



InvestCEC

**Plan for dissemination and
exploitation
including communication
activities – initial version**

Greenovate! Europe



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Project information

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DEM	Demonstrator, pilot, prototype		
DEC	Websites, patent filings, videos etc.		
OTHER			
Dissemination level			
PU	Public		X
SEN	Sensitive, limited under the conditions of the Grant Agreement		

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Executive summary

The Horizon Europe project **InvestCEC** will develop a replicable model for the initiation of circular economy projects in cities and regions, that will improve collaboration between entrepreneurs, investors and policy makers.

This deliverable aims to explain the **InvestCEC** communication, dissemination and exploitation strategy, which will help maximise the impact of the project. The plan is objective oriented, and explains the activities planned during the project duration.

Dissemination, exploitation and communication is guided by the project's Grant Agreement, and the obligations and protocols set out therein are outlined in Chapter 2.

In order to plan for dissemination and exploitation, the first step is to have a clear understanding of what the main outputs of the project will be, and who can make use of them. Therefore the key project results are identified in Chapter 3, and the main target audiences in Chapter 4.

Chapter 5 presents the project's dissemination strategic objectives and planned activities, including thematic webinars, a final conference, local events, international conferences, scientific publications, policy recommendations and replication manuals.

The project's exploitation strategies are presented in Chapter 6, explaining how partners aim to maintain and use results beyond the project duration.

Communication and awareness raising is a key component of European projects, and also crucial to the overall success of the project. The communication objectives and planned activities are presented in Chapter 7, these include press releases, a video, print materials, social media, a newsletter and content creation.

Networking activities will be conducted to create synergies with other projects and maximise outreach. These actions are explained in Chapter 8.

Chapter 9 lists the Key Performance Indicators (KPIs) for the abovementioned activities, and explains how these will be monitored and reported during the project.

1. Introduction

1.1. The InvestCEC project

The circular economy is one of the core principles of the EU's Green Deal. But a significant hurdle in getting circular economy projects off the ground is funding, as these projects are often classified as high-risk.

The Horizon Europe project **InvestCEC** will develop a replicable model for the initiation of circular economy projects in cities and regions, that will improve collaboration between entrepreneurs, investors and policy makers.

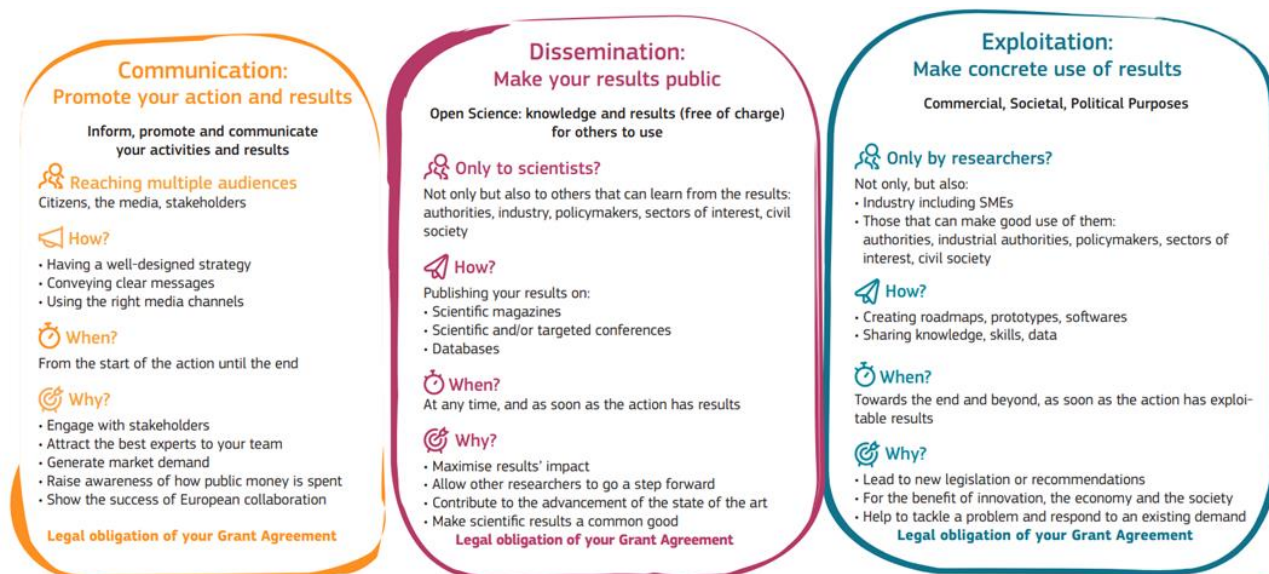
InvestCEC will demonstrate the effectiveness of the model in Klagenfurt, Austria, as a test case, and set the ground for replication in other European cities and regions, ensuring that the principles and measures developed in the project can be utilised across Europe.

1.2. Definitions

It is important that all **InvestCEC** partners understand the key terminology used in this Plan to be able to participate in the described activities, and to avoid confusion or misunderstanding during its implementation. Within the project the following definitions will be used, as listed in the **InvestCEC** Grant Agreement:

- **Communication** is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime. aimed at promoting the action and its results. The aim is to reach out to society and show the activities performed as well as the use and the benefits the project will have for citizens.
- **Dissemination** refers to the public disclosure of the results by appropriate means, other than resulting from protecting or exploiting the results, including by scientific publications in any medium.
- **Exploitation** refers to the use of results in further research and innovation activities other than those covered by the action concerned, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation activities.
- **Results** are any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.

Figure 1: Communication, Dissemination and Exploitation



Source: European Commission, Quick guide and tools for Communication, Dissemination and Exploitation¹

1.3. Aim of this deliverable

This deliverable aims to explain the **InvestCEC** communication, dissemination and exploitation strategy. The deliverable starts with an elaboration on the obligations and protocols to be followed by the project partners. This is followed by an overview of the key project results and target audiences. Subsequently, the main communication, dissemination and exploitations activities are presented. Finally, this deliverable concludes with an elaboration on the key performance indicators (KPIs) and next steps.

¹ https://ec.europa.eu/research/participants/docs/h2020-funding-guide/imgs/quick-guide_diss-expl_en.pdf

2. Obligations and protocols

Efficient communication, dissemination and exploitation activities are essential for the success of the **InvestCEC** project, with all partners expected to contribute to activities. As such, it is also essential for project partners to be aware of their contractual obligations and to fully understand the project communication protocols.

2.1. Obligations of project partners

The Horizon Europe Rules of Participation, the Grant Agreement (GA), and the Consortium Agreement (CA), place legal obligations upon Consortium partners in relation to Communication, Dissemination and Exploitation. By signing the GA and CA, the partners have agreed to:

- **Promote the action and its results** by providing targeted information to multiple audiences (including the media and the public) in a strategic, coherent and effective manner (Article 17.1 of the Grant Agreement)
- **Disseminate results** as soon as feasible, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests (Art. 17.4 and the specific rules set out in Annex 5 of the Grant Agreement).
- **Follow an open science approach** (Art. 17 and the specific rules set out in Annex 5 of the Grant Agreement). This includes:
 - **Ensuring open access** (free of charge, online access for any user) to all peer-reviewed scientific publications relating to the project results
 - Managing the **digital research data responsibly**, in line with the FAIR principles ('findability', 'accessibility', 'interoperability' and 'reusability').

Full details on requirements for Open Science are provided in Annex 5, and in Deliverable D1.2 Data Management Plan.

- **Use their best efforts to exploit their results directly or to have them exploited indirectly by another entity**, in particular through transfer or licensing - up to four years after the end of the action. If, despite a beneficiary's best efforts, the results are not exploited within one year after the end of the action, the beneficiaries must (unless otherwise agreed in writing with the granting

authority) use the [Horizon Results Platform](#) to find interested parties to exploit the results (Art. 16 and the specific rules set out in Annex 5 of the Grant Agreement).

2.2. Roles

These activities will be directed and managed by WP4 leader Greenovate! Europe, in close cooperation with the project coordinator, Enspire Science. However, every partner is expected to actively contribute (see below the allocation of resources for WP4 – Dissemination and communication).

Table 1: Partner effort for WP4

Partner	Person months
Enspire Science	5
Venionaire Capital	3
Cartif	3
Greenovate! Europe	25
Gate2Growth	3
Materialia	8
Stadtwerke Klagenfurt	3

2.3. Funding acknowledgement

According to Article 17.2 of the Grant Agreement, any communication and dissemination activities related to **InvestCEC** must acknowledge the EU support and display the following European flag (emblem) and funding statement (translated into local languages, where appropriate):



Funded by
the European Union

Alternative versions of this emblem and further instructions on how to use it can be found [here](#). When displayed in association with other logos (e.g. the **InvestCEC** logo), the EU emblem must be displayed at least as prominently and visibly as the other logos.

In addition, according to Article 17.3 of the Grant Agreement, any communication or dissemination activity related to the project must indicate the following disclaimer:

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

2.4. Procedure for communication activities

All partners must communicate about the project in a manner that does not reveal confidential information and respects the visual identity and the EU funding acknowledgement outlined in this document.

Greenovate! Europe is responsible for central communications. All draft materials will be shared with the full consortium for review. Where input is needed from partners, this will be communicated in ample time.

Any printed materials should first be reviewed by Greenovate! Europe to ensure consistency of presentation. Social media engagement and posts on partners' own websites will not be checked in advance.

All partners must report their communication and dissemination activities in the reporting sheet saved on the **InvestCEC** shared drive (in the folder “WP4 Diss. Comm”).

2.5. Procedure for dissemination activities

According to Art. 17.4 and the specific rules set out in Annex 5 of the Grant Agreement, a partner that intends to disseminate its own results that are not yet public must give at least 15 days advance notice to the other beneficiaries, together with sufficient information on the results it will disseminate. However, as agreed amongst the consortium in the **InvestCEC** Consortium Agreement, Art. 8.4.2.1, partners must give at least **45 days advance notice** to the other beneficiaries.

According to the same article, any other beneficiary may **object within 30 days of receiving notification**, if they can show that:

- *the protection of their results or background would be adversely affected;*
- *their legitimate interests in relation to the results or background would be significantly harmed;*
- *the proposed publication includes Confidential Information.*

In such cases, the results may not be disseminated unless appropriate steps are taken to safeguard those interests.

To disseminate results that are owned by another party, the partner must obtain the explicit written approval from the partner(s) that own the result.

More detailed instructions on dissemination are available in section 8.4 of the [InvestCEC Consortium Agreement](#).

3. Project results

In order to plan for dissemination and exploitation, the first step is to have a clear understanding of what the main outputs of the project will be. Results, in this context, are defined in Article 16 of the Grant Agreement as:

“any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.”

Being a Coordination and Support Action (CSA), **InvestCEC** will not develop new technologies, but will instead develop predominantly **tools and methodologies** and **reports and guidance documents**.

The main results are listed in the following table. This list does not attempt to capture all day-to-day outcomes of the project, but rather the main headline results of the project, which are likely to attract the most interest and have the greatest long-term impact.

Table 2: InvestCEC key results

Result	Partner(s) involved	Work Package
Tools and methodologies		
InvestCEC model for circular economy projects	All partners	WP2
Support tools (eg for regions and cities, entrepreneurs, and investors)	Gate2Growth, Stadtwerke Klagenfurt, Cartif, Venionaire	WP2
Case-specific consultancy lab	Enspire Science	WP2
Stakeholder platform	Enspire Science	WP2

Reports and guidance documents		
Financial barriers and measures analysis	Cartif, Gate2Growth, Venionaire, Materalia	WP3
Catalogue of circular economy projects	Venionaire	WP2
Replication manuals	Materalia	WP3
Policy recommendations	G!E	WP3
Financial instruments		
Investment programme	Venionaire	WP2

How these results interact with each other, and how they will be disseminated and/or exploited will be detailed in the following chapters.

4. Target audiences

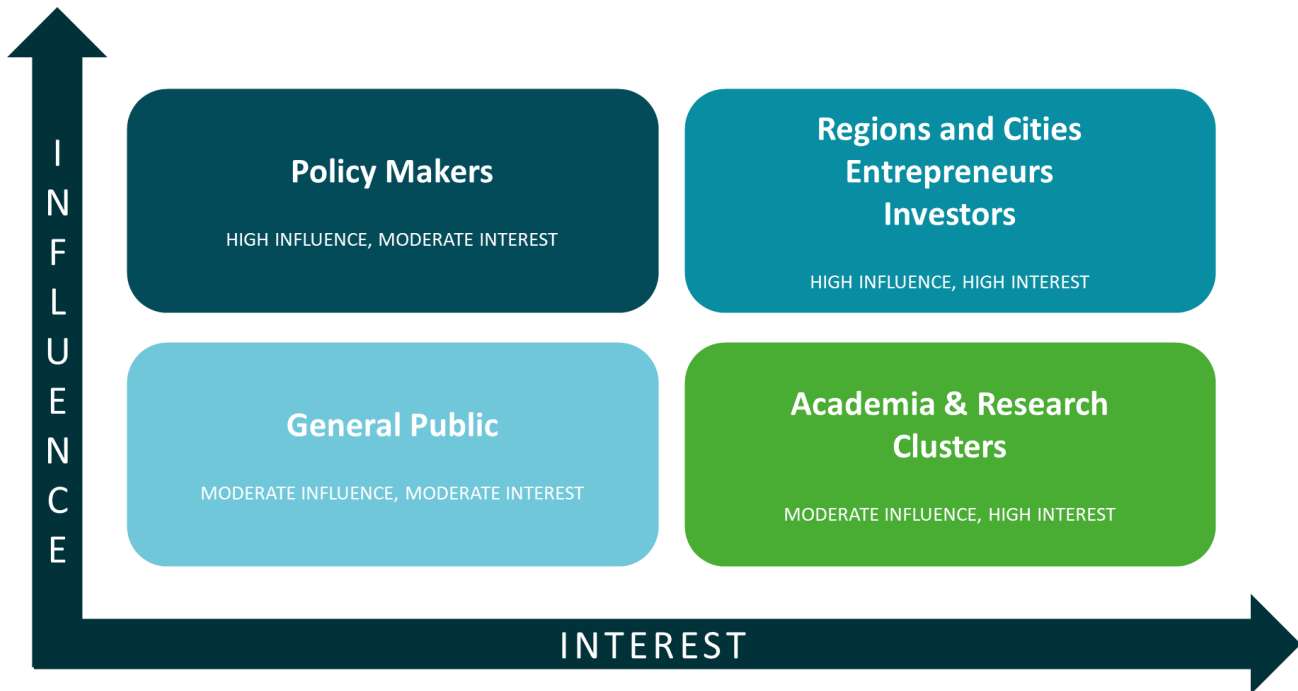
The **InvestCEC** project has wide-ranging objectives and activities that may appeal to different target audiences and create value for numerous stakeholder groups. The main ‘target groups’ for the project communication, dissemination and exploitation activities are listed here:

Table 3: Target audiences

Target group	Description
Investors and funding organisations operating not for profit	Venture capital firms, institutional investors, cooperation’s and individual investors including crowd funding structures that can potentially invest in regional circular economy projects. Funding organisations created with a focus on urban development and societal welfare
Regions and cities	Regional and local authorities and municipalities that can implement circular economy solutions within their region
Entrepreneurs	SMEs, start-ups and spinoffs in the field of circular economy developing circularity solutions for regions and cities
Clusters and industry associations	Cluster organisations, associations, industry associations and federations
Policy makers	Decision makers, governmental bodies and regulators at the national and European level who are involved in policy making in relevant fields such as environment, economy, energy, industry, etc.
General public	European citizens and civil society organisations
Academia and research sector	Researchers active in related topics – circular economy, circular cities, circular financing – in Academia or other research organisations

While all the groups presented above are relevant audiences and users for the project results, some are more important than others for the long-term success of the project. The relative *influence* (on the project success and long-term development of the sector) and *interest* (in the project and its findings) are plotted here:

Figure 2: Influence and interest of target audiences



This matrix emphasises the main groups which the project needs to engage with to ensure high impact: **investors and entrepreneurs** – to implement the **InvestCEC** model - and **city and regional authorities** – to facilitate replication of the **InvestCEC** tools. As such these groups will be the main audiences considered for the dissemination and exploitation activities.

4.1. Key messages

Key messages have been elaborated for each of the target audiences listed above. These messages will be the basis of the project communication strategy and will guide how the project aims to communicate towards the different stakeholder groups.

Table 4: Key messages

Target group	Key message(s)

<p>Investors and funding organisations operating not for profit</p>	<ul style="list-style-type: none"> • <i>The circular economy offers a major opportunity for the financial sector to deliver on climate commitments, while tapping into new growth and investment opportunities.</i> • <i>InvestCEC will develop a replicable model for the initiation of circular economy projects that will improve collaboration between entrepreneurs, investors and policy makers.</i> • <i>InvestCEC will develop a catalogue of projects and a series of support tools to help investors engage with circular economy projects.</i>
<p>Regions and cities</p>	<ul style="list-style-type: none"> • <i>Creating a circular economy in cities and regions can bring tremendous economic, social, and environmental benefits.</i> • <i>InvestCEC will develop a replicable model for the initiation of circular economy projects in cities and regions, that will improve collaboration between entrepreneurs, investors and policy makers.</i> • <i>InvestCEC will develop dedicated guidelines, manuals and tools to help cities and regions replicate the InvestCEC approach.</i>
<p>Entrepreneurs</p>	<ul style="list-style-type: none"> • <i>InvestCEC will develop a replicable model for the initiation of circular economy projects in cities and regions, that will improve collaboration between entrepreneurs, investors and policy makers</i> • <i>InvestCEC will develop a series of support tools to help circular economy entrepreneurs understand investors and find financing</i>
<p>Clusters and industry associations</p>	<ul style="list-style-type: none"> • <i>InvestCEC will develop a replicable model for the initiation of circular economy projects in cities and regions, that will improve collaboration between entrepreneurs, investors and policy makers</i> • <i>InvestCEC will develop a series of support tools to help cities and regions, investors and entrepreneurs to get circular economy projects off the ground</i> • <i>InvestCEC will develop dedicated guidelines, manuals and tools to help cities and regions replicate the InvestCEC approach.</i>
<p>Policy makers</p>	<ul style="list-style-type: none"> • <i>InvestCEC will develop a replicable model for the initiation of circular economy projects in cities and regions, that will improve collaboration between entrepreneurs, investors and policy makers</i>

	<ul style="list-style-type: none"> • <i>InvestCEC will develop policy recommendations for national and EU policy makers around the topic of circular economy financing in cities and regions</i>
General public	<ul style="list-style-type: none"> • <i>Implementing circular principles can help create an economy that benefits people, business and the natural world.</i> • <i>InvestCEC will help cities and regions to launch more circular economy projects by improving collaboration between entrepreneurs, investors and policy makers.</i> • <i>InvestCEC is among a number of projects funded by the European Union which will help accelerate the transition to circular economy in cities and regions</i>
Academia and research sector	<ul style="list-style-type: none"> • <i>InvestCEC will develop an innovative model for the initiation of circular economy projects in cities and regions, that will improve collaboration between entrepreneurs, investors and policy makers</i> • <i>InvestCEC will develop new knowledge on circular economy financing and collaboration between entrepreneurs, investors and policy makers</i> • <i>InvestCEC will publish many results in open access including an analysis of financial barriers for circular economy and measures to overcome them</i>

5. Dissemination

5.1. Objectives

The main objectives of the project's dissemination activities are:

1. **Share the project support tools with the designated user groups (entrepreneurs, investors, cities and regions)**
2. **Share the project replication materials with cities and regions interested in replicating the InvestCEC model**
3. **Disseminate widely all public results of the project to relevant audiences and users**

These objectives will be achieved through the organisation of the activities outlined in the following section.

5.2. Activities

Greenovate! Europe will oversee the implementation of the following activities, in cooperation with all project partners, and where relevant the CCRI-CSO. Key Performance Indicators for these activities are elaborated in Section 9.

Table 5: Dissemination activities

Name of activity	Description	Target audience	Objective(s)	Timing
Thematic webinars	In cooperation with fellow CCRI-PDA projects a series of webinars will be organised to exchange knowledge on key topics such as stakeholder engagement, design of investment programmes, investment readiness, etc.	Investors; Regions and cities; Entrepreneurs; Clusters and industry associations; Policy makers; Academia	Exchange of knowledge with and between circular economy practitioners and stakeholders. Exchange of best practices and knowhow between CCRI-PDA projects.	M8-M18

Final conference	Hybrid conference, in Brussels and online, involving fellow CCRI-PDA projects and EU stakeholders.	Regions and cities; policy makers, investors	Inspiring other cities/regions to replicate the model. Sharing achievements and lessons learnt. Presenting policy recommendations to EU decision makers.	M33-M36
Local events	At least two dissemination events involving neighbouring cities and regions, as well as ad-hoc events to engage key local stakeholders such as entrepreneurs and citizens	Regions and cities; Entrepreneurs; Investors; Citizens	Recruit local entrepreneurs and investors to join the project. Foster replication in neighbouring cities and regions. Share the positive results of the project with the community in Klagenfurt.	M6-M36
International conferences	InvestCEC partners will present project results at international conferences, workshops and exhibitions. A non-exhaustive list of potential events is included in Table 6: Key conferences and events.	Investors; Regions and cities; Entrepreneurs; Clusters and industry associations; Policy makers; Academia	Share the project concept and results with professionals in the field of circular economy.	M1-M36
Scientific publications	Research partners will publish open access scientific publications in peer-reviewed journals, and research data from the project will be deposited in a dedicated Zenodo community.	Academia	To share relevant results with the research community to increase the knowledge base on circular economy project development assistance.	M1-M36

Policy recommendations	White Paper outlining experience-based advice for policy makers to promote the transition towards circular economy at the city/region level.	Policy makers	Provide decision makers with evidence-based and high-quality information that can be used to create new or adjust existing policies.	M18 (draft) & M36 (final)
Replication manual	A short, hands-on guidebook, which will be translated to all EU official languages.	Cities and regions	Provide step-by-step guidance on how to replicate the model developed in the project.	M36

5.2.1. EXTERNAL EVENTS AND CONFERENCES

As referred to in Table 5 above, partners will attend international events, conferences and workshops to share the results of the project and raise awareness of it among relevant stakeholders. A non-exhaustive list of potential events that partners have identified is included in Table 6: Key conferences and events This list will be updated throughout the project and partners will remain vigilant for opportunities to present the project.

Table 6: Key conferences and events

Event name	Location	Date
World Circular Economy Forum	Helsinki, Finland	30 May – 2 June 2023
World Venture Forum	Kitzbühel, Austria	3-8 July 2023
European Week of Regions and Cities	Brussels, Belgium	9-12 October 2023
Circular Week	Warsaw, Poland	23-27 October 2023

Mining and Minerals Hall (MMH)	Sevilla, Spain	15-17 October 2024
Conama 2024 National Environmental Congress	Madrid, Spain	November 2024
50 Congreso Nacional de Parques y Jardines Públicos	Madrid, Spain	2024
Congreso Ibérico Ciencias Del Suelo	Spain or Portugal	2024
Circular Cities and Regions Initiative (CCRI) events	Brussels and Online	TBC

6. Exploitation

6.1. Objectives

The main objectives of the project's exploitation activities are:

1. Ensure the availability, findability and usability of the project's public results long after the end of the project
2. Ensure that the tools and materials developed by the project are taken up by the intended user group
3. Ensure that project partners plan for the continued use of the project results after the end of the project

6.2. Methodology

The project exploitation is nominally led by Greenovate! Europe within Task 3.4, however it is the responsibility of all partners. IP management is being overseen by Enspire Science within WP1 and is described in more detail in section 6.4. Exploitation is also closely linked to Replication which is being led by Materialia in WP3. The project Replication Plan will be outlined in D3.1. Nonetheless G!E will oversee a series of Exploitation related activities to help ensure the above objectives are achieved:

Table 7: Exploitation activities

Activity	Timeline	Description
Identification of key project results	M4	A first mapping of key project results has been carried out and confirmed by all partners. This is included in section 3.
Drafting of the project Dissemination and Exploitation plan – initial version	M6	The current report, which aims to elaborate the objectives and actions related to exploitation and dissemination.

Exploitation meetings	M6, M12, M18, M24, M30	At each of the project General Assemblies exploitation will be discussed by all project partners to ensure synergies among results and exploitation strategies
Clarification of results list	M18	An analysis will be conducted into the list of results, clarifying the exact nature of each result and the result owners, taking into account project developments and the latest status.
Exploitation strategy questionnaire	M24	A questionnaire will be shared with result owners to gather more detailed information about the customers or users, the value proposition, etc for each result.
Dissemination and exploitation plan – Final version	M35	The final exploitation strategies for each result will be included in the final version of the project dissemination and exploitation plan.
Open Access publishing	M1-M36	All public outcomes of the project will be systematically published in open access channels and repositories according to the strategy explained in section 6.5.

6.3. Exploitation strategies

Exploitation strategies describe how results will create value and continue to do so after the project concludes. Three main routes are foreseen for the **InvestCEC** results:

- **Further exploitation by partners** *This refers to results which partners will continue to develop or operate after the end of the project*
- **Take up by target user group** *Open access results which will be used by a specific user group for a specific purpose*
- **Replication by other cities and regions** *Results which are expected to be replicated by other cities and regions around Europe.*

In the table below results are grouped according to the tentative exploitation strategies. Some results have multiple strategies.

Table 8: Exploitation strategies

Exploitation strategy	Result(s)	IP strategy
Further exploitation by partners	InvestCEC model for circular economy projects Case-specific consultancy lab Stakeholder platform Investment programme Support tools (eg for regions and cities, entrepreneurs, and investors)	TBC
Take up by target user group	Policy recommendations Catalogue of circular economy projects Financial barriers and measures analysis Support tools (eg for regions and cities, entrepreneurs, and investors)	Make available Open Access
Replication by other cities and regions	Replication manuals InvestCEC model for circular economy projects	Make available Open Access

6.4. Management of intellectual property rights (IPR)

The IP strategy will be based on the procedures and agreements included in the Consortium agreement (CA) and Grant Agreement (GA) of the **InvestCEC** project. The starting point will be the background and results identified in the CA and in the Description of Action. IP potential will be monitored throughout the project by Enspire Science within WP1 to identify and decide if and which results should be protected, as well as explore the best ways to protect and exploit them. IP issues will be regularly discussed in the bi-annual consortium meetings to ensure that any potentially exploitable IP is identified and protected. The European IP Helpdesk methodologies and services will be considered for all aspects of IP management. Furthermore, if needed, expert legal or technical advice related to IP matters will be considered.

The IPR management will adhere to the following rules:

- The party that generates the results own the results
- Jointly developed results are jointly owned

6.5. Open Access publishing

The **InvestCEC** project will follow the maxim “as open as possible, as closed as necessary”. This means as much information as possible will be shared publicly, without jeopardising the intellectual property of any partner. The project has been designed in such a way that the majority of data and reports produced by the project will be public documents. Indeed many of the results, such as the replication manuals, have been designed with the express intention of being made public.

To ensure that the public results of the project are easily accessible the following channels will be used to publish results:

1. **Project website.** All public documents will be published immediately on the project website (<https://investcec.eu/>). A dedicated page has been created to collect these documents, with different categories in place to enable users to filter content: <https://investcec.eu/resources/>.
2. **Zenodo** is a catch-all repository for EU funded research. By uploading documents to Zenodo they will remain available and findable long after the conclusion of the project. To gather together the results from the project, an **InvestCEC** “community” has been created, where all documents will be uploaded: <https://zenodo.org/communities/investcec/>
3. **Multiplier platforms.** Project documents will be uploaded on relevant EU platforms used by circular economy professionals, such as:
 - a. European Circular Economy Stakeholder Platform Knowledge Hub <https://circulareconomy.europa.eu/platform/en/knowledge-hub>
 - b. Circular Cities and Regions Initiative support materials <https://circular-cities-and-regions.ec.europa.eu/support-materials>
 - c. Circle Economy Knowledge Hub <https://knowledge-hub.circle-lab.com/>

More details about the project’s Open Access strategy can be found in D1.2 Data Management Plan.

7. Communication

7.1. Objectives

The main objectives of the project's communication activities are:

1. **Support dissemination and exploitation by making stakeholders aware of the project objectives and outcomes**
2. **Raise awareness among stakeholders and the general public about the positive impact of circular economy and related EU funding**
3. **Support the project activities by promoting open calls and engagement opportunities**
4. **Make the local population in Klagenfurt aware of the project goals and impacts**

7.2. Activities

7.2.1. BRANDING

The first stage in the project communication activities has been the branding of the project. Branding is vital to give the project a recognisable and appealing visual identity. To this end Greenovate! Europe have developed:

- *A project logo with alternate versions*
- *Branded document templates in word and powerpoint*
- *A brand book including **InvestCEC** colours and fonts*
- *A roll up banner for use at events and meetings*

These materials have been shared with partners and will be used for all **InvestCEC** communications.

7.2.2. WEBSITE

The main communication channel for the project is the project website. This has been developed by Greenovate! Europe and is hosted on the domain: <https://investcec.eu/>. Already from Month 1 of the project a landing page was created, explaining the project concept and inviting users to sign up to the newsletter. The full site was launched in February 2023. This comprises:

- **Home page** highlighting key information and partners
- **About the project** page summarising the project concept and objectives
- **Replication** page compiling resources and funding opportunities for potential replicators of the **InvestCEC** solution
- **News & Events** page where the latest project news are added, and where relevant events are showcased
- **Resources** page where all public documents deriving from the project will be published
- **Contact** page, including details for the project coordinator and communication responsible

7.2.3. FUTURE ACTIVITIES

In order to achieve the objectives outlined above, Greenovate! Europe will coordinate a number of communication activities throughout the duration of the project, as listed in Table 9. Key Performance Indicators for these activities are elaborated in Section 9.

Table 9: Communication activities

Name	Description	Target audience(s)	Objective(s)
Press releases	Press releases will be developed by GIE and published by all partners to announce project milestones, such as project kick-off, launch of open call, launch of investment programme, etc.	General public, Investors, Regions and cities, Entrepreneurs, Clusters	Raise awareness about key project milestones and achievements among a mass audience, including the general population.
Video	A project video will be developed in the first year of the project focusing on the main project concept and objectives.	Investors, Regions and cities, Entrepreneurs, Policy Makers, General Public	To explain the project in a visual and engaging way to key stakeholders who may not be aware of the project or its aims.
Print materials	A general flyer with basic project information will be produced alongside ad-hoc materials to support	Investors, Regions and cities, Entrepreneurs, Policy Makers	Provide project partners with useful materials to promote the project to key

	project activities as and when needed.		stakeholders during meetings and events.
Social media	The project has dedicated Twitter and LinkedIn accounts which will be updated regularly	Investors, Regions and cities, Entrepreneurs, Clusters, Policy makers, Academia	To build a community of followers around the project . To communicate directly with relevant stakeholders and share results, open calls and event invitations.
Newsletter	A periodic newsletter will be sent to stakeholders signing up via a form on the project website.	Investors, Regions and cities, Entrepreneurs, Clusters, Policy makers, Academia	To communicate directly with relevant stakeholders and share results, open calls and event invitations.
Content creation	Feature articles and interviews with partners and experts	Investors, Regions and cities, Entrepreneurs, Clusters, Policy makers, Academia	To promote project results in an engaging manner. To raise awareness about issues connected to the project.

8. Networking activities

8.1. Objectives

The main objectives of the project's networking activities are:

1. Create synergies with related projects to maximise the impact of project activities and EU funding
2. Organise joint communication and dissemination activities with related projects and networks to reach a larger audience
3. Share results and outcomes with the CCRI and seek opportunities to collaborate with the CCRI-CSO

8.2. Key collaborators

Being an EU funded project, **InvestCEC** has a clear mandate to work closely with other projects funded under the same call. In all six so-called "PDA" (Project Development Assistance) projects have been funded by the CCRI, and given the similarities to the **InvestCEC** project, close collaboration will be sought.

Table 10: CCRI PDA projects

Project acronym	Full name	Duration
BioBoost	Catalysing Investment into Catalan Bioeconomy via One-Stop-Shop Accelerator	01.06.2022 - 31.05.2026
CircularInvest	Powering access to investment for next generation circular economy initiatives in cities and regions	01.11.2022 - 31.10.2026
DEFINITE-CCRI	Deal Engine, with finance, investment and technical expertise for the Circular Cities and Regions Initiative	01.11.2022 - 30.04.2025
DECISO	Developers of circular solutions	01.11.2022 - 31.10.2025

HOOP	Hub of circular cities boosting platform to foster investments for the valorisation of urban biowaste and wastewater	01.10.2020 – 30.09.2024
RESOURCE	REgional project development aSsistance fOr the Uptake of an aRagonese Circular Economy	01.07.2022 - 31.07.2025

Nine further projects are classified as ‘CCRI projects’ and will also be considered for ad-hoc collaboration, if common interests are identified.

Table 11: Additional CCRI Projects

Project acronym	Full name	Duration
Agro2Circular	Territorial Circular Systemic Solution for the Upcycling of Residues from the Agrifood Sector	01.10.2021 - 30.09.2024
BIOMODEL4REGIONS	Supporting the establishment of innovative governance models to achieve better informed decision making processes, social engagement, and innovation in the bio-based economy	01.07.2022 - 30.06.2025
CIRCULAR FOAM	Systemic expansion of territorial CIRCULAR Ecosystems for end-of-life FOAM	01.10.2021 - 30.09.2024
EcoeFISHent	Demonstrable and replicable cluster implementing systemic solutions through multilevel circular value chains for eco-efficient valorization of fishing and fish industries side-streams	01.10.2021 - 30.09.2026
FRONTSH1P	A FRONTrunner approach to Systemic circular, Holistic & Inclusive solutions for a new Paradigm of territorial circular	01.11.2021 - 31.10.2025

P2Green	Closing the gap between fork and farm for circular nutrient flows	01.12.2022 - 30.11.2026
ROBIN	Deploying circular BIOecoNomies at Regional level with a territorial approach	01.09.2022 - 31.08.2025
SYSCHEMIQ	Demonstrator of systemic solutions for the territorial deployment of the circular economy in the Trilateral Chemical Region with a focus on plastic waste streams Quality for Recycling	01.09.2022 - 31.08.2026
TREASoURcE	Territorial and Regional Demonstrations of the Systemic Solutions of Key Value Chains and Their Replication to Deploy Circular Economy	01.06.2022 – 31.05.2026

As well as seeking collaboration with the CCRI Projects, partners will remain in close contact with the CCRI-CSO directly when planning activities.

Looking beyond the CCRI and related EU projects, partners will also make use of existing networks related to circularity and investing. A non-exhaustive list of the networks which partners are involved in is listed here:

Table 12: Networks for collaboration

Network name	Focus of activities	InvestCEC partner
European Super Angels Club	A pan-european investment club for business angels, high-net-worth individuals, family offices and corporates venture capital units.	Venionaire
HOOP Network of Cities and Regions	Exchange of knowledge and mutual learning among cities and regions willing to recover valuable resources from urban biowaste and wastewater to make bio-based products.	Greenovate! Europe

European Circular Economy Stakeholder Platform	A joint initiative by the European Commission and the European Economic and Social Committee, the platform brings together stakeholders active in the broad field of the circular economy in Europe.	Greenovate! Europe
European Cluster Alliance	Promote fast and agile inter-cluster collaboration at European level and reinforce the activities of the cluster network	Materialia
European Cluster Collaboration Platform	The European online hub for industry clusters. Strengthening the European economy through collaboration	Materialia
French Association Competitiveness Clusters	Supporting competitiveness clusters to promote French innovation. Contributing actively to public policy in France and Europe.	Materialia
Quest for Change	Entrepreneur incubator network in the Grand-Est region of France	Materialia
European Energy Research Alliance	The largest low-carbon energy research community in Europe and a key player in the European Union's Strategic Energy Technology Plan (SET-Plan).	Cartif
EIP-Raw materials	Stakeholder platform with a mission to provide high-level guidance to the European Commission, EU countries and private actors on innovative approaches to raw materials challenges	Cartif

8.3. Activities

In order to foster collaboration with the actors listed above, Greenovate! Europe will manage the following activities:

- **Initial contact to introduce the project:** as a first step, direct contact will be made with key collaborators to introduce the project and suggest some possible avenues for collaboration.
- **Cross-promotion of activities:** the **InvestCEC** newsletter and social media will feature news from the key collaborators, who will be invited to promote **InvestCEC** updates and activities in a reciprocal manner.
- **Co-organisation of events:** when planning **InvestCEC** events an assessment will be made to consider the possibility to co-organise with one or more of the key collaborators.
- **Event speakers:** experts from the key collaborators will be invited to speak at **InvestCEC** events, and **InvestCEC** experts will be available to speak at their events in a reciprocal manner.

9. KPIs and monitoring

Key Performance Indicators (KPIs) for communication, dissemination and networking have been elaborated at the proposal phase and are therefore outlined in the **InvestCEC** Grant Agreement.

Table 13: KPIs

	Activity	KPI	Target
Dissemination	Thematic webinars	Number of webinars	4
		Total attendees	200
	Final conference	Attendees	100
	Replication manuals	Downloads	200
	Local events in Klagenfurt	Number of events	2
		Attendees	200
	International conferences and events	Number of presentations	5
	Scientific publications	Number of publications	2
Communication	Project website	Number of visitors	30,000
	Social media	Number of followers ²	1500

² Combined total for all channels (Twitter and LinkedIn)

	Video	Views	2000
	Media	Number of media hits ³	20
	Newsletter	Subscribers	400
Networking	Networking	Number of projects engaged	5
		Number of joint events	2

The progress towards these KPIs will be monitored by Greenovate! Europe and presented to the partners on a biannual basis during the project General Assembly.

If it becomes clear that the project is struggling to obtain one or more KPI a strategy will be devised together with all partners to get back on track.

The final progress towards the KPIs will be reported in Deliverable D4.3 – Dissemination and communication impact report in Month 34 of the project.

³ A piece of content featuring InvestCEC shared by a media outlet to their audience.