



## Deliverable Report

<b>HEI Project</b>	
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## 1. Executive Summary

The project "Nordic Baltic Universities boosting entrepreneurial and innovation support systems (NOBALIS)" is implemented by a consortium of five higher education institutions (HEIs) and two innovation support organizations from the Nordic and Baltic region. NOBALIS is part of HEI Initiative program of the European Institute of Innovation & Technology (EIT) (cohort 2) that is coordinated by EIT Raw Materials and is funded by the European Union.

The overall objectives of NOBALIS are:

- To integrate innovation and entrepreneurship as part of daily routines in all parts of the activities of higher education institutions (HEIs),
- To leverage the integration of HEIs and their contribution to the innovation ecosystem through close collaboration on the part of a variety of knowledge triangle stakeholders.

The present document is the deliverable D5.1. Communication, Dissemination and Exploitation Plan (CDP) that is part of the WP5. Communication, Dissemination and Exploitation. The main aims of the WP5 are to ensure efficient and timely internal communication between partners and communication with external actors for effective implementation of the project and the long term dissemination and exploitation of the project results to maximise its impact and ensure the knowledge transfer and institutionalization beyond the duration of the project. The present deliverable contains a short summary and the full text of the CDP as the Annex 1 of the deliverable report. The CDP contains the guidelines for managing the communication, dissemination and exploitation activities of the project. CDP is based on the preliminary plan for transferability, exploitation, dissemination and communication submitted with the project application and has been updated by partners.

The CDP specifies the objectives of communication and dissemination activities, their formats, dissemination levels, audiences, targets, timeframes, channels, responsibilities, exploitation rights, documentation and evaluation, intellectual property (IP) management agreed upon by the NOBALIS partners.

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## 3. Annex 1. NOBALIS Communication, Dissemination and Exploitation Plan

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### 3.1. List of Abbreviations

All	All audiences
Ard	Ard Innovation
AS	Academic staff
BIA	Baltic Innovation Agency
CDP	Communication and Dissemination Plan
D	Deliverable
EICD	NOBALIS Entrepreneurial and Innovation Capacity Development Program
EIS	Entrepreneurship and innovation support structures
EIT	European Institute of Innovation & Technology
EMÜ	Estonian University of Life Sciences
GP	General public
HEIs	Higher Education Institutions
I&E	Innovation and Entrepreneurship
IP	Intellectual property
IVAP	Innovation Vision Action Plan
KIC	EIT Knowledge and Innovation Communities
KPI	Key Performance Indicator
LLU	Latvia University of Life Sciences and Technology
LNU	Linnaeus University
M	Milestone
NMBU	Norwegian University of Life Sciences
NOBP	NOBALIS partners
NS	Non-academic staff
PS	Public sector
SC	Scientific community
SLU	Swedish University of Agricultural Sciences



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## 3.2. Project partners



Norwegian University  
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Linnæus University



Swedish University of  
Agricultural Sciences



Latvia University  
of Life Sciences  
and Technologies



Baltic  
Innovation  
Agency



[www.emu.ee](http://www.emu.ee)  
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### 3.3. Introduction

The project “Nordic Baltic Universities boosting entrepreneurial and innovation support systems (NOBALIS)” is carried out by a Nordic- Baltic consortium consisting of five universities with background in life sciences, agriculture and technologies, and two organizations specializing in technology transfer, start-up support and acceleration programs. The project is coordinated by Norwegian University of Life Sciences (NMBU). The NOBALIS partners (NOBP) are: Baltic Innovation Agency (BIA), Ard Innovation (Ard), Norwegian University of Life Sciences (NMBU), Latvia University of Life Sciences and Technology (LLU), Linnaeus University (LNU), Estonian University of Life Sciences (EMÜ), Swedish University of Agricultural Sciences (SLU). The focus of the project is to develop, share and expand innovation and entrepreneurship support capabilities in the areas of sustainable food production, circular economy, and development of new green value chains, in line with the research areas of the participating HEIs, and regional smart specialization strategies.

The overall objectives of NOBALIS are:

- To integrate innovation and entrepreneurship as part of daily routines in all parts of the activities of higher education institutions (HEIs),
- To leverage the integration of HEIs and their contribution to the innovation ecosystem through close collaboration on the part of a variety of knowledge triangle stakeholders.

NOBALIS is part of HEI Initiative program of the European Institute of Innovation & Technology (EIT) (cohort 2) and is funded by the European Union. The aim of the HEI Initiative is to increase the innovation and entrepreneurial capacity in higher education by bringing together HEIs in innovation value chains and ecosystems across Europe.

The project is divided into five work packages (WPs):

- WP1. Coordination and Management
- WP2. Capacity building in the institutions
- WP3. Enhancing the quality of innovation and entrepreneurship (I&E) education
- WP4. NOBALIS Entrepreneurial and Innovation capacity development (EICD) program
- WP5. Communication and Dissemination

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The activities of WP1 and WP5 are cross-cutting and facilitate the implementation of all other WPs.

D5.1. Communication and Dissemination Plan (CDP) is a part of the WP5. The aim of the CDP is to provide instructions how to manage project information, communicate results and use different channels, communication types and indicators, and how to monitor project related information. More specifically, to:

- ensure efficient and timely internal communication between partners,
- provide guidelines for communication with external actors,
- ensure monitoring and reporting of project activities,
- maximize the visibility of the project and the dissemination of the results during the project and after its end until 2030,
- support long-term exploitation and transfer of knowledge and learning experiences within the consortium,
- engage with external partners, EIT to create new opportunities for further collaboration, strengthening of innovation and learning networks in Europe,
- facilitate institutionalization of good practices and knowledge transfer in the entrepreneurship and innovation ecosystem in the EU.

CDP provides the instructions and describes the tools for managing internal and external communication, dissemination and exploitation activities during and after the project. The CDP addresses the objectives, audiences, role of partners, channels, timeframe, technical preparation, monitoring, exploitation activities, management of intellectual property (IP), key performance indicators (KPIs).

The CDP is divided into four main parts:

- Internal communication and dissemination
- External communication and dissemination
- Exploitation of results
- Monitoring and reporting

CDP has been prepared by WP5 leader Estonian University of Life Sciences (EMÜ) with input from the other partners. CDP is based on preliminary plan for transferability, exploitation, dissemination and

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communication prepared for the project application. It has been updated using EIT guidelines, Horizon2020 best practices, partners' institutional guidelines, grant agreement.

The communication and dissemination activities described in the CDP are the responsibility of all partners and are carried out throughout the project.

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### 3.4. Internal communication and dissemination

The objective of internal communication is to ensure timely exchange of information between the project partners to achieve effective implementation of the project.

**The audience:** project partners.

**The main tools** for the internal communication:

- **Emails** are the main mode of communication between the project partners. The shared workspace contains the list of the emails and contacts of the team members of each partner. It is the responsibility of each partner to keep the information up to date.
- **A shared workspace** using MS Teams is set up in the beginning of the project by NMBU. The aim of the workspace is to securely store, share and organize the project materials and data. The virtual workspace is only accessible to the project partners. The workspace and its access are administered by NMBU. The workspace contains all the project materials for the partners' use, including proposal, drafts and final versions of deliverables, document templates and materials for external communication, data, check lists, monitoring information, publications and other materials partners deem relevant for the project. All partners have right to add materials to and to download the materials from the workspace.
- **Virtual meetings** are set up according to the ongoing needs to discuss the progress of the project and WP activities. The project will start with a virtual consortium kick-off meeting. An executive board meeting is held at in every two weeks to assess the progress of activities of WPs. WP meetings to discuss specific activities will be scheduled on the basis of WP needs, but at least once a month. Scheduling the WP meetings are the responsibility of WP leaders. The consortium expects that most of the internal meetings will take place in the virtual format during the project. Online videoconferencing applications such as MSTeams will be used, depending on the preferences of the meeting organizer.

**The main tasks** of the partners are following:

- Preparing, updating and sharing internal communication and dissemination guidelines, monitoring communication: EMÜ

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- Coordinating and integrating internal communication activities with external communication: NMBU
- Administration of shared work space: NMBU
- Organization of general consortium meetings: NMBU
- Information on the WP progress, activities, data requests for WPs, WP meetings: WP leaders
- Keeping contact information and information on changes in the team members up to date, answering information requests, communicating on the ongoing activities: all NOBP.

#### Dissemination procedures for internal communication

- All team members are expected to actively participate in the exchange of relevant information and keeping themselves informed on the project activities in order to ensure successful implementation of the project.
- All team members and their point of views should be appreciated and treated with respect and consideration, even if one does not agree on some particular issue.
- The communication should be purposeful, relevant, clear, consistent and provide sufficient details for the recipient on what is expected from them.
- The communication should be done in timely manner, providing the team members with sufficient time for reviewing the information and answering the requests and for scheduling activities or meetings. The team members should generally respond to emails within 3 working days or if requested, by the deadline indicated in the communication.
- For scheduling meetings, clear deadlines for selecting meeting times should be indicated in the emails. The information on the meeting times and places should be provided at least 3 work days in advance.
- During the preparation of deliverables, relevant communication materials or publications, the partners should have at least 3 work days for reviewing the draft and providing feedback and comments on the draft.
- WPs leaders should hold regular virtual meetings on the WP progress and inform other partners on the ongoing WP activities and issues through emails at least once a month.



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- The summary of the meetings in the form of meeting minutes, presentations should be stored into the shared workspace.
- All team members are free to initiate communication activities. WP leaders should be kept informed on the scheduled meetings, issues and progress of the activities.

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### 3.5. External communication and dissemination

#### 3.5.1. Communication objectives, activities and audiences

The objective of external communication and dissemination is to ensure effective information exchange with external actors in order to promote project, create collaboration and partnership activities, ensure knowledge transfer to EIT and other HEIs.

The specific objectives are:

- To ensure the engagement of key personnel, students and partners in project activities for the successful implementation and maximization of project impact.
- To engage with external stakeholders and innovation ecosystem actors in order to facilitate innovation and entrepreneurship (I&E) activities and collaboration with HEIs.
- To transfer the created knowledge and to ensure institutionalization of the IVAP beyond the funding period.
- To ensure the scaling of the project outcomes beyond the duration of the project.
- To promotion of the NOBALIS project and EIT's HEI Initiative in partner institutions and to external audiences.

The external communication and dissemination part of CDP describes the activities, audiences, timeframes, channels, responsibilities, targets and key performance indicators (KPIs).

**The main audiences** for communication and dissemination activities are NOBALIS partners (NOBP), more specifically students (ST), academic staff (AS), non-academic staff (NS); external audiences such as enterprises (EN), entrepreneurship and innovation support structures (EIS), European Institute of Innovation and Technology (EIT), Knowledge and Innovation Communities (KIC), public sector (PS), scientific community (SC), general public (GP), all aforementioned audiences (All).

The main information dissemination channels, activities, their audiences and KPIs are summarized in the Table 1.

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**Table 1.** NOBALIS communication and dissemination activities and channels

Activity	Channel	Description	Languages	Audience	KPIs	Month	No of activities		
							Phase 1 (July - Dec 2022)	Phase 2A (Jan- Dec 2023)	Phase 2B (Jan- Jul 2024)
Dissemination of project's progress, activities and events	Project web page (M5.1.)	Main repository of public information on the project	English	All	1000 annual views	2-24 <sup>1</sup>	1		
Guidelines for communication and dissemination activities	Communication and Dissemination Plan (CDP), (D5.1.)	Information on how to implement communication and dissemination activities and monitor those	English	NO BP	CDP ready in 8/22	2, if required, updated until 24	1		
News about project on partner web pages	Partners' web pages	News of project, incl. start, progress, calls for AS, ST, NS for participation	National	ST, AS, NS, EN, EIS,	2 news items per partner in Phase 1, 6 in Phase 2	2-24	14	28	14
Internal news and calls for participation	Partners' internal lists, newsletters (academic, student lists etc.)	Internal communication in partner institution about the project, its events and	National	ST, AS, NS	3 news items per HEI in Phase 1, 9 in Phase 2	2-24	15	25	20

<sup>1</sup> The web page will be kept accessible until two years after the end of the project

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Activity	Channel	Description	Languages	Audience	KPIs	Month	No of activities		
							Phase 1 (July - Dec 2022)	Phase 2A (Jan-Dec 2023)	Phase 2B (Jan-Jul 2024)
		calls for participation							
News items on project	Local, and national media, incl news portals and newspapers, magazines	Articles in local and national daily newspapers, news portals to promote the project and its events	National	GP	1 article/news item per country in Phase 1, 2 articles/news items per each country in Phase 2	6, 18, 24	5	5	5
Social media engagement	Partners' social media channels	Social media posts on the project	National, English	GP	4 English posts and 12 in national languages in Phase 1, 10 English posts and 30 in national languages in Phase 2	2-24	16	20	20
Project showcase on EIT HEI Initiative page	EIT HEI Initiative web page	Project summary on EIT HEI Initiative web page	English	All	Project information is present on HEI Initiative web page	1	1		
Presentations in EIT events	EIT events, seminars, conferences	Presentations on the project and its progress	English	EIT, KIC	1 presentation in Phase 1, 3 presentations in Phase 2		1	2	1
Presentations in scientific and practical conferences	Virtual and on-site national and international	Presentations on project, incl on methodologic	National, English	SC	8 presentations in Phase 2			2	6

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Activity	Channel	Description	Languages	Audience	KPIs	Month	No of activities		
							Phase 1 (July - Dec 2022)	Phase 2A (Jan-Dec 2023)	Phase 2B (Jan-Jul 2024)
	scientific and practical conferences and seminars	all approach, pedagogy, research results							
Presentations in entrepreneurship and innovation forums	Virtual and onsite national and international I&E forums, practical workshops, seminars	Presentations on project, activities, collaboration, methodological approach, results	National, English	EN, EIS, PS	3 presentations per country in Phase 2			5	10
Monitoring of communication and dissemination activities	Monitoring worksheet in shared folder, report (D5.2.)	Report summarizing the activities carried out	English	NO BP, EIT	Intermediate report in the end of Phase 1, final report in end of Phase 2	6, 12	1		1
Idea Bank for Partnership activities (D5.3.)	Project web page, EIT resource hub	Structured summaries of partners' collaboration and partnership activities	English	AS, NS, EN, EIS, PS, EIT, KIC	Intermediate version by the end of Phase 1, final version by the end of Phase 2	6, 24	1		1
Videos on Good Practices (D5.4.)	Project web page, EIT resource hub	Videos showcasing the food I&E practices to share and store knowledge	English	AS, ST, NS, EIS, EIT, KIC	3 videos		1	1	1

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Activity	Channel	Description	Languages	Audience	KPIs	Month	No of activities		
							Phase 1 (July - Dec 2022)	Phase 2A (Jan-Dec 2023)	Phase 2B (Jan-Jul 2024)
Final conference (M5.3.)		Virtual conference summing up the project and sharing the knowledge and lessons learned on how to facilitate I&E education	English	AS, ST, NS, EN, EIS, EIT, KIC, PS, GP	One conference	24			1

### 3.5.2. Communication channels and procedures

The main tools for external communication are:

- **The project web page** [www.nobalis.eu](http://www.nobalis.eu) is the main tool for sharing public information on the project. The web is administered by WP5 leader EMÜ. The web page contains background information on the project, introduction of partners, overview on the project events and upcoming events, resource hub (idea bank for partnership activities, video materials), contacts.
- **Partners' web pages** will be used to promote project and provide information in national languages. Each partner should disseminate information on the start and background of the project, progress and the main events such as EICD program, opportunities for ST, AS, NS; seminars for mapping and sharing good practices, I&E curricula development, final conference, participation and partnership opportunities, EIT HEI Initiative program.
- **Partners' internal institutional** lists and communication channels are crucial for disseminating information on the project events and on calls for participation of AS, ST, NS beyond the persons who are directly involved with the project in their institutions, thus ensuring the institutionalization of the good practices within the institutions and scale up of the project activities.



- **News articles in general media** refer to materials prepared and published in local and national media channels on the project activities by the partners or by external authors. The aim is to promote project, EIT HEI Initiative, partnership opportunities and share the practices with general public in national languages.
- The aim of the **social media engagement** is to disseminate information on the project to wider academic and general audiences and to make use of the existing national and international networks of the partners for sharing the knowledge and practices. The partners will use their existing institutional social media channels for disseminating the information. Posts on project activities on partners' web sites, news stories in general media, news of scientific or other presentations should be shared through social media posts.
- Project showcase on **EIT HEI Initiative page** refers to project summary on the EIT web page. This was published in July 2022 along with information on successful projects in the Cohort 2 call of EIT HEI Initiative and is available at the web site: <https://eit-hei.eu/projects/nobalis/>
- **Project presentations** will be used for promoting HEI Initiative, sharing information on the gained knowledge and lessons learned, providing input for policy development and creating opportunities for further transfer and new partnerships. Variety of channels such as national and international forums, seminars, scientific conferences will be utilized.
- **The idea bank** refers to structured summaries of partners' collaboration and partnership activities that can be used as an inspiration and a resource for creating new partnerships and events for engaging partners to HEI's I&E activities. The idea bank will be created by mapping of partners' collaboration practices with ecosystem stakeholders such as lunch seminars with enterprises, platforms such as Future Food, cooperation festivals, smart Thursdays, alumni activities etc. Idea bank will be published on project web site.
- **Videos on good practices** will showcase the good I&E practices in order to share and store the knowledge and lessons learned in NOBALIS WPs. Those can be later used by partners and external actors for promotion, planning of activities. Videos will be published in the project web site and later added to the EIT Resource Hub and YouTube.
- **Final conference** refers to the virtual conference that will sum up the project. The aim is to share the knowledge and lessons learned on how to facilitate I&E education, strengthen institutional support structures and knowledge dissemination and to demonstrate the good practices and





create a basis for new partnerships and set the stage for continuing knowledge transfer and scaling of activities following the end of project in Phase 2. Conference is targeted for both internal and external stakeholders.

Each partner will assign **one contact person for the communication team** that will be responsible for managing and monitoring communication and dissemination activities in their institutions.

**The tasks and responsibilities** for external communication and dissemination activities:

- Overall communication with HEI Initiative coordinator EIT Raw Materials: NMBU
- Managing and updating the project web site, publishing of idea bank and videos: EMÜ
- Providing information on the relevant WP activities and events for publication on the web page: task leaders.
- Providing input for web page: all partners; WP leaders are responsible for more specific information on WP activities.
- Reporting information on external communication and dissemination activities: each partner should enter the information on communication and dissemination activities to the monitoring sheet in the shared workspace within five work days from the event or activity.
- Initiating and planning the communication activities, managing and preparing supporting materials for communication activities (posts, articles), coordinating and asking input from partners' teams: communication team.
- Coordinating activities with their own organization's marketing and communication departments for social media postings, media and external engagement: communication team.
- Planning of the final conference: ARD.
- Monitoring and preparing the interim and final report on communication and dissemination activities: EMÜ
- Planning of idea bank: LNU, publishing it on web page: EMÜ
- Planning of videos: LLU, publishing those on web page: EMÜ

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### Dissemination procedures for external communication and dissemination

- All team members are expected to actively participate in disseminating information on the project, its activities, EIT HEI Initiative to external stakeholders.
- The information should be coherent, clear, consistent, correctly reflect the project and its activities and presented in a way and format that suitable for the context of the event, activities and stakeholders.
- All materials and formal presentations should clearly acknowledge the EIT HEI Initiative and the funding by the EU, follow the gender balance checklist and institutional ethics guidelines.
- The information on the upcoming project events, activities should be provided to EMÜ and communication team members in a way that would allow them to publish the information on the project web site and coordinate publishing in social media, partners' web pages etc. in a timely manner. The information on the consortium wide events should be provided by the task leaders at least 3 weeks before the date. The information on a small-scale national event, presentations, upcoming papers connected with the project should be shared with the communication team at least a week beforehand.

### 3.5.3 Visual identity

NOBALIS project uses the visual identity guidelines created by the EIT for the EIT HEI Initiative. EIT HEI Initiative Visual Style Guide as well as templates for Word, PowerPoint, Deliverables, Certificates and social media guides are available through EIT HEI Resource Hub. A copy of the style guide, templates have been also added to the partners' shared workspace for an easy access.

EIT HEI Initiative Style Guide specifies the use of logos, web site and social media branding, requirements for videos, colour palette and typeface (Titillium Light) (Fig. 1). Project materials should be prepared using the HEI Initiative's templates for Word, PowerPoint, Deliverables and Certificates. (Fig. 2).

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Figure 1. EIT HEI Initiative Style Guide<sup>2</sup>



Figure 2. EIT HEI Initiative document templates

<sup>2</sup> European Institute of Innovation & Technology (n.d). EIT HEI Initiative. Innovation Capacity Building for Higher Education. Visual Style Guide. Material available through HEI Initiative Resource Hub.



### 3.5.4. Funding acknowledgement

All communication and dissemination materials **are required to have the acknowledgement of funding**, including EIT KIC logo, EU funding logo and EIT HEI Initiative logo (Fig. 3) as specified in the EIT HEI Initiative Visual Style Guide. The logos are embedded to the document templates.



**Figure 3.** Required funding information on the project materials

In case of scientific or general media papers that do not provide options for adding logos, the funding should be acknowledged in text:

*The project NOBALIS part of EIT HEI Initiative program that is coordinated by EIT Raw Materials and is funded by the European Union.*

For social media posts in partner website, tags to the EIT HEI Initiative and coordinator EIT RawMaterials should be added.



### 3.6. Exploitation of results

#### 3.6.1. Exploitation activities

Exploitation activities aim to facilitate knowledge transfer and make use of the project results for further societal, political and commercial purposes following the end of the project. The main tangible exploitable outcomes will be:

- NOBALIS Entrepreneurial and Innovation Capacity Development Program (EICD)
- I&E curricula and methodological and pedagogical tools
- Partnership idea bank
- Videos
- Materials from mapping and review of institutional practices
- New partnerships
- Start-ups/spin-offs

Those will be used by partners for implementation of IVAP, incl. for updating and creation of new institutional practices, strengthening of start-up support, dissemination of scientific and practical information and publications, policy recommendations. Those are strongly intertwined with intangible outcomes such as institutional capacities, networks, skills, expertise and mindset that will be further exploited for the long-term benefits of the partner institutions.

The partners have identified the following types of exploitation and knowledge transfer activities, internal beneficiaries (NOBP) and external beneficiaries and exploitable outcomes or channels for carrying out those exploitation activities (Table 2).

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Table 2. NOBALIS exploitation activities

Type of exploitation	Exploitation activity	Description	Exploitable outcome/channel	Beneficiaries
Political	Public policy changes	Policy recommendation for the public sector related to national research policy and commercialization in the context of I&E education and policies related food, bioresources and biotechnologies. The project will map shortcomings in the political incentives in the participating countries, particularly aimed at a lack of merit for researchers for commercialization, partnership activities. The project will shed light on weaknesses in the overall national polices, incl. on HEI funding and its impact of I&E activities	General media, practical and scientific publication. Presentations to ecosystem stakeholders and public sector in variety of international and national meetings, forums. HEIs' input to policies through national expert groups, policy committees, liaison groups, roundtables.	NOBP, PS, EN, SC, HEIs, EIS, KIC
	Recommendations for policy measures	The mapping and sharing of existing practices and collaboration for improving those will provide input for designing measures for facilitation of innovation and collaboration between private sector and academia, for start-up support; recommendations for monitoring outcomes.	Updated and new institutional practices Idea bank New project partnerships New collaboration with EIS HEI's input to policies through national expert groups, policy committees, liaison groups, roundtables.	NOBP, PS, EN, SC, HEI, EIS, KIC
Commercial	Spin-offs/start-ups	Increased start-up and spin-off activities. in partner HEIs, increased capacity to further support the start-ups and address the bottlenecks identified in the HEIs. This will lead to increased start-up activity and research commercialization, improve partners' visibility and ranking and further strengthening national and EU innovation ecosystem, increase the start-up activity and innovations launched to the market. The external	EICD Start-up/spin-offs created Scaling up start-up activities Updated and new institutional practices for supporting start-up activities	NOBP, EIT, KIC, EN, EIS



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Type of exploitation	Exploitation activity	Description	Exploitable outcome/channel	Beneficiaries
		parties can utilize the project materials to strengthen their start-up activities.		
	EICD, training, tools	Training, improvement of curricula, pedagogical and methodological tools and mentoring capabilities. The further implementation of the materials, resources and curricula and scaling for activities within HEIs will improve the quality of education and commercialization activities and create new opportunities to exploit this through improved student and staff retention, new training and educational projects and commercial opportunities.	EICD I&E curricula development Tools development General media, practical and scientific publications Resource hub Presentations to ecosystem stakeholders in variety of international and national meetings, forums.	NOBP, EIT, KIC, EN, AS, ST, NS, HEI
	Institutional learning	Partners utilizing each other's practices will improve their institutional capacities for supporting and administering I&E activities and structures. Other external parties have the opportunity to exploit this knowledge through partnerships and public project materials.	Updated and new institutional practices Idea bank Resource hub New project partnerships	NOBP, HEIs, EIS, PS, SC, EIT, KIC
	Partnerships	The consortium is based on a new network that includes partners that have not been previously involved in EIT activities. The project will create at least 3 new partnerships during the project, incl. new membership in the EIT KIC. Collaboration between partners and the EIT and KIC will create a basis for further collaboration between partners and with external parties following the project. External partners can exploit the idea bank for planning their own partnerships.	New project partnerships Idea bank	NOBP, HEIs, EN, EIS, EIT, KIC, SC
	Further project and funding	Partners will benefit from increased collaboration with enterprises, EIT and KIC, other participants in HEI Initiative	New partnerships Idea bank	NOBP, HEIs, EIT, KIC, EIS, SC, EN



Type of exploitation	Exploitation activity	Description	Exploitable outcome/channel	Beneficiaries
		projects. The project will improve partners' visibility, networks, capabilities and success in applying for funding of new projects, incl. receiving funding from industry.		
Social	Improvement of I&E education	Improvement of the quality and content of I&E education, facilitation of new start-up activities and better support for those. Dissemination of project results (idea bank, video, good practice summaries) will create opportunities for external HEIs to exploit those.	EICD I&E curricula development Tools development Idea bank Resource hub	NOBP, AS, ST, NS, EIT, HEIs
	Entrepreneurship and innovation-themed publications	Publications and presentations for general public will benefit all audiences by raising the awareness of facilitating entrepreneurship, encouraging start-up activities, collaboration, and improvement of the support structures.	General media, practical and scientific publications Presentations in variety of international and national meetings, forums	All
	Facilitation of entrepreneurial mindset	Facilitation of entrepreneurial mindset and innovation as a possible career path for PhD candidates, academic and non-academic staff.	Updated and new institutional practices. EICD I&E curricula development Tools development	NOBP, AS, ST, NS

### 3.6.2. Intellectual property rights

Handling of intellectual property (IP) is specified in the consortium agreement and CDP. Partners have used the Horizon Europe guidelines and the institutional IPR practices of partners to specify the IPR management. Overall principle is that IPR will be owned by the partners who generated it.

**Background IP** refers to intangible information, know-how, skills, training and course materials held by partners before the project and used for project activities. As the project plans to utilize the existing good practices and materials of the partners, this may include the use of partners' background IP (such as EICD,



specific copyrighted training materials). The background IP shall remain the property of the partner. The partner bringing the background IP shall specify its use in the project and dissemination level (public or for consortium partners' use). If a need to use background IP belonging to other parties and other partners in the project should arise, the partner requiring it is responsible for securing the permissions and for informing the WP leader.

**Foreground IP** refers to the information, data, knowledge generated during the project. The project does not expect to create patents, trademarks, prototypes, licenses. Foreground IP will mainly concern training and mentoring materials, videos, pedagogical guidelines for mentorship, curricula development, and publications. The partners will follow their institutional guidelines and procedures for foreground IP. The foreground IP is owned by the partners who generate them. Partners are entitled to use the results for non-commercial research and teaching purposes. As the aim is to achieve replicability, the good practices developed will be summarized and published in form of idea bank, videos and included into EIT Resource Hub and will be publicly available to third parties. CC BY-SA license will be used for the materials.

Partners are encouraged to further exploit the results, but shall keep the consortium informed if they plan to commercially exploit jointly-owned IP outside the academic research and training.

**Regulation of IP related to hackathons, training and mentoring sessions:** each partner will follow their institutional practices for IPR related to research commercialization, staff and student start-ups. If the practices of partners are in conflict, the partners involved are responsible for negotiating the IP management. In general, the IPR belong to the team that generated it. A business idea itself is not intellectual property. However, new ideas with commercial potential that might arise in connection with the hackathon and/or mentoring should be registered per monitoring guidelines in order to document and track the ownership of potential IP particularly as those proceed into further development stages during the project. Thus, all partners are obliged to follow project monitoring and reporting guidelines, including documenting participants, activities, business ideas. In case someone wants to further develop material and/or ideas arising from a hackathon, this needs to be regulated in a separate agreement between the parties involved.

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RawMaterials  
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Climate-KIC



Digital



Food



Health



InnoEnergy



Manufacturing



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## 3.7. Monitoring and reporting

Communication, dissemination and exploitation activities will be monitored throughout the project and will be summarised in the form of report.

EMÜ is responsible for preparing a monitoring and reporting sheet for communication and dissemination activities. The monitoring sheet is stored at the shared workspace. All partners are responsible for regular updating the data on their communication, dissemination and exploitation activities. The monitoring sheet will collect following data on **external communication and dissemination activities**:

- Type of activity
- Date
- Partner involved
- Language
- Description of information
- Title of communication/dissemination
- Authors
- Name of publication or event
- Person who entered data
- Web link or document location

For **tangible materials** created during project, the monitoring sheet will include data on:

- Type of material
- Date
- Description of content
- Authors
- Location of material

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## Innovation Capacity Building for Higher Education



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- Publication level (public, consortium use)
- Conditions for the use
- Who entered data

EMÜ as the WP5 leader will periodically review and prepare a report on the implementation of communication and dissemination activities (Table 1).

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