



Project GRANT AGREEMENT NO 101019427

No D5.1 – Dissemination, outreach, engagement, and exploitation plan

Executive Summary

The Dissemination, outreach, engagement, and exploitation plan (PEDR) describes the methodology across the PALOMERA project as a guideline for the activities of all project partners when sharing information about the project, engaging with the community, reaching out to it as well as the activities to be carried out to enhance the successful exploitation of the project results. The guide identifies the strategy for dissemination, outreach, engagement, and exploitation, and describes the various channels that the project uses. It is complemented by the Communications kit developed separately that provides an overview of items available to all project partners for download. The PEDR is a living document. Its structure mainly follows the template suggested in the PALOMERA Grant Agreement (proposal part). It will be updated during the project implementation and tailored to the project's needs and progress on demand.

The current document is the first update of the PEDR prepared for the first reporting period (M9).

Keywords

Communication, Dissemination, Engagement, Outreach, Exploitation, PALOMERA

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Table of Acronyms

Acronyms	
ALLEA	European Federation of Academies of Sciences and Humanities
AMU	Université D'Aix Marseille
CC 0	Creative Commons Public Domain Dedication
CC-BY	Creative Commons Attribution International Public License
CoNOSC	Council for National Open Science Coordination
CRAFT-OA	Creating a Robust Accessible Federated Technology for Open Access
DACH	Deutschland (Germany), Austria, Confœderatio Helvetica (Switzerland)
DARIAH	The Digital Research Infrastructure for the Arts and Humanities
DESCA	Development of a Simplified Consortium Agreement
DIAMAS	Developing Institutional Open Access Publishing Models to Advance Scholarly Communication
DoA	Description of Actions
EC	European Commission
ED&I	Equity, Diversity & Inclusivity
ERA	European Research Area
ERIC	European Research Infrastructure Consortium
ESF	Euoepan Science Foundation
EUA	European University Association
FAIR	Findable. Accessible. Interoperable. Reusable.
IBL PAN	Instytut Badan Literackich Polskiej Akademii Nauk
IPR	Intellectual Property Rights
KER	Key Exploitable Result
KPI	Key Performance Indicator
LIBER	Ligue des Bibliothèques Européennes de Recherche – Association of European Research Libraries
M#	Month
MWS	Max Weber Stiftung
NB	Nota bene
OA	Open Access
OABN	Open Access Book Network
OABT	OAPEN OA Books Toolkit
OAeBU	Open Access eBook Usage Data Trust
OATP	Open Avness Tracking Project



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Acronyms	
OBP	Open Book Publishers
OER	Open Educational Resource
OPERAS	Open Scholarly Communication in the European Research Area for Social Sciences and Humanities
OS	Open Science
PEDR	Plan for Exploitation and Dissemination of Results (while in this document it will be referred to as Dissemination, Outreach, Engagement, and Exploitation Plan)
PALOMERA	Policy Alignment of Open Access Monographs in the European Research Area
PESTLE	Political, Economic, Social, Technological, Legal and Environmental factors
RFO	Research Funding Organizations
RPO	Research Performing Organizations
SPARC Europe	Scholarly Publishing and Academic Resources Coalition
SSH	Social Sciences and Humanities
UGOE	Georg August Universität Göttingen
UC	University of Coimbra
UNIBI	University of Bielefeld
WP#	Work Package
ZRC SAZU	The Research Center of the Slovenian Academy of Sciences and Arts

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Table of Changes in Version 1.5

Page	Change	Reason
p.1	Executive Summary	Specify the current document is updated for the first reporting period (M9)
p. 3	Table of content	Update the pages due to new content
p. 4	Table of Acronyms	Removed acronyms that were mistakenly added, corrected spelling mistakes
p. 6	Table of Changes in Version 1.5	Added the table to reflect the differences between PEDR version 1.4 and 1.5
p.14	Engagement KPIs table	<p>The number of expected participants at the final PALOMERA conference has been lowered to 100 to meet the budget projection. This is also a reflection on making sure there is enough diversity within the participants and there is a budget to support their participation.</p> <p>To ensure this diversity, two new KPIs have been added to have the representation of at least 12 countries during the conference and a balanced number of stakeholder types (at least 7 out of the 9 relevant to the project).</p>
p.16	Dissemination measures KPIs	<p>After the initial 6 months of the project, the envisioned target audience numbers have been reached as a direct consequence of the strategy implemented by the project partners to not use a single PALOMERA Twitter profile but to leverage the many different social media channels of each partner. This has helped in creating awareness about PALOMERA more effectively.</p> <p>Additionally, by not creating a dedicated PALOMERA website but by hosting the project only on the OPERAS subpage, a new KPI emerged. The table has been updated with a goal of achieving 3000 unique subpage visitors by the end of the project. Both indicators allowed the project partners to reconsider time and resources spent on communication efforts and to be redirected towards engagement activities since the critical mass has been established. Therefore, the number of Twitter posts and re-tweets has been lowered to 350 per year to allow for more strategic engagement of the relevant stakeholders. The first such effort was achieved by creating a cross-project collaboration with the projects DIAMAS and CRAFT-OA in the format of webinars in 2023 (https://www.youtube.com/watch?v=MujsbammMOw).</p> <p>Additionally, an approach of community consultations has been discussed to further improve the engagement strategy and reach of the different stakeholder groups. This would entail tailored focus groups and engagement surveys in between bigger events. The first is planned for Q4 2023. Finally, the wording for the KPI 'LinkedIn group followers' has been corrected to 'LinkedIn group members'.</p>



1 Introduction

Dissemination, engagement, exploitation and communication activities are essential for PALOMERA to achieve its goals. To ensure that these activities are unambiguous and mutually reinforcing and complementary, they have all been grouped into one work package (WP5) to which all consortium participants contribute and almost 25% of the budget is dedicated. WP5 will thus operate across the whole project, implementing the Dissemination, Outreach, Engagement, and Exploitation Plan. This will result in:

- A solid and recognisable ground for PALOMERA results dissemination and achievements communication using OPERAS, OAPEN and OABN channels. To achieve an effective outreach, it is not foreseen to create a dedicated social media channel for the project, but rather to use already well-established channels owned by the project partners to immediately reach the right audience.
- Strategies for dissemination, engagement, exploitation and outreach such as participation in conferences and third-party events, organising workshops and promotion campaigns, publishing scientific publications and similar.
- Recruitment of, and engagement with, stakeholders via surveys, the Funder Forum and other events that will provide input and validate the outcomes of WPs 2, 3 and 4 during dedicated validation workshops.
- Promotion of the project's activities and outputs via social media posts, mentions in newsletters, blog posts and other publications via project partner's channels which will make this a collaborative and effective effort. This will be supported by the visual identity and Communications kit prepared separately.
- Activities aiming at widening and maximising impact in the ERA and hopefully beyond by keeping the PALOMERA consortium active in its communication as well as dissemination efforts to engage all scientific communities from different disciplines.
- Uptake and sustainability of the project's Key Exploitable Results (KER) by organizing pos-project workshops and webinars to further develop and implement the project results such as the recommendations to Research funding organizations (RFOs), Research Performing organizations (RPOs).

The following PALOMERA partners will take part in the communication, dissemination and exploitation activities:

Participants			
1 - OPERAS	5 - LIBER	9 - ZRC SAZU	13 - OASPA
2 - OAPEN	6 - UC	10 - SPARC Europe	14 - AMU
3 - HANKEN	7 - DARIAH ERIC	11 - UNIBI	15 - Jisc
4 - IBL PAN	8 - ESF	12 - UGOE	16 - OBP

Table 1 PALOMERA partners



Project GRANT AGREEMENT NO 101019427**1.1 PALOMERA in a nutshell**

According to the report “The State of Open Monographs”(2019) around 86,000 monographs are published internationally every year. During 2021 the number of new OA books registered in the Directory of Open Access Books (DOAB) was 11,829 suggesting that only 14% of all scholarly books published are in open access (OA). There is a great amount of unclarity surrounding these numbers and better basic data such as the total number of books published and the total number of OA books published are still lacking and sorely needed. Still, the available data shows a relatively low and slow uptake of OA despite innovative OA book experiments, increased focus on the area, advocacy, good intentions, etc. We know that policies and strategies are potential game changers that can drive more OA to scholarly communication. Therefore, academic books must be included in open science/open access policies and strategies developed by research funders and institutions. This ensures that open science (OS) becomes the *modus operandi* of modern science across all disciplines. Since OA book policies are still few and far between in the European Research Area (ERA), the PALOMERA project aims to investigate the reasons for this situation. Using desk studies, surveys, in-depth interviews, and use cases, PALOMERA collects, structures, analyses, and makes available knowledge that can explain the challenges and bottlenecks that prevent OA to academic books. Consequently, the project provides actionable recommendations and concrete resources to support and coordinate aligned funder and institutional policies for OA books. The recommendations are relevant to, and address, research funders and institutions, researchers, publishers, infrastructure providers, libraries, and national policymakers. The overall objective of this effort is to speed up the transition to open access for books to further promote open science.

1.1.1 PALOMERA impacts

The main challenge when it comes to defining a successful strategy to ensure sufficient impact at the level of the ERA, is mainly the diversity, complexity and fragility of the landscape, which is linked not only in terms of national contexts, but also to types of stakeholders involved, production models and lack of alignment between OA policies. PALOMERA addresses this issue by gathering a consortium made of complementary organisations that, altogether, can engage with the full diversity of the landscape in multiple dimensions (see below, the description of the consortium).

PALOMERA consists of a strong and comprehensive consortium representing the relevant stakeholders for this call: research funders and institutions, publishers, libraries, researchers, advocacy groups, and infrastructures across the geographical regions of Europe. (IBL PAN and ZRC SAZU: East/Southeast; Coimbra, AMU and OPERAS : West/Southwest; UGOE and UNIBI: DACH area; OAPEN: Benelux; Hanken: North; Jisc and OBP: UK). In addition, it includes umbrella organisations like LIBER, OASPA, SPARC Europe, DARIAH and (as supporting organisations) Science Europe, EUA, and ALLEA.

But the challenge is addressed by the importance given to communication, engagement, validation and dissemination actions that represent 25% of the budget and are coordinated consistently through a single work package (WP5). In particular, the communication, validation and dissemination actions that are necessary to collect data (WP2), inform the analysis (WP3) and communicate the recommendations (WP4) are consistently supported by a strong engagement effort all along the project, relying on two complementary community venues that will be intensively used in the project:

1. The Open Access Book Network (OABN) as an existing multi-stakeholder forum that brings together a network of different actors interested in the development of OA books;
2. The establishment of a new service, the Funder Forum, as one of the project’s results, will gather a specific type of stakeholders that are key in the development of OA policies and strategies.



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In short, PALOMERA relies on an engagement-based methodology that ensures that the stakeholders that are targeted for the communication and exploitation of the key project results were in fact engaged from the outset of the project. They will be tightly involved at all stages of the project, in particular thanks to the open validation process for the data collection, the analysis and in the design and co-creation of the recommendations. This will further better guarantee the adoption of recommendations and increase alignment on OA book policies in Europe.

The wider impact, which is to address Equity, Diversity & Inclusivity (ED&I) in open science practices in the ERA will be attained through a combination of factors: the PALOMERA consortium was deliberately designed to actively include and directly or indirectly engage all scientific communities from different disciplines with special emphasis on the SSH domain where the importance of long forms of scholarship has still the most defining role in epistemic cultures and different regions of the ERA. The Knowledge Base will collect data relevant to ED&I topics that will consequently inform the analysis and the recommendations. More structurally, considering the uneven distribution of ethnicities, social classes and genders among the scientific disciplines, the support of OA book publishing which is more important in those disciplines that are less funded, less supported and recognized in the academic system, will extend the adoption of open science practises to parts of the academic population that have been more or less ignored so far (e.g., the humanities and, to a lesser extent, the social sciences).

1.1.2 PALOMERA results

In a guideline by the European Intellectual Property Rights (IPR) Helpdesk project, the term “results” is defined as follows:

“Any tangible or intangible output of the action, such as data, knowledge and information whatever their form or nature, whether or not they can be protected, which are generated in the action as well as any attached rights, including intellectual property rights.’ (Source: EC Research & Innovation Participant Portal Glossary/Reference Terms). In a nutshell, results encompass all project outcomes that may be used by the project partners or other relevant stakeholders outside the project. They have the potential to be either commercially exploited (e.g. concrete products or services) or lay the foundation for further research, work or innovations (e.g. novel knowledge, insights, technologies, methods, data)”.

According to this definition, various types of ‘results’ of the PALOMERA project will be produced within the project duration time frame. These include, but are not limited to:

- A Knowledge Base comprising relevant information on OA book publishing landscape and policies;
- A report identifying the bottlenecks that prevent the adoption of OA book policies and strategies;
- A set of actionable and evidence-based recommendations to the adoption of OA book policies and strategies;
- A service helping RFOs align their policy development (the Funder Forum);
- Two policy briefs summarising key findings and results in plain text targeted at the most senior level of RFOs and RPOs;
- Research data (from policy-analysis, surveys, interviews, workshops and similar);
- Scientific publications (individual and joint publications relating to the project).



2 Section 1: Outreach and Engagement

2.1 Strategy

PALOMERA's Outreach and Engagement Strategy will focus on gathering stakeholders and seek to identify and address the needs of these communities, by encouraging knowledge exchange and enabling the co-design, review, and adoption of key project outputs.

They will be gathered through:

- the OABN
- the Funder Forum
- the creation of a stakeholder database with the aim to keep track of the type of stakeholders and their level of engagement throughout the project, which will be managed and maintained as a living database.
- a flexible coordination framework between LIBER, OPERAS, MWS, the partners managing the communication WPs/tasks in [DIAMAS](#), [PALOMERA](#), [Craft-OA](#) and [OPERAS-PLUS](#) with a specific focus on advancing scholarly communication.

Engagement activities will be essential to reach the key actors impacted by the PALOMERA project. Activities that give stakeholders the opportunity to give input or feedback, table questions or advise the project are vital to ensure that the design of our services meet the needs of OA book policymakers be they national OS policymakers, funders or RPOs. Two-way communication between the project and its audience is essential for this reason. In practical terms this will mainly be achieved through events, including, but not exclusive to, workshops, webinars, talks and presentations.

The broad stakeholder groups have already been identified and are specified in the DoA, including National Open Science policy makers, RFOs, RPOs, Publishers, Researchers, infrastructure providers, Libraries, and Scholarly societies. However, it will be important to prioritise the key groups, to understand their needs more specifically, and to identify how to target them appropriately by collecting information on them through partners, as well as through the OABN and the Funder Forum.

In the first instance, this will require a stakeholder mapping exercise, as follows:

- Map PALOMERA organizations to the stakeholder groups;
- Map corresponding partner channels by stakeholder group (networks, mailing lists, events and conferences, social media, newsletters, projects, other media);
- Identify key stakeholder challenges and how the PALOMERA project could help address them.

This information will be gathered primarily through:

- an internal project survey to collect data from each PALOMERA partner, e.g. who is their prime target group(s), what channels they use to communicate and who they are connected to;
- brainstorm session among the project partners on the key actors of each stakeholder group, their challenges and how PALOMERA activities could help them. Using this method, we will then build meaningful messages that can be used for these stakeholders throughout the project. This session will also help plan the engagement activities that make sense to help PALOMERA achieve its project goals whilst also raising the awareness of the importance of OA book policymaking;



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- the creation of a stakeholder database (inspired from the stakeholder database building process done by the DIAMAS project) that will keep track of the types of stakeholders and level of engagement throughout the project, which will be managed and maintained as a living database. It will contain organizations that the stakeholders could interact with, the events, the newsletters, and the social media channels that the partners could use to engage with these stakeholders. This database will also be of use in the development of relevant messaging, engagement activity plans, such as workshops, conferences, mailing lists, social media campaigns or other events.

Three other channels will supplement this approach:

- the OABN will first help gather stakeholder needs to gain better understanding of policymaker's needs and it will serve as the engagement platform for the project and for the broader OA books community. It will host the co-creation and validation process of the three major phases of the project: (1) Data collection and Knowledge Base creation (WP2), (2) Analysis of this material within the PESTLE framework (WP3), and (3) creating actionable and evidence-based recommendations on OA book policies and strategies (WP4). The implementation is complemented by a transversal validation process, which addresses issues pertinent to each phase and provides community feedback to the PALOMERA outputs: using the OABN as our main stakeholders forum, we will submit the drafts of the key exploitable results to be discussed in community workshops (similar to the [“Voices from the Community”](#) events previously organised by the OABN) and collect written feedback to improve, enrich and correct them, before final review and finalisation. NB: the OABN can serve two functions for such events: a) as it has expertise in running these, it is an ideal place to bring key stakeholders together, b) as it has a broad reach, it will also attract additional members of the key stakeholder groups, beyond those we might have identified in our mapping exercises. It will thus broaden the scope of the project's reach and impact.
- the Funder Forum: developing and operating a trusted forum for RPOs and RFOs on OA books where knowledge, support, and best practices regarding OA books is discussed and shared. It will be a critical instrument for the future coordination of OA book funder policies and strategies across the landscape by gathering the relevant stakeholders in a permanent venue. This will include involvement of RFOs outside of the European Research Area, for instance in the United States.
- Links with other major projects, including [DIAMAS](#), [CRAFT-OA](#), [OAeBU](#) and [OPERAS-PLUS](#). These will be identified via the project partner survey.

We will encourage that the local language will be used where possible to be as inclusive as possible, and that material is shared openly, e.g. creating OER, publishing online events via YouTube, or sharing things out via social media, for example.



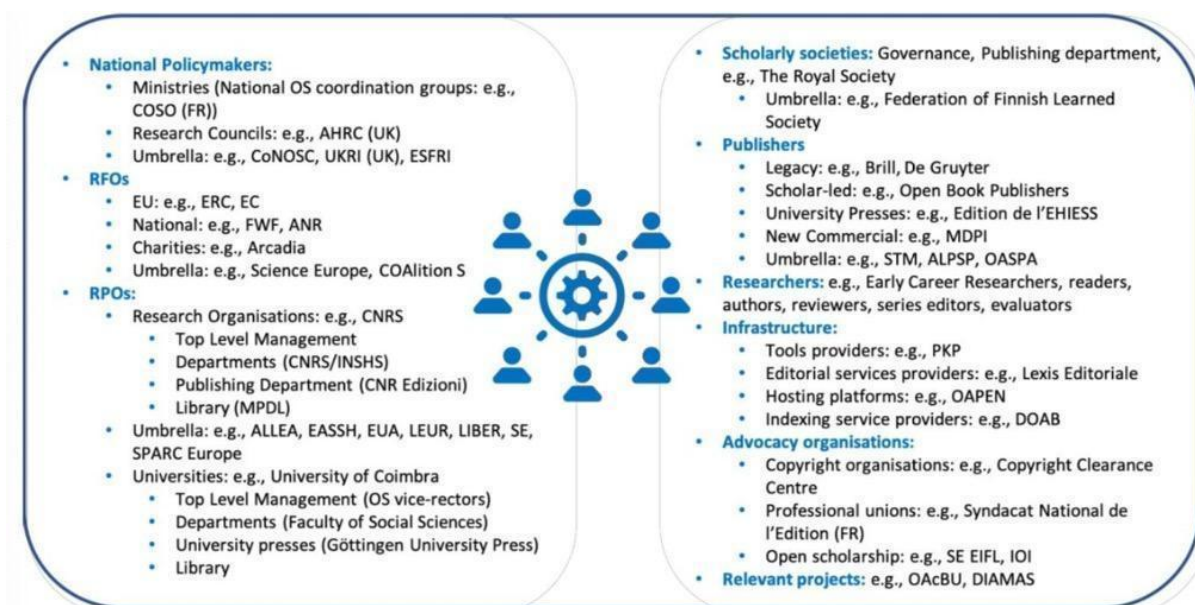
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Figure 1 Identification of PALOMERA stakeholders

There will be a matrix of activities across WPs and target stakeholders, including a timeline, tools and channels to be used.

2.2 Targets

The key target groups are:

1. National Open Science policymakers
2. Research funding organizations (RFOs)
3. Research Performing organizations (RPOs)
4. Publishers
5. Infrastructure providers
6. Libraries
7. Researchers
8. Scholarly societies

In early discussions, we have identified the first three as critical stakeholder groups. These should be prioritised in our stakeholder mapping, while the OABN will be useful in helping us to reach groups 4-6 in particular. Groups 7-8 will be reached via the activities planned for the rest of the groups since there are overlaps within some of the stakeholder groups, or indirectly via the involvement of a certain stakeholder groups in the outreach to them (example publishers might help reaching out to researchers).

We may also have to consider the target stakeholders in terms of national profile: is our stakeholder database as representative as possible of the ERA (given our necessary limitations of time, resources, languages etc?) And do we include sufficient representation from outside Europe?



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2.3 Outreach measures

There will be several measures taken throughout the project, some of which will overlap with engagement and dissemination, including:

- ‘Broadcast’ measures: website updates, blog posts (via the OABN, OPERAS, and other high-profile organisations and project partners – for example, we might discuss the possibility of a guest post with OASPA), newsletters, YouTube videos etc. The success of these will depend on effective dissemination channels, including the OABN and those identified through our stakeholder mapping.
- Social media use: it’s important to note that social media (including Twitter, LinkedIn, etc) is not a ‘broadcast’ channel but involves interaction. It can assist with awareness-raising, engagement, and dissemination. It will be important to find a balance between having a project presence and using pre-existing channels such as OPERAS and OABN Twitter channels and any channel used by the partners.
- Direct contact: Specific stakeholders might be engaged directly via email, interview etc.
- Various types of events, including workshops, presentations, webinars. Those events that take place via the OABN will be badged as part of an ongoing ‘PALOMERA series, to raise awareness of the project within the OABN community, and to make sure that stakeholders beyond that community take note of the events and understand the PALOMERA connection.
- Supplementary outreach: project members will also be requested to communicate about this project where relevant in their country-specific community at conferences, via mailing lists, blog posts, etc.

2.4 Engagement activities

There will be an array of activities through the duration of the project, from various events such as workshops and webinars organised by the project as well as participation in third party-events. The summary of the plan with the activities’ target groups, KPIs and Measures is presented in the below table.

An important initial event will be a launch event with the OABN. The OABN will in February release a blog post (including mailout, Twitter campaign etc) to alert the community about its support of the PALOMERA project and begin to raise awareness of the project. This will culminate in an online OABN launch event in early/mid-March, hosted by OABN and including OAPEN, OPERAS and as many of the other project members who can attend. It will introduce the project, allow OABN members to let us know how they might envisage engaging with what we are doing, and result in a video recording introducing PALOMERA that we can share.

This event can also raise awareness of future events in the OABN ‘PALOMERA series’ such as a possible validation workshop of the collection methodology in April.



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Channel	Activity	Target Groups	KPI	Measure
Events organised by the project	Workshops / webinars		# of workshops # of participants	>13 online events in the duration of the project, including 3 validation workshops >400 participants in total
Conferences organised by the project	Conferences organised by the project for the promotion of the project's outputs	All stakeholders	# of participants # of countries represented by the participants types of stakeholders represented	>150 participants >12 >7

Table 2 Engagement activities

Activities will be planned in collaboration with all PALOMERA Work Packages and with the input of the brainstorming session described above. They will be built on a sound understanding of stakeholder needs and concerns that have been identified at the beginning of the project, and promoted using messages that have been designed to address these, utilising the channels identified by the project's partners.

We will know from the internal project survey mentioned above what skills and competencies each consortium organization has to host events: experience in speaking/presenting; skills in hosting and moderating webinars/events; scope to promote events; familiarity with programming events and event logistics; specific skills with online events. Overall, this shows the PALOMERA consortium is well-placed to successfully administer a series of engaging events and sessions.

2.5 Timing

The overall Outreach and Engagement Strategy will be continuously deployed over the duration of the project.

3 Section 2: Dissemination

3.1 Strategy

As part of the Dissemination strategy in the first months of the project, PALOMERA will provide the first version of its communications kit in English. Partners can adapt communication materials in other languages, as needed. The communication kit will be coupled with the website (<https://operas-eu.org/projects/palomera/>), brand identity and social media presence to allow



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kick-starting communication activities at an early stage. All stakeholders are concerned here. The communications kit will also include key facts and figures information about the PALOMERA project and its objectives to be shared among stakeholders when applicable. Messaging implementing specific communications needs of each stakeholder will be developed at a later stage and throughout the project.

Several actions will be implemented to support the dissemination, communication and engagement of PALOMERA activities and outputs, including, but not limited to those mentioned in the following sections. All activities will consider several aspects of equity, diversity and inclusivity, which concerns multidisciplinary, multilingualism, geography, and gender equality. Dissemination and outreach will be deployed at three levels: Europe, Associated countries, and International, as well as in multiple phases: launching activities and engaging stakeholders, informing and updating on ongoing activities, and disseminating final outputs. Special attention will be given to impact for widening countries in the ERA, with a dedicated task.

The PALOMERA deliverables will be published on ZENODO (under the CC-BY license) as part of the OPERAS ZENODO community.

3.2 Target audiences

The strategy will be implemented to reach most, and even hopefully all, ERA countries involved in the project and represented through the participating partners. When implementing the strategy, PALOMERA will consider national differences and local stakeholders and aim at ensuring a balanced and inclusive approach. At a secondary level, it will try to engage with other non-EU stakeholders that are relevant to the project.

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3.3 Dissemination measures

Channel	Activity	Target Groups	KPI	Measure
OA Books Toolkit	Presentation of the key data, analyses and recommendations of the project	All stakeholders	# of visitors	>750 unique visitors per month once the OA BOOK Toolkit is available
Social media	Usage of project partners' social media channels for dissemination and communication purposes		# of unique visitors on the PALOMERA subpage	>3000 unique visitors by the end of the project
			# of social media outlets	>2 social media outlets
			# of tweets/ year	>350 tweets/year (tweeted and retweeted) from all the partners
			# of Twitter followers	exposition to >3500 Twitter followers across the partners' channels
			# LinkedIn posts	>10 LinkedIn posts/year
			# of LinkedIn group members	>100 LinkedIn group members
Communication materials	Communication material and stakeholder- specific content FAQ		# of mentions in newsletters	>10 mentions in newsletters/ year
			# of blog posts/non-peer reviewed publications	>10 blog posts/non-peer reviewed publications per year
			# Of YouTube videos	>3 videos during the project
Campaigns	Campaigning through online video channels		# Of views on YouTube	>300 views
Participation in third-party events	Participation with presentations in third-party events		# of third-party events attended with a contribution	>6 events

Table 3 Communication activities


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PALOMERA will produce a range of documents and publications that need to reach specific target groups. Those outputs will be OA and FAIR.

Document type	Target groups	KPI	Measure
Scientific publications to maximise and channel project outputs	Researchers Libraries Publishers Infrastructures	# of publications	>2 papers proposed to publication over the duration of the project
Guidelines and recommendations	RPOs, RFOs Libraries Scholarly societies Policymakers, Publishers, Infrastructure providers	# of Guidelines & recommendations	1 set of >10 recommendations tailored to specific stakeholders: RPOs, libraries, policymakers, publishers, infrastructure providers, and 5-6 clusters of ERA countries RFO policies.

Table 4 Dissemination activities

4 Section 3: Exploitation

4.1 Strategy

Exploitation is recognised as one of the key enablers for the success of the PALOMERA project. Hence, all partners within the project are aware of and committed to the exploitation of the project results. The consortium, with their diverse and complementary contexts and capabilities, provides all potential exploitation modalities and routes to bring PALOMERA results to all targeted stakeholder communities.

The PALOMERA Exploitation strategy will build upon the dissemination and communication strategy. It will focus on:

- developing an exploitation strategy of the project,
- identifying the requirements, strategies, and tools for fostering, and developing the Funder Forum and the OABN, building on its existing and growing network of organisations and communities,
- providing a sustainability plan for the KERs of the project.

4.2 Targets

The below table shows the project's vision on the exploitation targets for the 5 Key Exploitable Results of the PALOMERA project.

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Key Exploitable Result (KER)	Target stakeholder	Exploitation strategy
Knowledge Base	All stakeholders	Thanks to the Knowledge Base, stakeholders will gain detailed knowledge on a national and international level about the OA book policy landscape in Europe, understand the challenges preventing RFOs and RPOs from developing and aligning on policies for OA books.
Analysis	Researchers, Libraries, Publishers, Infrastructures	The relevant stakeholders will be able to understand the current ERA landscape i.e., the existing policies and identify the blockers preventing OA to books policy alignment.
Recommendations	RFOs, RPOs, policymakers	The set of tailored, actionable, evidence-based, and community-validated recommendations will support the stakeholders in the creation of aligned policies and strategies to advance the transition to OA books.
Funder Forum	RFOs	A Funder Forum that will coordinate OA book funder policies and strategies across the landscape by gathering the relevant stakeholders in a dedicated venue. The project will seek a sustainability model for the Funder Forum to ensure its continuation beyond the project lifetime. This will allow the initiation and fostering of a continuous dialogue between RFOs and RPOs about OA book policies and strategies and their implementation.
Policy Development Tool (design only)	RFOs, policymakers, RPOs	The Policy Development Tool will help building policies and strategies for OA books drawing on the data in the Knowledge Base. PALOMERA will only design the tool as a concept.

Table 5 Exploitation strategies targets

4.3 Competition analysis

Surveying the landscape, no other results, activities, or efforts similar to the above mentioned have been identified. Therefore, the added value of PALOMERA's results is multi-layered:

- it will add significant value to scholarly OA book publishing by providing actionable and evidence-based recommendations to relevant stakeholders;
- it will engage relevant stakeholders and create awareness of the importance of the transition to OA to books;
- it will broaden the scope of open science to also include books and more broadly the humanities and social sciences.



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4.4 IPR management

The Consortium Agreement (CA) will address IP Ownership, Confidential Information, Open-Source issues, Standard contributions, and Access Rights to Background and Results within the project. Each Beneficiary will sign the CA which will be based on the DESCA model. As per the CA, the results within the project's activities are owned by the Party that generates them.

The joint ownership is governed by GA Article 16.4 and its Annex 5, Section Ownership of results, with the following additions:

Unless otherwise agreed:

- each of the joint owners shall be entitled to use their jointly owned Results for non-commercial research and teaching activities on a royalty-free basis, and without requiring the prior consent of the other joint owner(s).
- each of the joint owners shall be entitled to otherwise Exploit the jointly owned Results and to grant non-exclusive licenses to third parties (without any right to sub-license) if the other joint owners are given: (a) at least 45 calendar days advance notice; and (b) fair and reasonable compensation. The joint owners shall agree on all protection measures and the division of related cost in advance.

Transfer of Results

Each Party may transfer ownership of its own Results, including its share in jointly owned Results, following the procedures of the GA Article 16.4 and its Annex 5, Section Transfer and licensing of results, sub-section "Transfer of ownership".

Each Party may identify specific third parties it intends to transfer the ownership of its Results to in Attachment (3) of the CA. The other Parties hereby waive their right to prior notice and their right to object to such a transfer to listed third parties according to the GA Article 16.4 and its Annex 5, Section Transfer of licensing of results, sub-section "Transfer of ownership", 3rd paragraph.

The transferring Party shall, however, at the time of the transfer, inform the other Parties of such transfer and shall ensure that the rights of the other Parties under the CA and the GA will not be affected by such transfer. Any addition to Attachment (3) after signature of this CA requires a decision of the General Assembly.

The Parties recognise that in the framework of a merger or an acquisition of an important part of its assets, it may be impossible under applicable EU and national laws on mergers and acquisitions for a Party to give at least 45 calendar days prior notice for the transfer as foreseen in the GA.

The obligations above apply only for as long as other Parties still have - or still may request - Access Rights to the Results.

The digital research data generated must be made open access — via the repository — under the latest available version of the Creative Commons Attribution International Public License (CC BY) or Creative Commons Public Domain Dedication (CC 0) or a licence with equivalent rights, following the principle 'as open as possible as closed as necessary', unless providing open access would in particular:

- be against the beneficiary's legitimate interests, including regarding commercial exploitation, or
- be contrary to any other constraints, in particular the EU competitive interests or the



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beneficiary's obligations under this Agreement; if open access is not provided (to some or all data), this must be justified in the DMP. Metadata of deposited data must be open under a Creative Commons Public Domain Dedication (CC 0) or equivalent (to the extent legitimate interests or constraints are safeguarded), in line with the FAIR principles (in particular machine-actionable) and provide information at least about the following: datasets (description, date of deposit, author(s), venue and embargo); Horizon Europe or Euratom funding; grant project name, acronym and number; licensing terms; persistent identifiers for the dataset, the authors involved in the action, and, if possible, for their organisations and the grant. Where applicable, the metadata must include persistent identifiers for related publications and other research outputs.

4.5 KERs sustainability

The KER sustainability strategy includes a set of activities that will ensure a post-project further development and implementation of the PALOMERA results. These will include, but are not limited to, workshops and webinars for furthering the discussions, adding the Knowledge Base to the OABT, including the analysis in the OPERAS Living Book and similar. OPERAS will play a key role in this activity as a distributed research infrastructure dedicated to open scholarly communication within SSH and working in close coordination with OAPEN (an OPERAS core member) to advocate for the development and alignment of OA books policies in the ERA. This is already reflected in the OPERAS long-term strategy as one of its core objectives.

The below table shows the sustainability activities for the Key Exploitable Results of the PALOMERA project.

Key Exploitable Result (KER)	Target stakeholder	Sustainability strategy
Knowledge Base	All stakeholders	The Knowledge Base will be added to the OAPEN OA Books Toolkit (OABT)
Analysis	Researchers, Libraries, Publishers, Infrastructures	The analysis will be an addition to OPERAS Living Book
Recommendations	RFOs, RPOs, policymakers	To further develop and implement the projects results, there will be post-project workshops and webinars with cOAlition S, Science Europe, CoNOSC, EUA and other umbrella organisations
Funder Forum	RFOs	The Funder Forum will become an addition to the OAPEN portfolio of services
Policy Development Tool	RFOs, policymakers, RPOs	Further development in coordination with the Funder Forum

Table 6 Sustainability strategy

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4.6 Timing

The timing of the exploitation strategy will depend on the 3 main methodology phases of the PALOMERA project illustrated below:

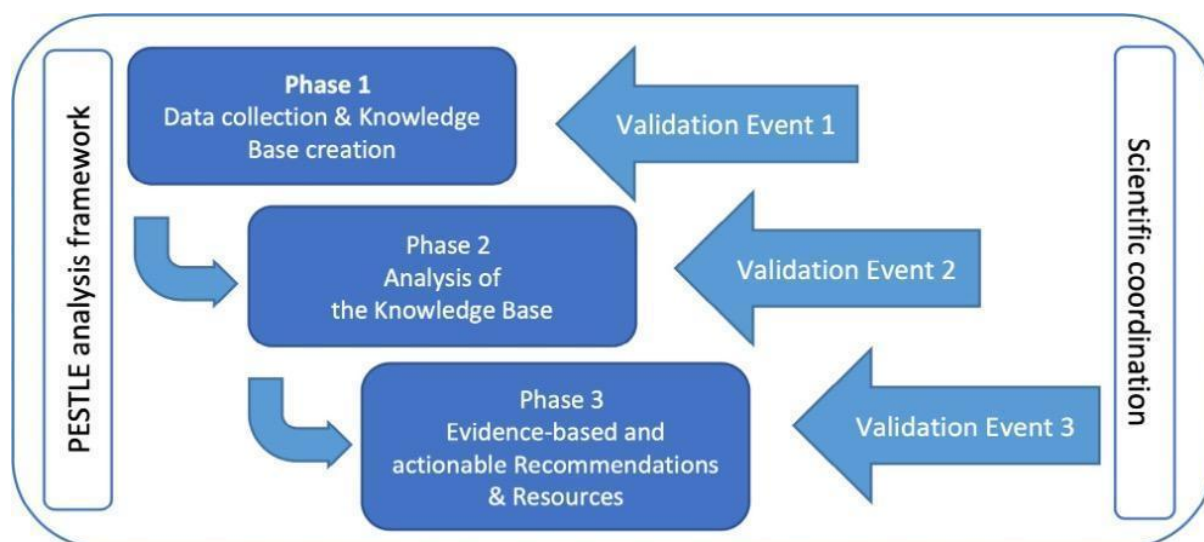


Figure 2 PALOMERA methodology

The exploitation timing will therefore happen according to the planned activities during the project as well as after it has been completed (sustainability strategy).

4.7 Alignment, Management and Monitoring

The alignment piece will be achieved both internally (among the different OA Diamond projects) and on a larger scale between the partners participating in the PALOMERA project.

There are currently 3 OA Diamond focused projects addressing complementing objectives: [DIAMAS](#), [PALOMERA](#), [Craft-OA](#) and [OPERAS-PLUS](#). Additionally, the [OAeBU project](#) will be taken into consideration for alignment strategies. The coordinators of these projects will consult each other in a group meeting setting to explore synergies.

The partners working on PALOMERA's WP5 will meet on a weekly basis to make sure the alignment as well as deadline management of the various tasks are achieved. The reporting processes during the bi-weekly leaders' meetings of all the WPs will make sure the progress is noted and monitored.

A sound, KPI-driven strategy will provide the framework to be followed during of the project for the coordination, implementation and evaluation of communication, engagement, validation, and dissemination activities.

5 Conclusion

The PEDR document with its sections represents an agreed upon methodology across the PALOMERA project that will guide the activities of all the project partners when they engage with the community, communicate about its results, and plan the exploitation activities. It is crucial in supporting the impact of the project and goes hand in hand with the Communications kit developed separately. All the projects' partners part of the WP5 and beyond have collaborated in creating this document and will contribute to its future updates as well (M9, M24).



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Appendix 1 - Snapshot of the living stakeholders' database

The living stakeholders' database has been initiated by the PALOMERA partners via a survey to include organisations that are relevant to the PALOMERA project and that the partners have direct or indirect collaboration with. The survey also collected information on channels and means available to the partners that can be used for the communication, engagement, and dissemination activities. The database will be updated as the project progresses.

Stakeholder name	URL/email/contact person	PALOMERA partner	Direct collat
The Finnish National Library Consortium FinElib	https://finelib.fi/negotiations/	Hanken School of Economics	YES
The Federation of Finnish Learned Societies	https://www.tsv.fi/en	Hanken School of Economics	YES
Finnish Association for Scholarly Publishers	https://tiedekustantajat.fi/	Hanken School of Economics	YES
Slovenia Research Agency	https://www.arrs.si/en/	ZRC SAZU	YES
Slovenia Ministry for education	https://www.gov.si/en/state-authorities/ministries/minis	ZRC SAZU	YES
Portuguese Association of Higher Education Presses - APEES	apees@apees.pt / President: João Caetano Joa	University of Coimbra	YES
Calouste Gulbenkian Foundation	https://gulbenkian.pt/en/publications/	University of Coimbra	YES
Imprensa Nacional - Casa da Moeda	https://incm.pt/site/en/index.php	University of Coimbra	YES
Portuguese Foundation for Science and Technology:	João Moreira joao.moreira@fcup.pt	University of Coimbra	YES
UKRI Research England	https://www.ukri.org	Jisc	YES
UUK	https://www.universitiesuk.ac.uk	Jisc	YES
SCURL	https://www.scurl.ac.uk/about	Jisc	YES
WHELP	https://whelf.ac.uk	Jisc	YES
RLUK	https://www.rluk.ac.uk	Jisc	YES
SCONUL	https://www.sconul.ac.uk/sconul-access	Jisc	YES
AU Presses	https://aupresses.org	Jisc	YES
Library Publishing Coalition	https://librarypublishing.org	Jisc	YES
UKSG	https://www.uksg.org	Jisc	YES
LYRASIS	https://www.lyrasis.org/Pages/Main.aspx	Jisc	YES
IFLA Library Publishing SIG	https://www.ifla.org/units/library-publishing/	Jisc	YES
OASPA	https://oaspa.org	Jisc	YES
Association of European University Presses	aeup@aeup.org	University of Coimbra	NO
Unión de Editoriales Universitarias Españolas	ueue@ueue.es	University of Coimbra	NO
Irish Open Access Publishers	https://www.ioap.ie	Jisc	NO
CLACSO	https://www.clacso.org/	Hanken School of Economics	NO
Association of Learned and Professional Society Publishers https://www.alpsp.org/	https://www.alpsp.org/	Hanken School of Economics	NO
Associação Brasileira de Editoras Universitárias - ABEU	https://www.abeu.org.br/	University of Coimbra	NO
Scielo Books	https://books.scielo.org/en/	University of Coimbra	NO
Asociación de Editoriales Universitarias de América Latina y el Caribe - EULAC (https://eulac.org/)	https://eulac.org/	University of Coimbra	NO
African Open Science Platform	https://aosp.org.za	cOAllition S	NO

Figure 3 Database snapshot - Initial stakeholders list (email addresses protected)



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Which dissemination means do you/your organisation already have in place for communicating with your stakeholders?

9 responses

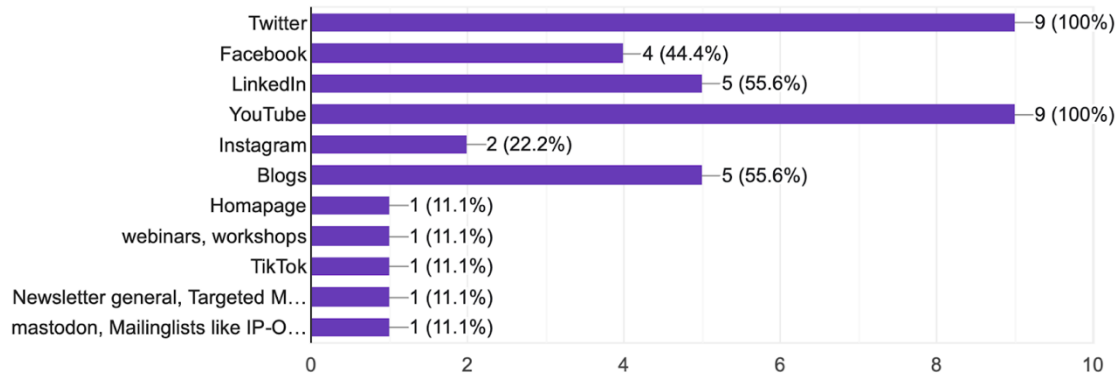


Figure 4 Database snapshot - Social media presence of project partners

Which of the following skills and experiences do you, or members of your team/staff/organisation, have in hosting events (online/in-person)? (You may...ct more than one answer. If other, please specify)

9 responses

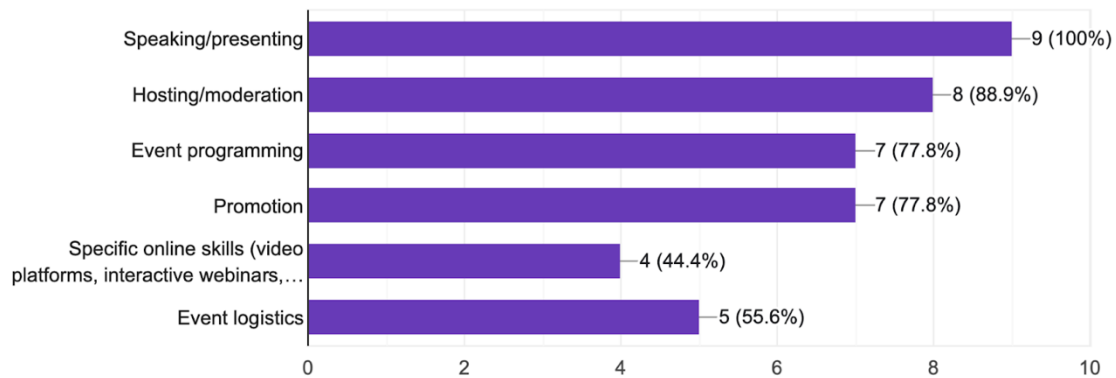


Figure 5 Database snapshot - Hosting events experience of project partners

