RISE SME

D4.2

D&C&E Plan – Second Version

M18

Funded by the European Union

This project has received funding from the European Union's Horizon Europe research and innovation programme under the Grant Agreement number 101138645. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Health and Digital Executive Agency. Neither the European Union nor the granting authority can be held responsible for them.

Document Information	
Work package	WP4
Deliverable	D4.2
Due date	30/06/2025
Submission date	30/06/2025
Authors	Alba Morollon Diaz-Faes (F6S), Maria Fonseca Monteiro (F6S)
Contributors	
Reviewers	Xhulja Melyshi (FIWARE), Carolina Ciprés (ZLC)
Abstract	This deliverable presents the updated dissemination, communication, and exploitation strategy of the RISE-SME project at M18, outlining progress made, key materials developed, and initial steps taken toward identifying the project's Key Exploitable Results.

Dissemination Level and Nature of the Deliverable		
PU	Public	
Nature	**R** = Report	**R**

Document Revision History			
Date	Version	Author/Contributor/Reviewer	Summary of Main Changes
01/04/2025	0.1	Alba Morollon Diaz-Faes (F6S), Maria Fonseca Monteiro (F6S)	First draft
16/06/2025	0.2	Alba Morollon Diaz-Faes (F6S), Maria Fonseca Monteiro (F6S)	Second draft for internal review
19/06/2025	0.3	Xhulja Melyshi (FIWARE), Carolina Ciprés (ZLC)	Internal review
25/06/2025	1.0	Alba Morollon Diaz-Faes (F6S), Maria Fonseca Monteiro (F6S)	Final version

Participants			
#	Participant Organisation Name	Short Name	Country
1	FUNDACIÓN ZARAGOZA LOGISTICS CENTER	ZLC	ES
2	CONSIGLIO NAZIONALE DELLE RICERCHE	CNR	IT
3	FRAUNHOFER GESELLSCHAFT ZUR FORDERUNG DER ANGEWANDTEN FORSCHUNG EV	Fraunhofer	DE
4	INESC TEC - INSTITUTO DE ENGENHARIA DE SISTEMAS E COMPUTADORES, TECNOLOGIA E CIÊNCIA	INESC TEC	PT
5	INSTITUTO TECNOLOGICO DE ARAGON	ITAINNOVA	ES
6	F6S NETWORK IRELAND LIMITED	F6S IE	IE
7	FIWARE FOUNDATION EV	FIWARE	DE
8	CENTRO TECNOLOGICO DAS INDÚSTRIAS TEXTIL E DO VESTUÁRIO DE PORTUGAL	CITEVE	PT
9	DIGITAL HUB MANAGEMENT GMBH	DHM	DE
10	CONFINDUSTRIA VENETO SIAV SRL	SIAV SRL	IT

RISE-SME: Resilient Industry Supply Chain Enhancement for SMEs

Grant Agreement: 101138645
Call: HORIZON-CL4-2023-RESILIENCE-01
Theme: HORIZON-CL4-2023-RESILIENCE-01-42
Start Date of Project: 01/01/2024
Duration: 36 months

Executive summary

Deliverable 4.2, titled "D&C&E plan – Second version," provides an update on the dissemination, communication, and exploitation strategy of the RISE-SME project at the mid-point of its implementation. Building on the foundations laid in Deliverable 4.1, this document reflects progress to date, including key performance indicators achieved, materials produced, and strategic shifts adopted to enhance impact and stakeholder engagement. It also reports on the identification and characterisation of the project's Key Exploitable Results (KERs), setting the groundwork for structured exploitation planning in the next phase. This deliverable remains a living document and will be further updated in the final version due at M36 (Deliverable D5.1 – "D&C&E plan and report on activities").

Table of Contents

List of Tables

List of Figures

List of Abbreviations and Acronyms	
ALICE	Alliance for Logistics Innovation through Collaboration in Europe
D	Deliverable
D&C&E	Dissemination, Communication and Exploitation
E.g.	Example
EU	European Union
GA	Grant Agreement
KERs	Key Exploitable Results
KPIs	Key Performance Indicators
OERs	Other Exploitable Results
SMEs	Micro, Small and Medium-sized Enterprises
TRL	Technology Readiness Level
WP	Work Package

1. Introduction

In alignment with the EU's strategic push for a resilient and autonomous single market, RISE-SME (Resilient Industry Supply Chain Enhancement for SMEs) continues to support the transformation of European industrial ecosystems by mitigating external dependencies and strengthening SME-led supply chains. Through targeted activities such as supply chain mapping, early disruption detection, and technology gap bridging, RISE-SME aims to provide SMEs with the tools and collaborative structures necessary to navigate future crises with agility and foresight.

This second version of the Dissemination, Communication, and Exploitation (D&C&E) Plan builds on the foundation established in D4.1 and captures the progress made during the first 18 months of the project. It documents both strategic refinements and the outputs generated to date, ensuring alignment with project goals and Horizon Europe expectations. Moreover, D4.2 integrates updated partner contributions, tracks performance against KPIs, and sets the course for the next phase of outreach, stakeholder engagement, and exploitation planning.

1.1. Purpose and scope

Deliverable 4.2 serves as the mid-term update of the D&C&E plan and fulfils two core functions:

1. Documentation of progress: It summarises the communication, dissemination, and exploitation activities completed since D4.1, evaluates the achievement of KPIs, and identifies areas for improvement or strategic shift.
2. Strategic adjustment: It incorporates modifications to the original plan where necessary, based on real-world performance, stakeholder feedback, and internal reflections, particularly in response to engagement data and content effectiveness.

This deliverable not only supports accountability and transparency but also enhances the ability of the consortium to adapt communication and exploitation plans as project results evolve.

1.2. Methodology

The methodology behind D4.2 remains consistent with Horizon Europe's best practices while reflecting project-specific learning. It is structured around three interconnected components:

- Systematic monitoring: Ongoing tracking of defined KPIs, analysed with respect to reach, engagement, and relevance. This includes metrics for website traffic, social media engagement, newsletter performance, and participation in external events.

- Partner contributions: Collection and integration of inputs from all partners through regular check-ins, a shared contributions calendar, and iterative drafts of press releases, articles, and visual content. This also includes feedback on the usability of templates and internal alignment tools.
- Adaptive planning: based on monitoring insights, the plan allows for strategic shifts—such as the refocusing of certain KPIs or the adoption of new channels (e.g., increased emphasis on LinkedIn over Mailchimp for newsletters). Future exploitation planning, including KER roadmaps and stakeholder targeting, also follows this adaptive principle.

1.3. Structure of the Deliverable

Following the introductory Section 1, which outlines the purpose, scope, and methodology of this document, Section 2 provides updates on the Communication and Dissemination activities since Deliverable 4.1. It presents the status of Key Performance Indicators (KPIs), describes strategic adjustments made during the first 18 months, and outlines upcoming actions to strengthen outreach and visibility.

Section 3 focuses on the communication materials produced to date. It details the print materials developed, including the project flyer and roll-up, and summarises the press releases issued to promote major project milestones and findings across broader audiences.

Section 4 explores the dissemination channels utilised by the project, offering an overview of the website, social media activities (with a focus on LinkedIn and YouTube), newsletters, conferences and events, and publication strategies. It evaluates the effectiveness of each channel in engaging target stakeholders and highlights plans to amplify reach in the coming period.

Section 5 shifts focus to exploitation, presenting the progress made in identifying, refining, and characterising the project's Key Exploitable Results (KERs). This includes the methods and tools used to gather partner input, outcomes from the exploitation workshop, and initial planning for go-to-market strategies.

Finally, Section 6 concludes with a summary of achievements to date and outlines the next steps for communication, dissemination, and exploitation as RISE-SME enters its second reporting period. The annexes provide supporting documentation, including data collection templates and KER characterisation tables.

2. Communication and dissemination updates

This section provides an overview of the project's communication and dissemination activities since the previous deliverable. It will cover the progress made against the established Key Performance Indicators (KPIs), outlining the percentage of what has been achieved so far for each. Furthermore, this update will detail some strategic shifts implemented to enhance our outreach and impact, followed by a summary of the communication and dissemination activities carried out to date. Finally, we will outline the next steps planned to further amplify the project's work and ensure its findings reach the relevant stakeholders effectively.

2.1. KPI completion status

To ensure monitoring and adjustment if needed, the project maintains a regular overview of the project's progress in achieving its communication and dissemination objectives, as defined by the established KPIs on the Grant Agreement. For each identified KPI, the current percentage of what has been achieved is presented.

Table 1 Key performance indicators

Type	Name	KPIs	Achieved (M17)	% (M17)
Materials	Paper materials	Distributed to more than 3,000 people	610	20%
	Press releases	10 mass media communications	10	100%
	Publications (peer-reviewed)	5 publications	0	0%
	Guidelines	3 guidelines	0	0%
Digital Media	Website	10.000 unique visitors per year (30,000 in total)	2584 unique visitors	9%
			10,703 views	36%
	E-newsletter	10—12 newsletters	12	100%
	Social Media	500 followers and estimation of 200,000 combined views on social media	393 followers	79%
			47,757 views	17%
	Videos	2 videos	4	200%
Events	Workshops and webinars	8 workshops, 300 participants in total	4 workshops	50%
			37 participants	12%
	Clustering events	2 clustering events	0	0%
	Final conference	250 participants	0	0%

At the mid-term stage (M18), RISE-SME shows strong progress across a range of communication and dissemination KPIs. Several indicators, such as the number of **press releases** (100%), **videos produced** (200%), and **newsletters issued** (100%), have already met or exceeded expectations. Notably, **four workshops** have been conducted (50% of the total target), providing early evidence of stakeholder engagement across sectors.

Some KPIs currently stand at 0%, such as **peer-reviewed publications**, **clustering events**, and **final conference participation**, but this is both expected and aligned with the project's structure. These activities are scheduled for the second half of the project when more results will be available for dissemination.

Social media growth shows mixed performance: while the LinkedIn takeover campaign (described in section 4.2.1.1) has helped increase **followers** to nearly 400 and pushed overall post impressions above 35,000, the KPI for **combined social media views** (17% achieved) suggests the original target may have been overly ambitious. Still, the strategic focus on LinkedIn as the primary engagement platform has helped lay a solid foundation for future visibility.

The KPI for **website visitors** (9%) similarly reflects an evolving challenge. Despite strong content development and cross-promotion through newsletters and social media, traffic remains below target. However, total page **views are over 10,000**, suggesting high repeat visits and deep engagement with existing content.

Looking ahead, the consortium anticipates a more intensive event schedule—including **conferences, workshops under WP3, and clustering events**—which will provide additional opportunities to disseminate results, distribute printed materials, and attract new stakeholders. Likewise, scientific publication output is expected to increase as key technical deliverables are finalized.

2.2. Changes in strategy (up to M18 and beyond)

To reach the goal of 10,000 unique visitors annually to the RISE-SME website (amounting to a total of 30,000), a strategic shift focusing on consistent, engaging content was implemented. Key changes included:

- Introduction of monthly articles from project partners to cover diverse topics and attract a wider audience.
- Promotion of the website in all project-related materials, including flyers and presentations.
- Social media engagement with direct links and calls to action to drive traffic.

Despite these efforts, the target of 30,000 unique visitors is still far from being met, suggesting it may be overly ambitious. A re-evaluation of this KPI and strategies might be necessary. As described above, as of M17, the website has received **2,584 unique visitors**,

equating to **9%** of the annual goal. In contrast, **overall views**—which reflect the total number of pages accessed—have reached **10,703**, which already represents **36% of the total project-wide target**.

This discrepancy suggests that while fewer distinct users are visiting the site, those who do are engaging deeply with the content. Therefore, a pivot may be necessary in how success is measured: rather than focusing solely on unique visitors (as described in the Grant Agreement), counting **total views** could offer a more meaningful and realistic measure of engagement and communication impact. Views provide a more nuanced understanding of how users interact with content, which sections attract the most attention, and which articles or pages retain users' interest. This metric is especially relevant for a specialised project like RISE-SME, where repeated engagement from a targeted audience is often more valuable than broad but shallow reach.

Other future plans include scaling up the number of conference participations, clustering engagements, and workshop sessions, especially under WP3, to address KPIs related to events and reach. As more project outputs are completed, a renewed push for peer-reviewed publications and broader media coverage is also expected. The strategy for the next period will therefore prioritise translating final results into publishable formats, supporting physical dissemination at key industry gatherings, and amplifying messages through targeted campaigns.

3. Communication materials

F6S developed promotional materials to support the RISE-SME project's communication and dissemination goals, such as a flyer, a roll-up and several press releases. These materials complement our digital strategies by providing a physical presence and facilitating direct engagement, contributing to a broader and more effective dissemination of the project's message and findings.

3.1. Print materials

A professionally designed flyer provides an overview of the project and its objectives. This allows for quick and easy dissemination of key information.

Figure 1 Flyer

Furthermore, a roll-up, a business card and specific leaflets and posters showcasing the solution of the project have been created for use at conferences, workshops, and other events. The roll-up serves as a visual aid, attracting attention to the RISE-SME project and providing a more detailed introduction for potential stakeholders and the business cards and leaflets provided our contacts and key information related to the project/specific events.

Figure 2 Business card

Figure 3 Roll-up

Figure 4 Specific leaflets and posters

3.2. Press Releases

Press releases serve as a crucial tool for the RISE-SME project to reach a wider audience beyond its direct network, effectively disseminating key milestones, significant findings, and project achievements to the broader public and relevant industry media. This aims to generate media coverage, increase public awareness of the project's objectives and impact, and ultimately enhance the project's credibility and visibility within the European research and innovation landscape. The following table outlines the press releases issued to date, along with their respective results in terms of reach and engagement.

Table 2 Press Releases

Date	Name	Link
01/02/2024	ZLC leads a new European project to improve the resilience of SME supply chains	https://www.zlc.edu.es/news/zlc-lidera-un-nuevo-proyecto-europeo-para-mejorar-la-resiliencia-de-las-cadenas-de-suministro-de-las-pymes/
28/02/2024	How to detect and anticipate disruptions in supply chains?	https://www.linkedin.com/feed/update/urn:li:activity:7168605812767088641
12/02/2024	Researchers support the manufacturing industry by anticipating disruptions in supply chains	https://www.inesctec.pt/en/news/researchers-support-the-manufacturing-industry-by-anticipating-disruptions-in-supply-chains#about
12/03/2024	INESC: Researchers support the manufacturing industry by anticipating disruptions in supply chains	https://sciencebusiness.net/network-updates/inesc-researchers-support-manufacturing-industry-anticipating-disruptions-supply
07/02/2024	CITEVE reúne com consórcio do projeto europeu RISE-SME	https://jornal-t.pt/noticia/citeve-reune-com-consorcio-do-projeto-europeu-rise-sme/
07/02/2024	RISE-SME promete aumentar a resiliência e a competitividade das PME europeias	https://citeve.pt/inteligencia_tecnologica/o_que_ha_de_novo/rise_sme_promete_aumentar_a_resiliencia_e_a_competitividade_das_pme_europeias-fdd7aa6d
12/03/2025	RISE-SME Project Hosts 3rd General Assembly in Dortmund	https://rise-sme.eu/rise-sme-project-hosts-3rd-general-assembly-in-dortmund/

Recognising the importance of maintaining consistent external communication and amplifying the project's impact, RISE-SME is committed to the continued development and distribution of press releases for significant project milestones and achievements throughout the remainder of the project lifecycle.

4. Channels

To reach a range of diverse stakeholders and ensure broad dissemination of project progress and outcomes, RISE-SME employs a multi-faceted communication strategy leveraging several channels, as explained below.

4.1. Website

The project has created a website - www.rise-sme.eu - as a central hub for information dissemination and stakeholder engagement. To evaluate the performance of the RISE-SME website, F6S closely monitors several key indicators of user interaction.

- **Unique visitors** indicate the number of distinct individuals accessing the website, signifying the audience awareness of the project's activities and findings.
- **Average time spent on the site (in seconds)** offers insights into the level of user engagement with the website. This metric helps us evaluate the overall quality of our website content.
- **Views** reflect the overall activity on the website, capturing every instance a page has been loaded. Analysing the distribution of views across different pages allows for the identification of the most popular content areas and understand user navigation patterns. This is one of the most complete KPIs to consider.

By tracking these website KPIs, it is possible to gain a comprehensive understanding of the project's online impact, enabling for the refinement of RISE-SME's content strategy and the optimisation of the user experience for maximum effectiveness in communicating the outcomes of the project.

Table 3 RISE-SME Website Numbers

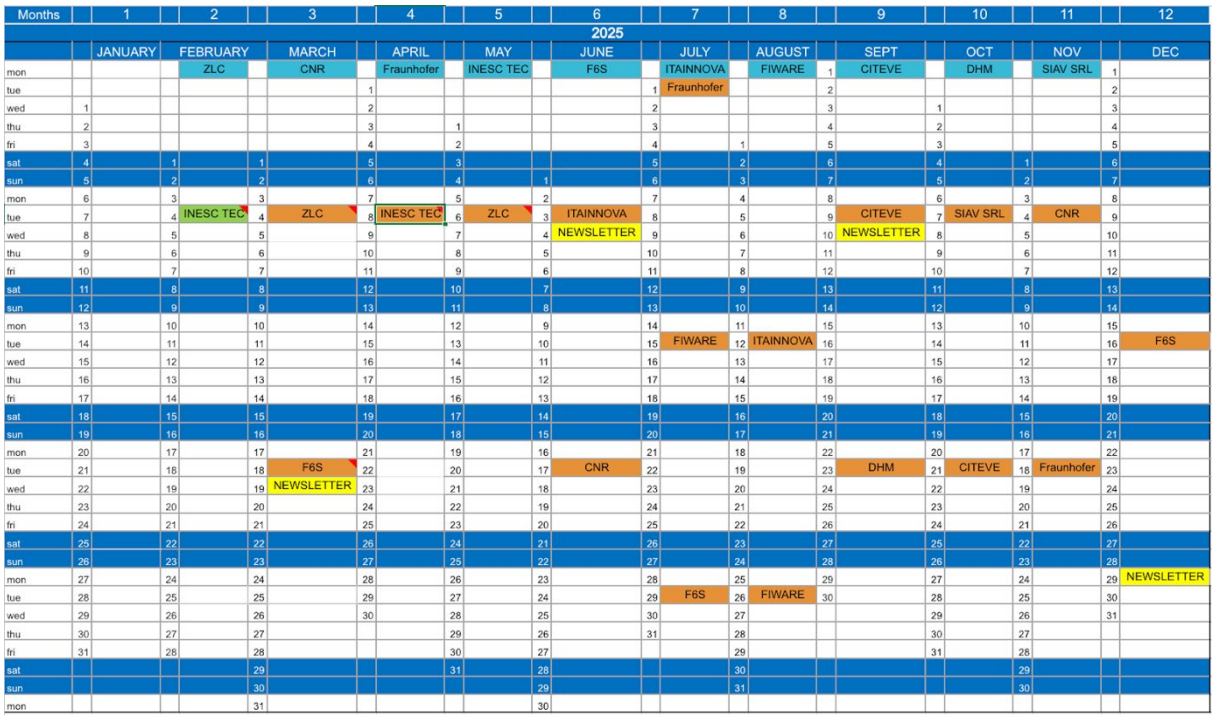
Number of Articles	Unique Visitors	Average Time (seconds)	Views
17	**2584**	**99.5**	**10703**

A key element of the current strategy to enhance the RISE-SME website's reach and engagement, directly impacting the previously identified KPIs, is the regular publication of articles.

4.1.1. Calendar of partner contributions

To ensure consistent content and facilitate the timely delivery of partner-authored articles, a calendar of contributions has been established. This schedule outlines the planned topics and responsible partners for each monthly publication.

Figure 5 Calendar for Contributions 2025



Months	1	2	3	4	5	6	7	8	9	10	11	12
2025												
	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPT	OCT	NOV	DEC
mon		ZLC	CNR	Fraunhofer	INESC TEC	F6S	ITAINNOVA	FIWARE	1 CITEVE	DHM	SIAV SRL	1
tue			1			1	Fraunhofer		2			2
wed	1		2			2			3	1		3
thu	2		3	1		3			4	2		4
fri	3		4	2		4		1	5	3		5
sat	4	1	5	3		5		2	6	4	1	6
sun	5	2	6	4	1	6		3	7	5	2	7
mon	6	3	7	5	2	7		4	8	6	3	8
tue	7	4 INESC TEC	8 ZLC	INESC TEC 6	ZLC 3	ITAINNOVA 8		5	9 CITEVE	7 SIAV SRL	4 CNR	9
wed	8	5	9	7	4	NEWSLETTER 9		6	10 NEWSLETTER	8	5	10
thu	9	6	10	8	5	10		7	11	9	6	11
fri	10	7	11	9	6	11		8	12	10	7	12
sat	11	8	12	10	7	12		9	13	11	8	13
sun	12	9	13	11	8	13		10	14	12	9	14
mon	13	10	14	12	9	14		11	15	13	10	15
tue	14	11	15	13	10	15	FIWARE	12 ITAINNOVA	16	14	11	16 F6S
wed	15	12	16	14	11	16		13	17	15	12	17
thu	16	13	17	15	12	17		14	18	16	13	18
fri	17	14	18	16	13	18		15	19	17	14	19
sat	18	15	19	17	14	19		16	20	18	15	20
sun	19	16	20	18	15	20		17	21	19	16	21
mon	20	17	21	19	16	21		18	22	20	17	22
tue	21	18	18 F6S	22	20	17 CNR	22	19	23 DHM	21 CITEVE	18 Fraunhofer	23
wed	22	19	19 NEWSLETTER	23	21	18	23	20	24	22	19	24
thu	23	20	20	24	22	19	24	21	25	23	20	25
fri	24	21	21	25	23	20	25	22	26	24	21	26
sat	25	22	22	26	24	21	26	23	27	25	22	27
sun	26	23	23	27	25	22	27	24	28	26	23	28
mon	27	24	24	28	26	23	28	25	29	27	24	29 NEWSLETTER
tue	28	25	25	29	27	24	29 F6S	26 FIWARE	30	28	25	30
wed	29	26	26	30	28	25	30	27		29	26	31
thu	30	27	27		29	26	31	28		30	27	
fri	31	28	28		30	27		29		31	28	
sat			29		31	28		30			29	
sun			30			29		31			30	
mon			31			30						

Project partners have actively contributed to the creation of a series of insightful project-related articles. The following list showcases the articles produced to date, highlighting the variety of topics covered and the collaborative effort of the project consortium in disseminating key insights.

Table 4 Articles produced

Theme	Link	Views
How to detect and anticipate disruptions in supply chains?	https://rise-sme.eu/kick-of-meeting/	90
Project RISE-SME at Jornada CEL	https://rise-sme.eu/project-rise-sme-at-jornada-cel/	17
Project RISE-SME at EFFRA general assembly meeting	https://rise-sme.eu/project-rise-sme-at-jornada-cel-2/	20
Supply chains in the new megatrends: the case of the Veneto Region	https://rise-sme.eu/supply-chains-in-the-new-megatrends-the-case-of-the-veneto-region/	53
Enhancing Supply Chain Resilience in European SMEs through Technology: Insights from ALICE-ETP General Assembly	https://rise-sme.eu/enhancing-supply-chain-resilience-in-european-smes-through-technology-insights-from-alice-etp-general-assembly/	63
RISE-SME General Assembly: A Successful Milestone for Innovation and Resilience	https://rise-sme.eu/rise-sme-general-assembly-a-successful-milestone-for-innovation-and-resilience/	31
Supply Chain Resilience Fit Model: Strategies for Preparing, Responding,	https://rise-sme.eu/supply-chain-resilience-fit-model-strategies-for-preparing-responding-and-adapting-to-	89

and Adapting to Disruptions	disruptions-2/	
Unveiling the Textile Ecosystem's Resilience with RISE-SME	https://rise-sme.eu/textile-ecosystem/	55
Resilience on the Move: How Europe's Mobility Ecosystem is being transformed	https://rise-sme.eu/resilience-on-the-move-how-europes-mobility-ecosystem-is-being-transformed/	78
Resilience in Agri-Food Ecosystem – Adapting for Tomorrow	https://rise-sme.eu/resilience-in-agri-food-ecosystem-adapting-for-tomorrow/	70
Navigating the Digital Ecosystem: Challenges and Opportunities for SMEs in the EU	https://rise-sme.eu/navigating-the-digital-ecosystem-challenges-and-opportunities-for-smes-in-the-eu/	43
RISE-SME Project: A Reflection on the First Year	https://rise-sme.eu/rise-sme-project-a-reflection-on-the-first-year/	34
Measuring Resilience: Key Indicators for Sustainable and Competitive Supply Chains	https://rise-sme.eu/measuring-resilience-key-indicators-for-sustainable-and-competitive-supply-chains/	22
RISE-SME Project Hosts 3rd General Assembly in Dortmund	https://rise-sme.eu/rise-sme-project-hosts-3rd-general-assembly-in-dortmund/	16
Advanced Technologies for Supply Chain Resilience	https://rise-sme.eu/advanced-technologies-for-supply-chain-resilience/	25
Supply Chain Resilience: Lessons from the Clothing and Wine Sectors	https://rise-sme.eu/supply-chain-resilience-lessons-from-the-clothing-and-wine-sectors/	72
Building Resilient Supply Chains: Two Industries in Digital Transformation	https://rise-sme.eu/building-resilient-supply-chains-two-industries-in-digital-transformation/	10

4.2. Social media channels

4.2.1. LinkedIn

LinkedIn serves as a crucial channel for disseminating RISE-SME's progress and engaging with relevant stakeholders, including industry professionals, researchers, and SMEs. To evaluate the effectiveness of the project's impact on this channel, F6S closely monitors several key metrics:

- **Followers** indicate the growth of the RISE-SME network and the reach of content.
- **Impressions** reflect the total number of times the posts have been displayed to LinkedIn users, representing visibility.
- **Clicks** measure the direct engagement with the content, specifically the number of times users have clicked on posts or links.
- **Reactions** (likes, comments, shares) provide insights into the level of engagement the content generates within the LinkedIn community.

Tracking these metrics allows for a better understating of the impact of the current LinkedIn strategy and for the identification of areas for optimisation.

Table 5 Social Media numbers

Followers	Impressions	Clicks	Reactions
393	35519	2343	1327

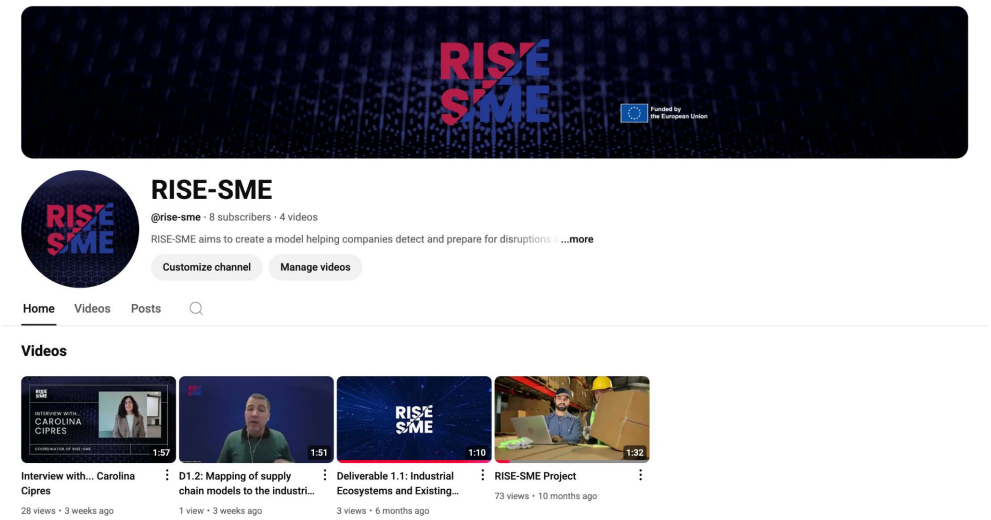
4.2.1.1. LinkedIn takeover campaign

To amplify the visibility and expand the reach of the RISE-SME project, a LinkedIn takeover campaign is currently in progress. This initiative gives each project partner a temporary, month-long access to the official RISE-SME LinkedIn account. Throughout their designated month, partners can leverage their professional networks to invite their contacts to follow the project page. This approach is proving effective in organically growing our follower base, increasing the dissemination of project updates, findings, and opportunities to a wider and more relevant audience within the industry and research communities.

4.2.2. YouTube

The RISE-SME project's YouTube channel primarily functions as a repository for all video content produced throughout the project. It serves as an easily accessible archive, ensuring that project presentations and updates, deliverable teasers, interviews and any other visual materials related to the project are stored and available for stakeholders to view and revisit. This approach ensures a comprehensive and organized collection of the project's multimedia outputs.

Figure 6 YouTube Channel



The following list details the videos currently available on the project's YouTube channel, along with their respective view counts:

Table 6 Videos on YouTube Channel

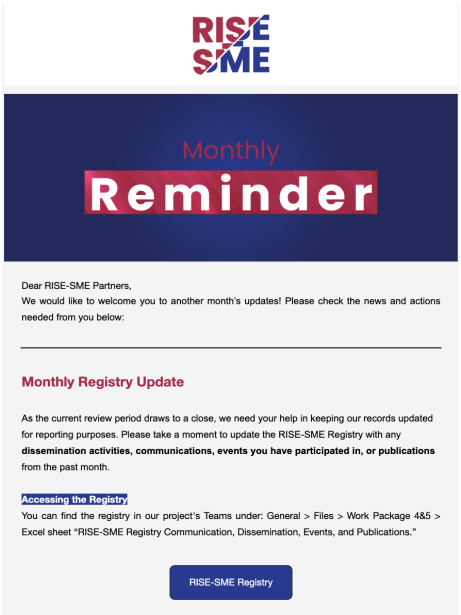
Theme	Link	Views
RISE-SME Project	https://youtu.be/MGkcaarN1mo	76
Deliverable 1.1: Industrial Ecosystems and Existing Risk-Driven Supply Chain Models (teaser)	https://youtu.be/2j504XOlMlo	3
Deliverable 1.2: Mapping of supply chain models to the industrial ecosystems with readiness and responsiveness measurement analysis (teaser)	https://youtu.be/fC_7Z_U8NlE	1
Interview with... Carolina Cipres	https://youtu.be/l7Fb0LALAII	31

4.3. Newsletter

In the ongoing efforts to keep both external stakeholders and project partners informed about the progress and key developments of RISE-SME, F6S established a regular newsletter communication strategy.

In addition to the external newsletters, the project is producing monthly internal newsletters. These internal communications serve as a channel for sharing relevant updates, progress on key tasks, and reminders regarding various communication and dissemination responsibilities among the project consortium. This ensures that all partners are aligned and well-informed on the project's internal workings and their respective contributions.

Figure 7 Internal Newsletter



For the external audience, two primary channels were utilised, Mailchimp and LinkedIn Newsletter, to disseminate project news and updates, including event participation and new findings. To date, 4 newsletters have been distributed via Mailchimp and 4 via LinkedIn Newsletter, and the project was mentioned 4 times on newsletters from partners (ZLC and FIWARE). The performance of these external newsletters in terms of reach and engagement is detailed below:

Table 7 External Newsletters

Channel	Theme	Link	Reach	Opens
Mailchimp	Welcome to the RISE-SME Project!	https://mailchi.mp/2e2869a67f43/welcome-to-the-rise-sme-project	35	21
LinkedIn	Welcome to the RISE-SME Project!	https://www.linkedin.com/pulse/welcome-rise-sme-project-rise-sme-dbw6f	169	26
Mailchimp	Watch now how RISE-SME is making a difference!	https://mailchi.mp/9dd0b81ec2dd/rise-smeismakingadifference	40	19
LinkedIn	Watch now how RISE-SME is making a difference!	https://www.linkedin.com/pulse/watch-now-how-rise-sme-making-difference-rise-sme-opmgf	262	85
Mailchimp	Supply Chain Resilience Fit Model: Strategies for Preparing, Responding, and Adapting to Disruptions	https://mailchi.mp/5e0c217e18ef/rise-smesupplychainresiliencefitmodel	43	18
LinkedIn	Supply Chain Resilience Fit Model: Strategies for Preparing,	https://www.linkedin.com/pulse/supply-chain-resilience-fit-model-	356	115

	Responding, and Adapting to Disruptions	strategies-preparing-responding-orkhf		
Mailchimp	RISE-SME Project Hosts 3rd General Assembly in Dortmund	https://mailchi.mp/f27b39ba4f47/rise-smesupplychainresiliencefitmodel-12926498	47	21
LinkedIn	RISE-SME Project Hosts 3rd General Assembly in Dortmund	https://www.linkedin.com/pulse/rise-sme-project-hosts-3rd-general-assembly-dortmund-rise-sme-gezff	219	95

LinkedIn Newsletters achieve significantly higher reach and views than Mailchimp, indicating it is a more effective platform for broad visibility. Content related to tangible project outputs (like the Resilience Fit Model) and project activities (General Assembly) shows strong engagement on LinkedIn. While Mailchimp has a smaller reach, it maintains consistent open rates, suggesting a dedicated audience. Our strategy should prioritize leveraging LinkedIn for wider dissemination of engaging content while continuing to nurture the direct Mailchimp subscriber base.

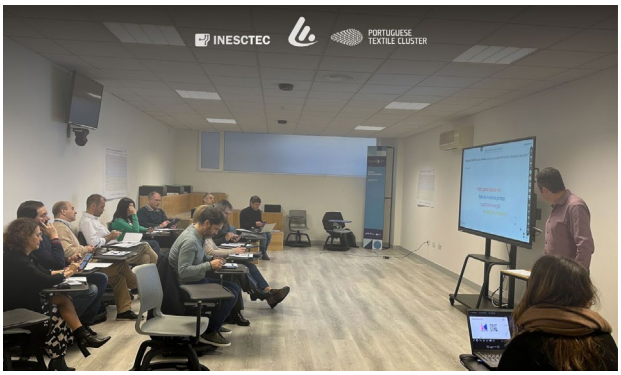
4.4. Conferences and events

The project's active participation in a diverse range of events is a crucial element of the current dissemination and communication strategy for expanding the reach and impact of RISE-SME.

Table 8 Event List

Event	Image
Jornada CEL	
EFFRA General Assembly	

ERN24	
WEBIT 2024	
3PL Value Creation Europe Summit 2024	

4 Workshops: Promote the validation of sectoral information and the identification of resilience capabilities and best practices in each industrial ecosystem.	 
Spanish National Industry Congress	
Transport & Logistic Munich	

SIL Barcelona	

By presenting RISE-SME at these platforms, the consortium aims to raise awareness about the project's objectives, methodologies, and findings to a targeted audience. This direct engagement fosters conversation and potential collaborations. Showcasing the project's potential to enhance supply chain resilience attracts SMEs that could directly benefit from our research. Participation in high-profile events broadens RISE-SME's visibility, increasing its credibility and potential for wider adoption. Workshops offer focused discussions and knowledge transfer.

The project team will participate in additional events in the second half of the project, recognising their importance for building a strong network, effectively disseminating results, and supporting the successful achievement of the RISE-SME project's objectives. These activities will continue throughout the duration of the project.

4.5. Publications

While the initial phases of the RISE-SME project have been focused on foundational research, establishing methodologies, and conducting preliminary analyses, the dissemination of findings through scientific and academic publications remains a key objective as outlined in the Grant Agreement.

To date, no peer-reviewed scientific or academic publications have been produced. This is primarily attributed to the project's current stage, which has prioritised laying the groundwork for the development of the disruption detection and anticipation model. However, dissemination activities have already begun, with an abstract submitted to TRA 2026 ("ReGeneration in transport," to be held 18-21 May, 2026, in Budapest). As the project progresses and more concrete results emerge from research, a significant emphasis will be placed on disseminating these findings within the scientific community.

The project aims to produce at least 5 peer-reviewed publications, contributing to the broader body of knowledge in supply chain resilience, advanced technologies, and SME adaptability. This will be a central focus of RISE-SME's dissemination efforts in the next phase of the project.

5. Exploitation Updates

To establish a robust exploitation framework for the RISE-SME project, a structured, iterative process was deployed to allow the consortium to identify, validate, and characterise RISE-SME's Key Exploitable Results (KERs) and Other Exploitable Results (OERs). This approach unfolded across three broad, overlapping stages, each combining synchronous and asynchronous activities, leveraging both digital tools and face-to-face interaction, and culminating in the characterisation of each result.

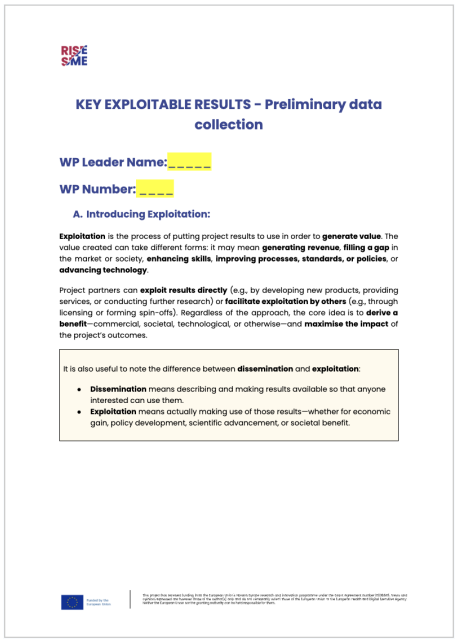
5.1. Stage I – Identification & Consortium Consensus

In the initial stage, the objective was to define a concrete, partner-driven list of exploitable assets. Given that the original GA contained no pre-defined KERs, there was a need to engage all Work Package leaders in a bottom-up identification exercise. This stage comprised two core activities:

5.1.1. Questionnaire Circulation (M13)

The object of this questionnaire was to capture project outputs at this stage in the project, and to distinguish between KERs (those with highest exploitation potential) and OERs (valuable but lower priority).

Figure 8 Questionnaire



RISE SME

KEY EXPLOITABLE RESULTS – Preliminary data collection

WP Leader Name: _____

WP Number: ____

A. Introducing Exploitation:

Exploitation is the process of putting project results to use in order to **generate value**. The value created can take different forms: it may mean **generating revenue**, **filling a gap** in the market or society, **enhancing skills**, **improving processes**, **standards**, **or policies**, or **advancing technology**.

Project partners can **exploit results directly** (e.g., by developing new products, providing services, or conducting further research) or **facilitate exploitation by others** (e.g., through licensing or forming spin-offs). Regardless of the approach, the core idea is to **derive a benefit**—commercial, societal, technological, or otherwise—and **maximise the impact** of the project's outcomes.

It is also useful to note the difference between **dissemination** and **exploitation**:

- **Dissemination** means describing and making results available so that anyone interested can use them.
- **Exploitation** means actually making use of those results—whether for economic gain, policy development, scientific advancement, or societal benefit.

To this end, F6S developed and distributed a concise questionnaire to all WP leaders (Annex 1), introducing the concepts of Exploitation and including prompts on:

- Descriptions of tangible and intangible outputs (e.g., scientific model, product, service, policy recommendation…).
- Description of the high potential of identified KERs.
- Perceived Technology Readiness Level (TRL) and market readiness.
- Participation of partners and identification of KER leaders.
- IP background/foreground considerations.

This exercise collected 7 initial KERs, which were collated and consolidated into a master spreadsheet which was used in the in-person workshop described in section 3.1.2.

Figure 9 Master spreadsheet of KERs

INITIAL LIST OF KERS							
WP	**KER Name**	**Result Type (1)**	**Target Groups (2)**	**Exploitation Potential**	**Market Maturity**	**Lead / Partner**	**TRL Range (start of the project → end of the project)**
				High scientific potential; High societal potential (other than climate or environmental); High societal potential ; High technologic, business or economic potential; High policy or regulatory potential; Other	*Not yet existing and not clear if market can be created; Market creating: not existing but potential for the creation of a new market; Emerging: growing demand, scarce supply; Mature: the market is already supplied with similar products*		
WP1 (INESC TEC)	**KER 1: Supply Chain Resilience Fit Model**	Scientific discovery, model, theory	Research and technology organisations; Academia/Universities	High scientific potential	Not yet existing – unclear if a market can be created	INESC TEC	1 → 4
	KER 2: Relationship between Resilience Capabilities and Critical Factors (for each ecosystem)	Scientific discovery, model, theory	All groups	High scientific potential	Not yet existing – unclear if a market can be created	INESC TEC	1 → 4
WP2 (Fraunhofer IML)	**KER 3: Quantitative Supply Chain Models for 4 Ecosystems**	Scientific discovery, model, theory	Public or private funding institutions, Research and technology organisations	High technological, business, or economic potential	Mature – similar products already exist	IML	2 → 3
	KER 4: Overview on publicly available technologies for enhancing Supply Chain Resilience and their impact on disruption response	Scientific discovery, model, theory	Public or private funding institutions, Research and technology organisations	High technological, business, or economic potential	Emerging – growing demand with scarce supply	ITAINOVA	2 → 4
	KER 5: KPI System for Measuring Supply Chain Resilience	Scientific discovery, model, theory	Public or private funding institutions, Research and technology organisations	High technological, business, or economic potential	Market creating: not existing but potential for the creation of a new market;	ZLC	2 → 3
WP3 (ZLC)	**KER 6: Matchmaking among Tech-Savvy and Traditional SMEs**	Service (new or improved)	Private investors: SMEs (traditional and tech-savvy) Manufacturing industry Supply chain managers Technology suppliers Industrial associations / clusters / DIHs	High technological, business, or economic potential	Emerging – growing demand, scarce supply	F6S (for matchmaking)	5–6 → 7–8
	KER 7: Implementation Path	Business model (new or improved)	Private investors EU and member state policy-makers	High technological, business, or economic potential	Emerging – growing demand, scarce supply	ZLC	5–6 → 7–8

5.1.2. In-Person Workshop (M15)

An exploitation workshop was facilitated by F6S in Month 15 during the in-person General Assembly in Dortmund, Germany, with the aim of validating and refining the consortium's emerging list of Key Exploitable Results (KERs). This interactive session built directly on the questionnaire results, allowing partners to collectively assess and sharpen the project's exploitation focus in a dynamic setting.

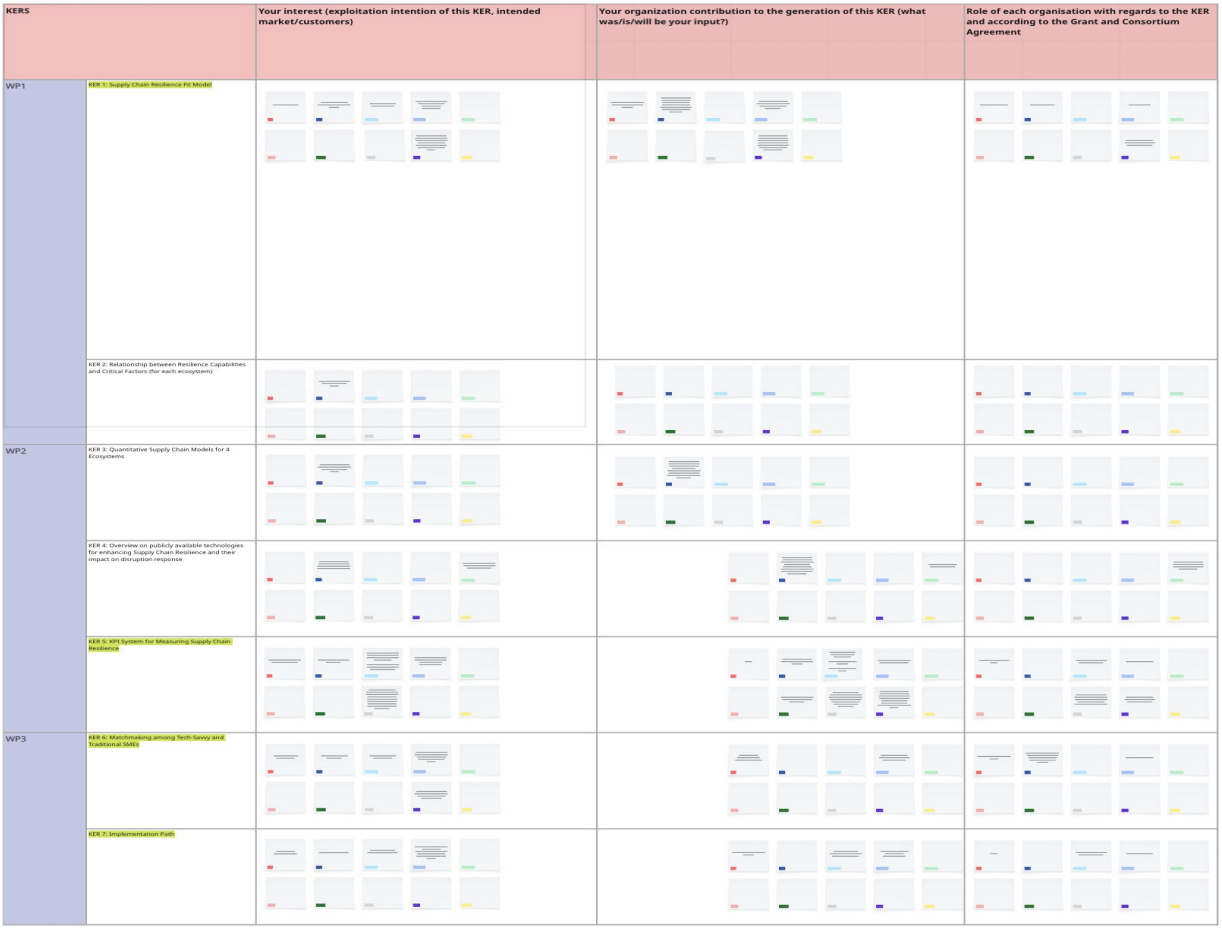
Objectives of the workshop included:

- Validating the outputs gathered via the M13 questionnaire.
- Ensuring shared understanding of Exploitation concepts.
- Reaching consensus on the prioritisation of candidate KERs.
- Assigning preliminary TRL and market readiness indicators.
- Identifying partner interest in participating or leading given KERs.

The 90-minute session was structured to balance information-sharing with collaborative input. The workshop began with a brief introduction to the goals of exploitation and a refresher on key terms to ensure a common foundation across partners. This was followed by a structured review of the draft KER list, during which WP leaders presented their candidate results in context. The consortium engaged in open discussion to evaluate the outputs' relevance, maturity, and alignment with the project's exploitation objectives.

To support collective decision-making, participants used an interactive Miro Board to contribute input in real time. This enabled rapid consensus-building around the most viable results and helped identify points of interest. By the end of the session, the group had agreed on a final set of KERs, each with preliminary TRL and market-readiness indicators, as well as emerging interest from individual partners to support further development.

Figure 10 Miro board of workshop



As a result of the workshop, the initial list of 7 KERs was streamlined into a list of 4 KERs (table 9). The updated Excel document, including associated maturity assessments, was added to the project repository.

Table 9 KERs

WP	KER Name	Result Type	Target Groups	Exploitation Potential	Market Maturity	Lead / Partner	TRL Range (start of the project → end of the project)
WP1 (INESC TEC)	KER 1: Supply Chain Resilience Fit Model	Scientific discovery, model, theory	All groups	High scientific potential	Not yet existing – unclear if a market can be created	INESC TEC	1 → 4
WP2 (Fraunhofer IML)	KER 2: KPI System for Measuring Supply Chain	Scientific discovery, model, theory	Public or private funding institutions, Research	High technological, business, or	Market creating: not existing but potential	ZLC	2 → 3

	Resilience		and technology organisations	economic potential	for the creation of a new market;		
WP3 (ZLC)	KER 3: Matchmaking among Tech-Savvy and Traditional SMEs	Service (new or improved)	Private investors: SMEs (traditional and tech-savvy) Manufacturing industry Supply chain managers Technology suppliers Industrial associations / clusters / DIHs	High technological, business, or economic potential	Emerging – growing demand, scarce supply	F6S or ZLC *	5–6 → 7–8
	KER 4: Implementation Path	Business model (new or improved)	Private investors EU and member state policy-makers	High technological, business, or economic potential	Emerging – growing demand, scarce supply	ZLC	5–6 → 7–8

* This KER will be led by one of the two identified partners depending on which shape the final matchmaking tool takes (at the ideation stage on M18).

5.2. Stage II – Refinement & Role Mapping (M16)

Following the in-person workshop, F6S led the consolidation of partner input into a structured, project-wide exploitation matrix. This process transformed the preliminary insights gathered via the Miro Board into a formal, partner-editable Excel table designed to capture key details for each validated KER.

The file had 4 sheets, each corresponding to one of the 4 confirmed KERs, and included the following fields for partner completion:

- Partner name
- Interest in exploitation (e.g., intention to commercialise, target customers/markets)
- Contribution to the KER (past, current, or future input to the result)
- Organisational role (as per the Grant Agreement and Consortium Agreement)

Figure 11 KERs Mapping

Key Exploitable Result (KER)	Partner name	Your interest (exploitation intention of this KER, intended market/customers)	Your organization contribution to the generation of this KER (what was/is/will be your input?)	Role of each organisation with regards to the KER and according to the Grant and Consortium Agreement
KER 2: KPI System for Measuring Supply Chain Resilience	ZLC	Private projects with companies and scientific publications	Designing the KPI measuring system	Leader T2.4 leaders, impact assessment methodology development
	CNR	Useful for scientific works and for consulting	CNR can contribute to the definition of the KPIs and their validation	leader of T2.1 defining the overall methodological concept. Contribute to T2.2 for the definition of the model and variables for textile ecosystem, definition of the specific disruptions which can be considered the starting point for the KPIs definition
	Fraunhofer	resilience research) --> Further Research and further development, new research projects. Usage in the industrial practice in consulting projects (risk and resilience management)	Supply chain models for application of KPIs and validation of KPIs. Research on KPIs, practical experience, industrial insights through projects.	Evaluation, quantification and development assistance in Tasks 2.2 and 2.4
	INESC TEC	This topic could complement / add value to KER 1, being used for either academic or consultancy purposes	We aim to contribute to the KPI development and validation	Resilience Capabilities Indicators T1.4 Drivers and challenges for industrial ecosystems to manage and measure readiness and responsiveness of supply chains for disruption
	ITAINNOVA			
	CITEVE	CITEVE is creating a set of support services for the Digital Product Passport (DPP), as well as other digital advisory and strategic support services for companies in the textile and clothing sector, where value chain assessment is a highly relevant topic.	We can contribute to the customization of the model for the textile and clothing industry, with active participation in the development of pilots with companies that may be representative.	We have a small but effective role as industry experts. We can also contribute in several roles: cluster, sectoral expertise, technological expertise and DIH We were involved in T1.3 and T1.4
	DHM	Usage as a method for status quo analysis of SME supply Chains in SME support actions (e.g. Workshops or similar). Relevant set of intersted SME in the Dortmund cluster.	DHM works out the specific application requirements of companies and can check the applicability of the KER in the industry. Adaption to the German SME ecosystem, facilitation of relevant matching formats,	Role: Multiplier providing the connection to pilot SMEs in WP1 and WP3
	SIAVSRL			
	F6S			
	FIWARE			

This working document served as the foundation for a second, asynchronous validation phase. Partners were invited to review and refine the content related to their organisation. After revision, F6S prompted partners to:

- Confirm or update their exploitation intentions.
- Provide more detailed or updated descriptions of their contributions.
- Clarify or adjust their roles in line with project agreements.

The process was deliberately iterative: updates were allowed over several weeks to accommodate partner availability and internal alignment. F6S coordinated this phase by monitoring completion, providing guidance where fields were incomplete or ambiguous, and prompting partners for clarification or expansion as needed.

By the end of this phase, the consortium had a populated, quality-assured exploitation matrix—one that not only reflected live workshop consensus, but also captured more nuanced, partner-specific detail critical for subsequent exploitation planning.

5.3. Stage III – Characterisation Stage & Exploitation Planning

During this third stage, the consortium progressed from high-level prioritisation to the systematic characterisation of each validated KER. The objective was to analyse the market fit, unique positioning, and preliminary exploitation intentions of each result, establishing the groundwork for later exploitation deliverables and strategic development.

The process aligned with standard Horizon Europe practices. Each KER leader was responsible for completing a dedicated characterisation template, supported by contributing partners. The templates followed a structured canvas approach—adapted from the Value Proposition Canvas (See Annex 2) and covered key dimensions such as the addressed problem, alternative solutions, unique value proposition (UVP), target markets, competitor landscape, and intended go-to-market model. The resulting documents offer the first consolidated view of each KER's potential value and strategic positioning.

By M18, four fully populated characterisation tables have been collected. Each table reflects the collaborative input of the relevant WP teams and provides an initial overview of the KERs' application domains, value propositions, target stakeholders, and early go-to-market thinking. These materials now serve as the foundation for upcoming exploitation planning activities and will be further validated and expanded as the technical solutions mature.

Following the completion of this stage and in line with the project plan, more advanced exploitation activities will be conducted after M18. This includes the development of:

- The **Results Ownership List** to define background/foreground contributions, ownership structure, and IP access conditions for each KER.
  A **Preliminary Exploitation Roadmap** for each KER, specifying actions post-project, involved partners, timelines, cost estimates, and expected outcomes.
- A **Risk Matrix and Priority Map**, identifying and prioritising the main risks associated with exploitation, as well as their proposed mitigation strategies.

These next steps will also be supported by external guidance: the consortium will be engaging with the **Horizon Results Booster (HRB)** services to further refine its exploitation strategy. This will include tailored support in market uptake, result transfer, and stakeholder engagement. Additionally, selected KERs may be proposed for inclusion in the **Innovation Radar**, to enhance visibility and connect with broader innovation networks.

Together, these efforts will ensure that the RISE-SME results are not only academically sound and technically innovative, but also positioned for real-world uptake and long-term impact.

6. Conclusions

This second version of the Dissemination, Communication, and Exploitation (D&C&E) Plan marks a pivotal mid-term milestone for RISE-SME. Over the first 18 months, the consortium has made substantial progress in raising awareness, engaging stakeholders, and laying the groundwork for the long-term exploitation of project results.

On the **communication and dissemination** fronts, the project has established a strong foundation through the creation of a professional brand identity, regular publication of engaging content, and strategic participation in targeted events. Digital channels, especially LinkedIn and the project website, have become central platforms for outreach, supported by a growing collection of multimedia assets and monthly articles contributed by partners. Despite some ambitious targets—such as the KPI for unique website visitors—proactive measures have been taken to enhance reach and impact, including a content strategy refocus and a LinkedIn takeover campaign.

From an **exploitation** perspective, the consortium has completed the initial identification, refinement, and characterisation of the project's four Key Exploitable Results (KERs). This has provided a validated basis for further strategic planning. Characterisation tables have been collected for all four KERs and will inform the next phases of exploitation planning, including the definition of ownership structures, go-to-market roadmaps, and risk assessments. These activities will be supported by external services such as the Horizon Results Booster, ensuring alignment with EU innovation transfer frameworks.

As RISE-SME transitions from WP4 to WP5, the project enters its second reporting period (RP2) with intensified focus on scaling up dissemination activities and deepening market readiness efforts. WP5 will build upon the solid foundation established in WP4 by implementing the refined D&C&E strategy through targeted dissemination campaigns, enhanced communication activities, and comprehensive business planning for each KER. In this next phase, the project is well-positioned to deepen its engagement with industry stakeholders, foster visibility and adoption of its results, and deliver long-term value across Europe's industrial ecosystems. The living nature of the D&C&E strategy ensures that the plan remains responsive to emerging insights, project developments, and external opportunities, paving the way for a resilient, impactful finish to the project.

Annex 1

KEY EXPLOITABLE RESULTS - Preliminary data collection

WP Leader Name:_____

WP Number: ____

A. Introducing Exploitation:

Exploitation is the process of putting project results to use in order to **generate value**. The value created can take different forms: it may mean **generating revenue**, **filling a gap** in the market or society, **enhancing skills**, **improving processes, standards, or policies**, or **advancing technology**.

Project partners can **exploit results directly** (e.g., by developing new products, providing services, or conducting further research) or **facilitate exploitation by others** (e.g., through licensing or forming spin-offs). Regardless of the approach, the core idea is to **derive a benefit**—commercial, societal, technological, or otherwise—and **maximise the impact** of the project's outcomes.

It is also useful to note the difference between **dissemination** and **exploitation**:

- **Dissemination** means describing and making results available so that anyone interested can use them.
- **Exploitation** means actually making use of those results—whether for economic gain, policy development, scientific advancement, or societal benefit.

B. Section 1 – RISE-SME project results

In this section, please **list and describe all project results** identified within your respective Work Package (WP). A "result" can be **any tangible or intangible output** of the project, such as data, prototypes, methodologies, know-how, formulas, or processes, including any associated rights (e.g., patent rights, database rights).

These results can be **commercial, societal, or political**, or they may be used to **enhance public knowledge** and encourage **action**. Therefore, please ensure your list is **comprehensive** and includes both:

- **Key Exploitable Results (KERs)** – High-priority outcomes that have significant potential for **further exploitation** (e.g., commercial use, policy impact, service creation).
- **Other Exploitation Results (OERs)** – Additional outcomes that may be exploited but are **not** as critical as KERs.

When filling in the table, feel free to **add rows as needed**.

Table 1: WP project results

RESULT NAME	INDICATE WHETHER KER/OER	RESULT TYPE (see as per list below [1])	AUDIENCE/ TARGET GROUP [2]

[1] **SCI** — Scientific discovery, model, theory; **PROD** — Product (new or improved); **SERV** — Service (new or improved); **PROC** — Industrial process (new or improved); **BUS** — Business model (new or improved); **DSG** — Design (new or improved); **METH** — Method, material, technology, design (new or improved); **PO** — Policy recommendation, guidance, awareness raising, advocacy; **EVNT** — Event (conference, seminar, workshop); **STAFF** — (qualified personnel exchanges); **LEARN** — learning and training (learning modules, curricula); **INFRA** — new or improved infrastructures or facilities; **OTHER**

[3] Target groups: **Public or private funding institutions**; **EU and member state policy-makers**; **International organisations** (ex: OECD, FAO, UN, etc); **Other actors who can help us fulfil our market potential**; **Research and technology organisations**; **Academia/Universities**; **Private Investors**; **Others/No specific audience**

C. Section 2 – KEY EXPLOITABLE RESULTS

Please note that **no KERs (Key Exploitable Results) have been pre-identified**, so please **review** the results you listed in **Section 1** to determine which have the **highest potential** for exploitation beyond the scope of the project. A KER is a main result with significant potential for commercial, societal, technological, or policy impact.

When deciding which results qualify as KERs, use the following criteria:

- **Degree of Innovation**: How novel or groundbreaking is the result?
- **Exploitability**: Can it be turned into a product, service, policy input, or used in research or education?
- **Impact**: What is the potential effect on the market, society, policy, or further scientific inquiry?

Please **add rows as needed**.

Table 2: KERs Table

KER	DESCRIPTION OF HIGH POTENTIAL Choose among the following: High scientific potential; High societal potential (other than climate or environmental); High societal potential ; High technologic, business or economic potential; High policy or regulatory potential; Other	MARKET MATURITY Choose among the following: Not yet existing and not clear if market can be created; Market creating: not existing but potential for the creation of a new market; Emerging: growing demand, scarce supply; Mature: the market is already supplied with similar products	Please identify the potential partner contributors AND a leader for this KER	TRL (Start of the project) https://ec.europa.eu/research/participants/data/ref/h2020/wp/2014_2015/annexes/h2020-wp1415-annex-g-trl_en.pdf	TRL (End of the project) https://ec.europa.eu/research/participants/data/ref/h2020/wp/2014_2015/annexes/h2020-wp1415-annex-g-trl_en.pdf

Background IP (existing IP, before project start) related to KERs

Does any of the selected KERs rely on any existing IP/background IP. What is it? How does it relate to the development of the KER? Is it owned by your organisation or a third party? How is this background IP protected?

Please, indicate if in your opinion each of the identified KERs should be exploited as a standalone product/service or whether the KERs can be exploited together:

Share any other ideas you may have on the exploitation plan:

Annex 2

Characterisation table:

KER X	
Problem	*Describe the problem you are addressing (the problem your potential users have).* *Potential users are the people, companies, organisations, etc. that you expect will use the result (and generate an impact). They are your "Customers".*
Alternative solution	*Describe how your "customer" has solved the problem so far.*
Unique Selling Point USP - Unique Value Proposition UVP	*Describe the competitive advantages, the innovative aspects. What does your solution do better, what are the benefits considering what your user/customer wants, how does your solution solve his/her problem better than alternative solutions, what distinguishes the KER from the competition/current solutions?*
Description	*Describe in a few lines your result and/or solution (i.e., product, service, process, standard, course, policy recommendation, publication, etc.). Use simple wording, avoid acronyms, make sure you explain how your UVP is delivered.*
"Market" – Target market	*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?*
Go to Market – Use model	*Explain what is your "use model", how the KER will be put in use (made available to "customers" to generate an impact). Examples of use models: manufacturing of a new product, provision of a service, direct industrial use, technology transfer, licence agreement, contract research, publications, standards, etc.*
Go to Market - Competitors	*Who are your "competitors" (note: they are the ones offering "alternative solutions")?* *What are their strengths and weaknesses compared to you?*
Market maturity	Emerging: growing demand, scarce supply
Go to Market - Timing	*What is the time to market?*