated earlier, the work in IN2TRACK3 indicates a large number of exploitable results. As also pointed out, in order for these to have any value, they must be communicated and disseminated. One of the key tasks in WP8 is to create a dissemination strategy to identify the most efficient ways to ensure maximum visibility of the IN2TRACK3 project. As this is key, communication and dissemination get a whole chapter dedicated to the subject.

The Communication Strategy and Plan will however be evaluated and updated annually to be adjusted in view of new needs and possibilities that may arise.

7.2 Communication objectives

7.2.1 Goal

The main goal of the Communication Strategy is to raise awareness of the project's research and results in order to make IN2TRACK3 a successful project that firmly supports the utilisation and exploitation of technologies, tools and services to reach market and societal impact.

7.2.2 Objective

The main objective for the communication and dissemination strategy is to disseminate key findings and outcomes of the project in a way that maximises project impact and outreach to key stakeholders. The goal of WP8 Dissemination, Communication and Exploitation is to engage external and internal stakeholders to get the most exploitation possible for the project's results, both within and outside of SHIFT2RAIL.

The specific objectives are:

- To ensure that the project objectives, contents and results are disseminated and communicated to their target groups
- Develop a strategy on how to maximise dissemination of the project results

7.3 Communication about In2Track3

In order to choose the right points to communicate to a specific audience and to get something useful from it, an analysis of the stakeholders need to be done. In IN2TRACK3, one was presented as part of the proposal and has been further revised since.

7.3.1 Project stakeholders

Project mail stakeholders were in the proposal phase assumed to be as shown in the figure below

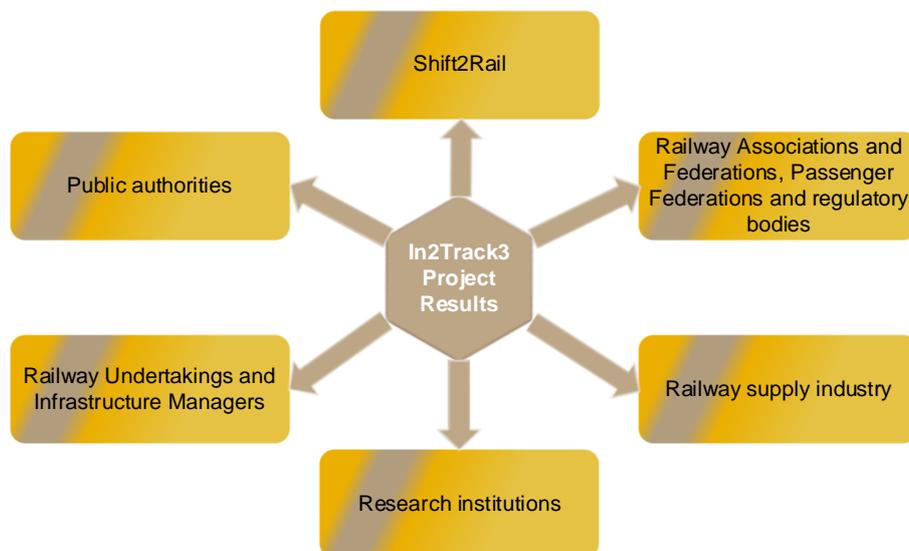


Figure 7.3.1-1 Stakeholders of In2Track3 as identified in the proposal

As the project has now progressed for one year, the picture of stakeholders has become clearer with respect to who will take interest in the demonstrators, and a revised list of stakeholders/interested parties are the following:

1. Infrastructure managers
2. Research institutions and universities
3. Railway manufacturers
4. Railway supply industry
5. Maintenance contractors
6. Railway monitoring companies

These stakeholders should for communication purposes be divided into commercial and non-commercial actors, since this somewhat influences their ability and possibly interest to act on information about the project results. The non-commercial actors are generally government

bodies in some sense, and have limited ability to immediately invest in the project results. However, they are in turn very interested and usually keep an eye out for the latest developments in the business in order to maintain their facility.

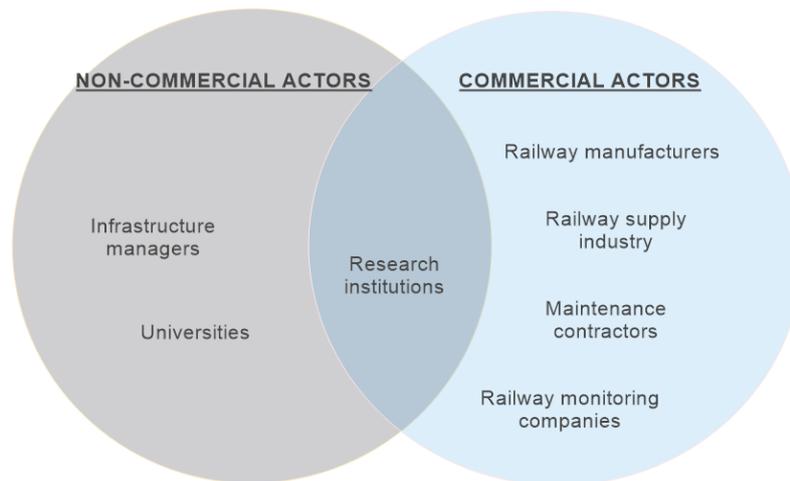


Figure 7.3.1-2 Stakeholders of the project as known identified to date

At the consortium meeting on October 27th, part of the workshop was to identify key stakeholders, and the result was in line with what is mentioned above in Figure 7.3.1-2, but other interested parties such as general public and the JU were added. Internal communication to the partners' own organisations was also highlighted during the workshop.

7.3.2 Key messages to relevant target groups

In In2Track3, over 40 of the demonstrators in the project (almost 80%) have Infrastructure Managers as their main stakeholder. For most of them it is the single stakeholder mentioned, and about $\frac{3}{4}$ of the 40 demonstrators are expected to reach a TRL level of 6 or 7, meaning that they consist of a technology that will be demonstrated in relevant (TRL 6) or operational environment (TRL 7).

These numbers, together with the character of the individual demonstrator gives some direction for the communication strategy to be chosen;

- 20 demonstrators at TRL 7 that are to be demonstrated in track, and have Infrastructure Manager as sole stakeholder
- 9 demonstrators are to be demonstrated at TRL levels 5-6 in laboratory or test rig, and have Infrastructure Manager as sole stakeholder

The fact that 20 TRL7 demonstrators are out in the track gives an advantage to visual messaging; video clips, footage, virtual models etc.

WP8 work will work out key messages to each target group on each activity or result the project will want to communicate.



7.3.3 Communication guidelines from Shift2Rail

The SHIFT2RAIL programme provides guidelines for all projects to follow, and all projects funded by SHIFT2RAIL should include the following information in their communication outputs¹:

- Shift2Rail logo – projects should choose whether to include the monochrome or the multi-coloured version of the logo, depending on the one that displays most clearly on the specific background used in the communication output. For more information on how to use the logo correctly, please consult Annex A.
- EU flag emblem – for more information on how to use the EU flag emblem correctly, please consult Annex B.
- Funding disclaimer:
“This project has received funding from the Shift2Rail Joint Undertaking (JU) under grant agreement [insert grant agreement number]. The JU receives support from the European Union’s Horizon 2020 research and innovation programme and the Shift2Rail JU members other than the Union.”
- For videos, Shift2Rail video intro/outro

7.4 Communication channels

To ensure large dissemination of your activities to be visible, use a various channel of communications; Social Media, Scientific articles/papers, award competitions, conferences, event/online events. The key in dissemination is to be proactive. Follow your partners, follow relevant hashtags and monitor railway industry.

7.4.1 Shift2Rail channels

SHIFT2RAIL JU has a communication group, providing tools and assisting in publication of project information. Each project writes their message and the communication group at the JU distributes it through the official SHIFT2RAIL channels, mainly on LinkedIn and Twitter.

The tool, “Shift2Rail Projects Communication Planning”, consists of three parts:

1. **Newsletter** – material the project wishes to be included in the monthly Shift2Rail newsletter
2. **Social Media** – social media content about the project that Shift2Rail can post through its own accounts
3. **Project Final Events** – once the details are known about a mid-term or final event, information is provided here

¹ Shift2Rail Communication guidelines for projects.pdf, date 2021-12-09

7.4.2 In2Track3 channels

- **Website**
The IN2TRACK3 website [IN2TRACK3 \(shift2rail.org\)](http://shift2rail.org) is the main web platform for dissemination, integration and engagement with project activities. The webpage is connected to SHIFT2RAIL's website [Home - Shift2Rail](#) and is connected to SHIFT2RAIL social media accounts.
- **Social Media**
Social media is a great channel for interacting with audiences and building personal relationships. Presence on social media platforms creates opportunities to reach groups that are not familiar with the project. When it comes to academia and business, it is mainly LinkedIn and Twitter that are used in a professional role. A successful social media presence requires a strategic and targeted approach. IN2TRACK3's social media channels are set up in the beginning of the project and are used to spread news, share posts and to interact with the audience. Interacting with project partners' and stakeholders active social media accounts is important to reach full impact.
- **LinkedIn and Twitter**
Twitter is an international channel and the social medium most used by researchers, which is perceived as most useful in the professional role. Twitter is a great channel for direct reporting and interaction at events and seminars. A Twitter feed on the web is a great tool for multiple people in the project to be involved in monitoring the world around them and highlighting news, activities and contributing content, thus making the web more vibrant. Twitter is primarily a social and personal platform. It requires people within the project to engage and participate on the platform by interacting and monitoring the world around them. An IN2TRACK3 twitter account can then lift and collect the information into one feed.
- **Newsletter**
IN2TRACK3 needs to build a network for stakeholders. E-mail mailings are an important direct channel to identified stakeholders, especially when it comes to invitations to activities. Instead of starting a newsletter – look for and identify active newsletter in the railway industry. Connect with them to disseminate IN2TRACK3 articles for visibility in their newsletters.

Relevant hashtags for IN2TRACK3

Primary hashtags	Secondary hashtags
Primary hashtags: #Shift2Rail #in2track3 #Railways #railwayindustry #EUYearofRail – also a newsletter: EUYearofRail Newsletter (mailchi.mp)	Secondary hashtags: #transport #sustainable #EUYearofRail #mobility #hack2rail #UICrail

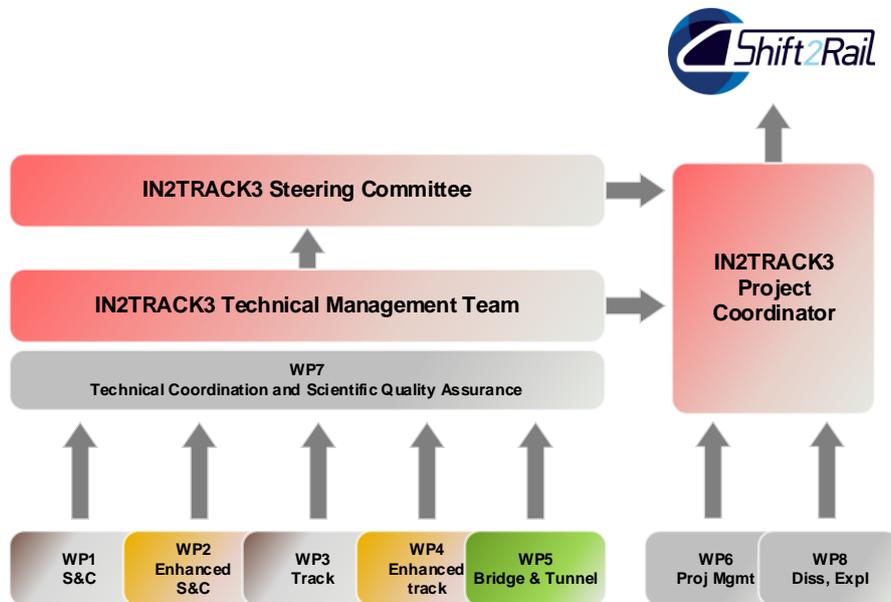
The target groups and the most efficient channels are listed in the table below:

Target Group	Where/Channel	Comments
Infrastructure Managers	Scientific articles/papers Newsletters	
Universities Research institutions	Scientific articles/papers Newsletters Twitter LinkedIn	
Industry partners; Railway manufacturers Railway supply industry Maintenance contractors Railway monitoring companies	Scientific articles/papers Newsletters Twitter LinkedIn	Shift2Rail Newsletter: Newsletter - Shift2Rail This newsletter regularly publishes digital news and invitations to relevant events.

7.4.3 Channels for internal communication

The project structure is designed around five technical work packages, aiming at both improving the operational performance of existing infrastructure assets and providing radical new system solutions delivering a step-change in performance, improving methods and repair techniques, improve quality, reduce costs and extend the service life of assets and structures.

The Project Management is the centre of the internal communication. It follows up and supports day-to-day operation, organize project functions and meetings, establishes efficient coordination and communication between the project partners and the EC project officer, it coordinates the Situation Analysis team and the dynamic reference groups and manages financial and administrative aspects of the IN2TRACK3 project.



The project management of In2Track3 will create and distribute material continuously to project partners, for further distribution in their proper channels. The material will be possible to alter, translate and modify to suit the local audience. Other members who wish to write similar material will be encouraged to do so.

7.4.4 Website activities

When the proposal that eventually lead to the contract was written, ambitions for communication through the website was high, with 2000 website visits the first year. There is no visitors' statistics available to the project, but it is not likely that the target has been met. Lack of access to the news section has not been addressed early enough, but starting 2022, the website will be updated regularly.

Activity	Target audience	What?	Why?	When?	Who?
Initial setup of domain and CMS	All	IN2TRACK3 (shift2rail.org)	To publish news, events, results and publications	M1-M3	TRV
Content: Project presentation	All	Pages: Overview, Objectives, Project structure, Partners news & events, contacts, Latest project's news	Present the project to stakeholders, the scientific community and a wider audience. Emphasis on the priority communication messages: Environmental, technical and business solutions.	M1	JU
Content: News	All	Publish posts in website news feed	Communicate project activities and results	M12	TRV
Content: Events	All	Publish on webpage, LinkedIn	Inform about events and attract participants	M12	All
Content: Twitter	All	Widget showing IN2TRACK3's tweets and retweets (not available in CT4 website)		M12	?
Content: Publications	All	Public reports, articles etc. to be linked to or available for download.	Dissemination of results.	Cont.	TRV
Website development	All	Launch new types of content, interactivity and web solutions when needed, within the technical framework available.	Create a state of art website with low bounce rate.	TBC	WP8
Videos	All	Show IN2TRACK3's videos on social media, possibly YouTube			All

Some of the suggested activities is likely to require a different web page host than what is currently available. The project will look into available alternatives and find the best solution to maximise visibility.

7.4.5 Social media presence

Activity	Target audience	What?	Why?	When?	Who?
LinkedIn	All	Presence on LinkedIn, company name: In2Track3 . Attract stakeholders and followers. Share relevant posts from project partners, connected projects, the EU research programmes and stakeholders	For networking, events, sharing news, results and publications. Overall goal > 1 000 followers on social media.	M10-M36	All

Activity	Target audience	What?	Why?	When?	Who?
Twitter	Primary	Twitter account @in2track3. Follow project partners, other projects that are connected to IN2TRACK3, the EU research programmes and stakeholders. Important to tweet and retweet and also be active and start conversations. Use relevant hashtags to get maximum impact. Update continuously	<p>Make the project known especially among policymakers and industrial stakeholders.</p> <p>Monitoring indicator</p> <p>Overall goal >1 500 followers in Social media M36.</p>	M1-M36	TRV
Other Social media	TBC	TBC	TBC	TBC	TBC

7.4.6 Articles in scientific publications, professional journals and news media

Activity	Target audience	What?	Why?	When ?	Who?
Articles in international peer-reviewed journals	Scientific community, regulatory and policy bodies	International peer-reviewed credible journals	<p>Disseminate non-confidential knowledge produced by the project to support further development and future exploitation.</p> <p>Monitoring indicators Number of papers accepted per year: 3 the first year, 5 each year the remaining time. Number of citations: 5 for each publication Proportion of joint publications (with authors from at least two partners, as a signal of internal cohesion: 25% Average number of partners authoring each paper: 2</p>	M12-M36	TRV
Publicity in professional journals		<p>Press releases, press conferences and/or articles directed to professionals-oriented magazines and other industry media. Emphasis on success stories (project's progress) and future exploitation.</p>	<p>Increase interest in the project and its possibilities for stakeholders and policymakers to create societal and market impacts.</p> <p>Monitoring indicator > 20 articles about the project/demonstrations, in a professionals-oriented magazine</p>	M12-M36	WP8

Activity	Target audience	What?	Why?	When ?	Who?
Publicity in news media		Press releases, press conferences and/or articles directed to public news media, i.e. about the scenarios and the demo sites.	<p>Increase interest in, and awareness of, the project and its possibilities among local population of areas where the demonstration projects take place.</p> <p>Monitoring indicator +3 articles about the project/demonstrations, on a professionals oriented magazine +3 articles about the project/demonstrations, in public media +3 times been part of relevant newsletters +10 video productions (including videos of tests), all partners responsible for reaching “the most wanted list”</p>	M12-M36	WP8
Debate articles	Core, Primary, especially policy makers.	Discuss the policy changes which are required to facilitate the development of European railway in professional and/or public media.	TBD	TBD	TBD

7.4.7 Events, conferences and fairs

The project will be represented at least at the following conferences (the list will be subject to change during the project):

- WCRR 2022, June 6-10 (Birmingham, England),
- Railways 2022, August 22-25 (Montpellier, France)
- 12th International Conference on Contact Mechanisms and Wear of Rails/Wheel Systems, September 4-7 (Melbourne, Australia)
- ICISIC 2022, September 6-9, (Minho, Portugal)
- InnoTrans 2022, September 20-23 (Berlin, Germany)
- TRA 2022, November 14-17 (Lisbon, Portugal)

7.4.8 Regulatory bodies

Some of the project results are potentially affecting the infrastructure managers. However, the lead time from finished demonstrations to a real change takes many years. The project will work with standardisation questions regularly as part of WP7, in order to try and affect the IMs.

7.4.9 Project partners' channels

All partners have their own communication means and channels, and WP8 will map them early 2022 in order to create the right communication messages.

7.4.10 Visibility of EU funding

Beneficiaries of the EU's Horizon 2020 research and innovation programme have the obligation to explicitly acknowledge that their action has received EU funding. This must be done, if possible and unless the Commission/Agency requests otherwise, in all communication, dissemination and IPR activities as well as on all equipment, infrastructure and major results funded by the grant.

The EU emblem and reference to EU funding must be displayed in a way that is easily visible for the public and with sufficient prominence (also taking into account the nature of the activity or object).

7.4.11 Internal organization enabling communication activities

WP8 leads the work of communication and dissemination. All project partners are involved to promote the project. In the Grant Agreement (GA) several partners have explicitly stated and explained that they will ensure proper dissemination and promotion of the project. Examples of this is Hitachi Rail STS, Railenium, the Turkish State Railways (TCDD), Trafikverket, ÖBB and EHU.

- **Hitachi Rail STS** will ensure proper dissemination and promotion of the project and its results. Main area of contribution: Hitachi Rail STS will share experiences, actively participate in meetings, discussions and technical review to contribute to the development



of fault tolerant switch control systems and ensure dissemination and promotion of the project and its results

- **Railenium** is one of the 8 Institutes for Innovation, Research and Technology (IRT) created by French governmental decree N° ESRR1206490D, October 26th, 2012 to boost economic competitiveness by filling up the gap between academia research and industry. Railenium is the French IRT dedicated to the Railway systems, infrastructures and equipment. Main area of contribution: The missions of Railenium, on behalf and with the commitment of its members, are to achieve research and development projects, training and investments and exploitation of test facilities.
- **Turkish State Railways (TCDD)** supporting with Disseminations, Communications and Exploitation activities.
- **Trafikverket** leads WP8 and works actively with partners to disseminate the project's results. A dissemination strategy will be developed, and major focus will be on how to spread project results internally and externally.
- **ÖBB-Infrastructure** will actively work with our Linked Third Party and with our members of the EUROCC consortium to disseminate our results with communication and partnering with all members of In2Track3.
- **The University of the Basque Country (UPV/EHU)** will contribute to disseminate the results achieved, in collaboration with all the other members.

All project partners are administrators of the project's LinkedIn site. All project partners should contribute in WP8 to disseminate the project.

7.5 Activity plan

An activity list has been set up in order to execute the communication strategy. Some of the activities have already been carried out, such as project website and Twitter account.

Activities	When?	What?
Communication objectives	December 2021	Set in this deliverable
Key messages to relevant target groups	December 2021 December 2022	Set in this deliverable Will be updated
Communication channels	Spring 2021 December 2020 October 2021 January 2022 Jan-Feb 2022 February 2022	IN2TRACK3 website in place IN2TRACK3 Twitter in place IN2TRACK3 LinkedIn in place IN2TRACK3 website populated and regularly updated Project partners to invite targets to follow project's LinkedIn A list of the websites and social media channels of all project partners
Visibility of EU funding	Throughout the project	EU funding acknowledgement in all types of communication
Internal organization enabling communication activities	January 2022	Identify communicator at each organization – name and e-mail
Set up an activity plan with a Year Wheel, to specify detailed communication activities	December 2021 January 2022 April 2022 November 2022	First draft in this deliverable Gathering of activities for the 6 months to come Update on the Activity plan Update on the Activity plan

7.5.1 Roles and routines

Each work package leader is responsible for publishing in peer-reviewed journals, present the project at conferences and in popular press in his/her area, and for answering questions related to the work package. The project management is responsible for communication about the project in general and for arranging arenas for interaction.

To achieve maximum impact, good cooperation within the project is crucial. To facilitate evaluation an active log of communication and outreach activities is already kept and is regularly audited by the project partners.

7.5.2 Tone, appeal and language

Core targets, the scientific community and often primary targets can be reached by communication and outreach activities which require a degree of specialization and prior knowledge in the audience. The outreach and communication goals for IN2TRACK3 are ambitious both in numbers and impact. To meet these ambitions it will be necessary to also package the research results into more easily accessible formats adapted for a wider audience. Therefore the project's communication is wrapped in a journalistic format to attract attention and make IN2TRACK3 more consumable. The use of technical terminology will be limited and acronyms, when used, will always be explained. The project's communication and communication materials are in English.

7.5.3 Means of dissemination and exploitation

Means of dissemination	What will it do
Scientific papers	These will reach the universities, research institutions and interested parties within the regulatory bodies.
Popular science presentations	Project output suitable for dissemination through popular science channels will be communicated to the relevant publications
Communication with relative bodies	There are a number of international railway and infrastructure bodies, for instance CER and UIC, whom the project's results will be shared with
Demosite visits	In cases where there is a physical installation out in the field to show to interested parties, site visits will be arranged
Taped video sequences	Not all demonstrators are suitable for viewing on site, and video sequences is a way to show in detail a process or a chain of events
Participation at fairs	The project will be present at relevant fairs and display work and/or results of interest to the target group. A demonstrator will be presented in the Shift2Rail stand on InnoTrans 2022
Website	The project website will be accessible to all online, and public results will be disseminated here
Project brochure	A brochure explaining the goals, methods, expected impact and more will be published
Summary of important results	When the project has reached the expected results, a summary of those will be published and distributed to the relevant parties

7.6 The execution of the communication strategy and the activity plan

The communication strategy and the activity plan describe how the dissemination of project results will be performed.

Key activities	When?	What?
The execution of the communication strategy and the activity plan: Communication & Dissemination	December 2021	The Communication strategy and the Activity plan are set. Throughout the project- the communication strategy and activity plan, including dissemination activities to be executed by all project partners – see separate section on Communication.
Communication & Dissemination	Every 6 months, starting February 2022, August 2022...	The Activity plan to be updated by WP8, with input from all project partners.

8 Conclusions

8.1 Exploitation

Continuously update the list of key exploitable results, KERs, and make sure that each and every one has

- a filled-in KER-template
- a list of market barriers
- ownership clearance

And if TRL is 7 or above, also has:

- a business model canvas
- a description on how to overcome market barriers
- dissemination activities

8.2 Communication and Dissemination

Continuously communicate the project results to the set target groups and see to that:

- The dissemination activities are logged and branded with project and EU-funding acknowledgement
- Ensure activity in the appropriate social media and communication channels
- Project presence in key conferences and fairs
- Strive to be published in the proper journals, both scientific and popular science
- Identify key messages to relevant target groups
- Ensure visibility of EU funding
- Internal organization enabling communication activities
- Set up an activity plan with a Year Wheel

9 References

No references

10 Appendices

No appendices