



CommuniCity

Innovative Solutions Responding to
the Needs of Cities & Communities

D6.3 – Dissemination and Exploitation Strategy



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D6.3 – Dissemination and Exploitation Strategy

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1. Introduction

The Dissemination and Exploitation Strategy is the Deliverable 6.5 of the CommuniCity project, which has received funding from the European Union's Horizon Europe Research and Innovation programme. CommuniCity will launch 100 tech pilots addressing the needs of cities and communities in Europe based on co-creation and co-learning processes.

The project builds on recognized European and national innovation programmes, methods, living labs, and platforms to work together with companies, tech providers and citizens in order to reach solutions for overcoming digital and urban challenges. In this context, CommuniCity defined a set of activities and tools to ensure the sustainability and exploitation of the project results. Such tools and activities will allow the target audiences to benefit from the knowledge and processes generated by the project, even after its lifetime.

This deliverable is developed within the framework of WP6 - Mutual Learning, Impact & Dissemination, more specifically in Task 6.2 – Development of Dissemination, Communication and Exploitation Strategy. The lead partner of this deliverable and for the implementation of the strategy here presented is SPI (Sociedade Portuguesa de Inovação).

The Dissemination and Exploitation Strategy is a living document to be updated on M12 and M24 that will contribute to the systematization of the project's main outcomes, including its Key Exploitable Results, as well as the exploitation of solutions resulting from the 100 Tech Pilots funded by the Open Calls, and dissemination of its knowledge outputs. Therefore, the D&E Strategy will define strategies to foster the application of the project results across Europe, and support the project team to identify key stakeholders and target groups to do so.

In this context, it's worth referring that Dissemination is defined, accordingly to the project's Grant Agreement (GA) as "The public disclosure of the results by appropriate means, other than resulting from protecting or exploiting the results, including by scientific publications in any medium". In practice, that means making the results public through Open Science practices, therefore ensuring the access for others such as scientists, authorities, industry, policymakers, sectors of interest and civil society to use, in order to maximise the results' impact, allow other researchers to advance their research, advance the state of the art, and transform the results into common good. Exploitation, on the other hand, is defined by the GA as "The use of results in further research and innovation activities other than those covered by the action concerned, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation activities", corresponding to the enabling of the concrete use of results for commercial, societal, and political purposes by researchers, industry, authorities, industrial authorities, policymakers, sectors of interest and civil society,

especially towards the end of the project and after its conclusion. The expectation is that these actions will lead to new legislation and recommendations, as well as the benefit of innovation, the economy and society as a whole, and answer to existing demands.

To ensure the successful dissemination and exploitation of results, it is crucial to have a well-designed strategy in place. This document proposes the implementation of a Knowledge Management Protocol (KMP) that will aid the project team in identifying Key Exploitable Results (KER). These KERs will be given priority due to their high potential for scalability and impact. Proper identification and planning for these results will play a critical role in achieving the project's expected impact.

In addition, the KMP will also provide guidelines for the management and sharing of knowledge within the project team, as well as with external stakeholders. This will enable effective collaboration and communication, leading to a better understanding of the project's objectives and outcomes. Moreover, the KMP will include measures for monitoring and evaluating the success of the dissemination and exploitation strategy. Regular reviews and assessments of the KERs will allow the project team to make necessary adjustments and improvements to maximize their impact.

In summary, the implementation of a KMP will not only aid in the identification and prioritization of KERs but will also provide a framework for effective knowledge management, collaboration, and evaluation.

Over the course of the first two years of the project, the dissemination and exploitation strategy will prioritize outreach activities. These initiatives will allow the project team to connect with external stakeholders and relevant initiatives, building a strong partnership network that supports knowledge growth and solution deployment. The focus will be on capacity-building to ensure that the team has the resources and tools needed to effectively disseminate their findings and build relationships with end-users. Towards the end of the project, the emphasis will shift to the exploitation of solutions developed within the project. The goal will be to link the project outcomes to the social European context addressing the specific needs of its cities and communities.

2. Dissemination and Exploitation Strategy

In order to establish and implement CommuniCity's D&E Strategy, the current document defines the core aspects of its design, namely Dissemination and Exploitation Objectives; Target Audiences; Channels and Tools for D&E; and Roles. Also, the Knowledge Management Protocol will be presented. It should be noted that this is an initial version of the Dissemination and Exploitation Strategy and should be understood as an organic document that will be updated and improved throughout the project.

2.1 Dissemination and Exploitation Objectives

In this topic, the objectives framework associated with the dissemination and exploitation actions of the CommuniCity project will be considered. The aim is to clearly define their alignment with the objectives of the respective call within the Horizon Europe project, as well as the specific objectives of the CommuniCity project. The importance of presenting such definitions is confirmed by their role in guiding the dissemination and exploitation efforts of all project partners. This will help to direct the design of the D&E Strategy and, if necessary, re-orient the actions and efforts of partners and stakeholders involved, ensuring their proper consistency and achieving the expected impact.

In order to understand the objectives framework where CommuniCity's D&E Strategy will take place, it's worth revisiting the HORIZON-CL4-2021-HUMAN-01 call Destination, Expected Outcomes and Expected Impacts, as presented below:

Destination:

- Creation of a more resilient, inclusive and democratic European society, prepared and responsive to threats and disasters, addressing inequalities and providing high-quality health care, and empowering all citizens to act in the green and digital transitions.
- A human-centred and ethical development of digital and industrial technologies, through a two-way engagement in the development of technologies, empowering end-users and workers, and supporting social innovation.

Expected Outcomes:

- World-class transparent, explainable, accountable and trustworthy AI, based on smarter, safer, secure, resilient, accurate, robust, reliable and dependable solutions.
- Improved AI solutions aiming to meet the industrial requirements in terms of autonomy, accuracy, safety, repeatability, robustness, resilience, security, etc.
- Greener AI.

- Next level of AI-based solutions, exploiting the intelligence embedded in the edge-to cloud infrastructure.
- Advances in complex systems & socially aware AI.

Expected Impacts:

- Increased inclusiveness, by supporting a human-centred approach to technology development that is aligned with European social and ethical values, as well as sustainability;
- Sustainable, high-quality jobs by targeting skills mismatches, the need to empower workers, and ethical considerations relating to technological progress

More specifically, the project's objectives, as defined in Section 1.1 of the Grant Agreement 101070325, must also be taken into account, and are presented below:

Objective 1 – Analysis:

- Consists of two steps: **revisiting** previous and possibly ongoing experiences of co-creation in related projects, forming a mapping of general patterns in its adoption and execution (problem and solution spaces, methods, evaluative frameworks, social embeddings, engagement, and impact); **testing** the candidate relevant patterns during the new 100 solutions that will be piloted during CommuniCity, focusing on disadvantaged/marginalised communities and in line with the EU Green Deal objectives on Eco-design for Sustainable products and services development.

Objective 2 – Synthesis:

- By reflecting on the experiences of co-creating and deploying socio-technical solutions together with sensitive communities, we can assess limits and potentials of middle-out interventions to improve community engagement and welfare by moving to a clean and circular economy (as in line with the EU Green Deal roadmap). The lessons learned from this experience (on social, institutional, technological and environmental dimensions) will lay the foundations for a more general framework of concepts, practices, and solutions reusable by various stakeholders for more clean, inclusive and sustainable societies.

Objective 3 – Practice:

- Address, together with local gatekeepers, hard-to-reach communities by piloting with cities in the foreground of innovative technological practices. In the process, CommuniCity will develop (virtual) learning facilities, reusable beyond the pilot boundaries; set up a matchmaking activity (desired with

existing solutions), and develop and maintain a reusable toolbox for implementing and adapting solutions in different cities by taking into account the needs and diversity of different contexts to boost the efficient use and re-use of existing resources.

Overall, Objective 3 feeds into Objectives 1 and 2: the adaptation of existing tools to the needs of those communities provides new solutions and new elements for learning; synthesizing these learnings, we can identify more general principles for inclusive, sustainable and ethical community engagement. These principles aim to capture the requirements for adapting innovative solutions, ensuring that a broad range of communities can be included and engaged in the uptake of new technologies and knowledge-based solutions.

After considering this framework, CommuniCity has identified 3 main needs for the project impact pathway. These will also contribute to be proper development of the D&E Strategy.

Need 1: Uptake of innovative solutions in local communities

- Uptake of innovative solutions in local communities for cities to be able to stimulate the development of sustainable social change. Cities and communities face increasing challenges at global and local scale, with the need to increase the uptake of innovative solutions that make a difference both now and in the future by co-creating place-based innovation directly with local communities.

Need 2: Models for co-creation

- Models of and skills for effective co-creation and exchange of good practices and learning from experimentation are needed to combine societal pull and technology push, avoiding one size fits all, especially in hard to reach or in transition communities. This model will allow intermediaries and developers/ designers to jointly translate community needs to adaptations of existing innovative solutions.

Need 3: Ethical Inclusion

- Ethical inclusion of needs of local communities, including hard-to-reach and marginalised communities.

2.2 Stakeholder Analysis

CommuniCity have eight stakeholder groups which were considered as the main targets of the project. These stakeholder groups are formed by either organisations or individuals that can apply the knowledge and solutions that were co-designed and co-produced during the project in their own activities within their specific contexts, and were defined in D6.2 – Communication Plan.

- TG1. Cities and local communities;
- TG2. Academia and Research;
- TG3. Private sector, industry and business partners;
- TG4. Urban planners and architects;
- TG5. Regional and national policy makers;
- TG6. EU policymakers and regulators;
- TG7. Civil society organisations (CSO) and social innovators;
- TG8. Innovation brokers.

All the dissemination and exploitation actions programmed to be implemented within CommuniCity have an overall goal of serving the needs and expectations of these groups of stakeholders through the provision of highly relevant results and solutions. It's worth noticing that not all results of CommuniCity are applicable and relevant to all stakeholder and thus, require a targeted approach with a careful pre-assessment study of the stakeholders' needs and profile.

Next, it is important to map how CommuniCity can generate interest to the targeted stakeholders, and how they can influence the project. Therefore, the roles of each of the eight stakeholder groups are also detailed below. There is also the need to evaluate how the project can engage with the targeted groups, as well as their interest with the upcoming results. Their level of influence is also into analysis, as those stakeholders can have an effect on how the project is seen by other stakeholders and end-users. Below the analysis of the eight main target groups of CommuniCity is presented, taking in consideration the aforementioned aspects.

2.2.1 Cities and Local Communities

- **Mapping of Profiles:** Municipalities; agencies, associations and organizations linked to the local governments; Citizens e.g., children, parents, community leaders, youth and young students.
- **Relationship with CommuniCity's partners:** These stakeholders are to be engaged mainly through the work of WP3, WP4 and WP5, as their direct involvement with the project will occur through the Open calls and the pilots. As the City of Amsterdam, Porto Digital, Domus Social, ENoLL, and Forum Virium Helsinki, are municipalities or departments/associates, their participation is inherent to the

project as piloting cities. The main aim of connecting with cities and local communities is to have them as an active stakeholder and motivator for the participation of citizens and general audiences.

- **Areas of interest within CommuniCity:** Creation of solutions for issues in local neighbourhoods of piloting cities, interaction with virtual learning labs and its programmed sessions.
- **Actions to motivate engagement:** The possibility to facilitate the work of urban development and social care departments of the government.
- **How the stakeholder can influence the project:** Facilitating the access of the consortium into the communities through gatekeepers; actively participating in the project through open calls and pilots.
- **Key message from the project to stakeholder:** CommuniCity will help marginalised communities through technological solutions developed in pilots.

2.2.2 Academia and Research

- **Mapping of Profiles:** Universities; research institutions; consultants; funding agencies; researchers and students; National and European Research Councils.
- **Relationship with CommuniCity's partners:** These stakeholders are to be engaged mainly through the work of WP1, WP2 and WP5 but also through. As some of the partners of CommuniCity such as University of Amsterdam and the Amsterdam University of Applied Sciences are academic institutions, it is expected that the main relations generated with the scientific and research communities will come through these partners. The main aim of connecting with scientific and research communities is to promote awareness of the solutions developed and to advance co-creation approaches in science and innovation.
- **Areas of interest within CommuniCity:** New data on social and urban development of communities and models for co-creation can be of use to researchers and academics.
- **Actions to motivate engagement:** Academics and researchers can submit articles and papers to the website to increase their visibility by citizens and other stakeholders.
- **How the stakeholder can influence the project:** Active participation in submitting articles and papers to the project's website and engaging with citizens and other stakeholders.
- **Key message from the project to stakeholder:** CommuniCity will engage with R&I and institutions/ Universities to expand knowledge about social changes in smart cities.

2.2.3 Private sector, Industry and Business Partners

- **Mapping of Profiles:** Start-ups and SMEs; technology provider companies; representatives of industry associations at regional, national and EU levels, social innovators and entrepreneurs.

- **Relationship with CommuniCity's partners:** These stakeholders are to be engaged mainly through the work of WP3, WP4 and WP5, as for their direct involvement will occur in the open calls and the tech pilots through their submission of proposals and development of solutions. Partners such as Porto Digital, Forum Virium Helsinki and Demos Helsinki are the main bridges to those stakeholders, and the main aim of connecting with the private sector and business partners is to have them as active stakeholders participating in pilots and in the scaling of projects from CommuniCity.
- **Areas of interest within CommuniCity:** Pilots developed in the three phases of Open Calls are meant to be scaled up and have a continuation after the ending of the project. The project's toolbox and sandbox for agile piloting will also be interesting results for the private sector stakeholders.
- **Actions to motivate engagement:** The possibility to be involved in successful piloting solutions.
- **How the stakeholder can influence the project:** Tech providers can be an asset for piloting groups, as well as citizens and civil society organisations that needs a company to develop their idea.
- **Key message from the project to stakeholder:** CommuniCity can link the private sector with public organisations and academia, facilitating the identification of public demands.

2.2.4 Urban Planners and Architects

- **Mapping of Profiles:** Professionals/companies/agencies working with urban development in hard-to-reach areas.
- **Relationship with CommuniCity's partners:** These stakeholders are to be engaged mainly through the work of WP3, WP4 and WP5, especially during the piloting phases of CommuniCity. Partners such as City of Amsterdam and Domus Social can be the main bridge to these stakeholders, as they can provide important feedback about proposals and pilots under the urban scope.
- **Areas of interest within CommuniCity:** Liaise the creation and development of solutions for areas they had low access or possibility to intervene.
- **Actions to motivate engagement:** Professionals and companies can help with expertise for the development of solutions to urban problems.
- **How the stakeholder can influence the project:** Previous knowledge and experience from the stakeholders can help developing better solutions to the communities.
- **Key message from the project to stakeholder:** CommuniCity aims to use the know-how of urban planners and architects to solutions to develop solutions to marginalised citizens.

2.2.5 Regional and National Policymakers

- **Mapping of Profiles:** Associations and divisions within municipalities on land use, construction, utility service, mobility, economy, sustainable development and energy planning.

- **Relationship with CommuniCity's partners:** These stakeholders are to be engaged mainly through the work of WP3, WP4 and WP5, but also through WP6. The City of Amsterdam, Porto Digital, Domus Social, and Forum Virium Helsinki are the partners who can foster the relationship with these stakeholders as they are mostly connected to the municipalities of the piloting cities. The aim is to inform them about the project, their outcomes, and how they can engage directly with the development of solutions.
- **Areas of interest within CommuniCity:** Municipality sectors such as land use, construction, mobility, sustainable development and energy planning might be interested in the solutions proposed by the pilots.
- **Actions to motivate engagement:** Municipalities and regional or national governments can help with expertise and liaising the development of solutions to urban problems in communities.
- **How the stakeholder can influence the project:** Facilitating the access of the piloting groups to the municipalities or regional and national government departments.
- **Key message from the project to stakeholder:** CommuniCity aims to help marginalised citizens in communities with urban-related issues through technological solutions.

2.2.6 EU Policymakers and Regulators

- **Mapping of Profiles:** EC representatives; European committees; community leaders; social and urban authorities.
- **Relationship with CommuniCity's partners:** These stakeholders are to be engaged mainly through the work of WP3, WP4 and WP5, but also through WP6's exploitation activities. Partners such as OASC, University of Amsterdam, and SPI, can be the main contacts with such policymakers. The aim is to inform European representatives, leaders, committees and authorities about the project their outcomes and its exploitation activities.
- **Areas of interest within CommuniCity:** To acquire co-creation methodologies, to foster the development of solutions that can be scaled throughout Europe, improving the life of its citizens.
- **Actions to motivate engagement:** European Union & Commission representatives/ committees can take the results of the pilots as beneficial to urban and social policies.
- **How the stakeholder can influence the project:** European Community leaders and social and urban authorities can influence the project being actively engaged with the piloting groups as gatekeepers.
- **Key message from the project to stakeholder:** CommuniCity will engage with cities and communities in the European Union to develop technological solutions to urban and social challenges.

2.2.7 Civil Society Organisations (CSO) and Social Innovators

- **Mapping of Profiles:** Local non-governmental organisations; Social and Community-based organisations; Youth organisations; Sustainability and Climate Action organisations; Associations, foundations, cooperatives and networks.
- **Relationship with CommuniCity's partners:** These stakeholders are to be engaged mainly through the work of WP3, WP4 and WP5, especially during the open call and piloting phases of CommuniCity, but also through WP6's exploitation activities. City of Amsterdam, Porto Digital, Domus Social, ENoLL, and Forum Virium Helsinki are the partners to stay connected to such organisations, associations, foundations and networks, as they are important facilitators making the bridge between the project and citizens. The aim is to have CSOs and social innovators as active stakeholders during open calls and piloting phases, and also after the end of the project, to continue motivating citizens and communities into engaging with the successful pilots and their scaled-up solutions.
- **Areas of interest within CommuniCity:** Organisations already engaging with communities, youth, and general citizens, can be mostly interested in CommuniCity as a long-term opportunity to implement successful ideas and projects discussed and tried out on pilots' phases.
- **Actions to motivate engagement:** The possibility to push and facilitate their work in urban development, social care, climate action, and other topics serviced by each CSO involved. The new models of co-creation with communities that will be developed can also be a major interest to these stakeholders.
- **How the stakeholder can influence the project:** Organisations can act not only as gatekeepers, but as active stakeholders in changing the present and future of the communities in which they are involved.
- **Key message from the project to stakeholder:** CommuniCity will help marginalised citizens and communities to find solutions to their everyday problems through co-creation, collaboration, and innovation.

2.2.8 Innovation Brokers

- **Mapping of Profiles:** Tech hubs; business accelerator companies; think tanks; research centres; consulting firms.
- **Relationship with CommuniCity's partners:** These stakeholders are to be engaged mainly through the work of WP4 and WP5, especially during the piloting phases of CommuniCity, but also through WP6's exploitation activities, and after the ending of the project and the scaling up and replication phase for the successful pilots. Partners such as Forum Virium Helsinki, Demos Helsinki, Porto Digital,

and City of Amsterdam (and associations related) can be the bridge to these innovation brokers especially after the 36-month period of CommuniCity, to keep the collaboration running.

- **Areas of interest within CommuniCity:** Tech hubs, business accelerators, and other technological brokers can take advantage of the need of a potential provider to attend citizens with propositions but without the technological skills.
- **Actions to motivate engagement:** The possibility for those brokers to actively engage with successful projects which are resourceful and provide long-term services.
- **How the stakeholder can influence the project:** Brokers can be great influencers to how technology will be applied and which kind of technology are appropriate to each idea and pilot developed. Their influence can continue until the end of the project with their support to successful pilots.
- **Key message from the project to stakeholder:** CommuniCity aims to use emerging technologies to help citizens to solve problems within their cities and communities through a calendar of three open calls for innovative piloting solutions.

Based on the previous analysis, it's possible to rank each stakeholder in its engagement between low and high interest and influence.

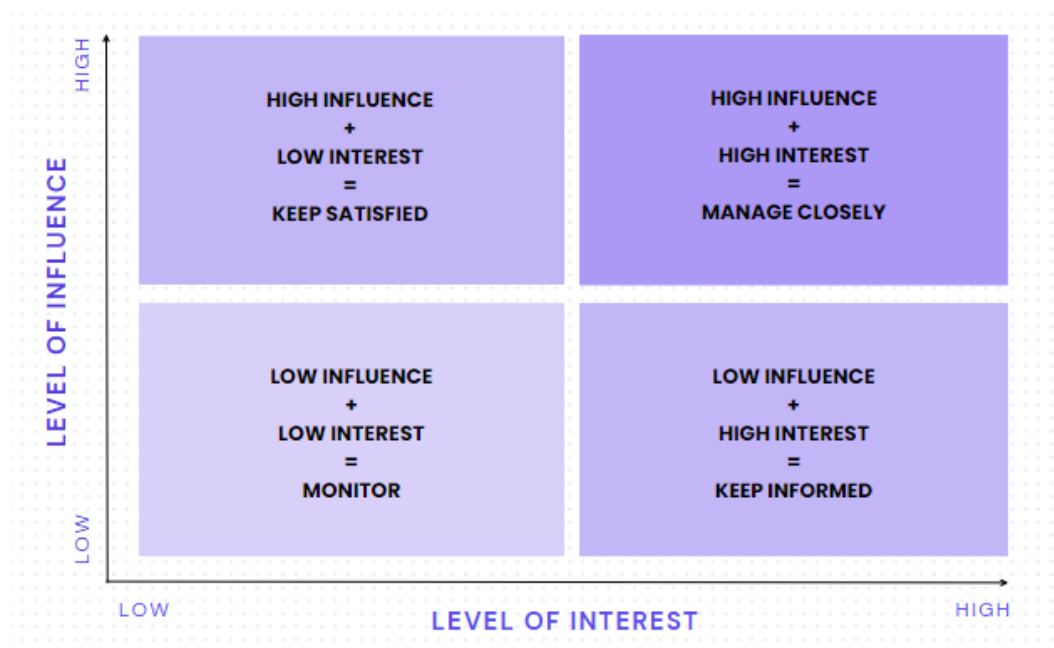


Table 1 - Matrix of influence and interest

The **high influence, high interest** quadrant is the most important because it represents stakeholders who are both highly interested in their relationship with the project and have a high level of power or influence in its results. Therefore, CommuniCity must fully engage with them, managing the relationship as close as possible. The second quadrant (**high influence and low interest**) means that the project must put in enough work with these stakeholders to keep them satisfied, but with less frequency. The third quadrant (**low influence and**

high interest) means the project should adequately inform them, and maintain their interest with quality information that is relevant to them. The fourth quadrant (**low influence and low interest**) means communication and monitoring should exist, but without excessive efforts being developed.

Therefore, after analysing each stakeholder group, with its level of involvement in the project, and their value in the exploitation of results, it's possible to rank their interest and influence range in a matrix.

- The groups Cities and local communities (TG1), CSO and social innovators (TG7), and Innovation brokers (TG8), have **high interest and influence**, for the results being of major interest for those groups, as they are able to scale and replicate them up.
- The Private sector group (TG3) **has low interest and high influence**, as part of this group is composed of tech providers, players in Open Calls and influencers of the project.
- The groups of Academia and research (TG2), and EU policymakers (TG6) have **high interest and low influence**, being interested in the project and its results but not central in the process.
- The groups of Urban planners/architects (TG4), and Regional and National policymakers (TG5), have **low interest and low influence**, as the effects of the project doesn't fully relate to those groups, besides of their acknowledgeable influence.

Taking the previous analysis in consideration, we can define that Cities and local communities (TG1), CSO and Social Innovators (TG7), and Innovation Brokers (TG8) are considered to be CommuniCity's Key Stakeholders.

2.3 Channels and Tools for Dissemination and Exploitation

The CommuniCity D&E Channels and Tools have been defined in the project's Grant Agreement, as well as in the Deliverable 6.2 - Communication Plan. These will be used in a tailored way in order to address each stakeholder group, also considering the knowledge outputs and KERs specificities.

- **Website:** CommuniCity's website was designed to collect the outcomes of the project, such as the tech pilots, and to be the main repository of the project's research, communication and dissemination efforts.
- **Social media:** CommuniCity's social media channels (LinkedIn, Twitter and Instagram) are important to disseminate the project's results, and to communicate and engage with key players important for the exploitation of piloting solutions.
- **Newsletters and Press Releases:** CommuniCity's quarterly newsletters and press releases will be available at the website, but also disseminated through emails, PR websites, and European Commission online channels (CORDIS, Smart Cities Marketplace, Horizon Magazine websites and newsletters).
- **Infographics, factsheets and brochures:** CommuniCity's graphic materials (digital and printed) will help stakeholders to visualise key data and results. These will be incorporated into the website and will be available for open access.
- **Events:** CommuniCity's internal events related to Open Calls and Pilots, such as webinars, City Info Events, Market Consultation, workshops, will produce results for the piloting toolbox and materials, which will be incorporated into communication materials for social media, newsletter, press release, website, and into deliverables from WP3, WP4, and WP5.
- **Living Labs and Workshops:** CommuniCity's Living Lab sessions will be important for the piloting stages, as they will develop the co-creation processes and models of engagement with communities, necessary for the tech pilots. Such knowledge will be transformed into materials for WP2 and WP6's deliverables. Those materials will be available on the website, and European Commission channels.
- **Scientific publications & Conference papers:** Formal knowledge outputs will be compiled in at least 6 scientific papers and 10 conference papers.

2.4 Roles

Regarding the roles of the partners for the dissemination and exploitation strategy, three main instances are defined:

2.4.1 Knowledge Officer

The first instance, Knowledge Officer (KO), will be represented by SPI, which is responsible for defining and constantly improving the present dissemination and exploitation strategy. To this end, an annual workshop open to all consortium partners is necessary to present the status of the Dissemination and Exploitation strategy and enable collective ideation to identify improvement areas and facilitate the feedback collection process. It is suggested that this meeting should take place approximately 30 days before the update of this document, i.e., before months 12 and 24.

The KO will also facilitate the process of identifying Key Exploitable Results (KERs), guiding project members on how to identify KERs, systematically storing generated knowledge, and defining appropriate dissemination and exploitation strategies for each KER or group of KERs.

2.4.2 Innovation Board

The Innovation Board (IB) will be composed by the WP managers. They will be responsible for identifying and organizing knowledge generated in their respective WPs in a systematic manner. Therefore, the IB will be composed by the following institutions:

- WP1 – University of Amsterdam (UA)
- WP2 – University of Amsterdam (UA)
- WP3 – Forum Virium Helsinki (FVH)
- WP4 – Engineering the Digital Transformation Company (ENG)
- WP5 - Forum Virium Helsinki (FVH)
- WP6 – European Network of Living Labs (ENoLL)

A verification round should be conducted every 6 months, starting from month 12, to verify what was the knowledge produced during that period. To this end, the KO will send reminders to the Work Package leaders to register all outputs suitable for dissemination and exploitation in the Knowledge Output Form (KOF), which is presented as an annex of this document and its available in the consortium's repository.

It should be noted that whenever requested, the KO will support the IB in identifying potential users, applications, or impacts related to the KERs.

2.4.3 KER Manager

As the project coordinator, Open & Agile Smart Cities (OASC) will be responsible for the appropriate approval of the specific strategies for each KER or group of KERs. All knowledge outputs registered in the KOF by the IB and organized by the KO will be analysed, with support from partners whenever needed, to identify if they are Key Exploitable Results (KERs) with potential for dissemination or exploitation and if any IP protection measures are required.

Thus, it is also the responsibility of the KER Manager (KM) to take any necessary decisions regarding the intellectual property generated in the project, with the support of the Steering Committee whenever necessary, as defined in the CommuniCity Grant Agreement.

2.5 Knowledge Management Protocol

The Knowledge Management Protocol (KMP), incorporated into the project through the respective deliverable 6.3, aims to define processes that enable clear identification and management of knowledge generated in the project. The KMP is therefore a mechanism for identification, management, and protection of knowledge for CommuniCity. These actions are essential to enable the identification of Key Exploitable Results and to propose actions for their adequate exploitation.

The generated results will be evaluated considering their potential to generate value and their ability to contribute to societal challenges in the context of the cities and communities involved in the project, ensuring the alignment of these with CommuniCity's expected impacts. From there, partners involved in knowledge management will take necessary actions to ensure the dissemination and exploitation of the results.

Once KERs are identified, D&E activities will be implemented, ensuring successful dissemination or exploitation of the results. These activities are customized considering the tools available in the project, as well as specific groups of stakeholders.

This process will allow KERs to be disseminated or exploited successfully, ensuring their impact and documenting these efforts by the project.

In summary, the knowledge management protocol is defined by the following steps:

1. *Systematization of Knowledge Outputs*
2. *Analysis*
3. *Planning*
4. *Dissemination and Exploitation of results*

It is important to note that the success of the dissemination and exploitation of KERs will rely on effective communication and collaboration among partners involved in knowledge management, in order to ensure that the results are properly disseminated and exploited, creating value and impact for society.

It is recommended that all partners become aware of IPR practices. Regarding external stakeholders involved in project activities, it is reaffirmed the importance of informing them about their rights and obligations regarding the management, ownership, and knowledge management activities.

3. Conclusion

In conclusion, the Deliverable 6.3 – Dissemination and Exploitation Strategy is the starting point for the development of the Dissemination and Exploitation strategy of the CommuniCity project. Its initial version, developed in month 6, was able to define the concepts of Dissemination, Exploitation, and Key Exploitable Results, which are essential components of D&E activities.

Moreover, the document has identified critical elements for the design of the D&E strategy, including the D&E objectives, which consider the entire framework of impact, from the call itself, to the specific D&E objectives foreseen in the proposal. A stakeholder analysis was conducted, followed by a prioritization exercise for the key stakeholder groups. This exercise has improved the Consortium's perception of their interests, relationships, and forms of engagement. Additionally, the channels and tools available for the project have been presented, clarifying by which means the knowledge will be transmitted.

Furthermore, the document has approached the definition of consortium partners' roles in knowledge systematization and management, enabling a clear understanding of each organization's contribution. A prototype of the Knowledge Management Protocol has also been organized, considering key aspects to enable knowledge systematization and analysis, thereby allowing the future orderly planning of tailored strategic actions for the dissemination and exploitation of Key Exploitable Results.

D6.3 is an organic document that will undergo several updates during the project, with formal updates scheduled for months 12 and 24. The Consortium will hold specific workshops to encourage co-creation and ideation to optimize the D&E strategy.

4. ANNEX 1 – Knowledge Output Form

Below you will find the template of the Knowledge Output Form, which will be used by all partners to properly register any formal knowledge generated in CommuniCity, in order to systematize the knowledge generated, as well as identify any results that can be exploited, and therefore need a specific strategy.

Knowledge Output Form

This form is used to register Knowledge Output (KO) generated in the CommuniCity project as the basis for an assessment to be handled as a KER.

Contact information

Name	
Affiliation	
E-mail	
Work Package, task number	

Results Title, target Audiences and Needs

1. Title of Result / Knowledge Output Provide a brief description of the results of your work.
2. Result type Indicate the type of results generated, e.g. technological, scientific, societal, economic.
2. Status of development Describe as short and precise as possible the result and content of the knowledge output from your project activities.
3. Potential end users/stakeholders Describe who are the potential audience(s) for your results.
4. Potential applications/uses Describe what the potential applications of your results. If possible, provide at least 3 examples.
5. Potential impacts Describe what the potential impacts of your results are when exploited by potential end users/stakeholders.



CommuniCity



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