Turning Results into Impact:

Communication, Dissemination and Exploitation

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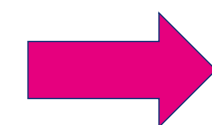# Impact is increasingly decisive

- Evaluators expect a credible pathway from results → uptake → benefits

- Impact covers scientific + socio-economic value (not only publications)

- A weak C/D/E approach can down score excellent technical content

Impact isn't a section — it's the story evaluators need to believe

Legal basis: Horizon Europe Grant Agreement – Articles 16 & 17 and Annex 5 (communication & acknowledgement).

Horizon Europe

Better C&D&E → **Greater Impact** → **Higher value of R&I funding**

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Article 17 & Annex 5 of Horizon Europe Grant Agreement

EU Beneficiaries are expected to :

• Actively engage in communication activities

• Promote the projects to a non-specialist audience: citizens, media

• Publicly acknowledge the EU support

"*The beneficiaries must promote the action and its results by providing* **targeted information to multiple audiences (including the media and the public)**, *in accordance with Annex 1 and* **in a strategic, coherent and effective manner**."

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Communication, Dissemination and Exploitation steps

| A first version of C, D&E plan is compulsory to include in the proposal (admissibility condition) | A more detailed C, D&E plan should be submitted within 6 months after signature | Periodically update the C, D&E plan, at least once before the end of the project | Publish key results in Horizon Results Platform* | A Results Ownership List (ROL), listing the owner of the results, will be submitted with the final periodic report | Implement/ Report D&E measures for 4 years after the end of the project |

Becomes obligatory if a key result is not exploited up to 1 year after the end of the project

Communication, Dissemination and Exploitation Plan

- How the project communicates with its stakeholders and beyond

- How it shares knowledge

- How the outputs of the project can be made available to encourage innovation and long-term use

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Communication

Goal: awareness, understanding, acceptance

What? Inform, promote, communicate activities and results

Who? non-specialists (citizens, media, communities, decision-makers) and specialists

When? From the start – until the end of the action

Why? Show benefits of research, engage with stakeholders, obtain acceptance of the technologies, increase outreach

What ? Outputs: events, publications, website, social media

How? A mix of channels, messages and activities

Dissemination

- **Goal:** Transfer knowledge to those who can use it further

- **What?** Outputs: publications, conferences, workshops, open data

- **Who?** Specialists & peers

- **When?** Aligned with timeline – until the end of the action

- **Why?** Transparency, show benefits of research, engage with stakeholders, obtain acceptance of the technologies

- How? Open access where possible (IP/security constraints)

Exploitation

- **Goal:** use results to create/improve products, services, processes

- **Who?** users, buyers, investors, regulators

- **Tools:** pilots, licensing, standards, procurement, replication packs

- **How?** Requires IP strategy + market readiness work
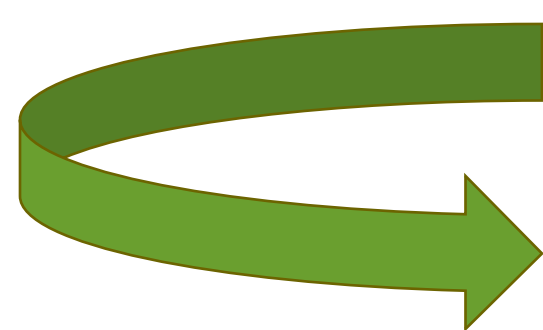
- **When?** Once results are validated

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What is the difference?
A simple way to remember

COMMUNICATION, DISSEMINATION & EXPLOITATION
WHAT IS THE DIFFERENCE AND WHY THEY ALL MATTER

- **Communication: "Do people see , understand and support?"**
- Is about making your project, your activities, and results visible and attractive.

- **Dissemination: "Do professionals know how it works?"**
- Targeted **transfer of knowledge** to stakeholders that can make use of it: scientific community, industry, commercial players, civil society and policymakers
- Findings become a public good, benefitting society
- Advancement of world-class research

- **Exploitation: "Is anyone actually using the results?"**
- using results in developing, creating, and marketing or improving a product, process, or service
- positive impact on the public's quality of life

Maximize economic and societal IMPACT

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Final checklist (proposal-ready)

Good proposals show a coherent chain: communicate → disseminate → exploit

Your C/D/E plan should contain

- Objectives (SMART) linked to outcomes
- Stakeholders + priority audiences
- Key messages per audience (simple, evidence-based)
- Activities aligned with milestones
- KPIs + monitoring frequency
- Budget + owners
- Governance (approval workflow, spokespersons)
- EU acknowledgement plan (Annex 5)

Bottom line: show a believable pathway from communicating your results to real-world uptake.

Think of your project as a success story !

Best Outreach Award

- Celebrates excellence in public engagement and communication.
- Encourages EU-funded project beneficiaries to share their achievements creatively and strategically, raising awareness of hydrogen innovation among diverse audiences.
- The winner is selected by the Clean Hydrogen Partnership Programme Office.
- The **COSMHYC Project Series** (COSMHYC, COSMHYC XL, COSMHYC DEMO) earned the Best Outreach Award in 2026 for its innovative hydrogen compression solution, validated at a public refueling station. The project's dissemination efforts boosted visibility and supported the commercialization of thermochemical compressors.

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Communication

Identify key audience e.g. scientists, companies, policymakers, , including **non-specialist ones = go beyond the project community)**
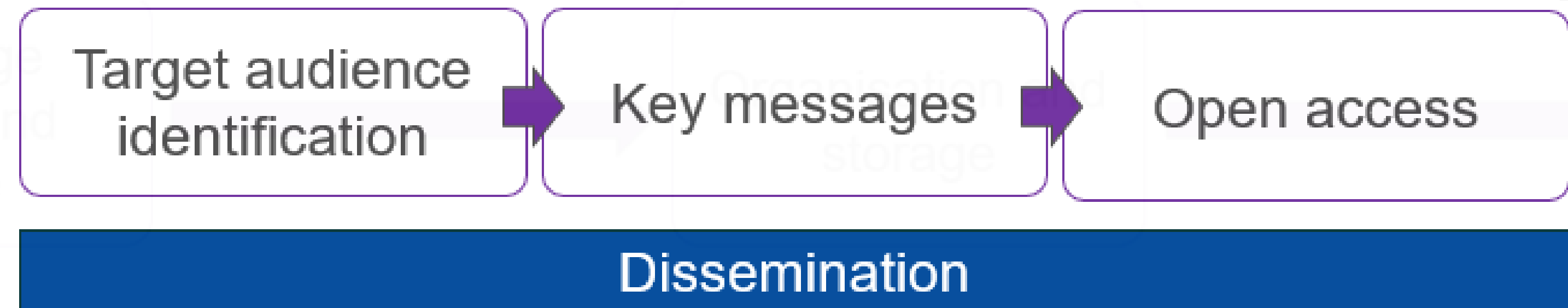
Develop key messages: highlight the value, substantiating with facts on the impact of findings. tailor channels and messages

Define clear objectives – aligned with the project goals;

Plan from the outset, **throughout the project lifespan**

Be coherent & strategic (avoid contradictory messages, all partners must be aligned)
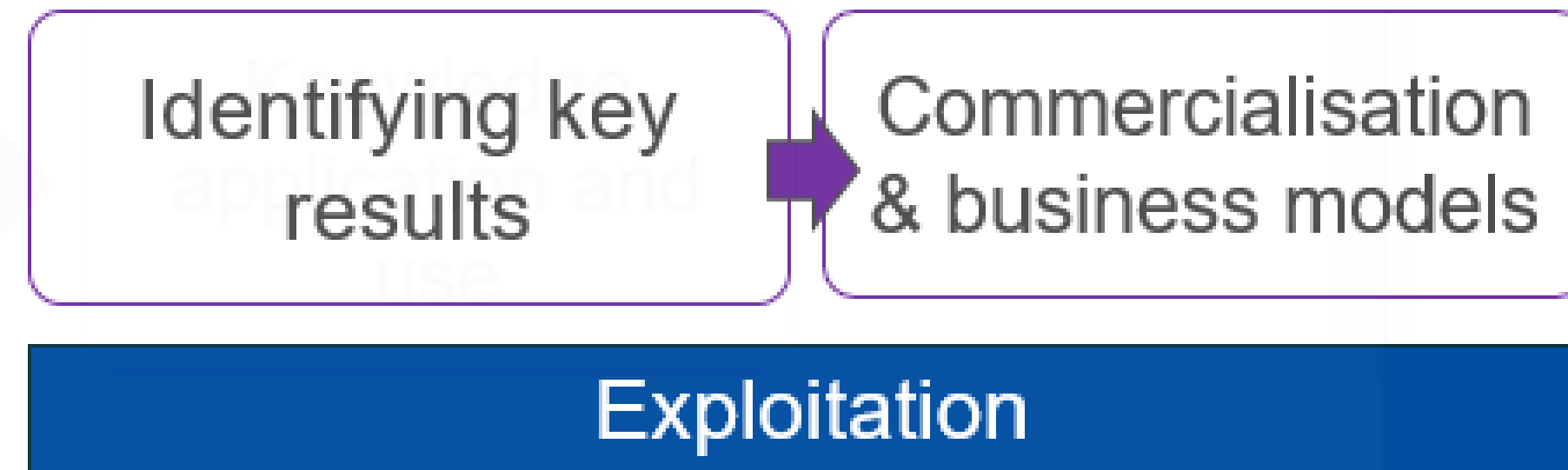
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Dissemination

1) **Identify** key targets (e.g. scientists, companies, policymakers, citizens, etc): tailor channels and messages

2) **Develop key messages:** highlight the value, substantiating with facts on the impact of findings.

3) **Promote open access**: make digital assets FAIR (findable, accessible, interoperable and reusable) and research outputs openly accessible (IP, security, commercial constraints): scientific magazines, databases, conference.

Key tool: Horizon Results Platform
a repository for projects to valorise key exploitable results (KER)

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Identifying key results

Commercialisation & business models
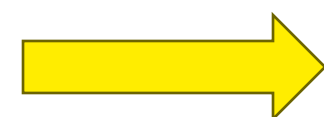
Exploitation

1) Prioritise results:
- focus on key exploitable results (KERs)
- Improve the current state of the art
- business model to ensure their availability beyond the project's lifetime

2) **Enable uptake**:
- validate market readiness for each KER
- Explore ways for direct/indirect use of results and market potentials consulting with early adopters and end users
- Intellectual asset management (i.e. patents, data, know-how and other intangible assets)

European IP Helpdesk

The Booster: customised go-to-market support, advice and training on business plan development.

Innovation Radar: identifies high-potential innovations and key innovators

European IP Helpdesk: offers free support on IP management and valorisation for EU-funded projects

Standardisation Booster: supports beneficiaries in linking their research results to standardisation activities

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Available Resources

Funding and Tenders Opportunities Online Portal

Online Manual

HE Dissemination and Exploitation Guide

Communicating your project – Acknowledgement of EU funding

IPR Helpdesk

Helpline

Trainings

IP Resources library

Dissemination towards potential users of results:

CORDIS

Horizon dashboard

Horizon Results Platform

Innovation Radar

Horizon Results Booster

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