Funded by
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ROBOtics KNOwledge Transfer Lab Project

ROBO-KNOT

GA: 101216484

D&E&C Plan

Deliverable D3.1

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Deliverable D3.1: D&E&C Plan

Work package	WP3: Communication, Dissemination, and Exploitation
Tasks	T3.1 Communication and Dissemination (ADRA) T3.2 Synergies and Cluster Activities (ADRA) T3.3 Exploitation (EITD)
Due date	30-11-2025
Submission date	29-11-2025
Deliverable lead	AI, Data, and Robotics Association (ADRA)
Version	v1.0
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Abstract

ROBO-KNOT accelerates robotics knowledge transfer and strengthens R&I talent ecosystems in Widening Countries through cross-sector, cross-border secondments. This Work Package 3 Action Plan includes a Communication, Dissemination and Exploitation Plan, and explains how the consortium will ensure high visibility, uptake and long-term exploitation of project results in line with Grant Agreement obligations. It sets objectives, roles, timelines, channels, KPIs and evidence-collection for three core tasks: strategic communication and dissemination, EU-level synergies and clustering, and exploitation and IP management. The plan also outlines a sustainability strategy built around four Key Exploitable Results, so that ROBO-KNOT's mobility and skills activities translate into durable impact for researchers, organisations and innovation systems.

Document revision history

Version	Date	Description of change	Contributor(s)
0.1	17-10-2025	First draft of the Action Plan	Michał Rybacki (ADRA)
0.2	31-10-2025	WP3 partner feedback incorporated	Michał Rybacki (ADRA) & WP3 Partners
0.3	31-10-2025	Communication & Dissemination Plan developed	Mei Shan Krishnan (ADRA)
0.4	13-11-2025	Exploitation Plan developed	Matteo Falsetta (EITD)
0.5	21-11-2025	Reviewer and partner feedback incorporated	Evelin Ebruk (TALT), Reet Pärgmäe (TALT), Margarida Guerlixa (PACT), Ifigeneia Skalidi (AUTH) & WP3 Partners
0.6	26-11-2025	Documents merged into a final version	Michał Rybacki (ADRA)
1.0	28-11-2025	Reviewed and approved	Marton Belik (EITDH), Gergely Horvath (EITDH)

Nature of the deliverable: R - Document, report (excluding periodic and final reports)
Dissemination level: PU – Public

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Executive summary

ROBO-KNOT is a robotics knowledge-transfer project that uses cross-border, cross-sector secondments to accelerate the flow of expertise and strengthen R&I talent ecosystems in Horizon Widening Countries. It engages 24 researchers and 12 R&I support staff from Greece, Portugal and Slovenia, who are seconded to hosts in Estonia, Greece, Portugal and Spain. A three-phase methodology (pre-secondment matching, modular secondment placements focused on robotics commercialisation, and post-secondment training and support) is underpinned by a Skills Development Framework aligned with ResearchComp and an individual Career Advancement Plan, boosting employability, institutional capacity and cross-sector collaboration.

This Work Package 3 Action Plan sets out how the consortium will maximise the visibility, uptake and long-term exploitation of ROBO-KNOT's results during the project and for up to four years afterwards, in line with Grant Agreement obligations on impact, communication, dissemination and IP management. It integrates a Communication, Dissemination and Exploitation Plan with clear roles, meetings, timelines, KPIs, evidence requirements, risk management and compliance rules, providing a single operational reference for partners and reviewers.

WP3 is structured around three tasks. T3.1 (Communication & Dissemination, led by ADRA) delivers the overall D&E&C strategy, visual identity and brand kit, project website and social media, presence at key European events, and an executive report with case studies and policy messages, supported by systematic monitoring and reporting. T3.2 (Synergies & Cluster Activities, also led by ADRA) forges collaborations with other ERA Talents projects, European Digital Innovation Hubs, the EIC and related initiatives, co-organising clustering events and joint publications to anchor ROBO-KNOT in wider EU ecosystems. T3.3 (Exploitation, led by

EIT Digital) develops the IP protection and exploitation strategy, standard three-way IP agreements for secondees, and commercialisation support through technology transfer offices and Robotics Commercialisation Bootcamps.

The communication and dissemination strategy targets researchers and R&I support staff, higher education institutions and public research organisations, robotics and deep-tech industry, policymakers and EU-level networks such as ADRA, EIT Digital, EDIHs and other ERA Talents projects. It combines a project identity and communications toolkit, a dedicated webpage, active social media (with a project hashtag), media outreach and participation in high-profile events, while strictly applying Horizon Europe visibility rules and integrating commitments on gender equality, diversity and inclusion.

The exploitation strand is organised around four Key Exploitable Results: a modular secondment model, the SPIN entrepreneurial training offer, Robotics Commercialisation Bootcamps and the resulting start-ups and licensing opportunities. Individual exploitation plans for each partner and a Joint Exploitation Plan define how these assets will be embedded institutionally, licensed, white-labelled and scaled via European networks, supported by an IP & Exploitation Board and an emerging IP protection strategy that balances open science with "publish-after-protect" workflows and dual licensing of learning resources.

Implementation is backed by 51.5 person-months in WP3, regular WP3 calls, a KPI dashboard and evidence log, and a sequenced timeline from the early development of the D&E&C plan and web presence (M1–M3) through interim reporting and clustering activities to the final D&E&C report and post-project handover. KPIs cover geographic reach, events and conferences, web and social media performance, policy engagement and formal collaborations, with identified risks (e.g. weak cross-WP linkages, effort overruns, EU visibility issues, market and IP uncertainties) matched to concrete mitigations. Overall, the plan turns ROBO-KNOT's mobility and skills activities into a coherent impact pipeline from communication to sustained exploitation.

Purpose & scope

WP3 purpose. Maximise visibility and uptake of ROBO-KNOT by delivering strategic communications, evidence-driven dissemination, and hands-on exploitation support - throughout the project and for up to 4 years after it ends.

Tasks

T3.1 Communication & Dissemination (M1–M36, lead: ADRA): strategy (D3.1 by M3), visual identity & web/socials, events presence, executive report & case studies (D3.3 by M32), monitoring & reporting (D3.4 by M36).

This task focuses on ensuring the ROBO-KNOT project results and outputs are effectively communicated to a wide audience, using a strategic mix of communication channels and tools. The dissemination activities are meticulously planned, executed, and monitored to maximise impact. The task involves the following subtasks:

- Strategic planning: The D&E&C Plan will be drafted by M3 (D3.1), and regularly updated, in consultation with partners and based on the tentative draft included in Section 2.2 of the GA.
- Project Identity, Communication Tools and Materials Preparation: In line with the strategy developed, Adra will design the visual identity and communications collateral, including both digital and physical assets. This subtask also includes the creation of

an online presence for the project, encompassing webpage creation and social media marketing to showcase all project activities.
- Presentation at prominent events and conferences, to reach an expert audience and consolidate links with related initiatives.
- Publication of executive report and case studies, to share learnings from the ROBO-KNOT secondment approach and shed light on knowledge transfer challenges in Robotics (D3.3).
- D&E&C activities monitoring and reporting: All D&E&C activities will be closely monitored by ADRA and involved partners to assess their impact, including the conclusion in the D&E&C Report (D3.4) and adapting the strategy if necessary.

T3.2 Synergies & cluster activities (M6–M36, lead: ADRA): collaborations with ERA Talents peers, EDIHs/EIC, joint actions and co-publications.

This task is essential for enhancing the visibility and impact of the ROBO-KNOT project through strategic collaboration with other projects and networks. The consortium, led by Adra, will proactively engage in the following activities to build and sustain these valuable connections:

- Establishment of collaborations with other ERA Talents projects, which were awarded funding under the 2024 call for proposals. By collaborating with these projects, ROBO-KNOT aims to create a cohesive network that facilitates cross-dissemination, co-hosting events, and sharing best practices, ultimately strengthening the outcomes of all involved projects.
- Scouting and engagement with established networks and EU organisations, such as European Digital Innovation Hubs (EDIHs), beyond the EDIH directly involved in the project (i.e. AI and Robotics Estonia), and the European Innovation Council (EIC). These collaborations will be pivotal in amplifying the project's reach and integrating its outcomes into broader innovation ecosystems.
- Building networks and facilitating knowledge transfer, creating links with relevant stakeholders as well as engaging in knowledge transfer activities throughout the lifetime of the project. This includes engaging with relevant stakeholders in the robotics field through joint events and collaborative publications, ensuring that the knowledge developed within ROBO-KNOT is widely disseminated and utilised.

T3.3 Exploitation (M1–M36, lead: EIT Digital): IP protection and exploitation strategy, three-way IP agreements for secondees, commercialisation support via TTOs/bootcamps, and KER pipeline.

This task focuses on ensuring that the results of the ROBO-KNOT project are effectively protected, managed and exploited, maximising their impact both within and beyond the project's duration.

- Development and implementation of IP management and exploitation strategies, in alignment with guidelines for EC funded projects under Horizon Europe. EITD will lead the creation of an IP Protection Strategy that addresses the needs of both researchers and institutions. This strategy will include provisions for handling background IP, as well as the establishment of three-way IP agreements between seconded researchers, sending, and hosting organisations. EITD will ensure that all partners are aligned on best practices for IP management and commercialisation, ensuring a consistent approach across the consortium.
- Exploitation of key results across sectors, building on the project's modular secondment model and innovative entrepreneurial training initiatives, this subtask will focus on the cross-sectoral application and commercialisation of these outcomes. Standards for cross-sectoral application of the secondment model and training

activities will be formulated to facilitate their replication in other domains, ensuring wide applicability and scalability. Additionally, the project will explore opportunities to integrate these models into future EU-funded projects, further enhancing their impact

- Commercialisation Support for Researchers. EITD, in collaboration with Technology Transfer Offices (TTOs) from consortium members, will support seconded researchers in protecting their IP and exploring different commercialisation avenues, such as creating startups or licensing their innovations. The Robotics Commercialisation Bootcamps will be a key component of this, providing researchers with direct access to industry experts and potential investors (KER 4).

Deliverables & milestones

D3.1 D&E&C Plan — M3 (public). Includes channels, KPIs, EU visibility rules; milestone "Development of D&E&C Plan" due M3 (live website + plan). Plan for communication, dissemination, and exploitation of project results. The plan also includes the dissemination and exploitation activities that beneficiaries plan to implement in a period up to 4 years after the end of the project. This will be updated before the end of the project.

D3.2 Interim D&E&C report — M12 (public). Interim report on execution of dissemination, exploitation and communication activities throughout the project.

D3.3 Executive report with case studies & policy recommendations — M32 (public). Case studies and best practices for cross-border and cross-sectoral secondments. The report includes policy recommendations based on observed value of researchers' and R&I support staff's intersectoral mobility to enhance industry-academia collaboration and knowledge transfer.

D3.4 Final D&E&C report — M36 (public). Final report on execution of dissemination, exploitation and communication activities throughout the project.

Roles & meetings

Lead & co-lead. ADRA leads WP3; EIT Digital leads exploitation (T3.3).

Core rhythms:

- WP3 calls every 2-4 weeks, depending on workload.
- Monthly KPI dashboard & evidence log (web, social, events, media, audiences).

Staff effort (PMs)

ADRA: 7.5. EITDH: 5, EITD: 5.	PACT: 4, TSP: 4, OZZIE: 4, RBTK: 4, CTAG: 4.	ULUS: 3.5, JSI: 3.5, AUTH: 3.5, TALT: 3.5.

Timeline & outputs

Project runs **M1=Sep 2025** to **M36=Aug 2028**. Key moments:

Time	Outputs
M1–M3 (09-11/25)	❑ Launch foundations: **D3.1** (strategy, channels, KPIs), brand kit, website + socials live, press kit. ❑ Open-call campaign support.

Time	Outputs
	❑ Analytics #1.
M4–M6 (12/25–02/26)	❑ Case study templates. ❑ Exploitation/IP note + KER register draft with EITD. ❑ Map synergies (ERA Talents, EDIHs, EIC).
M7–M12 (03-08/26)	❑ 2–3 conferences. ❑ Partner amplification sprints ❑ **D3.2** interim report (activities, KPIs, adjustments).
M13–M24 (09/26–08/27)	❑ Regular campaigns tied to WP1 secondments/returns and WP2 trainings. ❑ 1–2 joint events/year with sibling projects. ❑ Update exploitation files/KERs. ❑ Annual comms review.
M25–M32 (09/27–04/28)	❑ Draft & publish **D3.3** executive report (case studies + policy recommendations).
M33–M36 (05-08/28)	❑ Wrap-up campaigns. ❑ Repository of assets/evidence. ❑ **D3.4** final report. ❑ Handover package for post-project exploitation/visibility obligations.

KPIs

- KPI 4.1 Number of **EU member states directly or indirectly impacted** by the action: ≥7
- KPI 4.2 Number of **events organised** for dissemination activities that raise awareness of the action with relevant stakeholders: 3
- KPI 4.3 Number of relevant **conferences attended** to present results from the action: 5.
    - >2000 people reached.
- KPI 4.4 Number of **reports on best practices** for cross-border and cross-sectoral talent sharing published: 1 executive report and 1 policy brief.
    - >2 policy-making bodies engaged.
- [KPI 4.5] **Connections and synergies**:
    - establishment of collaborations with at least 3 related initiatives or networks.
    - formation of synergies with at least 1 other project funded by ERA Talents.
    - organisation of at least 2 joint clustering and/or dissemination activities.
- [KPI 4.6] **Website**:
    - 1 news item/resource published per month.
    - >20 website visitors monthly.
    - >1000 site access times annually.
- [KPI 4.7] **Social media**:
    - social media impressions: >500/month.
    - number of posts using project-specific hashtags: >3/month.
    - >10 new followers on LinkedIn monthly.

Evidence log: auto-captures (web analytics, social stats); manual proofs (event agendas, presentations, media clippings), all linked to deliverables and D3.2/D3.4 reporting.

Risks & mitigations

- **Linkages across WPs missed** → enforce monthly cross-WP sync; joint editorial with WP1/2 leaders.
- **Effort overrun to hit quality** → monthly burn vs. plan; redistribute PM across partners where needed (WP3 has 51.5 PM total).
- **EU visibility non-compliance** → pre-flight checks; auto-insert compliance blocks in all templates; random spot checks before publication.

Reporting workflow & acceptance

D3.1/D3.2/D3.3/D3.4 led by ADRA (except exploitation inputs from EITD), with partner contributions and WP4 QA. Draft → internal peer review → WP4 quality check → coordinator sign-off → submission.

Use the **EU Funding & Tenders Portal** for formal submissions/communications.

Compliance rules

All communication activities (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must **acknowledge EU support,** display the European flag (emblem) and funding**, and include a disclaimer in the language of the target audience**:

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- More information about properly acknowledging EU funding.
- Examples of acknowledging EU funding in social media.

Maintain **IPR & exploitation** duties and be ready to leverage the **Horizon Results Platform** if results are not exploited within one-year post-end.

Align with **gender equality, diversity & inclusion** commitments in all communications.

Communication and Dissemination Plan

Introduction

The ROBO-KNOT, Dissemination, Exploitation, Communication Plan (D&E&C Plan) set out how the consortium will maximise the visibility, uptake and long-term use of the project's results, in full alignment with the commitments in the Grant Agreement, including Articles 16–17 and section 2.2 on measures to maximise impact. It covers the full project lifecycle and extends to a period of up to four years after its end and is implemented through work package 3 and its core deliverables (D3.1–D3.4). This joint document brings together (i) a detailed communication and dissemination spreadsheet and (ii) the **exploitation plan**, providing a single operational reference for partners and reviewers.

Strategically, the plan serves **four main purposes**:

- to build a recognisable ROBO-KNOT identity;
- to ensure that project outputs reach and engage key audiences across widening and non-widening countries;
- to translate results into exploitable models, services and ventures; and
- to demonstrate contribution to European policy objectives on research and innovation talent, mobility and knowledge valorisation.

Target groups include researchers and R&I support staff, higher education institutions and public research organisations, robotics and deep-tech industry (startups, SMEs, corporates, technology centres and parks), European and national policymakers, and EU-level networks such as EITDH, EITD, ADRA, EDIHs and other ERA Talents projects.

Communication and dissemination activities, led by ADRA, combine a visual identity and communications toolkit, a dedicated project webpage, active social media presence (with a project hashtag), and participation in high-profile European events and clustering activities. The spreadsheet translates this strategy into concrete actions, channels, audiences, timings, responsibilities and quantitative targets, building on the KPIs agreed in the Grant Agreement. All activities follow Horizon Europe visibility rules, ensuring systematic use of the EU emblem, funding statement and disclaimer on all materials.

The **exploitation strand**, focuses on four key exploitable results identified in the Grant Agreement: a modular secondment model, the SPIN entrepreneurial training, robotics commercialisation bootcamps, and the resulting startups and licensing opportunities. The Joint Exploitation Plan (JEP) outlines both partner-level and joint exploitation routes, supported by an emerging intellectual property protection strategy that clarifies background and foreground ownership, access rights, and three-way IP agreements for secondments, in line with Article 16. It also anticipates key risks and defines concrete mitigation measures to protect and scale the ROBO-KNOT offer.

Governance and monitoring arrangements ensure that communication, dissemination and exploitation are treated as a single impact pipeline. ADRA leads on strategy, identity, web and social media, while EIT Digital exploitation and IP; all partners contribute content, evidence and outreach through their institutional channels. Progress is tracked via a KPI dashboard and evidence log, regular WP3 meetings and formal reporting (interim and final D&E&C reports), with the plan to be updated as needed based on performance and feedback. Together, the spreadsheet and exploitation plan operationalise this framework, turning ROBO-KNOT's mobility, training and ecosystem activities into sustained European-level impact.

Exploitation Plan

Introduction

The exploitation and IP management strategy of ROBO-KNOT is designed to maximise the uptake, sustainability, and replication of its core results while ensuring full compliance with the Horizon Europe Grant Agreement (Article 16) and Open Science principles. The consortium leverages the complementarity of its 12 partners, spanning academia, industry, and innovation ecosystems, to turn project outputs into practical models, tools, and services. Exploitation focuses on four Key Exploitable Results (KERs):

- **KER#1 The Modular Secondment Model** provides governance mechanisms, selection criteria, standardised three-way IP templates, Personal and Career Advancement Plans (PDP/CAP), quality indicators, and a reintegration toolkit. It will be exploited through institutional adoption by higher education institutions, technology parks, and EDIHs, as well as through licensing, consultancy, and replication agreements.
- **KER#2 SPIN (Entrepreneurial Training)** encompasses curricula, practical toolkits on IP management, innovation readiness and venture design, and micro-credential modules. Exploitation will include paid training cohorts, embedded HEI courses, revenues from micro-credentials, and dual-track delivery combining open educational resources with premium offerings.
- **KER#3 Robotics Commercialisation Bootcamps** consolidate a challenge library, mentor and investor networks, proof-of-concept playbooks, and tailored sectoral packages for automotive, logistics, agri-tech, and healthcare. These will be monetised through industry sponsorships, SME participation fees, pilot contracts, and corporate venturing agreements.
- **KER#4 Startups and Licensing**, as the output of KERs 1–3, will generate a flow of startup projects ideas and potentially licensable IP, data, and software artefacts, exploited via spin-offs, IP licensing to OEMs and SMEs, and joint development deals.

Each partner contributes to one or more of these results according to its expertise and market position. This multi-level strategy ensures that researchers, innovation support staff, and organisations can translate mobility and training experiences into tangible, long-term impact.

Individual Exploitation Plans

The following section presents the individual exploitation strategies of each ROBO-KNOT consortium partner, outlining how every organisation will capitalise on the project's Key Exploitable Results (KERs) in alignment with its institutional mandate, market positioning, and expertise.

Each plan details the partner's role, targeted results, exploitation channels, expected beneficiaries, key performance indicators, and associated risk-mitigation measures (see the summary table at the end of the paragraph). Together, these plans form a coherent and complementary portfolio that transforms ROBO-KNOT's outputs into tangible value for academia, industry, and society.

While EIT Digital (EITD) coordinates the overall exploitation and sustainability process according to Task 3.3, each partner retains ownership of the results it generates and pursues specific exploitation routes, ranging from commercial licensing and training services to institutional embedding and policy transfer.

This distributed yet coordinated approach ensures that project outcomes remain financially viable, widely accessible, and continuously exploitable after the project's completion, supporting the European Commission's long-term vision for sustainable R&I talent ecosystems.

EIT Digital Hungary (EITDH)

Role/strengths: Project coordination; EU network; media & comms

KER focus: KER1 (Secondment Model), KER2 (SPIN), KER3 (Bootcamps), enable KER4 (startups/licensing).

Potential exploitation:

- Operate the white-label ROBO-KNOT programme for regions/sectors (Robotics, AI, Cybersecurity).
- License the Secondment Model playbook + quality framework to universities, EDIHs, tech parks.

Beneficiaries: HEIs/PROs, EDIHs, corporates, regional agencies, widening ecosystems.

Risks/Mitigations: Fragmented demand/package tiered offers; IP ambiguity/standard 3-way IP addendum; patent vs. preprint timing/publication hold and/or embargo checklist.

EIT Digital IVZW (EITD)

Role/strengths: Programme design; EU scaling; community & investor access.

KER focus: KER1 (Secondment Model), KER2 (SPIN), KER3 (Bootcamps), enable KER4 (startups/licensing).

Potential exploitation:

- Operate the white-label ROBO-KNOT programme for regions/sectors (Robotics, AI, Cybersecurity).
- License the Secondment Model playbook + quality framework to universities, EDIHs, tech parks.
- Offer train-the-trainer for SPIN; run investor demo days tied to Bootcamps.

Beneficiaries: HEIs/PROs, EDIHs, corporates, regional agencies, widening ecosystems.

Risks/Mitigations: Fragmented demand/package tiered offers; IP ambiguity/standard 3-way IP addendum; patent vs. preprint timing/publication hold and/or embargo checklist.

AI, Data and Robotics Association (ADRA)

Role/strengths: EU-level network; roadmapping; standardisation touchpoints.

KER focus: KER1 (policy/standards mapping), KER3 (industry-investor bridge).

Potential exploitation:

- Integrate ROBO-KNOT mobility & skills insights into ADRA SRIA/working groups.
- Curate industry and investor matching at ADRA events for Bootcamp graduates.

Beneficiaries: Robotics/AI industry, SMEs, policymakers.

Risks/Mitigations: Standards and/or IP conflicts/publish non-confidential best practices.

COFAC / Universidade Lusófona (ULUS)

Role/strengths: HEI training design; pedagogy; media & comms.

KER focus: KER1 (learning design), KER2 (SPIN content), cross-sector comms toolkits.

Potential exploitation:

- Package micro-credentials for SPIN modules (IP basics, innovation readiness, pitch comms).
- Develop MOOC & open educational resources (OER) with controlled licensing.

Beneficiaries: Early-career researchers; HEIs; lifelong learning.

Risks/Mitigations: CC license vs. fee-based courses, dual licensing (OER basics, paid advanced).

Institut Jožef Stefan (JSI)

Role/strengths: Deep robotics/AI research; tech transfer track record.

KER focus: KER3 (Bootcamps), KER4 (startups/licensing).

Potential exploitation:

- Spin-out application-specific robotics (per secondment outputs).
- License algorithms/tooling to EU OEMs; PoCs with Bootcamp mentors.

Beneficiaries: Robotics OEMs, SMEs, integrators.

Risks/Mitigations: Freedom-to-Operate/early novelty and/or FTO checks; NDAs with mentors.

Aristotle University of Thessaloniki (AUTH)

Role/strengths: Large HEI; data/robotics labs; career services.

KER focus: KER1 implementation; KER2/3 delivery; KER4 enablement.

Potential exploitation:

- Institutionalise the Secondment Model via Career Office; embed PDP/CAP processes.
- Run regional Bootcamps with Greek clusters; incubator handover for startups.

Beneficiaries: Greek R&I talent; local SMEs.

Risks/Mitigations: Reintegration frictions/Change-Management toolkit + mentor pairs.

Tallinn University of Technology (TALT)

Role/strengths: Engineering excellence; AI & Robotics Estonia AIRE.

KER focus: KER1 institutional adoption; KER3.

Potential exploitation:

- Make AI & Robotics Estonia AIRE the regional hub for ROBO-KNOT; offer portfolio management for R&I support staff.
- Host industry sprints tied to secondments.

Beneficiaries: Baltic industry, HEIs, startups.

Risks/Mitigations: SME bandwidth/asynchronous sprint kits + remote mentor pool.

Parque do Alentejo de Ciência e Tecnologia (PACT)

Role/strengths: Regional tech park; SME pipeline; soft-landing.

KER focus: KER1 rollout; KER3 delivery.

Potential exploitation:

- Offer soft-landing for secondments; EDIHL-linked services (testbeds, DIH vouchers).
- Package white-label model for regional agencies.

Beneficiaries: Regional SMEs; public agencies.

Risks/Mitigations: Funding cycles/bundle with ERDF/Recovery calls.

Tartu Science Park Foundation (TSP)

Role/strengths: Incubation; investor networks; hackathons.

KER focus: KER2, KER3, KER4.

Potential exploitation:

- Operate investor readiness track; organise demo days; post-bootcamp incubation.
- Curate customer discovery with anchor firms.

Beneficiaries: Spin-offs; regional investors; corporates.

Risks/Mitigations: Deal flow variability/cross-consortium scouting.

OZZIE IKE (OZZIE)

Role/strengths: Creative digital/communication & productisation.

KER focus: KER1 dissemination pack; KER2/3 branding & UX; white-label toolkit.

Potential exploitation:

- Commercialise communication kits (playbooks, journey maps, CAP templates).

- Sell white-label packages (visual identity, portal, LMS skins).

Beneficiaries: HEIs, parks, clusters.

Risks/Mitigations: Scope creep/fixed-price packages + asset library.

Robotnik Automation (RBTK)

Role/strengths: Industrial robotics vendor; integrator network.

KER focus: KER3 (challenge owner); KER4 (corporate venturing, pilot sites).

Potential exploitation:

- Host industrial challenges for Bootcamps; pilot PoCs; supplier/partner onboarding of teams.
- Option to license niche modules or co-create spin-offs with equity.

Beneficiaries: RBTK product lines; client base.

Risks/Mitigations: IP confusion/pre-agreed background and/or foreground register + option framework.

Automotive Technology Centre of Galicia (CTAG)

Role/strengths: Testbeds; applied R&D; automotive supply chain.

KER focus: KER3 (sector-specific bootcamps); KER4 (tech transfer to Tier1/2).

Potential exploitation:

- Run Robotics Commercialisation Bootcamps for automotive intralogistics; validate in living labs.
- License methods/tooling to Tier suppliers; broker EU standardisation inputs.

Beneficiaries: Automotive OEMs/Tiers; logistics providers.

Risks/Mitigations: Confidentiality/NDAs, clean-room data, restricted reports.

The individual potential exploitation strategies presented above highlight both the diversity and the interdependence of partners' post-project ambitions.

However, this diversity also introduces a series of systemic risks that must be managed collectively to ensure consistent and sustainable exploitation. These risks stem mainly from two structural tensions inherent to ROBO-KNOT's cross-sectoral approach: first, the balance between openness and protection, aligning Horizon Europe's open-science mandate with the need to safeguard intellectual property and commercial potential, and second, the balance between coordination and autonomy, maintaining a coherent brand, governance, and IP policy while enabling each partner to pursue independent exploitation routes.

The following table synthesises these risks and the corresponding mitigation logic, illustrating how the consortium's shared mechanisms, standard IP agreements, and modular business

models transform potential vulnerabilities into a structured, transparent, and replicable exploitation framework.

Risk Category	Explanation	Mitigation Action
Market Fragmentation and Demand Uncertainty	The modular secondment model and training services depend on varied institutions and SME clients whose resources and priorities differ widely. Low or uneven uptake would undermine financial sustainability.	Introduce tiered pricing and service levels (basic toolkit, premium white-label); pilot early adopters to build demonstrable ROI; leverage ADRA/EITD/EITDH networks for visibility and replication.
Intellectual Property Ambiguity and Overlap Mitigation	Joint secondments and co-development create blurred ownership between researchers, sending and hosting organisations, and industrial hosts. This can stall exploitation or provoke disputes.	Implement standard three-way IP agreements, maintain background/foreground registers, define ownership before dissemination, and apply NDAs for mentors and industry participants.
Patentability vs. Publication Timing	Researchers' pressure to publish may expose inventions before protection, destroying novelty.	Apply a publish-after-protect workflow supported by a Publication Hold / Embargo Checklist to verify IP clearance; file provisional protection first; coordinate timing with IPEB sign-off.
Open-Access vs. Commercial Licensing (Dual-Use Content)	Educational content under Creative Commons could accidentally release material intended for fee-based courses.	Use dual licensing, open OER for foundational modules, proprietary licence for advanced/paid content; embed metadata marking licence type; monitor reuse.
Freedom-to-Operate (FTO) and Novelty Risks	Robotics innovations risk infringing existing patents.	Require early FTO and novelty searches before filing or spin-off creation; consult patent attorneys; coordinate filings via ESB.
Reintegration and Cultural Resistance	Returning secondees may face institutional inertia that limits application of new skills.	Deploy a Change-Management Toolkit, peer-mentor pairing, and HR workshops to support institutional embedding and culture shift.
SME Bandwidth Constraints	SMEs have limited time for Bootcamps and sprints; overlong formats reduce participation.	Provide asynchronous sprint kits, recorded modules, and a remote mentor pool allowing flexible engagement.
Funding and Cash-Flow Gaps Post-Project	Dependence on short-term regional or EU grants risks interruption once initial funding ends.	Align services with ERDF/EIT calls, and diversify revenues via licensing and corporate challenges.
Deal-Flow Variability for Investment Activities	The number of investor-ready projects fluctuates yearly, weakening demo-day appeal.	Institute cross-consortium scouting of high-potential teams; maintain a shared pipeline database; coordinate investor outreach across partners.
Scope Creep in Commercial Packages	Communication or branding projects risk uncontrolled expansion of deliverables.	Use fixed-price modular contracts, clear revision caps, and reusable asset libraries to protect profitability

IP Confusion in Industrial Co-Development	Industrial partners co-create prototypes where background IP and new results intermix.	Pre-define background and foreground registers, and include an option framework granting first-license rights while safeguarding joint ownership.
Confidentiality and Data-Protection Risks	Testbeds and living labs handle sensitive industrial or personal data; leaks would breach NDAs/GDPR.	Enforce clean-room protocols, anonymise datasets, issue restricted reports, and ensure all secondees sign NDAs.
Regional and Widening-Country Constraints	Limited administrative capacity or co-funding may hinder replication in less-developed regions.	Align with local EDIHs and Smart Specialisation platforms, use hybrid/remote formats, and secure national endorsements through ADRA/EIT Digital.

Joint Exploitation Plan (JEP)

While each partner in ROBO-KNOT pursues its own exploitation pathways, the consortium recognises that the project's full value emerges from a coordinated, joint approach to capitalising on its collective results. The Joint Exploitation Plan (JEP) will provide the strategic framework through which the consortium will transform the project's Key Exploitable Results (KERs) into long-term, scalable impact across Europe.

It defines the shared principles, governance mechanisms, and revenue models that will ensure coherence, quality assurance, and fair benefit distribution among partners, while safeguarding intellectual property in line with Article 16 of the Horizon Europe Grant Agreement.

The JEP builds on the consortium's complementary expertise, spanning academic research, industrial innovation, digital training, and ecosystem facilitation, and translates this diversity into a unified exploitation model.

Through joint ownership and coordinated deployment of assets such as the ROBO-KNOT Secondment Model, the SPIN entrepreneurial training, and the Robotics Commercialisation Bootcamps**,** partners will collectively position the programme as a European reference model for cross-sectoral talent mobility and innovation capacity-building**.**

Market access will be channelled primarily through European Digital Innovation Hubs (EDIHs/DIHs), the Enterprise Europe Network (EEN), the ADRA association, and EITD, EITDH ecosystems, leveraging the territorial reach of partners such as PACT, TSP, and HEI alliances (AUTH, TalTech, ULUS). The initial focus is on the Robotics sector, expanding to AI and Cybersecurity, and later to other deep-tech verticals such as smart manufacturing, health-tech, and agri-robotics. Target customers include HEIs and PROs, corporates and SMEs, and regional authorities, particularly within Widening Countries.

Operationally, EITDH acts as the portfolio owner, quality assurance lead, and licensing hub; ADRA provides policy and standardisation interfaces and EU-level industry access; HEIs (AUTH, ULUS, JSI, TALT) act as content owners, cohort organisers, and spin-out incubators; Parks (PACT, TSP) ensure soft-landing, incubation, and demo-day support; Industry partners (RBTK, CTAG) host challenges, pilots, and early adoption cases; while OZZIE manages productization, communication, and white-label design kits.

Cross-cutting risks include the tension between openness and protectability, addressed through a publish-after-protect workflow, staged releases, and redaction of sensitive content; IP ownership complexity linked to secondments, mitigated by mandatory three-way IP agreements and foreground/background registers; standardisation sensitivities, monitored through ADRA-led scoping and compliance checks with Article 16 of the Grant Agreement;

and fragmented demand, mitigated through the creation of white-label tiers and regional bundles with EDIHs and ERDF programmes.

KER Name	KER owner	Contributor	Coord. by	Used by	Offered post project (format, duration, language)
KER#1 The Modular Secondment Model	AUTH	EITD	EITDH	EITD	• White-label programme rollout • Secondment Model licensing
				ADRA	• Integrate insights into SRIA/WGs
				ULUS	• MOOC + OER development
				AUTH	• Institutionalise Secondment Model
				TALT	• AIRE hub for ROBO-KNOT
				PACT	• Soft-landing services (testbeds/DIH vouchers) • White-label model for agencies
KER#2 SPIN (Entrepreneurial Training)	EITD	EITD	EITDH	EITD	• SPIN train-the-trainer + investor demo days
				ULUS	• SPIN micro-credentials
				AUTH	• Delivery
				TSP	• Delivery
				OZZIE	• Comms kits commercialisation • White-label branding/UX packages
KER#3 Robotics Commercialisation Bootcamps	CTAG, PACT (?)	EITD	EITDH	EITD	• White-label programme rollout
				ADRA	• Industry–investor matchmaking
				JSI	• Robotics spin-outs • Algorithm/tool licensing + PoCs
				AUTH	• Regional Bootcamps
				TALT	• Industry sprints linked to secondments
				PACT	• Delivery
				TSP	• Investor-readiness track + demo days
				OZZIE	• Comms kits commercialisation • White-label branding/UX packages

				RBTK	• Module licensing / co-created spin-offs
				CTAG	• Robotics Bootcamps (automotive)
KER#4 Startups and Licensing	EITD	EITD	EITDH	EITD	• White-label programme rollout
				JSI	• Algorithm/tool licensing + PoCs
				AUTH	• Incubator handover
				TSP	• Customer-discovery with anchor firms
				OZZIE	• Comms kits commercialisation • White-label branding/UX packages
				RBTK	• Industrial challenges + PoCs
				CTAG	Method/tool licensing + standardisation input

Intellectual Property Protection Strategy

The consortium has already started elaborating an Intellectual Property Protection Strategy to be integrated in the next versions of the deliverable. The main rationale behind this choice is that the consortium prefers analysing all legal aspects around IP management to deliver a solid and reliable framework that can both protect and foster innovation.

Annex 1: Communication Plan (Excel export)

Project Month	Month	Year	Activity	WP Resp.	Tools & Channels	Target Group	KPI / Outcome
M1-M3	**Sept - Oct**	**2025**	Source for subcontracter (3 offers needed) Establish online communication strategy via the Robo-Knot webpage. Providing up-to-date information about Robo-Knot (news, articles, press-releases, resources). It will also promote project milestones, output, events and results, delivering value-added content.	WP3	Website	Digital Agencies which have experience with EU projects 1. General public, project stakeholders. 2. National and EU Policymakers. Industry leaders and decision-makers. 3. Public and private sector stakeholders involved in AI and Robotics.	Receive 3 offers, voting for all partners on desired logo. - Launch foundations: D3.1 (strategy, channels, KPIs), brand kit, website + socials live, press kit. - Open-call campaign support. - Analytics #1.
M2–M3	**Oct - Nov**	**2025**	Branding & launch. High quality communication collateral, including digital and physical assets: logo, brand guidelines, online brochure, power point templates, official presentation of the the project, word deliverable template, roll-up banner and other online banners. **All physical and digital templates must include the EU-emblem**	WP3	Project logo, website, social media setup, press release. Communication collateral pack (constantly updated).	1. General public, project stakeholders. 2. National and EU Policymakers. Industry leaders and decision-makers. 3. Public and private sector stakeholders involved in AI and Robotics.	Website live, 1 press release, 1 LI project page active. Serve to present ROBO-KNOT activites and objectives with one common approach, enabling all members of the consortium to participate in public events, creating and strengthening the idea of one complete brand.
M3-M4	**Nov - Dec**	**2025**	First open call - Preparation, publication and promotion of open call for participants	WP1 & WP3	Brochure / Writeup on Secondments	1. Universities 2. AI and Robotics industry professionals, academic and research institutions, policy makers, innovation networks and clusters, broader R&I community across Europe. 3. Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	Ensure the right materials are transferred to secondees via schools
M3–M6	**Nov - Feb**	**2025/2026**	Awareness campaign	WP3	Website build and updates, newsletters, flyers	1. Public 2. AI and Robotics industry professionals, academic and research institutions, policy makers, innovation networks and clusters, broader R&I community across Europe. 3. Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	Website to cover 75% of information fields, 1 newsletter, 50+ Followerd on LI page - Case study templates. - Exploitation/IP note + KER register draft with EITD. - Map synergies (ERA Talents, EDIHs, EIC). - Abstracts to events. - Schedule cluster webinar for M7.
M5	**Jan**	**2026**	Reviewing of applications, Extra promotion efforts if applications are low in submissions	WP1 & WP3	Website, Social Media, News piece for advertising placements (if not enough applications)	1. Universities sending the secondees 2. AI and Robotics industry professionals, academic and research institutions, policy makers, innovation networks and clusters, broader R&I community across Europe. 3.Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	Receive sufficient applications
M6	**Feb**	**2026**	Selection and matchmaking	WP1	Interviews and online meetings	Hosts and WP1 coordinators	Select secondees
M7	**Mar**	**2026**	First secondment planning	WP1	Team meetings	Hosts of secondees	Secondment plan is in place

Project Month	Month	Year	Activity	WP Resp.	Tools & Channels	Target Group	KPI / Outcome
M8 - M14	**April - Oct**	**2026**	First secondment execution	WP1	Short video / journalling of vlog	Public and future secondees	Collate a journal of experience from secondees - highlighting experiences and ssharings with the community - To report on website: interviews, personal reflections. (Testimonials)
M11– M12	**July– August**	**2026**	Prepare and submit D3.2 interim communication, dissemination and exploitation report Tools & channels: Internal evidence log (events, publications, case studies), website and social media analytics, partner inputs; submission via Funding & Tenders Portal.	WP3	Internal evidence log (events, publications, case studies), website and social media analytics, partner inputs; submission via Funding & Tenders Portal.	European Commission / granting authority, ROBO-KNOT consortium.	D3.2 submitted on time and accepted; complete overview of communication, dissemination, exploitation activities and KPI progress up to M12.
M12	**Aug**	**2026**	Storytelling & visibility Collect insights, learnings and sharing from secondees and hosts.	WP1 & WP3	Short story, a quote, a photo or a 30–60 second video. Blogs, infographics, explainer video. Reports to be distributed via target mailing lists, shared during relevant events, made available on project website and social media channels.	1. Public, educators 2. National and EU policy makers, industry leaders and academic institutions. 3. Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	1 video each from secondees and secondments, 2 blogs, 2 articles for LI page Build policy brief - Transfer project insights and recommendations in a concise accessible format, tailored to the needs of policy makers, industry leaders and academic institutions.
M15	**Nov**	**2026**	SPIN: Explore Innovative entrepreneurial training program designed by EITD and tailored specifically for researchers. It focuses on commercialisation of deep-tech innovations, covering essential topics such as IP management, innovation readiness and fundementals of entrepreneurship.	WP2	Social media posts, blog posts	1. Researchers and Scientists involved in Deep-tech innovation, who are intereted in understanding the commercial potential of their research. 2. Academic institutions aiming to strengthen their commercialisation capabilities. 3. Entrepreneurship training providers seeking to enhancce their curriculum with specialized content for Deep Tech innovations.	Adapt and expand the SPIN curriculum to other specific Depp Tech sectors (Eg: Cyber security and Internet of things). Certification programmes: Develop certified courses around SPIN, recognised by academic and industry bodies, to add value for participants.
M15	**Nov**	**2026**	Editing and publishing of 1st Secondee and Secondment highlights + Recruitment drive for 2nd intake.	WP3	Social Media, News, publications	Public, second round of secondees	Results and successes from 1st hosting.
M16 - M17	**Dec - Jan**	**2026/2027**	Second open call - Preparation, publication and promotion of open call for participants	WP1 & WP3	Brochure / Writeup on Secondments	Universities. Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	Ensure the right materials are transferred to secondees via schools
M15– M18	**Nov - Feb**	**2026/2027**	Mid-term communication push	WP3	Media campaign, press release	General public. Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	1000+ website visitors, 1 video
M18	**Feb**	**2027**	Reviewing of applications, Extra promotion efforts if applications are low in submissions	WP1 & WP3	Website, Social Media, News piece for advertising placements	Universities hosting the secondees	Receive sufficient applications
M19	**Mar**	**2027**	Selection and matchmaking	WP1	Interviews and online meetings	Hosts and WP1 coordinators	Select secondees

Project Month	Month	Year	Activity	WP Resp.	Tools & Channels	Target Group	KPI / Outcome
M19	**Mar**	**2027**	Second batch of secondees - Webinar (S1)	WP1	Webinar hosting	Secondees	Success story from secondees - experience sharing
M20	**April**	**2027**	Second secondment planning	WP1	Team meetings	Hosts of secondees	Secondment plan is in place
M21 - M27	**May - Nov**	**2027**	Second secondment execution	WP1	Short video / journalling of vlog	Public and future secondees	Collate a journal of experience from secondees - highlighting experiences and ssharings with the community - To report on website: interviews, personal reflections.
M23	**July**	**2027**	Webinar (S2) - During secondment	WP1	Webinar hosting	Secondees	1 webinar with 18 participants
M25	**Sept**	**2027**	Storytelling & visibility Collect insights, learnings and sharing from secondees and hosts.	WP1 & WP3	Short story, a quote, a photo or a 30–60 second video. Blogs, infographics, explainer video. Reports to be distributed via target mailing lists, shared during relevant events, made available on project website and social media channels.	1. Public, educators 2. National and EU policy makers, industry leaders and academic institutions. 3. Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	1 video each from secondees and secondments, 2 blogs, 2 articles for LI page Build policy brief - Transfer project insights and recommendations in a concise accessible format, tailored to the needs of policy makers, industry leaders and academic institutions.
M28	**Dec**	**2027**	SPIN: Explore	WP2	Social media posts, blog posts	1. Researchers and Scientists involved in Deep-tech innovation, who are intereted in understanding the commercial potential of their research. 2. Academic institutions aiming to strengthen their commercialisation capabilities. 3. Entrepreneurship training providers seeking to enhancce their curriculum with specialized content for Deep Tech innovations.	Adapt and expand the SPIN curriculum to other specific Depp Tech sectors (Eg: Cyber security and Internet of things). Certification programmes: Develop certified courses around SPIN, recognised by academic and industry bodies, to add value for participants.
M30	**Feb**	**2028**	I L Bootcamp	WP2	Social media posts, blog posts	Participants, related clusters/ projects	Bootcamp organised.
M32	**Apr**	**2028**	BootCamp PACT	WP2	Social media posts, blog posts	Participants, related clusters/ projects	Bootcamp organised.
M34	**Jun**	**2028**	BootCamp CTAG	WP2	Social media posts, blog posts	Participants, related clusters/ projects	Bootcamp organised.
M3–M34	**Nov - June**	**2025-2028**	Outreach events: Participation and organization of sessions at prominent conferences, workshops and industry events. (Identify opportunities to present the project, share insights and engage with stakeholders.	ALL	Open days, joint events with partner projects	1. Local communities, NGOs 2. AI and Robotics industry professionals, academic and research institutions, policy makers, innovation networks and clusters, broader R&I community across Europe	At least 3 events organised (webinars, workshops or showcases) and participation in at least 5 external conferences or fairs; >2 000 people reached in total; use of ROBO-KNOT visual identity and materials in all cases.
M3 - M34	**Nov - June**	**2025-2028**	Social Media: Organic promotion via social media, will help extend the reach of key disseminiation and communication messages to wider geographical audiences, providing an excellent opportunity for better outreach. Target Robo-knot groups.	WP3 Lead All project partners to repost.	LI, other communication channels that partners prefer using.	R&I Talent, higher education institutions, Research organizations, Start-ups and SMEs, Industry and policy makers. Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	Social media impressions: >500 /month. Number of posts using project specific hashtag: >3/month. Followers on LI monthly: >10/ month

Project Month	Month	Year	Activity	WP Resp.	Tools & Channels	Target Group	KPI / Outcome
M3–M30	**Nov - Feb**	**2025-2028**	Engagement campaign Establishing and nurturing connections with other related projects and networks to enhance Robo-Knots visibility and impact. Actively scout for opportunities to collaborate with well-established networks, such as EDIHs. Special attention should be given to creating synergies with other projects funded by the ERA Talents call. Focus on cross-dissemination opportunities, co-hosting events and sharing best practices. Provide avenues for mutual learning and resource sharing, strengthening the project's outcomes.	All	Short videos, podcasts, newsletters	General public, policymakers EDIHs, Other EU-funded projects and initiatives in AI and Robotics, Projects funded under ERA Talent Call, Robotics clusters and other innovation communities.	2 videos, 1000+ impressions Establishment of collaborations with at least 3 related initiatives or netowrks. Formation of synergies with at least 1 other project funded by ERA talents. Organization of at lesat 2 joint clustering and/or dissemination activities.
M30–M34	**Feb - July**	**2028**	Final visibility campaign	WP3	Executive reporting, final press release	Broad public, policymakers, researchers. Special focus on under-represented groups (e.g. women in Robotics, early-career researchers, talent from widening countries).	1 final video, 1 closing press release. - Wrap-up campaigns. - Repository of assets/evidence. - D3.4 final executive report - engagement with 2 policy-making bodies - Handover package for post-project exploitation/visibility obligations.
M31–M32	**March–April**	**2028**	Draft and submit D3.3 executive report on ROBO-KNOT outcomes, case studies and policy/practitioner recommendations.	WP3	Synthesised case studies and KER fiches, policy brief, evidence log, inputs from WP1–WP4; submission via Funding & Tenders Portal.	Policymakers (EU, national and regional), industry and innovation actors, research and higher education institutions, European Commission.	D3.3 submitted on time and accepted; at least one concise executive report and one policy/practitioner brief capturing lessons and recommendations.
M34	**July-August**	**2026**	Prepare and submit the final communication, dissemination and exploitation report. Tools & channels: Internal evidence log (events, publications, case studies), website and social media analytics, partner inputs; submission via Funding & Tenders Portal.	WP3	Internal evidence log (events, publications, case studies), website and social media analytics, partner inputs; submission via Funding & Tenders Portal.	European Commission / granting authority, ROBO-KNOT consortium.	Report submitted on time and accepted; complete overview of communication, dissemination, exploitation activities and KPI progress up to M34.