

D&E Academy Review Workshop

Faculty of Economics - University of Niš

11/02/2026

Marco Franchin – META Group

Luca Mian – META Group

Giacomo Destro - ICONS

Davide Valenti - ICONS



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the European Union

Review Workshop – 11.02.2026 - Agenda

1 st part - Morning	
09:00-09:30	Face-to-face presentation and introduction of the day
09:30-11:00	Identification of the “market”: review of the Market Definition Canvas (according to the exploitation intentions) (<i>one in-person session and one online session</i>)
11:00-11:20	Coffee break
11:20-12:50	Identification of the competitive advantage: review of the Value Proposition Canvas (according to the exploitation intentions) (<i>one in-person session and one online session</i>)
12:50-13:00	Wrap up & end of the first part
13.00-14.00	Lunch break
2 nd part - Afternoon	
14:00-14:15	Introduction of the second part of the Workshop
14:15-14:45	Introducing the dissemination strategy (<i>online</i>)
14:45-15:45	Tools and methodologies for implementing dissemination (<i>online</i>)
15:45-16:05	Coffee break
16:05-17:05	Designing your exploitation strategy: characterisation table, exploitation roadmap and Lean Canvas
17:05-17:35	Q&A
17:35-17:50	Wrap up & End of meeting



Tour de table

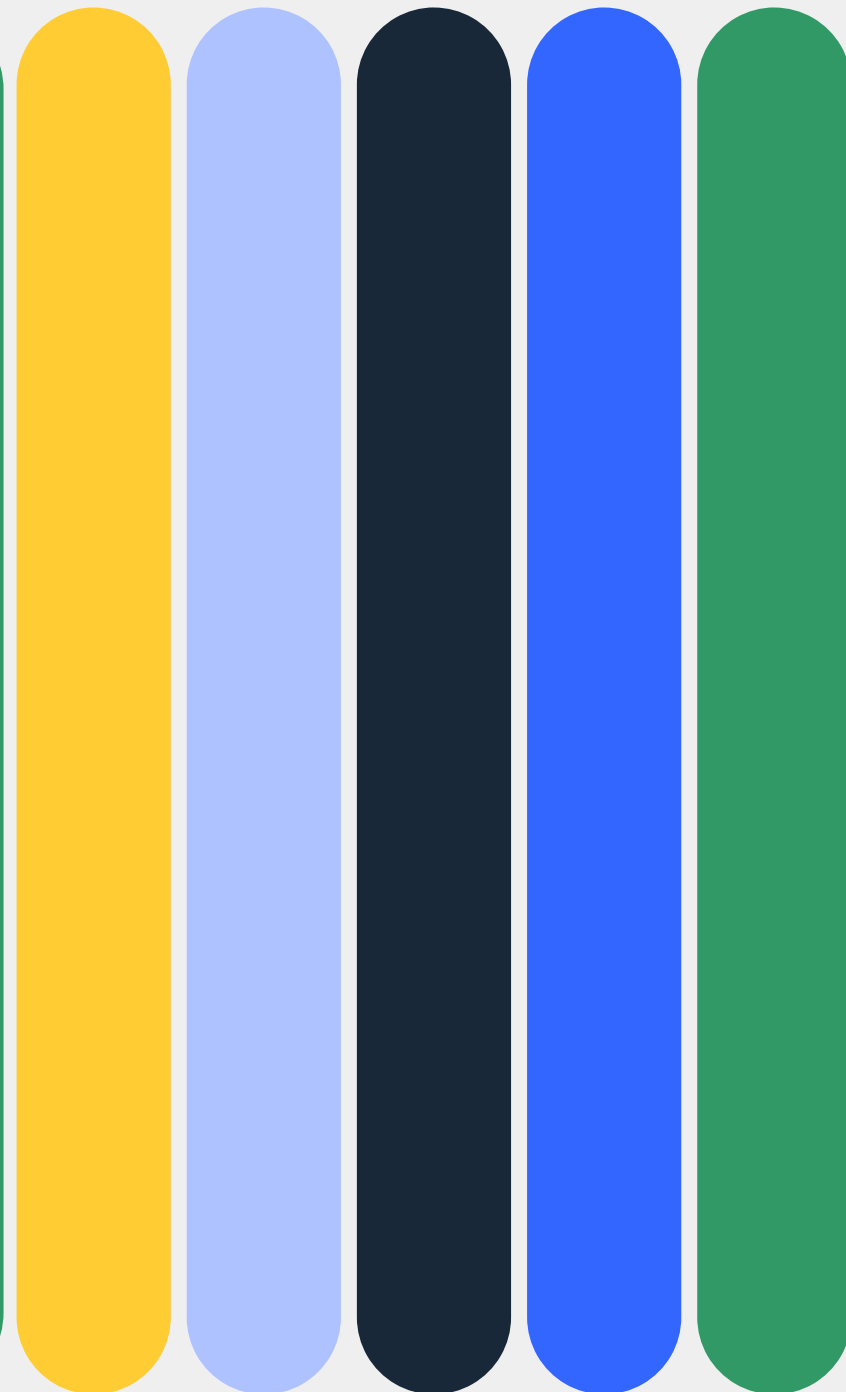


01

Identification of the market

Review of the Market Definition Canvas

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Market Definition Canvas



▼▼▼ START HERE ▼▼▼

JOB EXECUTOR
a group of people

JOB-TO-BE-DONE
the job they are trying to get done

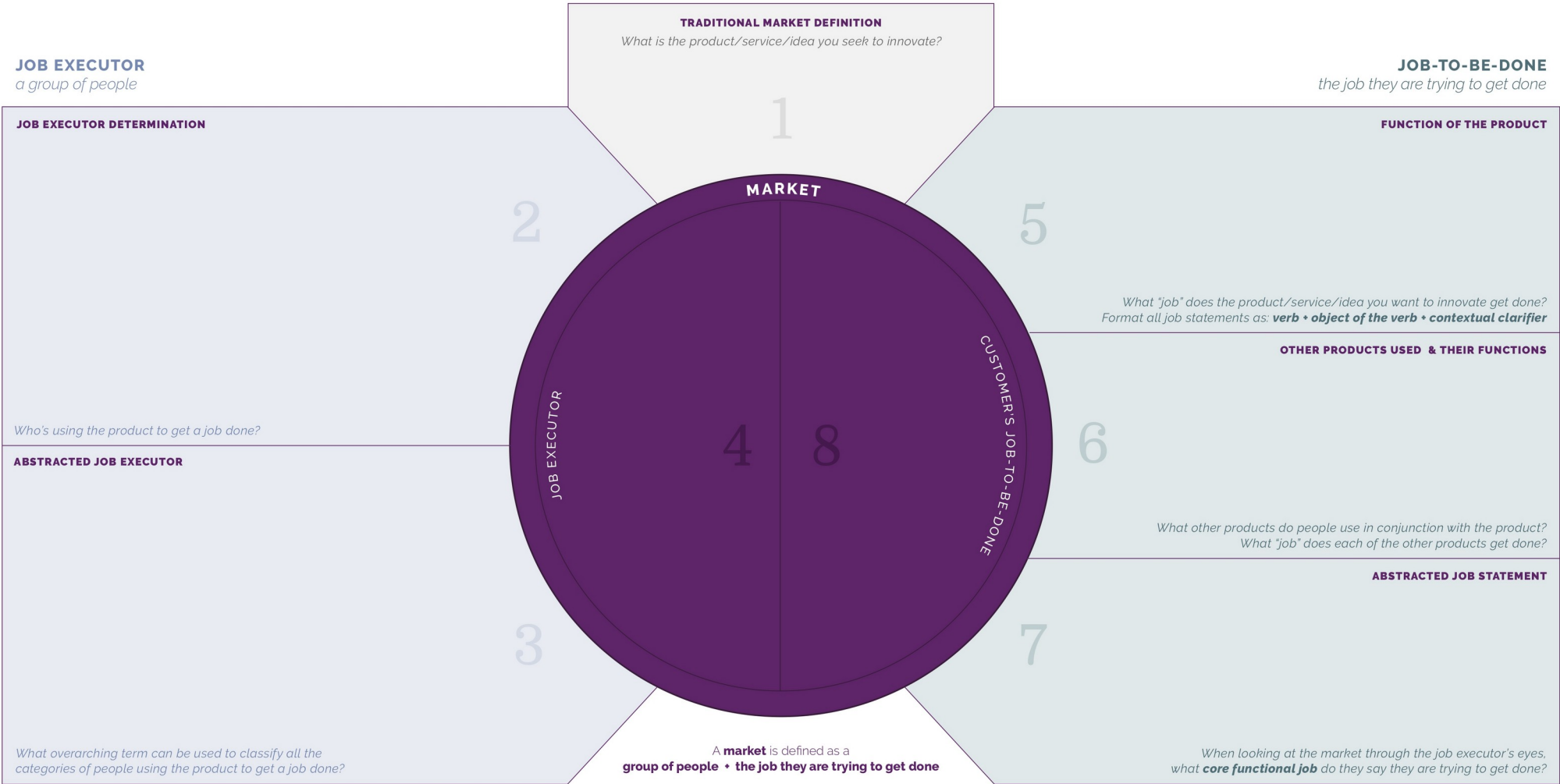
JOB EXECUTOR DETERMINATION

FUNCTION OF THE PRODUCT

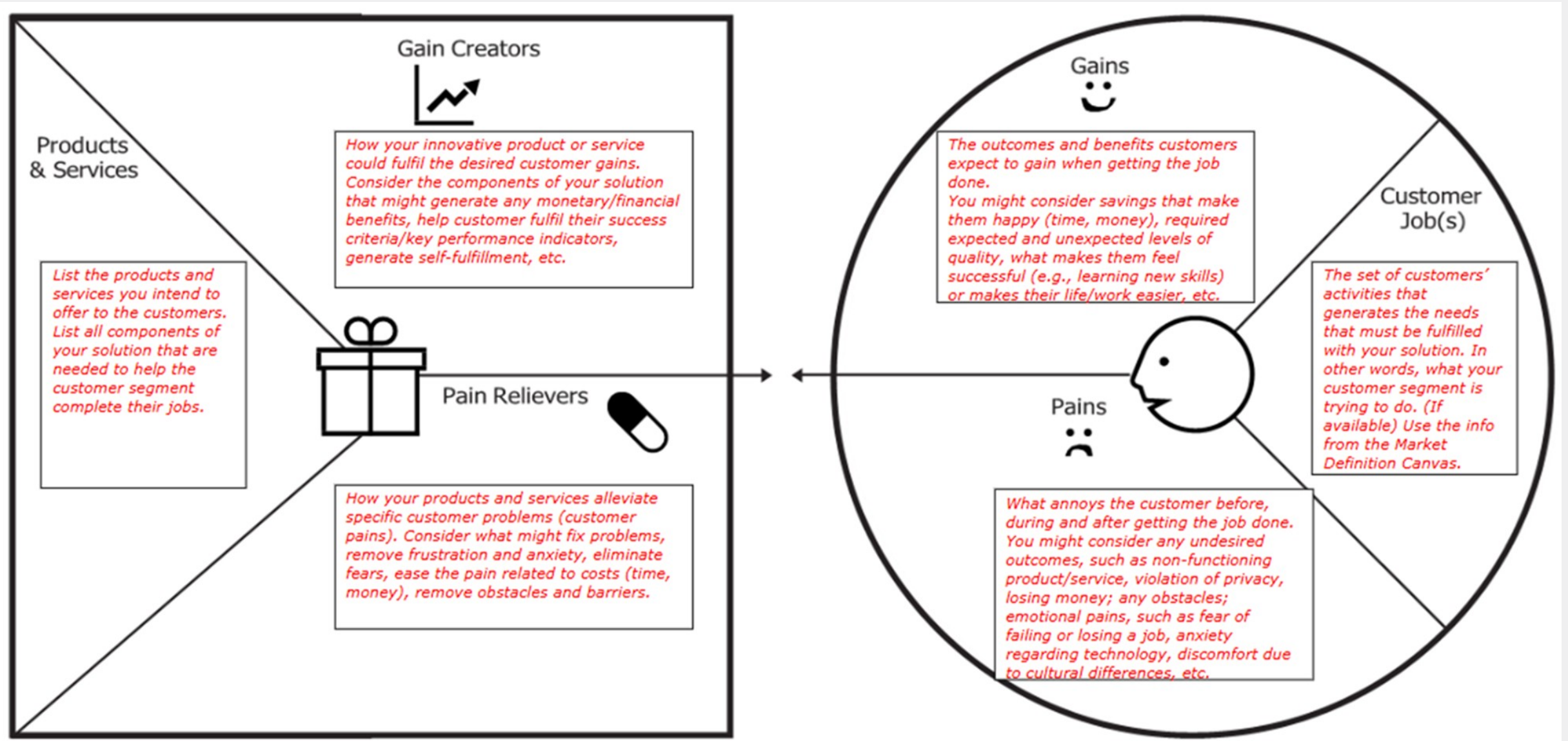
Jobs-to-be-Done

MARKET DEFINITION CANVAS

The purpose of this canvas is to help an organization define a market it is serving, or has chosen to serve, through a jobs-to-be-done lens. It is designed for use in B2C and B2B markets as part of Strategyn's Outcome-Driven Innovation® process.



Value Proposition Canvas



Some general remarks

- Use bullet points in each section of the two tools.
- Gains should not be pains removed but rather exceeding expectations or unexpected gains. In other words, apart from the removal of the problems listed below, what would make them particularly happy in getting their job done?
- In the value map (left part of the canvas), pain relievers and gain creators should be the features of your solution, which contribute to alleviating or solving pains and creating gains. Try to identify the features of your solution that solve the pain or generate the gain.
- Don't forget the main goal of the value proposition canvas: to understand if there is a problem-solution fit.
- Once you are done with the identification of the main elements of each section of the VPC, rank them in order of importance/relevance and then verify if you are addressing with your solution what matters to the adopters.
- Finally, define your value proposition by using the “Ad-Lib Value Proposition Template” we sent you via email on Monday.

Thank you for your attention!

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03

Introducing dissemination strategy

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Please, take a look at the separate ICONS presentation.



04

Tools and methodologies for implementing dissemination

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Please, take a look at the separate ICONS presentation.



Let's have a coffee



05

Designing your exploitation strategy

**Characterisation table, exploitation roadmap
and Lean Canvas**

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Objectives

A man in a dark shirt is interacting with a large, horizontal digital display. The display shows a glowing green keyboard layout and other graphical elements. Another person's hand is visible on the right side of the display, also interacting with it. The scene is dimly lit with a blueish tint.

Explore tools and frameworks to design, implement, and monitor exploitation plans tailored to Key Exploitable Results (KERs).

Recap – Key Concepts

Key Exploitable Results (KERs): Research outputs with clear potential for use/adoption by developers or third parties.

Outcome: The short-to-medium term effects resulting from the adoption and use of KERs through dissemination and exploitation activities.

Impact: The long-term, tangible benefits to society, economy, and environment enabled by outcomes.

Exploitation vs Dissemination: Exploitation involves use or facilitation of use of results; dissemination focuses on spreading knowledge on the results to a specific target of potential adopters.

Target Groups: Includes adopters/early adopters (those who adopt/use the KERs), user (groups using the KERs), beneficiaries (final actors receiving benefits).

Pathway toward Impact: A journey from generating KERs, to adoption (outcome), leading to societal, economic, or environmental impact.

What is an Exploitation Strategy/Plan?

A plan to ensure that Key Exploitable Results (KERs) are **used** to create real-world impact.

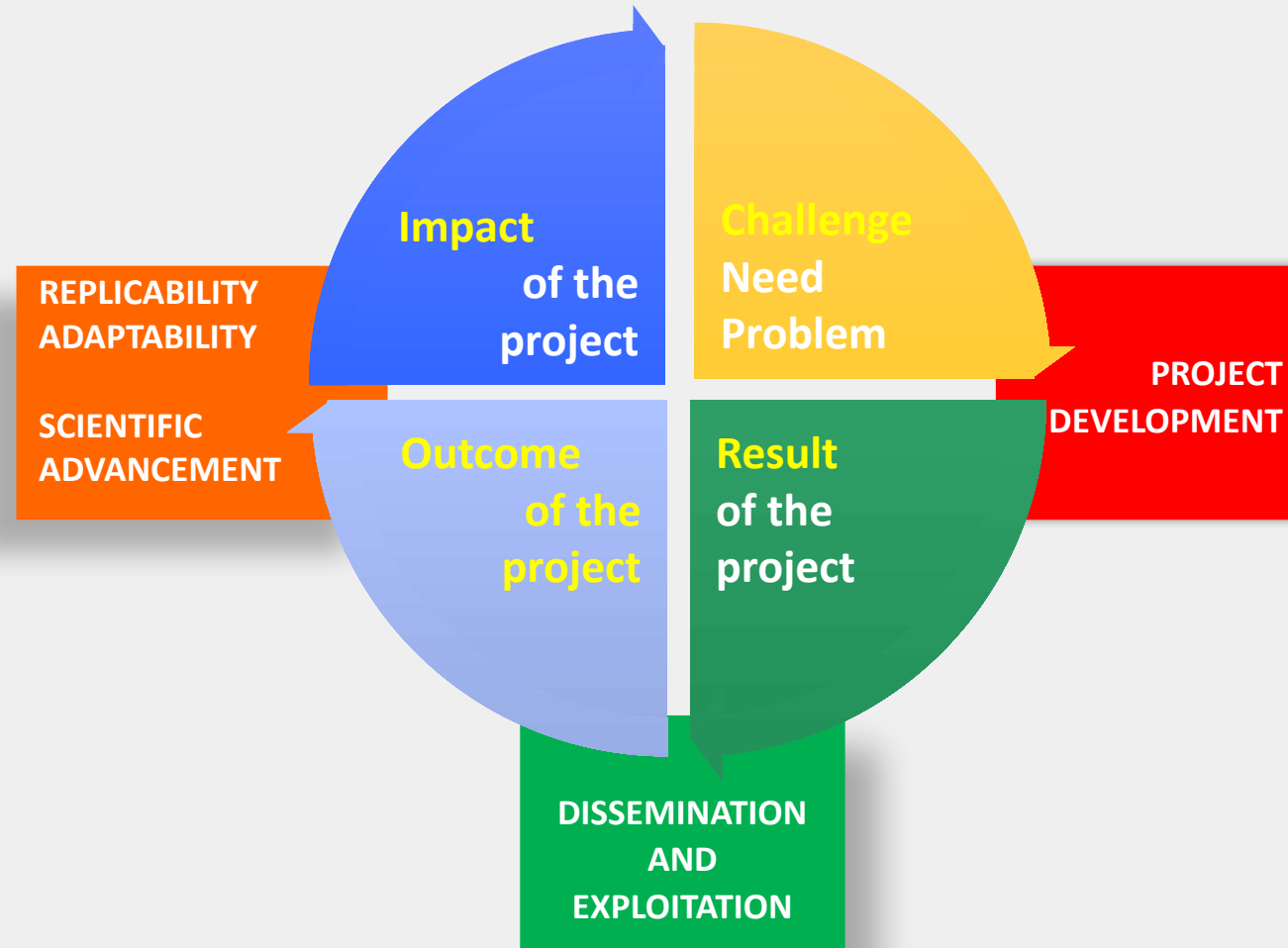
Example:

If a project develops a new solar panel technology (KER), the exploitation strategy defines *how* it will be **taken up by manufacturers, adopted by energy providers**, and eventually benefit consumers and the environment.

Key Elements:

- **Define use**
- Identify **target adopters** and other relevant target groups
- Assess **readiness and risks**
- Plan **adoption** and **scaling** actions

Impact Logic





Characterisation Table



KER name:	
	Input from the Beneficiary
Description	<i>[Describe in a few lines your KER and/or solution (i.e., product, service, process, standard, course, policy recommendation, publication, etc.). Use simple words, avoid acronyms, and make sure you explain how your solution solves adopters' problems/needs.]</i>
Use model	<i>[Explain what your "use model" is, and how the KER will be put into use (made available to potential adopters/customers). E.g.: manufacturing of a new product, provision of a service, technology transfer, licensing, contract research, publications, standards, etc. Note: training is a service.]</i>
Target market	<i>[Describe the market in which your product/service will be used/can "compete", answering the following questions: - What is the target market? - Who are the customer segments?]</i>
Early Adopters	<i>[Early adopters are the "customers" you are willing to address first. They are usually the ones who feel the problem harder than all the others (they are not the project partners). Add information on how to reach out to them (Channels).]</i>
Adopters' problems/needs	<i>[Describe the problem a potential adopter has, which you are willing to solve. Adopters are the people, companies, organisations, etc. that you expect will use the result (and generate an impact).]</i>
Alternative solutions	<i>[Describe how your potential "adopters" are solving/addressing the problem so far.]</i>
Unique Value Proposition	<i>[Describe the competitive advantages of your KER: how much better does your KER solve the end-users' needs/problems compared to competition? What distinguishes the KER from the competition/current solutions? Use the information collected from the first draft of the Value Proposition Canvas]</i>
Competitors	<i>[Who are your "competitors"? Who are the ones offering the described "alternative solutions"? Describe also their strengths and weaknesses compared to you.]</i>
Timing	<i>[What is the time to market?]</i>
IP Strategy	<i>[Is IP strategy relevant for your KER? What is the Background (type/ partner)? What is the Foreground (type/ partner)? Describe any particular activity you have planned to manage IP.]</i>

A woman with dark hair, wearing a light-colored long-sleeved top, stands in the center of a meeting room, addressing a group of people. She has her hands clasped in front of her. In the foreground, the backs of several audience members' heads are visible, showing they are listening. To the left, a large screen displays a presentation slide with the text 'Sustainability' and 'note' visible. The room is bright, with large windows in the background. A yellow horizontal bar is positioned at the bottom of the image.

Exploitation Roadmap

Exploitation Roadmap

Actions - Description	<p>Briefly describe actions planned to be executed in the first year after the end of the project.</p> <p>Make sure you do not just focus on technical activities (realisation of a prototype, software interface, etc) but also consider the finalisation of a business plan, the protection of intellectual property, the collection of authorisations, the dissemination activities, and anything else that will be needed to start to implement what is in your exploitation plan.</p>
Actions - Roles	<p>Roles of partners involved in the actions defined above.</p>
Actions - Monitoring	<p>List the milestones and KPIs to be used for monitoring the implementation of the actions listed above. Add timeline of the activities listed above.</p>
Financials - Costs	<p>Cost estimation to implement planned activities in the first 3 years after the end of the project (Y1, Y2, and Y3)</p> <p>Provide information on the costs/investments needed to bridge the end of the project to the next steps planned and increase TRL or go to market (you may invest in a patent, in the realisation of a prototype, etc.).</p> <p>Be consistent with your time to market.</p>
Financials - Revenues	<p>Projected revenues and eventual profits, if any, in the first 3 years after the end of the project (Y1, Y2, and Y3)</p> <p>Consider revenues you will expect to collect by licensing, or thanks to service provision or sale of devices. They generate the cash flow that will make the use of the result sustainable over time (provide an estimation concerning the first year and what is expected after 3 years, if possible). It is recommended that you estimate the revenues according to your early adopters and potential customers and include the information in the draft exploitation plan.</p> <p>Be consistent with your time to market.</p>
Financials - Other sources of coverage	<p>Resources needed to bridge the investment and ensure the result is used.</p> <p>Financial resources to cover costs, net of any revenue, in the first three years after project completion, and their sources. Sources can be partners` own budget, other project grants, national/regional incentives, risk capital, loans, etc. Make sure to obtain them at the right timing.</p> <p>They should be consistent with the fields above (estimated investment and time to market).</p>

The Exploitation Roadmap – Some Tips

- Don't forget the goal of this tool: making sure not to run out of money when implementing exploitation and dissemination activities after the end of the project.
- At the beginning, focus on the «Action» section: the more detailed it is, the easier it will be to work on the other sections of the tool.
- If the identification of some activities is tricky at this stage, make some credible assumptions.
- Always refer to what you wrote in the characterisation table.
- What is written in the exploitable table is not compelling. What we need to do is to define a credible exploitation plan.

Common Pitfalls and Good Practices

Pitfall – Starting Exploitation Too Late:

Waiting until the project ends to consider exploitation limits strategic positioning and partner engagement.

✓ *Good Practice:* Integrate exploitation planning from the earliest project stages.

Pitfall – Focusing Only on Users:

Overlooking adopters and institutional gatekeepers can block market access.


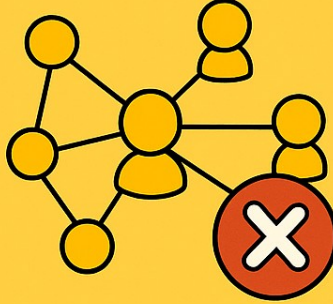
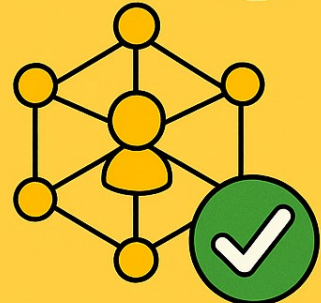
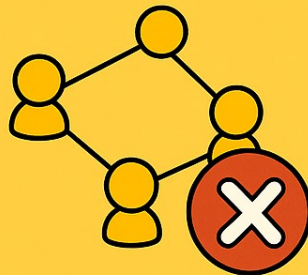


✓ *Good Practice:* Identify all relevant actors, including decision-makers and intermediaries.

Pitfall – Weak Value Proposition:

Failing to clearly articulate the UVP reduces attractiveness and clarity for uptake.

✓ *Good Practice:* Define a strong, tailored UVP for each key group — users, adopters, policymakers.

INNOVATION PITFALLS AND BEST PRACTICES

DO	DON'T
	
	
	



Attention

Conceptual errors

- General **underestimation of the Impact** related aspects and their relevance;
- **Meaning** of “Impact”;
- Understanding the difference between **Dissemination/Communication/Exploitation**

Technical errors

- Neglecting, or renouncing to analyse, **Impact indicators**;
- Neglecting **Target Group analysis**;
- Lack of a tailored **Dissemination Strategy**;
- **Exploitation pathway** is not considered or prepared;

“

Questions?



Feedback

Scan the QR code and complete the form



Thank you for your attention!

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Today's Agenda

2 nd part - Review Workshop	
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17:35-17:50	Wrap up & End of meeting

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11/02/2026

Davide Valenti, Giacomo Destro - ICONS



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RESEARCH

INNOVATION

COLLABORATION

Who are we?

ICONS is a private Italian group founded in 1999, developing large-scale projects in science, innovation and culture.

We deliver services in European-funded research, **science dissemination and business innovation strategy**.

Key figures

- 25+ years of experience
- Involved in 160+ EU funded projects
- Provider of EU services, including the Horizon Results Booster and tailored European Commission tenders

ICONS



**Senior Communication
and Outreach Officer**



**Communication and
Outreach Officer**

01

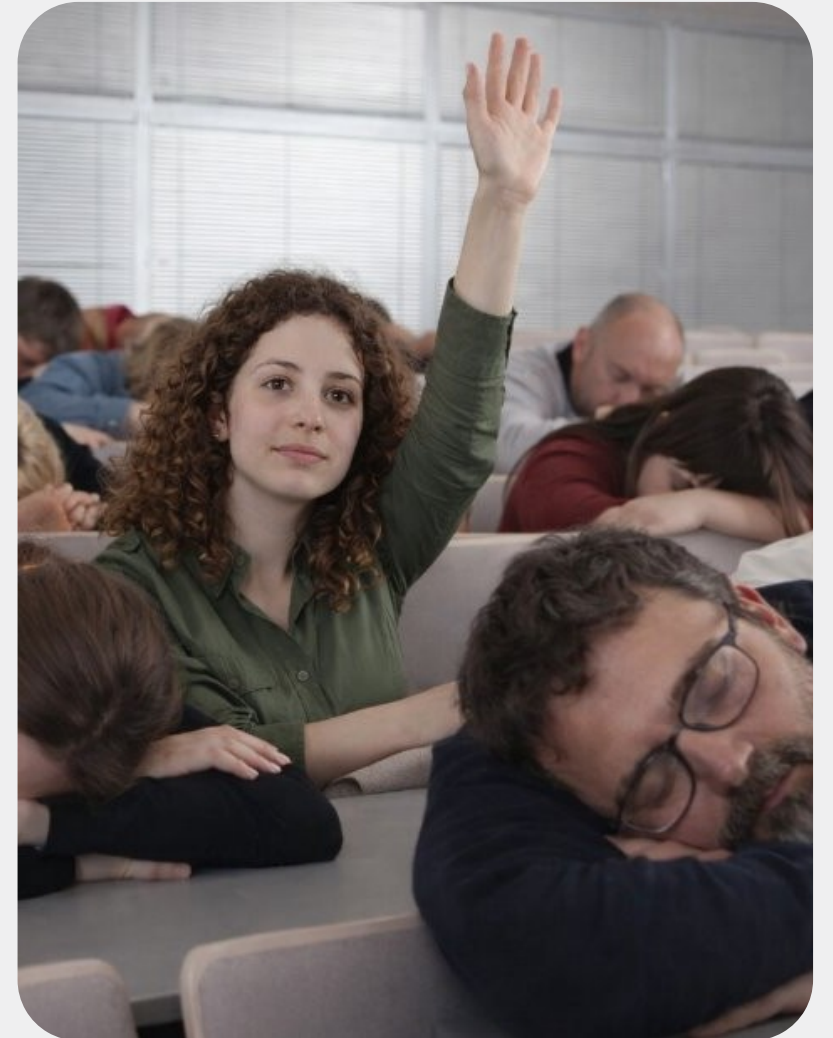
Introducing dissemination strategy

D&E Academy – Review Workshop



What we will do today

- You are in the room, we're online – **let's keep it dynamic and interactive**
- We will explore key **concepts and tools of dissemination**
- We will see how they can be used to promote results effectively
- **From time to time, we will ask for your ideas and solutions**



What is *real* dissemination?

Which of the following is a **dissemination activity**?

1 Publishing a **post on LinkedIn** highlighting the main achievements of your project



It is too broad. It is a communication activity

2 Conducting additional **laboratory activities** to consolidate preliminary research results



You are still doing research; you do not have a result yet

3 Filing a **patent application** to protect the intellectual property of one of your most promising results



You are using a result, not sharing it with an audience of experts – this is exploitation

What is *real* dissemination?

The correct answer

 **4** Organising a **webinar with invited stakeholders**



This is a dissemination action

Dissemination is not simply about announcing “we exist” or actively conducting research, nor is it anything to do with monetising and exploiting the results. It is the process of **making research findings understandable, accessible, and transferable to relevant interested people.**

To be a bit more precise...

...**dissemination** refers to the process of **sharing** information, knowledge, or findings with an **audience of technical/academia/industrial experts**

In the context of research, dissemination involves:

- **sharing results and recommendations with other researchers** and relevant stakeholders;
- **communicating findings clearly** to enable understanding and potential use;
- **highlighting the benefits and relevance** of the results for future application.



Dissemination should be structured

You need to have a strategy. The dissemination strategy, relying on these main questions:

- **Who?** Exact target audience
- **What?** Messages to convey
- **How?** Channels and tools needed
- **Why?** The impacts you want to reach
- **When?** Proper timing and level of intensity of all activities
- **Where?** The geographic location of your targets



02

Tools and methodologies for implementing dissemination

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02

WHO

Identify the targets

The golden rule

**Each stakeholders group has its own DISSEMINATION
NEEDS**



**Every dissemination actions must
be tailored on the specific needs of
the targeted stakeholder group**



**Who do we want to
address?**

A close-up, side-profile shot of a young child with brown hair, looking through a magnifying glass. The child is wearing a green shirt. The background is a bright, sunny outdoor setting with green foliage and a clear blue sky. A semi-transparent green rectangular box is overlaid on the right side of the image, containing white text.

Make it different, make it specific

TARGET MARKET



A broad group of people who may be interested in your product or services

Broad

TARGET AUDIENCE



Specific groups of people who are most likely to buy your products or services

Specific

TARGET PERSONAS



Ideal people to connect with based on your target audience

Personalized



Identify your targets

Stakeholder identification and mapping



Identify your stakeholders



Evaluate stakeholders according to level of influence and interest



Rank stakeholder importance



Develop engagement strategy for key stakeholders



Develop an action plan

Brainstorming exercise

What are the dissemination needs of these stakeholders groups (or sub-groups)?

Academia &
Education

Industry

Technology providers

Standardization bodies

Civil society

Service providers

Financial entities

Institutions/Public
authorities

Policy-decision makers

The slide features a central white rounded rectangle with a light blue border. On the left side, there are two vertical rounded bars: a green one on the far left and a yellow one next to it. On the right side, there are three vertical rounded bars: a dark blue one, a bright blue one, and a green one on the far right.

03

WHAT

The content

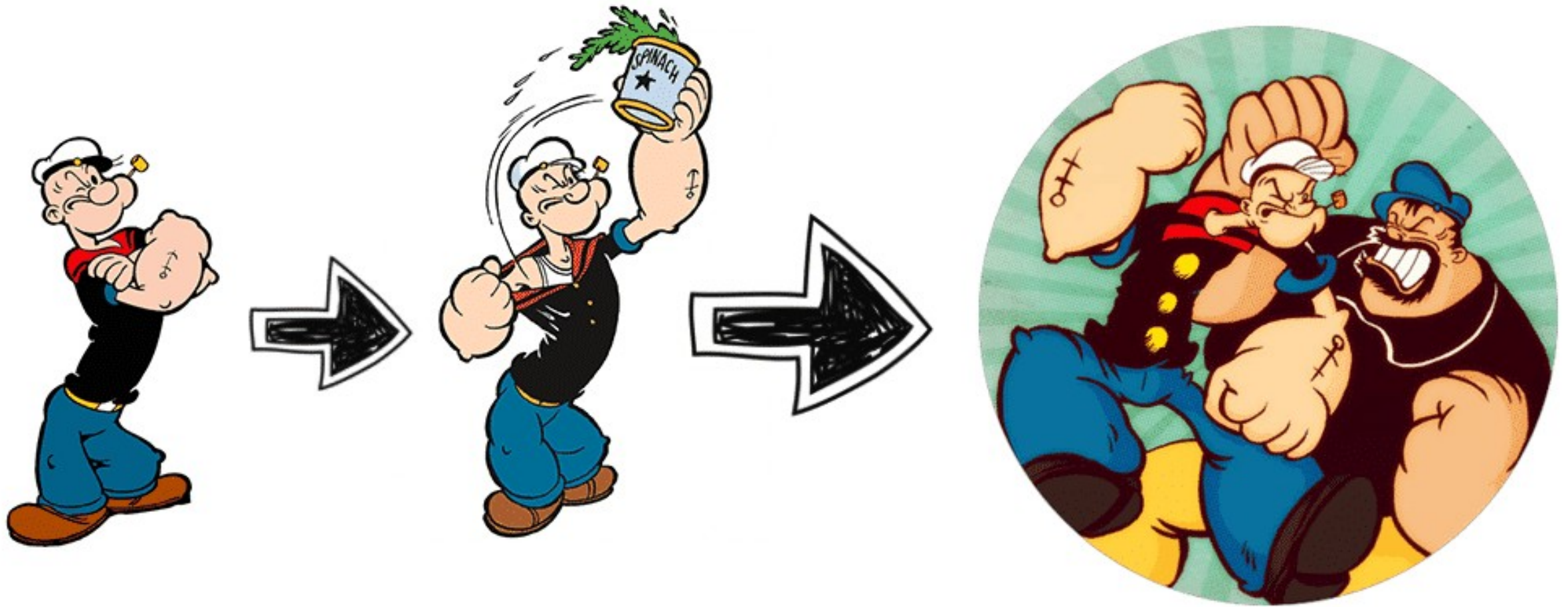
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CONTENT IS THE KING

After analysing your project's target audiences, content is the focal point of any successful dissemination strategy.

Contents derive from the activities and, especially, the **results** of your project, and they can be produced by your “dissemination and communication” partner or by others in a consortium.





Identify the needs and benefits



Find the right tone of voice



Define the right messages

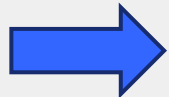


Finally, craft key messages for your targets and formats

Key messages

A key message is a **concise, memorable statement** that encapsulates the most important information you want your audience to understand and remember

CHARACTERISTICS



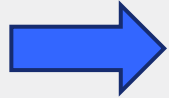
They should be short, memorable, and simple, conveying the essence of your message in an easily digestible way

CONTENT



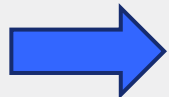
Effective key messages highlight your brand's value proposition, addressing audience's main points of interest and demonstrating how your product or service solves them

IMPACT



By focusing on key messages, you can effectively communicate your message, engage your audience, and inspire action

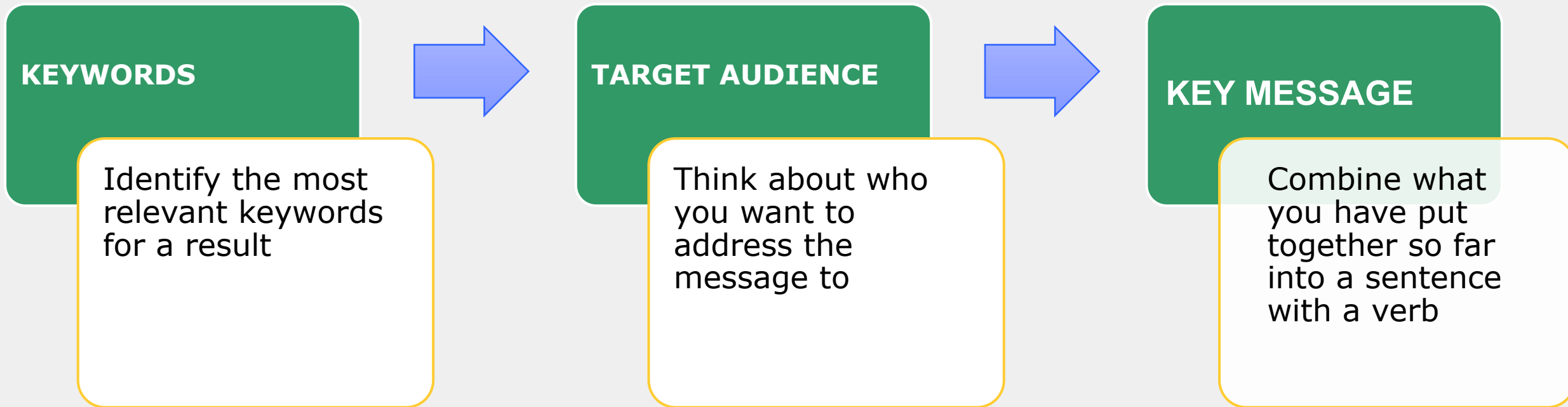
APPLICATION



Key messages should be customised per target and applied consistently across all communication channels, and for every dissemination activity

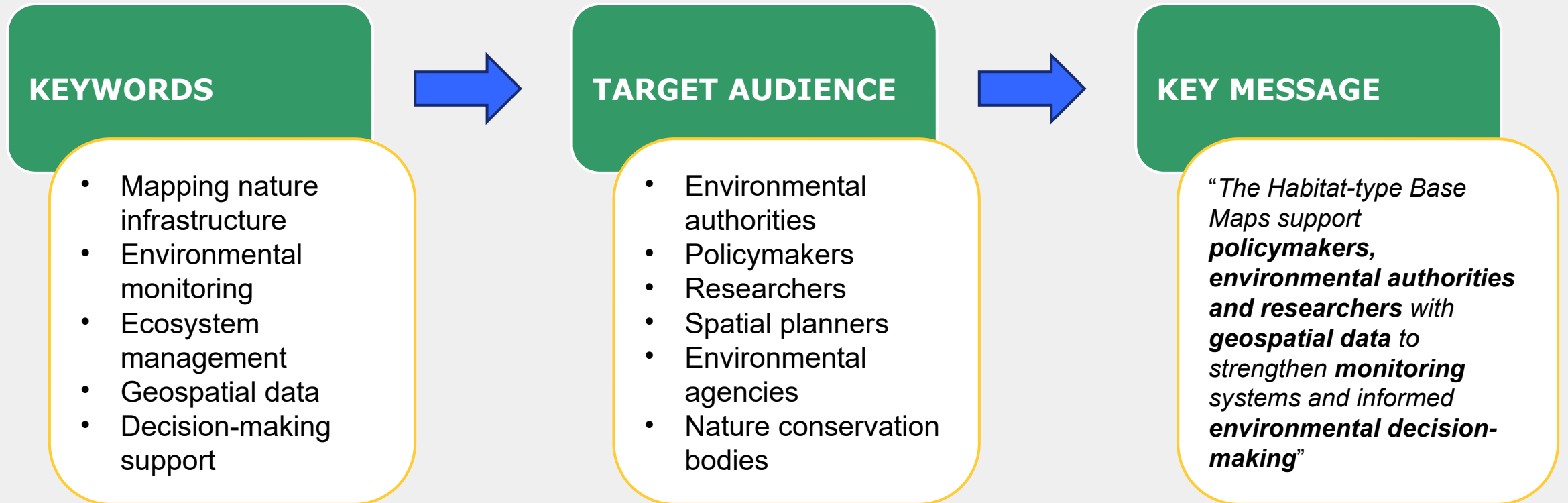
How to draft key messages

A simple three-step approach towards drafting targeted and memorable key messages:



Let's craft a key message together

The result we want to disseminate is the creation of the “*Habitat-type Base Maps*”





04

HOW

Tools & channels



One or more channels and formats?

“Multi” is the keyword

Adopt a **multi-channel and multi-format** approach to:

1. exploit the full potential of both **the online and the off-line**.
2. Reach **as many people** as possible and build a community.
3. Use the distribution potential of the **partners' networks**, addressing their already affiliated audiences.
4. **Minimise risks** and multiply the potential and effectiveness of your dissemination.

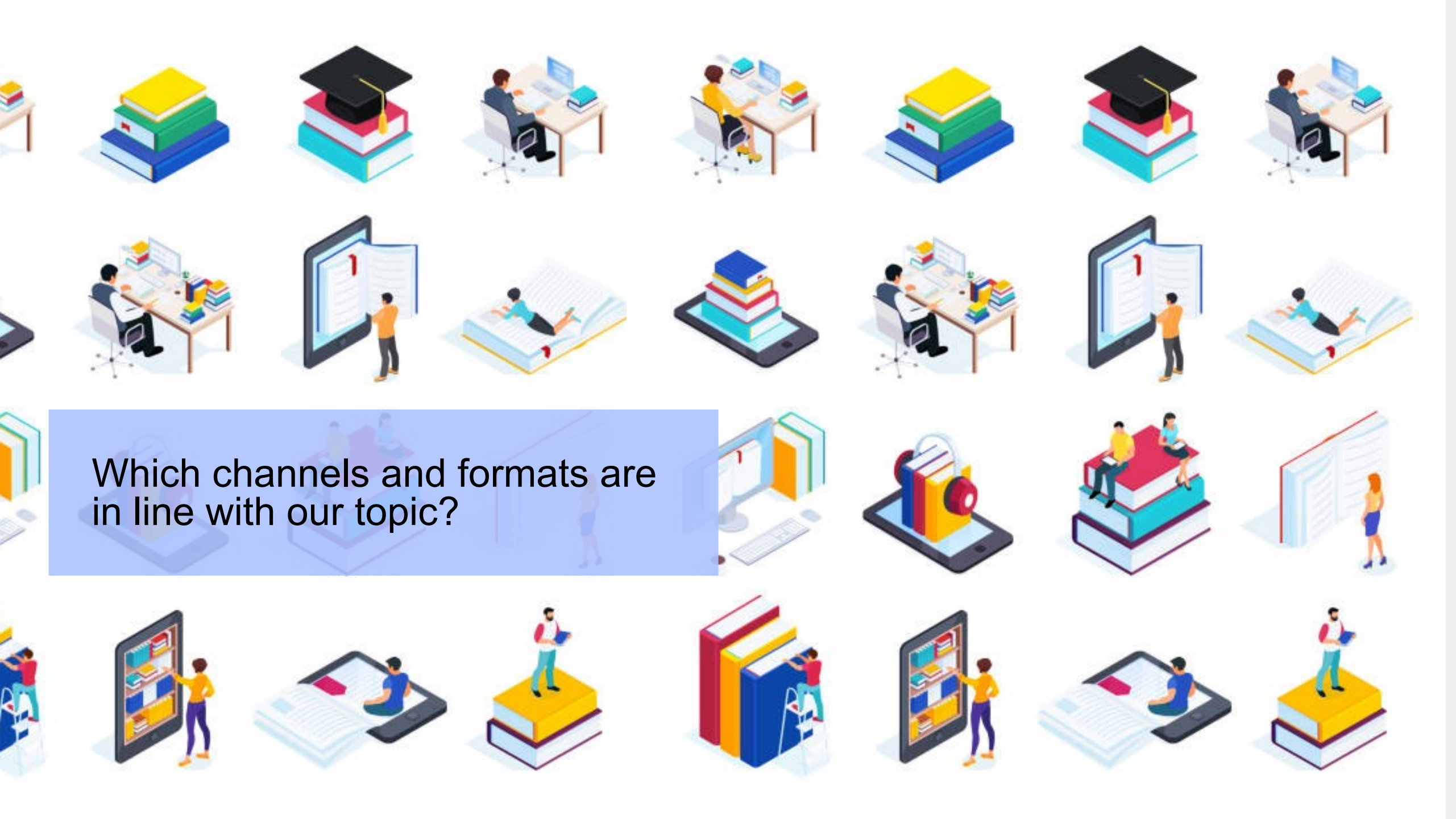
IT GETS EASIER.
EVERY DAY IT
GETS A LITTLE
BIT EASIER...



Which channels facilitate your objectives?

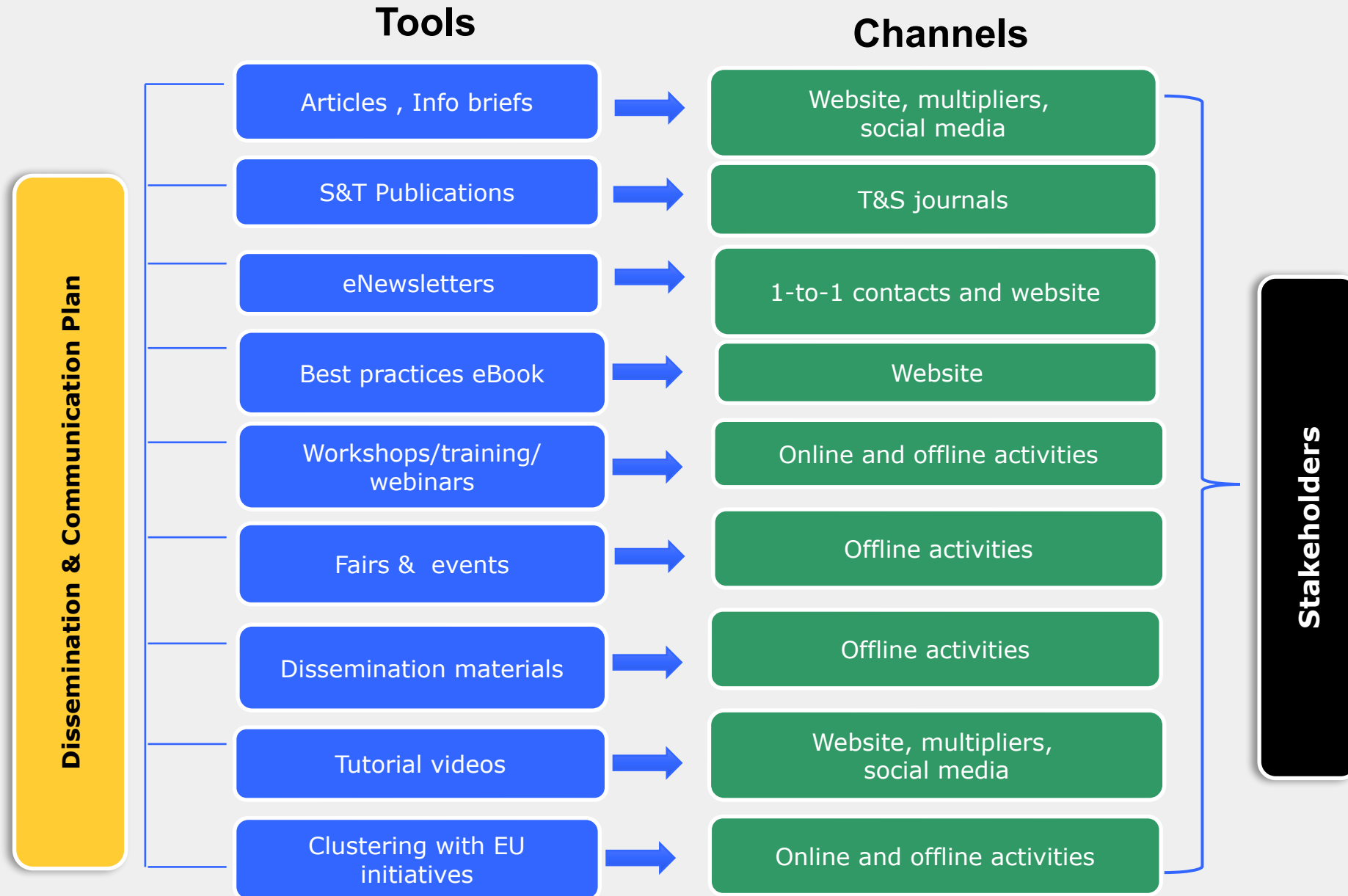


Which are the channels used by our targets?

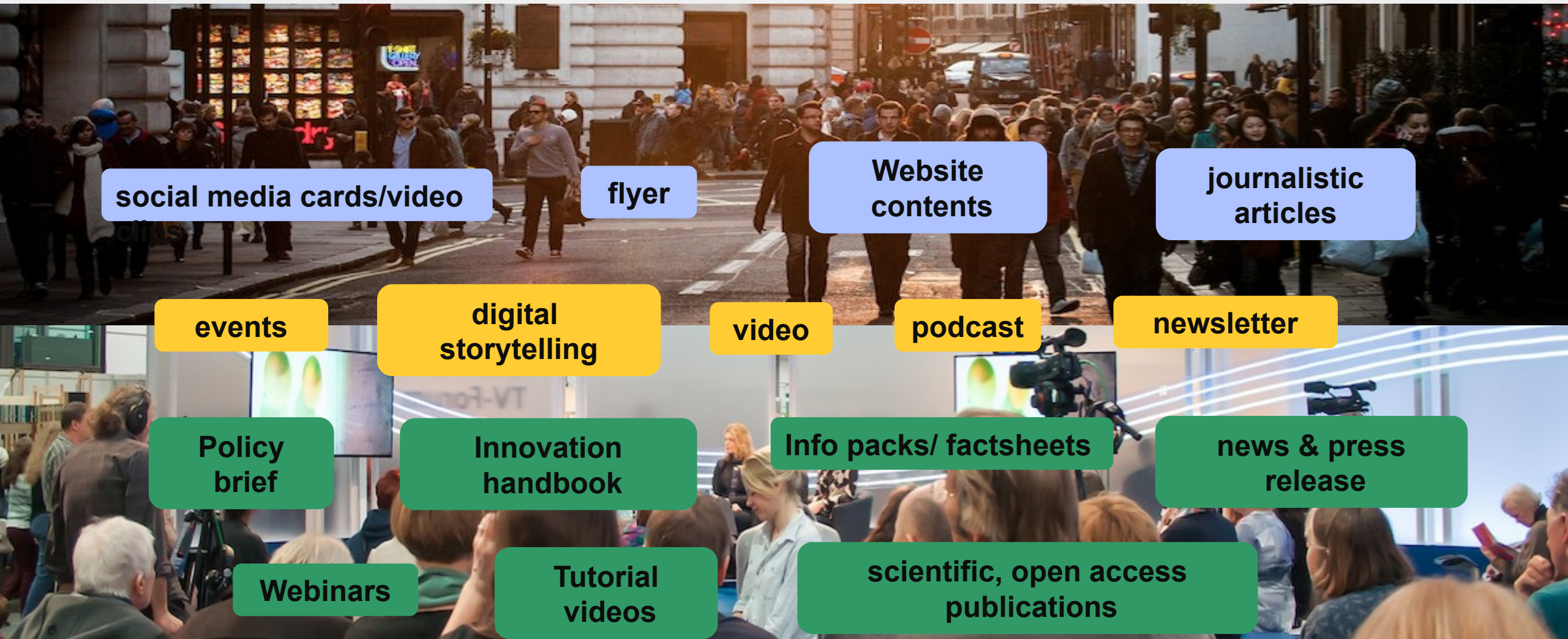


Which channels and formats are in line with our topic?

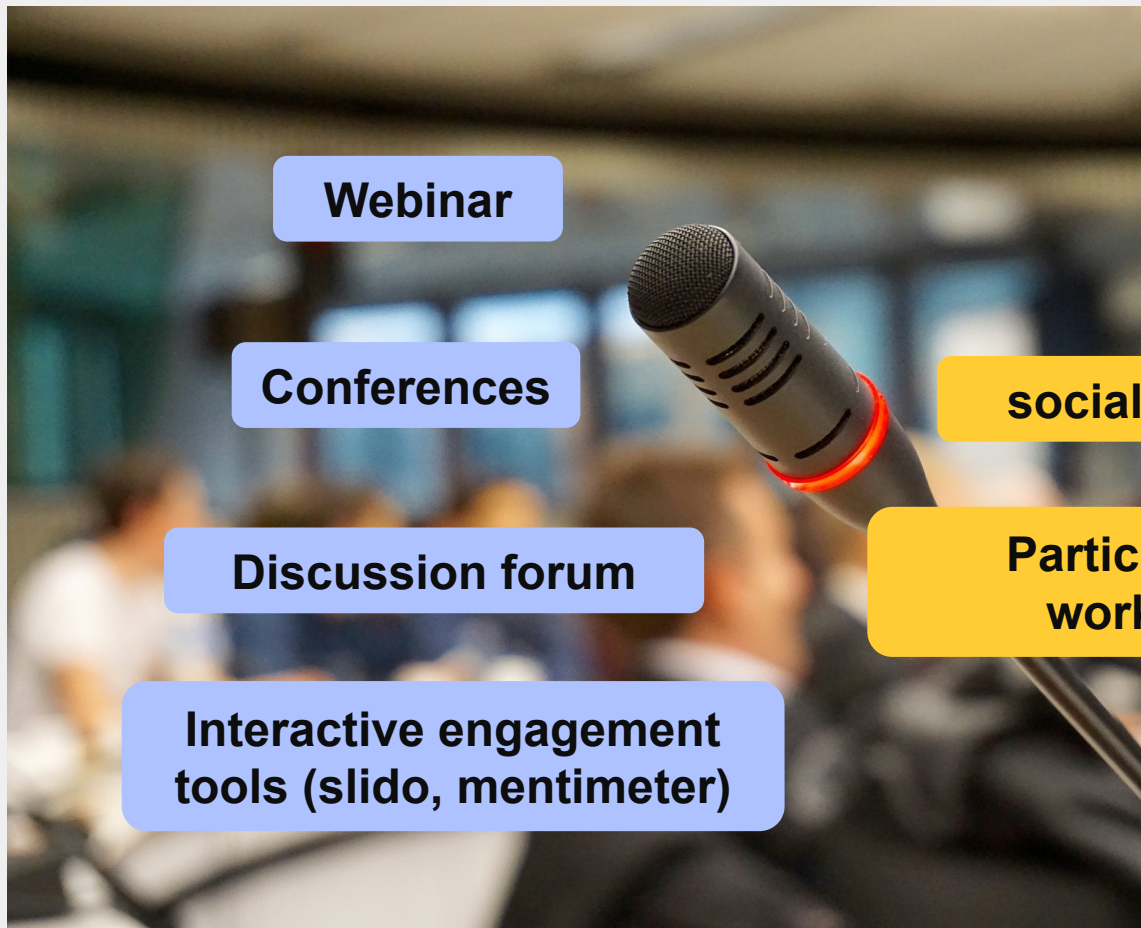
Dissemination tools and channels



C&D formats and their targets



Engagement formats



Some further example

	C&D formats / channels	Engagement / dialogue
Researchers and academia	<ul style="list-style-type: none"> Scientific publications Conferences Lectures Social media (Research Gate) Video interviews 	<ul style="list-style-type: none"> Conferences Round tables Working groups/workshops with fellow projects' experts Final event
Industry, SME, professionals Investors	<ul style="list-style-type: none"> Technical briefs, Innovation handbook LinkedIn Tutorial videos Training materials Newsletter 	<ul style="list-style-type: none"> Fairs, final event Engagement with professional associations, matchmaking events Workshops/webinars Training sessions
Policy makers Local authorities	<ul style="list-style-type: none"> Policy briefs Recommendations 	<ul style="list-style-type: none"> Policy discussion tables EC organized events Workshop at EU parliament
Civil Society	<ul style="list-style-type: none"> Social media campaigns Videos, Educational materials podcasts 	<ul style="list-style-type: none"> Participatory workshops Open house events Festivals
Media	<ul style="list-style-type: none"> Press releases, articles, video footage 	<ul style="list-style-type: none"> Press conferences Engagement with journalists
General public	<ul style="list-style-type: none"> Social media animation/campaigns Videos, podcasts 	<ul style="list-style-type: none"> Public consultation Social media, discussion forums



05

WHY

The impacts

Distribution

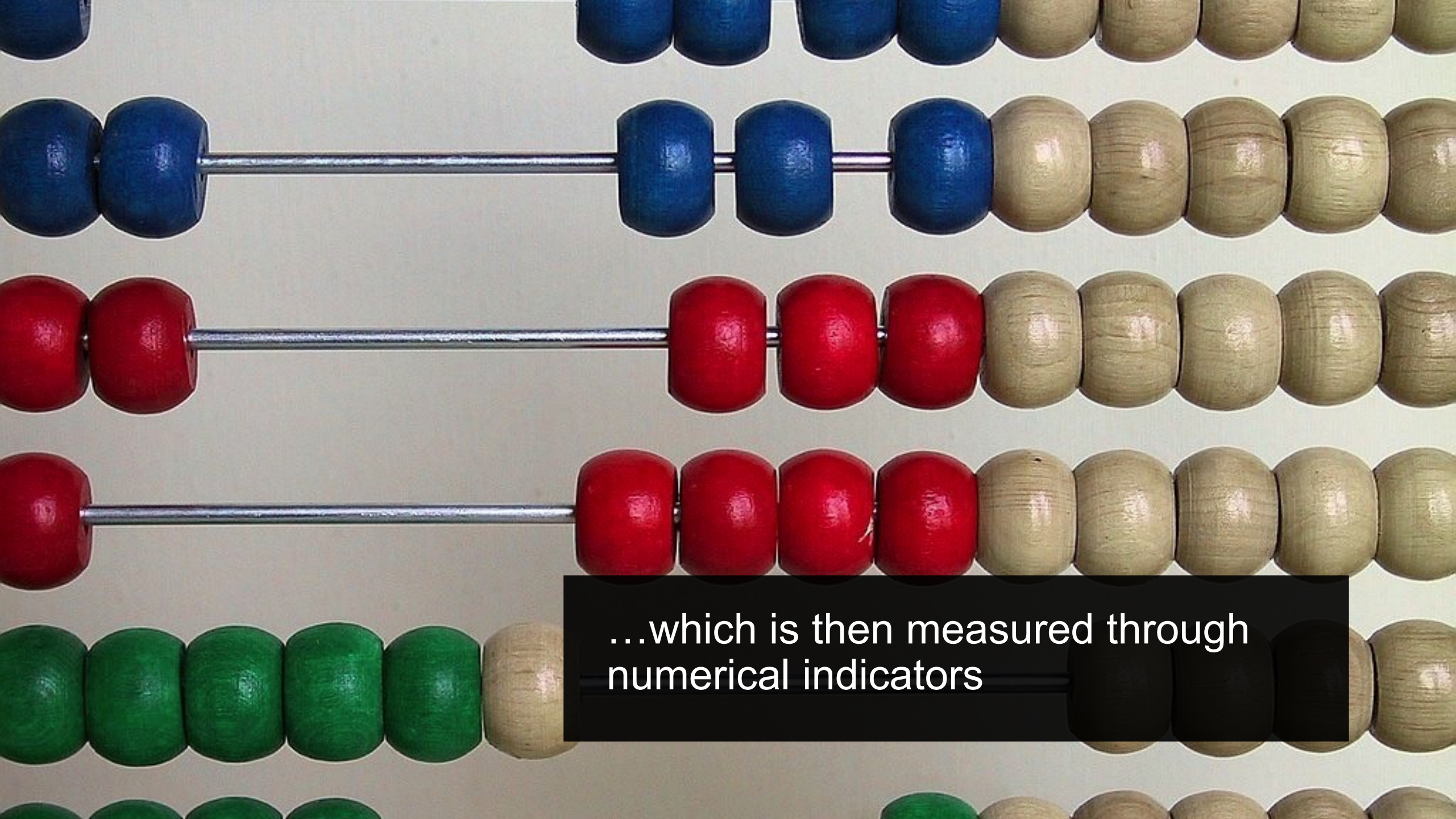
Distribute your products helps amplify the reach of your research, increasing outreach and engagement.

What to distribute	Where	Why
News, journalistic articles	Magazines in line with your research, platforms	Reach more and different types of targets.
Policy briefs	Policymakers, EU agencies, LinkedIn contacts	Get the project known by the media.
Graphic materials	Social media, events, webinars	Attract the interest of politics/industry.
Scientific papers	Journals	Reach higher KPIs.
Posters	Conferences	



Impacts turn a qualitative activity into a quantitative one...





...which is then measured through numerical indicators

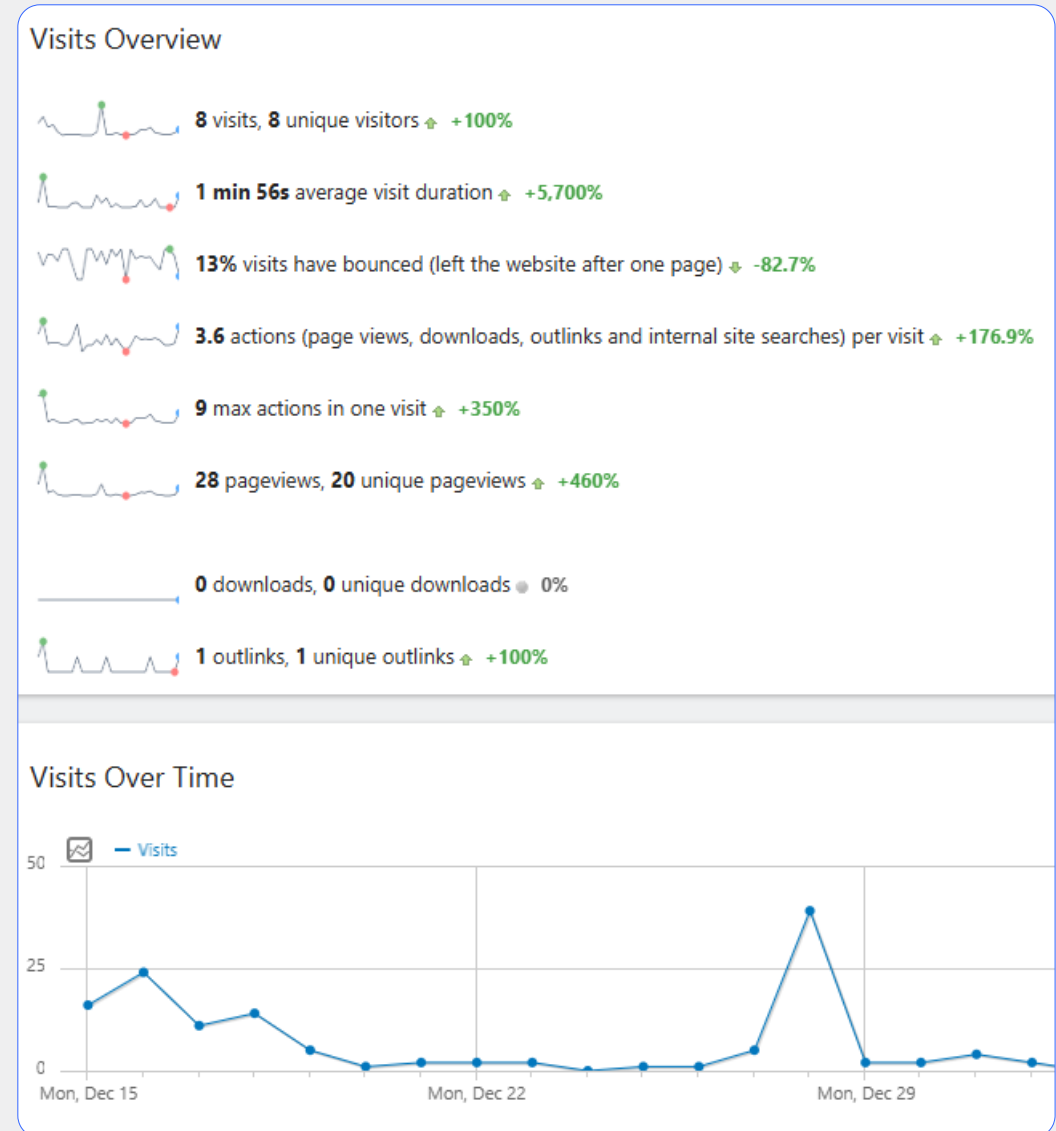
Monitoring

- Most online channels (websites or conference tools) provide **metrics and tools for evaluation**.
- This is often a large amount of data, which must be **interpreted to be meaningful** and to provide useful feedback.

Evaluation

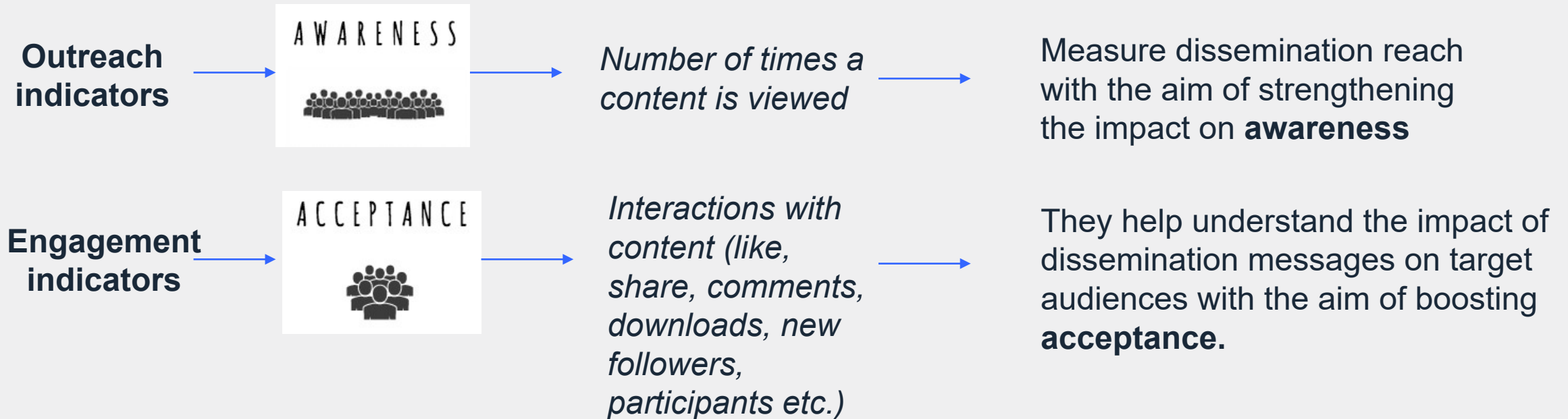
The evaluation of the impact and effectiveness of communication must be carried out according to shared criteria:

- **Establish the KPIs** that will be evaluated and agree on expected results at the beginning of the activity.
- Carry out **periodic monitoring** to assess the effectiveness of communication and possibly revise strategies.



Key performance indicator for dissemination

In dissemination, KPIs are the **outreach** and **engagement** of the project activities and actions.



Example of dissemination KPIs

Action	KPI outreach	KPI engagement	Measuring tool
Webinars	Number of registrants	Number of participants Follow up requests	Registration form conference tools
Events	Number of registrants	Number of participants Follow up requests	Registration form Registration at events
Tutorial video	Total visits on website and on YouTube	Like, share, comments etc.	Social media and web analytics
Info packs/ factsheets	Number of copies distributed at events, number of web page views with embedded infopack	Number of downloads of the product from the website	Web analytics tools include Google Analytics, Matomo, and WordPress embedded analytics (i.e., Jetpack plugin)

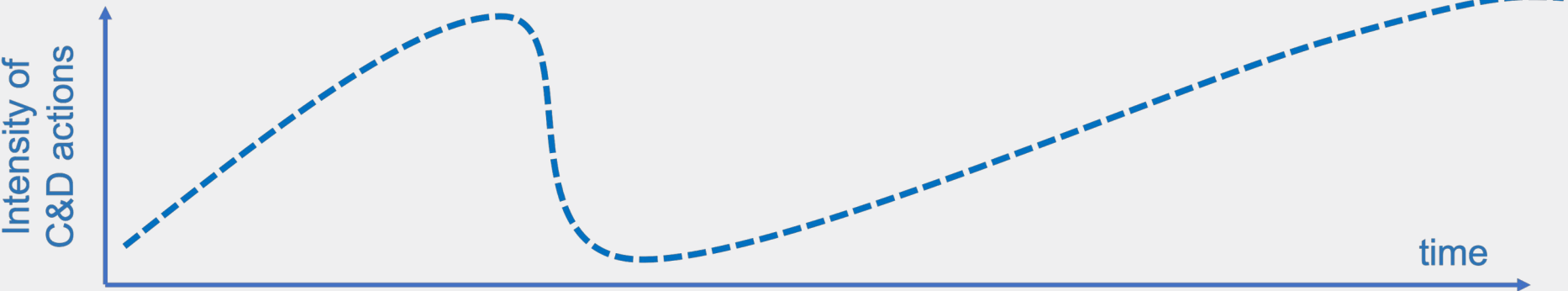


06

WHEN & WHERE

Timing and geographic coverage

Plan the activities



M1-M12

- C&D strategy
- Visual identity
- comms materials
- Social media

M12-M24

- Dissemination activities begin to be planned based on the first available results

M24-M36

- Boosting the dissemination of the project results towards uptake/exploitation

● communication →

dissemination →

Where to communicate?

- Projects may have both **local** and **international impacts** and effects.
- **Think of where** you want/need to have your impacts.
- Based on that, **the strategy** (targets, tools, channels) should be adapted.





Dissemination strategy template



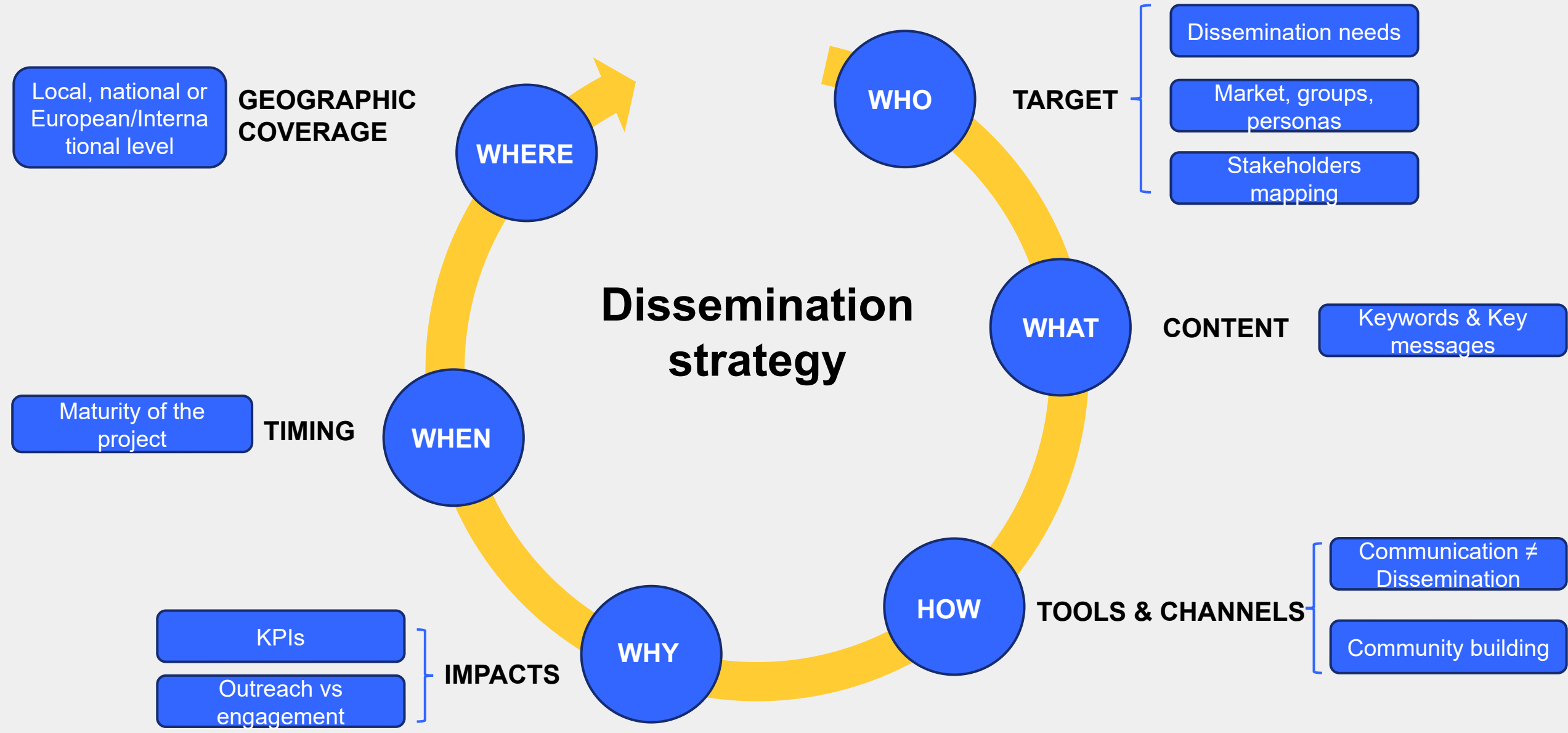
Dissemination strategy template

Dissemination strategy template							
KER/project output	Objectives and approach	Target audience	Specific objectives per target	Impacts	Dissemination channels	Dissemination formats	Key messages
<p><i>Enter the name of the KER/output you have achieved. The questions in the following columns will refer to this KER/output.</i></p>	<p><i>What's the scope of your dissemination? Why you want to disseminate your results? Which impact you expect to reach?</i></p>	<p><i>Which audience you want to reach? Can you split primary targets and secondary targets, or making a ranking? Consider also age, sectors, cultural background, geography etc.</i></p>	<p><i>If relevant, specify the objective per target, to make them more defined and goal-oriented.</i></p>	<p><i>Which impacts you expect or you want to reach? Can they be categorised per sector/technology/area etc.? Can you define any KPI?</i></p>	<p><i>Which channels you want to use to reach your targets? Consider the age, sectors, cultural level, geography etc. of your targets.</i></p>	<p><i>Which type of information you want to convey? Which format is the most appropriate for your audience?</i></p>	<p><i>Which message you want convey to your audience? Which information/result/action can interest them? Consider keeping some general key messages + some targeted key messages.</i></p>

A hand holding a black and gold pen is positioned over a notebook. The notebook has handwritten notes in blue ink. To the left, there are two highlighters, one green and one pink, and a small round object. The background shows a printed document with French text. A yellow bar is at the bottom of the image.

Main concepts

Steps to design a dissemination strategy



Thank you for your attention!

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