E-RIHS IP

European Research Infrastructure for Heritage Science

IMPLEMENTATION Phase

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D.6.1 E-RIHS IP Dissemination, Exploitation and Communication

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ABSTRACT

The E-RIHS IP's dissemination, exploitation, and communication strategy describes how the project will keep this community actively involved in creating the ERIC. The strategy, which is a continuation of those previously outlined in comparable initiatives like E-RIHS PP and IPERION HS, specifies the major components of these efforts, including objectives, activities, and audiences.

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3 ABBREVIATIONS

Abbreviations	Expansion
CCSI	Cultural and Creative Sectors and Industries
CLARIN	Common Language Resources and Technology Infrastructure
CON	Communication Officers Network
CSA	Cooperative and Support Action
DARIAH	Digital Research Infrastructure for the Arts and Humanities
DISSCO	Distributed System of Scientific Collections
DORA	Declaration on Research Assessment
EGI-ACE	EGI Advanced Computing for EOSC
E-RIHS	European Research Infrastructure on Heritage Science
EHRI	European Holocaust Research Infrastructure
EOSC	European Open Science Cloud
ERIC	European Research Infrastructure Consortium
ESFRI	European Strategy Forum on Research Infrastructures
HS	Heritage Science
iCNN	Interim Committee of National Nodes
iGA	Interim General Assembly
OPERAS	European Research infrastructure for open scholarly communication in SSH
RDA	Research Data Alliance
RIs	Research Infrastructure(s)
SMART	Specific, Measurable, Achievable, Relevant, Time-bound

4 INTRODUCTION

In recent years, the Heritage Science community has grown significantly worldwide. This means that dissemination, exploitation and communication of the scientific results need to be updated, considering the challenge to inform and engage such a large community and promote Heritage Science. Therefore, it is necessary to have a strategy with a sharp vision of the objectives and of the public we are addressing.

E-RIHS IP, the implementation phase project of the Research Infrastructure E-RIHS, represents a large consortium composed of 16 National nodes, tens of Institutions and hundreds of researchers working in the field of Heritage Science. This document outlines the strategy for disseminating, exploiting and communicating outputs of the E-RIHS IP project.

5 DISSEMINATION

5.1 Introduction

E-RIHS IP is a Cooperative and Support Action project. It represents the implementation phase of the E-RIHS research infrastructure that is set to be established as an ERIC (European Research Infrastructure Consortium) following the conclusion of the Step 2 of the ERIC process, which was submitted from the host country, Italy, to the European Commission at the end of March 2023. This implies that the E-RIHS IP project will not produce directly relevant scientific publications. It may however produce documents containing relevant policies, guidelines, plans, strategies, etc. that will be made available open access as specified below.

Within E-RIHS IP, dissemination means:

1. Building a strategy for disseminating the results of the future E-RIHS ERIC and the Heritage Science community;

2. Reinforcing the best practices in Open Science, according to the ESFRI principles described in the white paper "Making science happen" and collaborating within the EOSC environment and other related ongoing and future initiatives, such as the SSHOC cluster and ECCCH;

3. Presenting success stories, project results and best practices at focused events, at workshops, also through the user forum.

5.2 Objectives, Activities and Audiences of the E-RIHS IP Dissemination Plan

Specific objectives of the E-RIHS IP Dissemination Plan are:

- To keep scientific, political and economic stakeholders updated on the E-RIHS steps and activities;

- To strengthen connections with countries involved in the E-RIHS but not yet part of the iGA (Interim General Assembly) founding members through the Enlargement Board. The action is reinforced by the engagement of providers and users from these countries through the activities planned in tasks T4.2 and T2.2;

- To engage new users and new user communities;

- To develop an Open Science strategy for the E-RIHS ERIC.

To reach the above-mentioned objectives, some activities will be organized and addressed to specific targeted audiences:

Table 1: Actions to targeted audiences

Type of action	Audience
Maximize the impact of the research on different audiences and proposal of formats for events	Policy makers, scientific community, cultural and creative sectors and industry, society
Plan and promote citizen science practices	cultural and creative sectors and industry, society
Manage and develop the OpenAIRE Gateway for "Heritage Science" and the Zenodo open repository – E-RIHS community	Scientific community
Align the access procedures with Open Science practices and the San Francisco Declaration on Research Assessment (DORA), in collaboration with T5.4.	Scientific community
Launch questionnaires to assess the functionality of the E-RIHS services	Scientific community, socio-economic stakeholders

5.3 Open Science

ESFRI supports the development of a European Open Science Cloud and encourages the RIs to connect with EOSC sharing open and fair research data and contributing to interdisciplinary and transdisciplinary research.

In this challenging digital environment, E-RIHS IP is part of ESFRI and participates in the EOSC challenges. E-RIHS IP is building the Open Science strategy in view of the future ERIC and is contributing to reaching the EOSC goals by participating in it with the different roles of data producer, service provider and final user. E-RIHS IP is collaborating with other research infrastructures operating in the field (DARIAH, CLARIN, OPERAS, EHRI, DISSCO) also through the participation in the SSHOC cluster, and with other international initiatives, such as RDA, EGI-ACE, to succeed in the long-term objective of interoperability.

The collaboration between T5.4 (*Updating and upgrading the Access Policy*) and T6.2 (*Dissemination*) will produce the aligning of the access procedures and related documents with the best Open Science practices.

E-RIHS IP is working to improve Open Science practices and is setting up some specific tools, as described below.

5.3.1 TOOLS

D4science (https://www.d4science.org/)

D4Science is an open-source system, a Data Infrastructure connecting more than 5500 scientists in more than 50 countries and integrating heterogeneous providers. It will serve as a project repository for all relevant, but relatively confidential documents (such as project documents, grant agreement, consortium agreement, etc.). Beneficiaries will be invited to participate in D4Science.

ZENODO

Zenodo is a repository for publications and datasets, developed and operated by CERN and OpenAIRE. During the E-RIHS PP project, a community was created in ZENODO (https://www.zenodo.org/communities/e-rihs/?page=1&size=20). The E-RIHS community will continue to upload research and outreach products in this community.

OpenAIRE gateway (Monitor and Connect)

In July 2022, IPERION HS signed a MoU with OpenAIRE to create two gateways: one devoted to the IPERION HS community and the other one to present all the research products related to the Heritage Science community (https://heritage-science.openaire.eu/). At the moment, the IPERION HS gateway is in a beta version, and it is not public yet.

E-RIHS IP will take care of implementing the data sources and releasing the second gateway as soon as it is finalized.

5.4 Acknowledgement EU Funds

All the materials produced during the project (scientific publications, communication materials, presentations, etc.) must necessarily include the European flag and the following acknowledgement,

Funded by the European Union

as described in the Grant Agreement artt.17.2 and 17.3: "Funded by the European Union".

Any communication or dissemination activity in E-RIHS IP must report the following disclaimer:

"Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them".

Templates for the E-RIHS IP brand identity have been produced as part of the Project Handbook (D1.1) and made them available to the E-RIHS IP participants through the General channel of E-RIHS IP on the Teams platform and SharePoint (https://cnrsc.sharepoint.com/:f:/r/sites/E-RIHSIP/Documenti%20condivisi/General/E-RIHS%20IP_brand%20identity?csf=1&web=1&e=fhd64I).

5.5 Monitoring and Evaluation (KPIs)

Due to the nature of the project, not all of the KPIs set up by ESFRI (ESFRI, 2019) are pertinent to E-RIHS IP. To track the dissemination impact, Table 2 lists KPIs that include both potential ESFRI-applicable and project-specific KPIs. Additional KPIs to monitor the project as a whole are detailed in the Project Manual (D1.1).

Table 2: Key Performance Indicators for dissemination

ESFRI KPI n.	Type of activity	Indicators

3	Enabling Scientific Excellence	Number of publications based on research performed using facilities/resources of E-RIHS; references to E-RIHS in relevant publications
4	Percentage of top cited publications	Percentage of publications base on research performed using facilities/resources of E-RIHS that, compared with publications in the same field are in the same year, belong to the top 10% most frequently cited. The described KPI needs to be revised on the basis of Open Science principles
N/A	Engagement of new communities	Number of new scientific communities and stakeholders engaged
N/A	Adoption by iGA of strategic, legal and financial documents for the operation of the future ERIC delivered by E-RIHS IP	Number of E-RIHS IP delivered documents adopted by iGA
N/A	Increasing the engagement of National authorities in E-RIHS	Commitment of new members in E-RIHS

6 COMMUNICATION

6.1 Aims and Objectives of the Communication Plan: Inform, Engage, Co-create, and Promote E-RIHS

E-RIHS IP adopts a two-way communication approach that involves not only sharing information from E-RIHS IP to audience but also encourages feedback and active participation from the audience. It involves the E-RIHS IP community, the public at large, the socio-economic stakeholders and policy-makers. Public engagement is crucial to improve the understanding and preservation of heritage, as well as its value to civil society. The aims of the E-RIHS IP Communication Plan are to create a collaborative approach between the central hub and the national nodes, to reach new audiences and engage them in a process of co-creation of knowledge and activities/actions on heritage. The E-RIHS IP communication strategy is oriented towards a holistic approach,
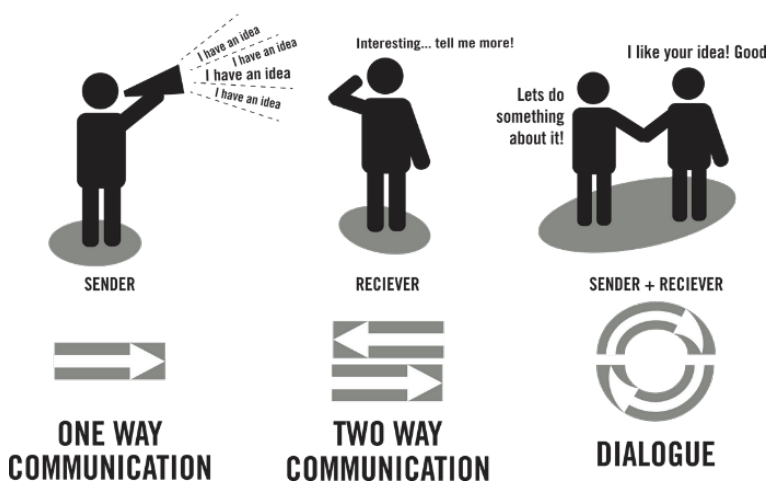

Figure 1 Communication directions (Illustration by Lotta Tomasson, Vetenskap & Allmänhet / VA CC BY-NC 2.0)

aligned with overarching goals and key messages, and includes a detailed plan for making internal

and external communication consistent. Based on the experience of the past projects (CHARISMA, IPERION CH, E-RIHS PP, IPERION HS) and a consolidated relationship with the partners, the plan is a shared document between the central hub and the national nodes.

At the kick-off of the E-RIHS IP project, a Communication Officers Network (CON) has been established. Each national node has appointed its representative in the network with the role of:

- Define a shared SMART communication strategy and draft the E-RIHS Communication Plan (D6.1), due at Month 6, the "E-RIHS IP Communication Strategy of E-RIHS ERIC", due at Month 18 (D6.2);

- Define and monitor the KPIs related to communication;

- Contribute to designing the E-RIHS website and implementing it with the contents coming from the national nodes;

- Contribute to defining a social media strategy and implementing contents in the E-RIHS IP social media;

- Ensure consistency in terms of voice, branding, messaging, and frequency of posting regarding E-RIHS at central and national level.

The CON is chaired by the E-RIHS IP Communication Officer (leader task 6.1), who oversees the coordination of the network and the communication activities.
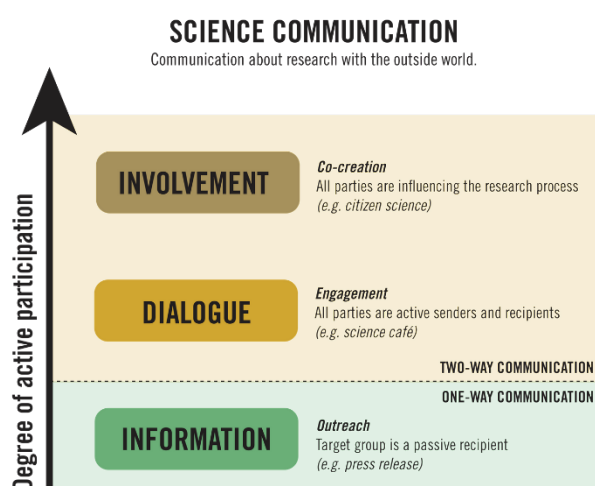

Figure 2 Degrees of active participation. (Illustration by Lotta Tomasson, Vetenskap & Allmänhet / VA CC BY-NC 2.0)

A strong contribution to the definition of the communication strategy comes from:

- the interim Committee of National Nodes (iCNN), that also helps to efficiently deliver messages at the national level;

- the partner ICCROM that boosts the key messages and the E-RIHS IP results through its international channels.

The structure of the CON and its workflow have already been experimented on IPERION HS. A questionnaire shared with the communication officers of other research infrastructures is contributing to identifying and defining best practices of the CON to be adopted.

Specific objectives in E-RIHS IP are:

- To renew the E-RIHS visual identity and the website;

- To plan social media campaigns to highlight the outputs and create contents and visuals;

- To monitor and evaluate the E-RIHS communications;

- Preparing a Communication Plan for E-RIHS ERIC.

6.2 Mapping the E-RIHS Audience and Defining the Key Messages

To maximize the impact of E-RIHS communications, it is necessary to map and target E-RIHS audiences precisely. Mapping real and potential audiences is of crucial interest for the E-RIHS mission. For example, the general public is not a single entity as it is composed of different segments

that need to be identified. Therefore, specific messages must be elaborated for each segment to make communication effective. At the same time, the E-RIHS IP communication officers' network will test out a few tools to start discussions and share information and experiences on many topics with the heritage scientific community.

Different types of audiences can be identified and are listed below:

- Scientific community
  - E-RIHS community – Heritage Science community – New users' community – Expert users
- International non-governmental communities and projects
  - ICCROM, JPI CH, ResInfra, etc.
- Research infrastructures and European projects
  - DARIAH, DISSCO, CERIC ERIC, ANTECIPA, ARCHE, etc.
- Socio-economic stakeholders and policy-makers
  - European Commission, ESFRI, ERIC Forum, national, regional and local policy-makers, iGA, iNCC, museums, SME operating in the field of technologies applied to heritage, practitioners and professionals from the cultural and creative sectors, etc.
- General public
  - people interested in science and heritage, citizen scientists, school teachers, students, journalists and media, etc.

Each audience has specific interests and needs, this means that E-RIHS should define and address specific messages and actions to engage each audience. In a challenging and complex world, E-RIHS needs to prioritize its efforts. Communication will focus on the following top-level goals:

- To offer innovative services and consolidated expertise in the field of Heritage Science;
- To strengthen the engagement of the national nodes and the Heritage Science community for the benefit of the world heritage;
- To train the new generation of heritage scientists;
- To increase the E-RIHS impact on society and heritage.

These goals need to be transformed into key messages to deliver.

6.3 Key Messages

To engage various audiences, E-RIHS IP storytelling begins by conveying the following key messages in various communication languages and media as described in the Table 3

Table 3: E-RIHS IP key messages

AIM OF E-RIHS IP	The main aim of the European Research Infrastructure for Heritage Science Implementation Phase (E-RIHS IP) project is to enable E-RIHS ERIC (E-RIHS)

	to start its operation phase and position itself as a reference for excellent research for the wide interdisciplinary community of heritage science.
MISSION OF E-RIHS (short version)	The mission of the European Research Infrastructure for Heritage Science (E-RIHS) is to promote interdisciplinary and innovative research with a strong societal impact by providing access to world-class expertise, digital data, reference collections, laboratory and mobile infrastructures. E-RIHS strives to promote best practices and deliver vanguard training while linking the heritage communities and integrating world-leading European facilities into an organisation with a clear identity and a strong cohesive role within the global heritage science community.
MISSION OF E-RIHS (long version)	The mission of E-RIHS is to combine innovative research, complementary knowledge and skills from many diverse disciplines by coordinating external researcher access to expertise, know-how, research capacity and resources through four main platforms: • E-RIHS ARCHLAB – archives of scientific information and physical reference collections; • E-RIHS FIXLAB – a diverse portfolio of fixed analytical facilities; • E-RIHS MOLAB – a series of mobile laboratory units; • E-RIHS DIGILAB – digital knowledge and data repositories, collaborative tools, and on-line research facilities. E-RIHS supports a wide variety of research from object-focused case studies to large-scale longer-term collaborations and trans-platform research projects. The operation of E-RIHS is handled through a common entry point, organizing the evaluation of access requests by independent international peer review panels that reflect the breadth of knowledge domains within heritage science. E-RIHS strives to promote best practices and deliver vanguard training while linking the heritage communities and integrating world-leading European facilities into an organisation with a clear identity and a strong cohesive role within the global heritage science community.
VISION OF E-RIHS	The vision of E-RIHS in a world embracing change and diversity is to sustain the relevance and accessibility of culture and heritage by supporting a better understanding to the challenges and implications of its ageing and conservation. The foundations of E-RIHS come from a long-term tradition of European heritage research combining science with innovation through the support provided by EU-funded projects and integrating activities. The research community has gathered vast experience and has achieved the maturity to consolidate the permanent European research infrastructure E-RIHS that will impact broadly on society and economy.

6.4 Communication Tools and Channels

To reach all the audiences, E-RIHS IP uses all the relevant channels (internal and external, verbal, written, visual, digital). E-RIHS IP is reusing the tools already set up in E-RIHS PP and IPERION HS. It

combines traditional and digital tools to generate internal and external collaborative workflow and create a positive impact on its audiences.

The main tools in E-RIHS IP are visualized in the table below:

Table 4 Communication tools and channels in E-RIHS IP

Channel	Type: internal or external	Tools
Verbal	Int / Ext	Meetings in person, face-to-face conversations, interviews (radio, TV), conferences, exhibitions and fairs, roundtables, etc.
Written	Int / Ext	Emails, reports, presentations, press releases, newspapers
Visual	Ext	Videos, photos, promotional materials (brochures, posters, cards, etc.)
Digital	Ext	Website, webinars, social media, videos, photos

Microsoft Teams and SharePoint

E-RIHS IP is using Microsoft Teams as a collaborative tool to meet and chat with partners, store and access documents, start discussions, and work on the shared file, among other functions.

Microsoft Teams is tightly integrated with **SharePoint**, allowing E-RIHS IP partners to combine Teams' real-time communication and collaboration features of Teams with SharePoint's document management, content organization, and sharing capabilities (see the SharePoint of E-RIHS IP, **https://cnrsc.sharepoint.com/sites/E-RIHSIP**).

Project documents that have been approved and delivered are stored in the D4Science VRE (https://www.d4science.org)

Project meetings

The project meetings are scheduled both in presence, hosted in rotation by partners, and virtually by using the Microsoft Teams platform.

Email

E-RIHS IP can count on a consolidated mailing list (elaborated in accordance with GDPR), that can be used for different occasions to spread news and events. The project uses specific email addresses to mail to:

Coordination office – co@e-rihs.eu;

Communication office – communication@e-rihs.eu

Including the name of the project in the subject of the email is a good practice as shown below:

Subject: [E-RIHS IP] – text

Zulip

E-RIHS IP created a community in Zulip, an open-source software, and it is experimenting with it as a potential communications environment to act as a discussion forum for different topics and chat (https://e-rihs.zulipchat.com/). At the moment, it is a password protected test of a system that could be exploited by the future ERIC.

Website

The E-RIHS website (https://www.e-rihs.eu/) was designed during the Preparatory Phase. To optimize the efforts and make people familiar with E-RIHS ERIC, the website will be restyled as the website of the future ERIC, that will be established in short. At this stage, communicating E-RIHS is a question of consistency and reputation. Taking inspiration from the websites of other consolidated research infrastructures, the E-RIHS website contains all the relevant information about its organization, resources (Catalogue of services, HS academy, etc.) and news. A special session dedicated to E-RIHS IP is highlighted in the top right menu and describes the project consortium and results.

Once renewed, the E-RIHS website template will be packed and passed to the national nodes' communication office to maintain the consistency of the communication at central and national levels.

E-RIHS.io

E-RIHS IP set up a collaboration platform (https://e-rihs.io) act as a central hub for E-RIHS related digital services and inforamtion. Initially it is starting by begining to to list the wide range of useful digital services/systems/resources/software. At the moment, the following ideas are also under evaluation:

- An E-RIHS Vocabulary service could be offered under https://vocabulary.e-rihs.io. A working group has started to discuss options and related tools at: https://github.com/E-RIHS/hs-interoperability/tree/main/Vocabulary

- Another idea is to also host digital resources or presentation systems under the e-rihs.io namespace.. The first idea might be to host a collaborative "sample database" . This would be based on the work on the grounds database created in IPERION CH and it would be developed on an existing open framework, such as exploiting the ARCHES for Science system, in collaboration with the Getty Conservation Institute, that is developing and supporting the software.

Visual identity and digital communication toolkit

E-RIHS is revising and updating the Visual Identity Handbook and the digital communication toolkit (brochure, flyer, roll-up, templates for presentations, etc.). They will be released to the consortium and deposited in the D4Science VRE.

If needed, partners could translate the communication materials such as brochures and flyers into their own language.

Social media presence and strategy

E-RIHS IP inherits the social media accounts created under the E-RIHS PP project, already labeled simply as "E-RIHS". Currently, there are four active accounts associated with E-RIHS:

1. Facebook – https://www.facebook.com/e.ri.heritage.science/ – 819 followers (27.03.2023)

2. Twitter – https://twitter.com/ErihsEu – 1007 followers (27.03.2023)
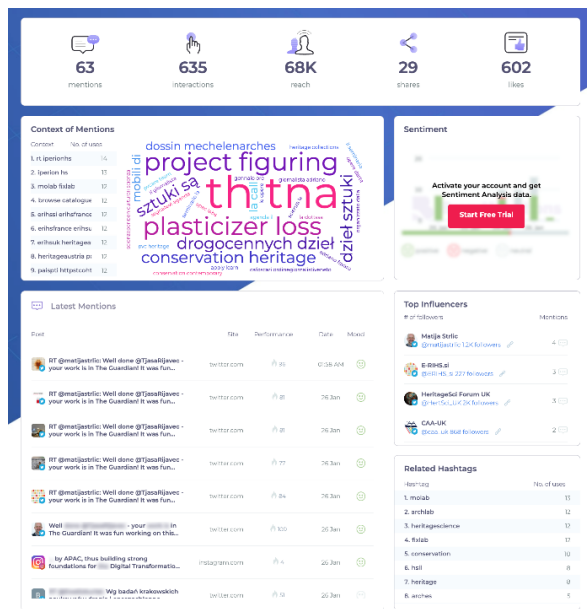
Figure 3 Analysis of the hashtag #heritagescience in a week

3. LinkedIn – https://www.linkedin.com/company/e-rihs – 428 followers (27.03.2023) along with Heritage Science Online Forum – 1943 followers

4. YouTube – https://www.youtube.com/@ERIHSEU – 283 subscribers (27.03.2023)

All the partners are encouraged to follow the E-RIHS social media and to contribute news, scientific content, and opportunities. A chat tool (specifically, Messenger) has been set up to have quick exchange of news and links to posts inside the Communication Officers Network.

E-RIHS, other research infrastructures and ESFRI follow each other: this way there are constant updates and exchange of information relevant for all the ESFRI community.

A Memorandum of Understanding, signed in 2018, connects E-RIHS with ICCROM. Thanks to this cooperation, they mutually repost news and opportunities.

E-RIHS is promoting and monitoring the following hashtags:

#heritagescience

#erihs

#HSAcademy

#EU_RIs.

6.5 Monitoring and Evaluating the Communication Strategy (KPIs)

A consistent and effective communication strategy needs to be monitored and evaluated over time, periodically.

Starting from the ESFRI report on "Monitoring of Research Infrastructures Performance", E-RIHS sets up some Key Performance Indicators useful to monitor the quality of the communication activities.

Table 5 Key Performance Indicators for communication

ESFRI KPI n.	Type of activity	Indicators
11	Outreach to the public	Number of visitors, participants of the events, events organized, number and hours of events
12	Outreach through printed, broadcast and web-based media	Number of times the RI is mentioned in press articles, radio or TV broadcasts or web-based media not-related to RI. Multiple mentions within one media report are counted as one
13	Website	Users – new users – page views – unique page views – average duration session
13	Social media	Profile visits – followers – new followers – engagement – mentions – interactions – audience grow rate percentage – amplification rate percentage

E-RIHS IP will monitor the communications activities yearly and evaluate them and correct the strategy consequently. The evaluation is not just a retrospective analysis of what has been done, but it is a predictive process able to revise and support future communication activities. The KPIs in communication are not about performance, but mainly about satisfaction of the audience. The KPIs can tell the behavior of E-RIHS audience and help E-RIHS to adopt new approaches. The aim is to communicate in a consistent, clear, open, and trustworthy way.

7 EXPLOITATION

Innovation is a keyword of the E-RIHS exploitation strategy. It refers to new research outputs, new tools, new protocols, new access provisions, new training, new strategic partnerships, and outreach strategies, etc. It depends on an efficient monitoring and evaluation system, appropriate knowledge and technology transfer channels, proper IPR protection and efficient communication with key stakeholders both in the public and the private sectors (Anglos et al, 2022; 10.5281/zenodo.5930779). The consortium is building an exploitation strategy for services, licensing, spin-off creation, joint ventures, etc. to ensure the success and sustainability of E-RIHS ERIC as an innovator and a leader in the global Heritage Science landscape.

Within E-RIHS IP exploitation means:

1. Elaborate a strategy for exploiting innovation generated in the E-RIHS ecosystem in view of the future ERIC;

2. Maximize the impact of E-RIHS IP activities on the current and future E-RIHS community of users and access providers;

3. Maximize the impact of E-RIHS IP activities on other RIs and on the cultural and creative sectors.

7.1 Objectives and Strategy

Being a CSA, in E-RIHS IP, exploitation will not refer to research results, but strategy documents such as new or updated guidelines, policies and approaches that can be incorporated into the ERIC and exploited by other RIs and that will be available and accessible as soon as possible. However, in the road towards E-RIHS ERIC, there have been identified upcoming exploitable assets in the life spam of the RI, including scientific and technological progress, services and training materials, digital tools, etc. The framework for exploitation of those assets will be further developed in the Revised Business Plan (D4.3, due by month 24), taking into account the management of the intellectual property rights (IPR).

Specifically in this project, a collaborative approach with other RIs will be adopted to exchange experiences and improve best practices for a maximum exploitation of the documents generated.

7.2 Exploitation Activities and Key Exploitable Results

Different exploitation activities are to be developed in E-RIHS IP starting by the identification of innovative exploitable results, by the evaluation of the business plan and continuing with the identification of funding opportunities and potential stakeholders. To undertake these activities wo bodies will be appointed:

- Regional Development Strategies Advisory Board (RDSAB) that is composed of experts appointed by the National Nodes to scout national facilities and identify regional/national/EU resources. This board is already operative in the current IPERION HS project.

- Enlargement Board (EB) that consists of scientists representing countries not yet engaged in E-RIHS or engaged in E-RIHS but not formally included in the ERIC roadmap. They are participants in WP2, WP4 and WP6, while E-RIHS IP is supporting them to boost the interest in their countries and providing the documentation necessary to start the national process to join E-RIHS ERIC.

Both bodies are engaged in thematic workshops and provide guidance on key documents to maximize the impact of E-RIHS IP. In particular, the Revised Business Plan (D4.3, due by month 24), and the E-RIHS Enlargement Strategy (D4.4 due by month 22).

WP1, WP4 and WP6 of the E-RIHS IP project are contributing to creating an impact on the current and future E-RIHS user community. This is promoted through the organization of the training activities in new fields of Heritage Science implemented by the HS Academy, started in IPERION HS, and through training research managers and access providers (T4.3 Training of RI access providers and managers). These exploitation actions will extend the further growth of the user community and its active involvement. A proactive innovation strategy to promote interactions with industrial (SMEs, cultural and creative industries) and cultural partners (GLAM—Galleries, Libraries, Archives and Museums) will be created.

E-RIHS, as an advanced community, will develop its exploitation potential by building on heritage-led innovation and interaction with socioeconomic stakeholders operating the sector (CCSI). The exploitation strategy will address the large multi-disciplinary and intersectoral audiences mobilised by the activities organised over the past 20 years with the support of LabS-TECH (FP5), EU-ARTECH (FP6), CHARISMA (FP7), IPERION CH and IPERION HS (both H2020), and through E-RIHS IP (WP6). The Horizon Results Platform and the Horizon Results Booster will be valuable tools to further exploit the results obtained by the Heritage Science community.

7.3 Exploitation Management

To properly manage exploitation activities in E-RIHS ERIC a Central Liaison Office (CLO) and Technology Transfer Offices (TTOs) of the National Hubs will be established. These bodies will properly support these exploitation opportunities and advise the involved parties on the optimal exploitation routes related to business development, market analysis, funding opportunities and IPR management (D.9.4 Innovation Agenda. E-RIHS PP).

7.4 Evaluation / Promotion

The advanced community has defined and consolidated the concept of E-RIHS, which might however be solidified further. An optimum and efficient exploitation of the achievements obtained so far, and of the new potential for innovation put forward, will be attained through the actions described in D6.1, which will map the key developments, mainly on digital level – protocols, documentation tools and data management procedures – as well as implement mechanisms for monitoring and evaluating new ideas and tools leading to innovation. Conclusions from this work will also inform the Marketing Strategy for E-RIHS ERIC (D4.2).

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