Co-funded by the Horizon 2020
Framework Programme of the European Union

Deliverable 8.1
Dissemination and Exploitation Plan

Work Package 8: Impact, Outreach and Collaboration

TeNDER Project

Grant Agreement ID: 875325

Start date: 1 November 2019

End date: 31 October 2022

Funded under programme(s): H2020-SC1-DTH-2018-2020/H2020-SC1-DTH-2019

Topic: SC1-DTH-11-2019 Large Scale pilots of personalised & outcome based integrated care

Funding Scheme: IA - Innovation action

Disclaimer

This document contains material, which is the copyright of certain TeNDER Partners, and may not be reproduced or copied without permission. The commercial use of any information contained in this document may require a license from the proprietor of that information. The reproduction of this document or of parts of it requires an agreement with the proprietor of that information. The document must be referenced if used in a publication.

The TeNDER consortium consists of the following Partners.

No	Name	Short name	Country
1	UNIVERSIDAD POLITECNICA DE MADRID	UPM	Spain
2	MAGGIOLI SPA	MAG	Italy
3	DATAWIZARD SRL	DW	Italy
4	UBIWHERE LDA	Ubiwhere	Portugal
5	ELGOLINE DOO	ELGOLINE	Slovenia
6	ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	CERTH	Greece
7	VRIJE UNIVERSITEIT BRUSSEL	VUB	Belgium
8	FEDERATION EUROPEENNE DES HOPITAUX ET DES SOINS DE SANTE	HOPE	Belgium
9	SERVICIO MADRILENO DE SALUD	SERMAS	Spain
10	SCHON KLINIK BAD AIBLING SE & CO KG	SKBA	Germany
11	UNIVERSITA DEGLI STUDI DI ROMA TOR VERGATA	UNITOV	Italy
12	SLOVENSKO ZDRUZENJE ZA POMOC PRI DEMENCI - SPOMINCICA ALZHEIMER SLOVENIJA	SPO	Slovenia
13	ASOCIACION PARKINSON MADRID	APM	Spain

Document Information

Project short name and Grant Agreement ID	TeNDER (875325)
Work package	WP8
Deliverable number	D8.1
Deliverable title	Dissemination and Exploitation Plan
Responsible beneficiary	DW
Involved beneficiaries	ALL
Type[1]	Report
Dissemination level[2]	PU
Contractual date of delivery	31.01.2020
Last update	30.01.2020

---

[1] **R:** Document, report; **DEM:** Demonstrator, pilot, prototype; **DEC:** Websites, patent fillings, videos, etc.; **OTHER**; ETHICS: Ethics requirement; ORDP: Open Research Data Pilot.

[2] **PU:** Public; **CO:** Confidential, only for members of the consortium (including the Commission Services).

Document History

Version	Date	Status	Authors, Reviewers	Description
v 0.01	13/12/2019	Template	Paride Criscio (DW), Sofia Carbonell (HOPE).	Project deliverable template.
v 0.02	15/12/2019	Draft	Paride Criscio, Riccardo Emmolo, Saverio Gravina (DW).	Table of contents and document structure.
v 0.02	20/12/2019	Draft	Paride Criscio, Saverio Gravina (DW).	Added contents
v 0.04	23/01/2020	Draft	Riccardo Emmolo (DW).	Added contents
v 1.0	27/01/2020	Draft	Sofia Carbonell (HOPE), Mr. Gustavo Hernández Peñaloza, Federico Álvarez (UPM).	Merged content by partners. Address comments
V1.1	28/01/2020	Draft	Jennifer Jiménez Ramos (APM)	Address comments
v 1.2	29/01/2020	Draft	David Krivec, Špela Glišović Krivec (SPOMINCICA)	Address comments
v2.0	29/01/2020	Draft	Paride Criscio, Riccardo Emmolo, Saverio Gravina (DW).	General review
V2.1	30/01/2020	Final	Mr. Gustavo Hernández Peñaloza, Federico Álvarez (UPM).	Final document for submission

Acronyms and Abbreviations

Acronym/Abbreviation	Description
TeNDER	affecTive basEd iNtegrateD carE for betteR Quality of Life
WPx	Work Package
Tx.x	Task
Mx	Month (where x defines a project month e.g. M8)
EU	European Union
IoT	Internet of Things
IoHT	Internet of Healthcare Things

Contents

List of Figures

List of Tables

Executive Summary

This document includes all the information needed to facilitate the dissemination efforts of the TeNDER project partners and, at the same time, lays the ground of project's Exploitation and Dissemination Plan, defining a general strategy and setting the guidelines and the means to disseminate project results.

Although the Dissemination and Exploitation Plan is a deliverable to be submitted to the European Commission by Month 3 of TeNDER project, it will be regularly reviewed and updated during all throughout the lifetime of the project and in order to ensure that its objectives are met and amended if necessary. Moreover, the Dissemination and Exploitation Plan constitutes also an internal instrument that aims to provide a consistent framework for dissemination activities and to sustain the project achievements and knowledge deployed.

The specific aims of the Dissemination and Exploitation Plan are to:

- present Dissemination strategy of project results;
- define channels exploited in dissemination activities;
- outline the category and types of targeted dissemination activities
- map potential stakeholders aiming to exploit project outputs;
- present Exploitation strategy of project results;
- use results both for commercial purposes and in public policymaking.

1 INTRODUCTION

1.1 Project overview

TeNDER is a multi-sectoral project funded by Horizon 2020, the EU Framework Programme for Research and Innovation. For the next three years, it will develop an integrated care model to manage multi-morbidity in patients with neurodegenerative diseases.

TeNDER will perform 5 large-scale pilots that will target patients who suffer Alzheimer's and/or Parkinson's along with cardiovascular diseases, diabetes, and/or other chronic illnesses. In each pilot setting (i.e., in-hospital acute care, at home, and in day- and full-time nursing homes), patients will be monitored using sensors, cameras that capture movement, affective recognition technology, and wristbands that record basic vitals, etc. Meanwhile, TeNDER's technical, legal and ethical experts will ensure that all personal data is protected according the General Data Protection Regulation (GDPR).

By combining user-friendly technologies and substantial research experience, TeNDER will help address the need to further integrate health and social care especially amongst Europe's ageing population.

In recent years, indeed, Europe faced important demographic changes affecting the age structure. As a result of ageing, the number of Europeans affected by cardiovascular diseases, Parkinson's, Alzheimer's and other dementia, almost equal to 10 million people, is forecasted to double by 2030 making them a major health challenge. Those people want to live at their own homes, but because of their symptoms they face difficulties in the daily life both in managing their own care and in living independently. Increased chronic conditions, multi-morbidity and ageing population of both workforce and patients pushed to the promotion of a new integrated care model both at the European and national levels. This model is highly supported by the development and deployment of innovative information and communication technologies (ICT) tools to improve and facilitate the quality and delivery of care in all health settings

1.2 Purpose and scope

The present deliverable falls within the framework of the Work Package 8 called "Impact, Outreach, and Collaboration" and it is more specifically associated with Task 8.1 titled "Dissemination and Exploitation Strategy and Activities".

From a general point of view the objectives of this plan are:

- to spread the project's scientific and non-scientific findings and outputs through proper activities and tools that are understandable and useful both for the decreed end-users and decreed targeted audience.
- to reach out key stakeholder with the view to exploit the project's results as well as maximise the impact of TeNDER and guarantee the sustainability of the project results beyond the end of the project.

According to the general purposes of the project, the activities of the WP8 will see the synergic collaboration between dedicated partners, to whom specific activities have been assigned.

Moreover, all efforts will be closely coordinated and interrelated among the various WPs in order to create a coherent and functional action plan for the dissemination and exploitation of results, as well as the sustainability of the project in the long and medium-term, which

means that this deliverable will pursue the prospective vision of guaranteeing the mid- and long-term use and exploitation of these results beyond the life of the project.

1.3   Document structure

The sections of the present deliverable are divided as follows:

- After the Introduction **- Section 1 & Section 2** outline the Dissemination strategy to be adopted by TeNDER;
- **Section 3** introduces the selected types of Dissemination activities that will be used to reach the selected stakeholders;
- **Section 4** presents the strategy that will be deployed for the exploitation of TeNDER results;
- **Section 5** details the KPIs for the evaluation of dissemination and exploitation activities.

2 DISSEMINATION STRATEGY

2.1 Dissemination objectives

The main purpose of the dissemination activities is to spread project results to the largest possible concerned audience (at national, European and international levels) in order to encourage the implementation and use of the project results (exploitation), always considering the confidentiality and IPR protection aspects where the exact provisions and preliminary data sets will be documented in the Data Management Plan.

To fulfil this aim, Tender will be supported by an advisory committee (described in the project proposal in section 2.2.4) that will take into account from the beginning the needs and requirements of the dissemination target audiences as well as of key stakeholders.

In more detail, the specific objectives of the TeNDER's Dissemination Plan are:

- to provide a clear and common understanding within the project about the dissemination activities to be implemented;
- to disseminate project results in terms of the fundamental knowledge, and the methodologies and technologies developed during the project to enhance its use for an overall benefit of the target audience decreed;
- to transfer knowledge & results with the aim of enabling others to use and take up results, thus maximising the impact of EU-funded research;
- to pave the way for a successful (commercial and non-commercial) exploitation of the project outcomes in key industrial segments.

2.2 Dissemination Approach

The dissemination approach chosen by TeNDER aims to spread the project's scientific and non- scientific outputs and impact in a comprehensive and field-specific way, and therefore addressed both to the expert and end-users.

More specifically, all of the dissemination activities will adopt a smart approach that takes into account the features of each of them and guaranteeing the use of these results beyond the life of the project. Moreover, this dissemination approach will integrate not only the overall project vision but will also leverage each consortium partner's expertise and knowledge.

Toward this end, the TeNDER consortium will carefully perform regular updates on the strategy after reviewing and evaluating the (updated) stakeholder needs, if any, and the TeNDER project status, opting for a dynamic and flexible approach. To accomplish this, quality indicators and monitoring of the dissemination progress will be employed; hence the dissemination activities can be considered measurable and traceable

2.3 Target Audience

Considering the specific features of the TENDER project, the direct target audience to which project results are addressed are the existing or/and potential stakeholders.

As already highlighted in the project proposal TeNDER is referring to the same category of "targeted stakeholders" as ICT4Life (www.ict4life.eu) since in both cases it concerns project

with same key actors that are in charge of providing/funding healthcare services provided in integrated care contexts to patients suffering from the same disease (Alzheimer's; Parkinson's; with chronic co-morbidities).

Based on this assumption, the consortium will create a greater and more accurate definition of the specific stakeholders to be involved when the concrete outputs are finalised.

Below listed the categories of stakeholders to whom are addressed dissemination activities:

- Partners;
- Patients;
- caregivers;
- Health professional;
- Developers of health solutions;
- Health and social care providers;
- Industry player SMEs, social insurances;
- public authorities;
- policymakers at different levels of governance, from local to European;
- press, media focusing on health issues.

Accordingly, the stakeholders' categories as identified have been and are classified in relation to the TeNDER project:
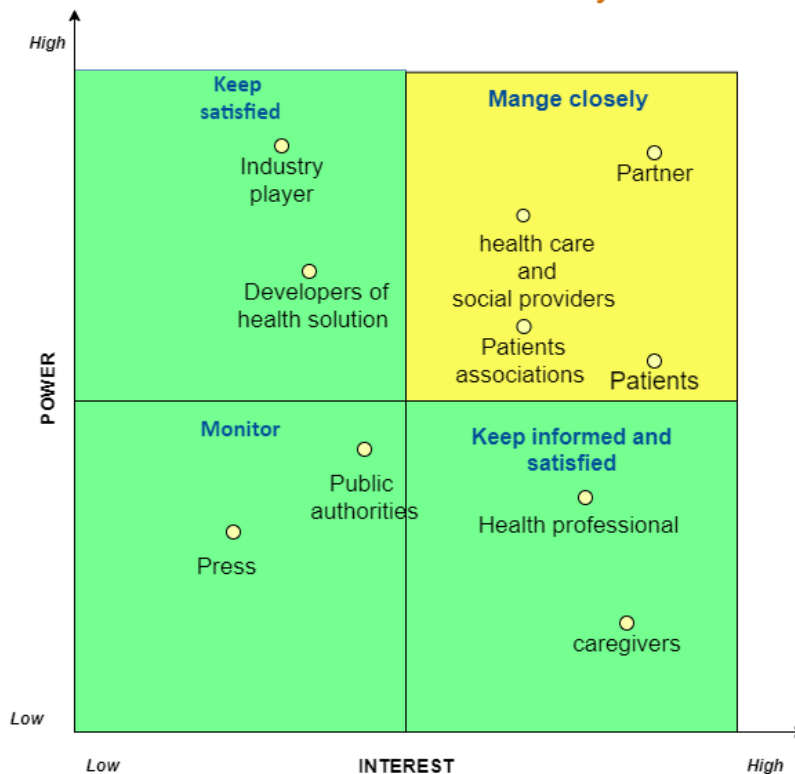

Figure 1: Stakeholder matrix

- **"Manage Closely":** This is the most important set of stakeholders as they carry a high level of influence and power and should be prioritized;

- **"Keep Satisfied":** This group has influence but with their low interest in the engagement, we need to manage them only actively enough to keep their interests satisfied;
- **"Monitor":** This group needs to be monitored, but the minimum effort is necessary to maintain relationships with them given their low interest and influence;
- **"Keep Informed":** These group needs to be kept informed of the engagement, but with their low influence we do not have to be overly concerned about satisfying their interests.

Therefore, we preliminary group and categorized stakeholder based on:
- between the ones that could and couldn't be likely to affect or be affected by our proposed actions and results;
- based on the impact of the actions may have on each of them;
- based on the effort required to engage them successfully.

By assessing this preliminary information, the consortium gets a clearer vision of how the interests of those stakeholders should be addressed in the project Dissemination Plan and relevant activities.

The Consortium will make use of its vast support network, to be expanded through further stakeholder analysis process. Thereby, the concrete key stakeholder analysis will be conducted by applying the same methodology to other geographical areas in turn identified through the SCIROCCO methodology as described in the Project Proposal at point 2.2.3.

2.4   Dissemination channels

The dissemination channels of TeNDER are already enlisted in the Project Proposal (point 2.2.11). They refer to means by which partners will disclose and distribute project's results following a two-level strategy: online and offline.

2.4.1 Online dissemination

The main online dissemination channels are listed and described below:

- Institutional dissemination channels.
- TeNDER partners will promote the project results through dissemination portals at the European level such as DG CNECT and DG SANTE newsletters and websites, CORDIS website.
- Official Project website.
- On month 3 (according to project GANTT), as described in the deliverable report (D 8.3), project's website will be launched. It will be the main communication tools as well as the one of the main dissemination channels where project deliverables will be made public.
- Publication of project news and events on specialised blogs, forums and websites.
- In addition to the project's website, other related websites, blogs and forums will be used to disseminate the achieved results.
- Dissemination using other online channels (social media).
- In addition to project website, various online channels will be used to disseminate information about the Easy Reading project, including Twitter and LinkedIn.

2.4.2 Offline dissemination

The main Offline dissemination channels re listed and described below:

- Publications.
- All relevant project results will be published in articles, technical papers and other public relations work in well-known and widely distributed national and international scientific journals. (see point section 3).
- Press release and final brochure.
- A press release in English and in partners' own languages will be created and circulated to provide initial information about the project results, its objectives and expected impact. A final brochure will be produced at the end of the project providing a summary of the achievements and users experiences as well as of the project results.
- Events, conferences and workshops.
- In order to address and reach the different target groups, various meetings, conferences and workshops will be organised within the scope of the project.

2.5 Timing of the dissemination

All of the dissemination activities have been planned to follow the stages of project development and output. Hence, it should be pointed out that the most significant dissemination activities will take place only as the final results will be available.

Under these perspectives, the dissemination will follow the AIDA model:

- *Awareness: creating awareness of ICT solutions for integrated care to be developed;*
- *Interest: generating interest in benefits of the technological solutions developed;*
- *Desire: generating desire of the target audience to know more about the outputs developed;*
- *Action*: to lead the target audience towards get interaction/testing the solutions; in this frame will be implemented specifics dissemination activities in order to facilitate project results exploitation.

Thus, the dissemination strategy will be implemented in three consequential three phases, namely:

INITIAL PHASE (Awareness); M1-M14.
As per GANTT, before the 14th month of the project activities, i.e., in the initial phases where no solid results will have been produced, the dissemination strategy will mainly focus on the selection of different dissemination channels to reach the stakeholders but also those potentially interested in TeNDER activities. Information on project outputs will be provided by making selected deliverables accessible, informing about exploitation plans and presenting the project with events and activities.

Thus, during this phase, TeNDER's activities are focused on its dissemination channels and means, i.e.:

- selection of appropriate dissemination channels and resources per case in order to provide regular information about the project results to the target audiences;
- development and updating of the project website;

- selecting relevant initiatives/events/conferences working in the sector of health care to foster networking and collaboration opportunities;
- setting of the dissemination evaluation plan;
- setting a continuity plan beyond the project's duration.

INTERMEDIATE PHASE (Interest/desire); M14-M28

This phase will begin by seeking relevant collaborations among other projects and organisations with the view to build up a community of practice on integrated care.

Specific activities will, therefore, be implemented in order to identify other stakeholders, such as community members, so that they can be used as dissemination junctions for project purposes (D8.8 First Report Collaboration other projects and communities [M18]).

Afterwards, the available initial data and evidence on scientific advances and technological coming from by project activities (such as D6.2 Report on First wave of Pilots [M18]; D6.4 Report on Second wave of Pilots[M28]) will be disseminated through journals and participation to events with the objective of stimulating the interaction with the concerned scientific and industrial community and to better identify the expectations of the stakeholders.

FINAL PHASE (Action) M28-M36

Subsequent to obtaining the final version of the services offered by TeNDER, expected to take place at M31 as GANTT (D5.5, Final version of TeNDER Services - M31, D6.5, Final Report on large scale Pilots -M36), activities will focus on the dissemination of the technologies and tools developed by means of Scientific and Industry-related publications, Business-oriented events.

During this phase, the focus will thus shift towards the concrete exploitation of TeNDER services and fostering further exploitation of its outputs.
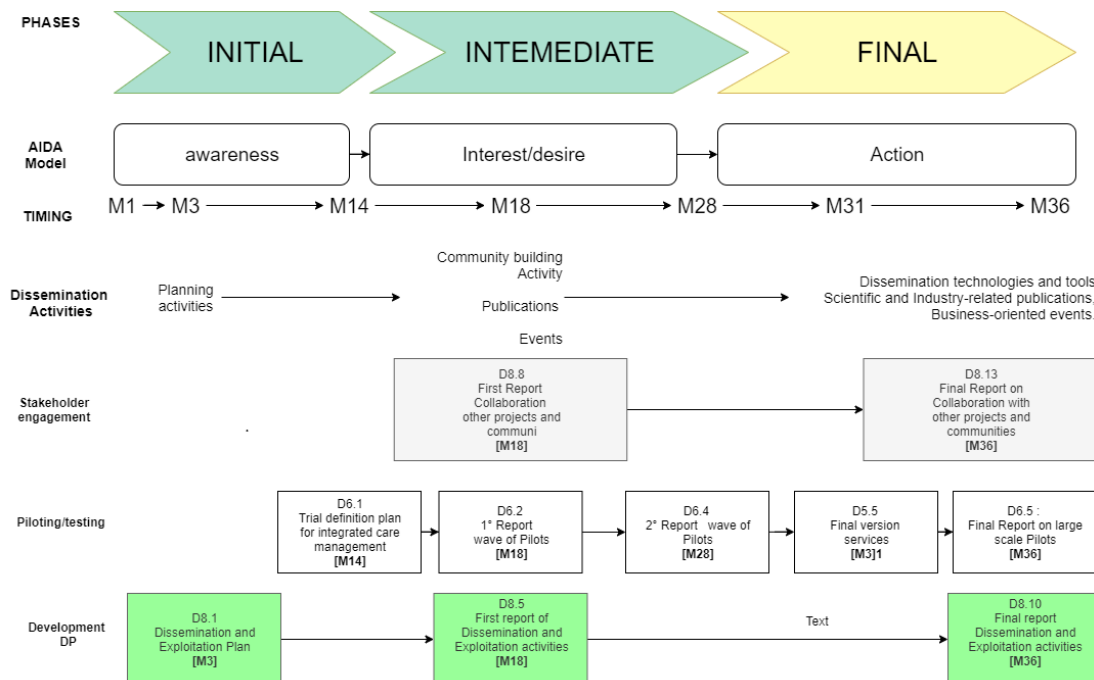

Figure 2: Dissemination phases

3 DISSEMINATION ACTIVITIES

3.1 Targeted Activities

Dissemination activities will aim to involve the target audience and stakeholders in the project progress, to keep them close to the project's developments, provide eventual feedback and involve them more closely.

Based on these assumptions, the following dissemination means and activities consist in:

- demonstrating/training sessions linked each pilot site;
- workshops targeting European stakeholders;
- workshops with representative of the industry and potential funding subjects active in health and social care provision;
- Targeted events focused on end-users to promote their engagement.

Below is provided a table that summarises the macro areas of activity identified (already mentioned in the proposal at the point 2.2.11) with a short description of the and scope.

Type of Activities	Activity description	Target Audience	Scope
- Demonstrating/ training sessions; - Topics-focused events; - Audience-oriented events.	Organised by the partners' end users' representatives (APM, UNITOV, SERMAS, SPO, SKBA) in charge of deploying the i5 pilots.	Social care, professionals, health care provider, ICT professionals.	Spread results to targeted professionals' figures
- Workshops targeting national network of stakeholders; - Networking-oriented events.	Organised by each partner of the consortium in their respective countries.	Network of stakeholders at country level.	Raise awareness about the project results at national level.
- Workshops targeting European network of stakeholder; - Networking-oriented events.	Organised by HOPE (leader of the WP8) that will involve relevant European network of actors.	Network of stakeholders at European level	Raise awareness about the project results at European level and contributing to guarantee the sustainability of the project results.
- Workshops	These activities will be	Industry and	Disclose the

targeting to relevant industrial company in the field of the health and social care provision; • Networking-oriented events; • Business-oriented events.	organised by the 4 industry partners involved, namely UBI, DW, ELG and MAG.	funding agencies.	results of the project to the industry and commercial community, resulting from the impact analysis, in terms of social and economic benefits.
• Targeted demonstration events targeting users; • Topics-focused events.	Organised by the partners in charge of deploying the pilot and after the piloting sessions planned.	Potential end-Users	Promote their engagement.
• Technical and scientific conferences. • Networking-oriented events. • Topics-focused events.	By means a series of conferences organised by the academic partners.	Academic institutions Social care, professionals as well as ICT professionals.	Spread project results in the academic community.

Table 1: Targeted activities

3.2 Events

3.2.1 Participations to events

The TeNDER project considers events as key channels to disseminate its objectives, developments and results.

In order, further, to better monitor TeNDER's participation in events and to allow partners to keep track of their attendance at such events, a dynamic template has been created in which all events in which partners participate will be reported.
The document can be found here

3.2.2 Strategic target Events

With the view to engage the widest audience of potential stakeholders, the consortium has planned to organise several strategic events (mentioned in Table1), categorised as listed below:

A) Topics-focused events.
   Specific events will be held to address key topics covered by the project, i.e.,
   • personalised delivery of health and social care;
   • integrated (health and social) care;
   • data protection, ethics, legislation and trust rate of users.

B) Project's audience-oriented events.
Seminars, conferences, and other meetings, such as the main user fora to consult face-to-face TeNDER's target audiences to address relevant issues and eventually address co-design solutions sessions.

C) Business-oriented events
Events focused on large scale deployment of the project results and other further business opportunities prospective.

D) Networking-oriented events
Events such as conferences or workshops aimed to building networks among key players' actors active in the sector of the health care industrial production.

3.3 Publications

The TeNDER consortium has decided to opt-in the EC's Pilot on Open Research

Data and intends to deposit relevant data from use cases and dissemination activities in the Zenodo data repository (www.zenodo.org) of the OpenAIRE (www.openaire.eu).

The consortium commits to share relevant data and associated metadata, anonymised where needed, which will be collected to validate the results of the project and related to scientific publications.

3.3.1 Scientific publications

Technical universities/research partners will be in charge of publishing the results in high-impact scientific peer-reviewed publications. Therefore, publications, journals and participation in scientific and technical conferences are the privileged modalities to provide relevant information and results about TeNDER to stakeholders in scientific and public sectors.

The measurable objective that has been set by the consortium is to make at least 6 publications by the end of the project in scientific journals/conferences at an International/National level. The scientific dissemination will be mainly under the responsibility of the leader of the WP8, supported by the other partners.

Priority will be given to the most important and relevant international magazines over their track record. In addition, given the importance of Open Access (OA) policies towards the widest possible dissemination of project results, widely recognised by the whole consortium, any member shall be free to select any of the following open access publication modalities:

- **Gold Open Access (OA):** in which the authors will be able to publish the results of their work in an open access journal (full or hybrid) that makes them freely and immediately accessible to all from the moment of publication;
- **Green Open Access (OA):** Green Open Access via self-archiving magazine articles or OA repositories. Opting for this second solution authors will be able to spread their article free of charge and freely by depositing it (self-archiving) in a freely accessible repository. Hence, if the Golden OA is considered too expensive for the budget of the partner, or if it is not offered by the chosen publisher, the Green OA option will be applied. In this case, authors deposit their final published article in an institutional or subject-based repository. In this case, the publisher's policy allows the author to archive the final document in a repository, before peer review (pre-print version) or after peer-review (post-print version).

Contemplating this approach, each beneficiary will be able to ensure open access to all peer-reviewed scientific publications relating to its results according to the article 29.2 of the Grant Agreement.

3.3.2 Industry-related publications

In addition to scientific publications, the 4 industry partners involved in the project with the support of all of the other partners, will be in charge of publishing white papers and technical articles in relevant journals, as well as industry-led and specialised journals in the field of technology and health, in order to increase visibility and disseminate the results of the project. To monitor this prism of activities, a shared file has been created where partners are invited to fill in the information for each publication made and relevant to the project.

3.4   Synergies with other projects

TeNDER will pursue synergies with other EU projects and initiatives in relevant fields to leverage the exchange of information, ideas, innovations, and knowledge. These synergies will provide long-term promotional and visibility solutions that is mutually beneficial to all parties involved. Therefore, we will be conducting specific activities to reach out to key stakeholders in order to exploit TeNDER's results commercially and apply them in daily practice (T8.6: Collaboration with relevant projects and key Communities - M1-M36). In the table below we present some projects that will be closely monitored so as to start exchanging information, ideas, and innovation.

Project	Project outcomes
ICT4LIfe	Knowledge and expertise about the involvement of the same stakeholders, as well as the same end users.
PATHWay,	Integrated care, health monitoring and disease prevention to build and thoroughly test a large-scale system.
i-PROGNOSIS	integrated care, health monitoring and disease prevention to build and thoroughly test a large-scale system.

Table 2: Targeted activities

4   EXPLOITATION STRATEGY

4.1   Exploitation objectives

In this section, we will present the basic strategy and the activities path of the project exploitation, providing an overall idea of how TeNDER intends to maximise the impact of its results. TeNDER's exploitation plan along with its impact assessment (this latter fully described in the project proposal at point 2.1.2) provides the insight and actions needed to maximise the imprint of TeNDER, as well as the sustainability of the project results beyond the end of the project.

Article 28.1 of the Grant Agreement provides that each beneficiary must – up to four years after the period referred to in Article 3 – take measures to ensure the "exploitation" of its results (directly or indirectly, in particular by transfer or licensing; see Article 30) by (a) using them in further research activities (outside the action); (b) developing, creating or marketing a product or process; (c) creating and providing a services; (d) using them in standardisation activities.

According to the business approach of the project (point 1.3.4), the main purpose is targeting activities to a business-oriented approach. Following this line, it will be possible to accelerate market penetration and at the same time to maximise the acceptance rate of the project's policies and innovations from all public organisations and communities indirectly involved.

More in detail, the specific objectives of the TeNDER's Exploitation Plan are:

- using results in further research activities (outside the action);
- creating and providing a service in order to enhance the quality of life of end-users;
- developing, creating or marketing a product.

Moreover, in order to optimise the exploitation of the project results, TeNDER will pay particular attention to:

(a) the knowledge management and protection strategy (detailed in the section 2.1.2);
(b) effective innovation management measures.

4.2   Exploitation approach

TeNDER's exploitation approach is in line with the Business approach outlined in the proposal at point 1.3.4.

Therefore, in accordance to the business strategy decided, the exploitation plan is based on fundamental three pillar according to the key elements of the business strategy outlined, namely:

#First pillar: Exploit partner's experiences and competencies.
To guarantee an effective exploitation strategy a and approach, the project brings together different competences and knowledge, needed to satisfy the various facets of the project, that is:

- The competences and prior experience of the academic and clinical partners will serve to ensure the research ambitions of the project and exploit the results toward a research and development-oriented perspectives.
- The policymaker, HOPE, will be fundamental in supporting the validity of the project among other policymakers and raise awareness about personalised and integrated care

by means new technologies.

- The 3 ICT experienced SMEs involved will drive the results obtained through a market-oriented perspective.

#Second pillar: Provide reliable and law-compliant services
In accordance to this second pillar the integrated care services will be developed with a continuous legal support and ethical monitoring (WP1) for both development phase and trials in order to provide outputs compliant with the personal data protection, privacy, ethical framework rights as well as and relevant principles of the ethical laws.

#Third pillar: Market proposition and sustainable business.
In order to create a unique market proposition and therefore sustainable business, each partner will be allowed to commercialise its contribution separately, where possible, as well as for partner groups to commercialise sub-components or the entire system.

This will permit to increase penetration of the innovative technologies of TeNDER within the integrated care technology sector in the relevant markets.

4.3   Exploitation phase

Based on those aspects, TeNDER will adopt a phased approach to achieve exploitation goals in accordance to the initial business strategy outlined, as described below:

The **first phase** will focus on the identification of the initial market analysis and business models.

This phase will be covered by following deliverables:

- First report on TeNDER Market Analysis (M15);
- First report Business modelling to be provided by first (M18);
- First report of TeNDER Dissemination and Exploitation activities (M18).

The **second phase** will focus on the selection of strategy market take-up and long-term sustainability.

This phase will be covered by following deliverables:

- Second report on TeNDER Market Analysis (M30);
- Second report Business modelling (M36);
- Final report of TeNDER Dissemination and Exploitation activities (M36).
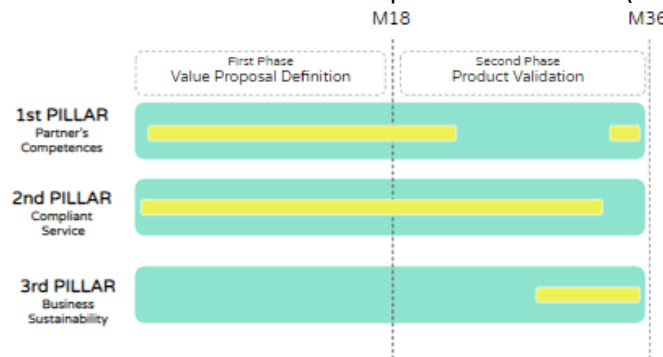

Figure 3 Exploitation phase

4.4 Individual Exploitation Plan

As already mentioned in the proposal, the exploitation strategy will differ for every partner involved and above all according to their main focus and expertise.

Who: UPM
How: The exploitation plan of UPM for research projects is clearly the future exploitation of the knowledge and industrial propriety not only by means of scientific publications and re-using of knowledge in education (which is not an ancillary exploitation) but also by means of the technology transference to SMEs, especially to the UPM associated spin-off companies (based mainly in the UPM science and technology park hosting 50+ UPM spin-off companies).
UPM activities related to video analytics for human behaviour understanding and personalised interfaces will be exploited by means of knowledge transfer activities to UPM spin-offs which can adapt the framework to similar environments.
In addition, the training of the TeNDER ecosystem for relevant stakeholders will be another relevant exploitation strategy supporting the presented exploitation strategy.
UPM as an innovative university and traditionally oriented to transfer its research results and technology developments to the productive sector has boosted participation in the KICs (public-private Knowledge Innovation Communities).
Therefore, the participation of UPM in these KICs will help to transfer the research results resulting from the TeNDER project.

Who: MAG
How: As a system integrator and major IT service provider, Maggioli offers a broad portfolio of innovative and specialised products and services for public authorities and enterprises targeted to different domains including healthcare.
The TeNDER platform and services will enable the company to expand and significantly improve its current offering to local, regional and national healthcare organisations. Through relevant outreach activities, conducted from the wide commercial and marketing department that has a significant presence in Italy, Maggioli will exploit the acquired know-how and the technological results of TeNDER in order to implement integrated vertical solutions for both the private and public sector.
As a first (short-term) exploitation step, Maggioli will offer to its healthcare accounts integrated cloud and mobile solutions for patient monitoring and virtual coaching based on the TeNDER technologies and applications.
In the medium term, the company will attempt to structure and roll-out product lines incorporating TeNDER applications and services. The exploitation activities will be primarily oriented in Italy, but trade actions will be also taken in Spain, Latin America and Balkan Countries, where Maggioli is operating through its branches and subsidiaries

Who: DW

How: Exploitation activities will be central to all TeNDER efforts and will be closely coordinated among the WPs in which DW is involved to create a cohesive plan of action for stakeholders and potential customers engagement as: Doctors and nurses both public and private; Healthcare providers, administrators and experts for a holistic approach of development and integration with existing systems; Insurance providers who can integrate platform or offer it as a stand-alone solution; Mobile network operators that by providing the infrastructure for mHealth enablement are interested in alliances that will further their offering; National institutions that define the regulatory framework, provide financing and make complementary investments that could affect mHealth update; Patients associations that provide input for new Health services as well as feedback on existing ones.

Who: UBI

How: Given the vast experience in data analysis and scalable software architecture, the SME will exploit the outcomes in a new product under the IoT portfolio or through a spin-off company tailored for healthcare. Being part of AIOTI, and a full-member of ETSI, the results will follow the best practices of specification groups like ISG CIM (https://www.etsi.org/committee/cim) through the implementation and compliance with the open standard NGSI-LD and further dissemination as cross-context use cases in these working groups' deliverables.

Who: ELG

How: As technical partner will provide technical support for the potential customers such as Day Care Centre, Integral care and individual homes. The professional caregivers and other staff connected with target groups usually don't have deep understanding about the technical side of TeNDER solution, therefore our mission is to smoothen the transition to the smart solution that will benefit all the included parties. We will reach the end users through the existing connected with persons with dementia, family and professional caregivers like Spominčica.

Who: CERTH

How: CERTH has established a spin-off company (D-cube) for producing and distributing products based on computer vision and machine learning. The research group of CERTH will transfer TeNDER's results related to sensors and personalised health technologies to strengthen D-cube's offer and give added value to its products.

Furthermore, part of CERTH's business plan is to participate in a number of new spin-off commercial companies, capable of exploiting the TeNDER's results for other applications. CERTH was in fact founded so as to accomplish technology transfer, encouragement of entrepreneurship and innovation.

Who: VUB

How: TENDER positions itself well in the developing Health and Ageing Law Lab (HALL), which is an internal department of the research group LSTS established at the Vrije Universiteit Brussel (VUB). The project TENDER touches upon the legal study of privacy, of personal data protection, of medical device regulation, as well as of patients' rights in the context of P4 medicine. The research includes areas of recent academic interest such as big data analysis, artificial intelligence and machine learning, as well as digital phenotyping.

In addition to areas traditionally ascribed to law and technology studies, the project mobilises also questions of equality, including non-discrimination and stigmatisation, that are also part of the new research centre's academic interests.

Who: HOPE

How: HOPE will create synergies with initiatives at EU level that are linked to TeNDER through the exchange and the dissemination of information related to TeNDER outcomes. HOPE will also take part at EU targeted events gathering projects representatives, organisations, SMEs, researchers and policymakers. These actions are aimed at establishing connections within a network of professionals working on TeNDER related topic and at finding opportunities of collaboration, through which ensuring the sustainability of the project results in the long-term. HOPE could support the consortium in the identification of providers in its network potentially interested in the deployment of TeNDER solutions.

Who: SERMAS

How: SERMAS contributes to the value chain from the perspective of a Regional public provider of health services. Madrid Region has the second-best Health System in the European Union, according to the European Commission's latest Regional Competitiveness Index. Madrid Region Health System (SERMAS) assures the adequate coverage of more than 6.8 million people, including the capital, the third largest city in the EU.

SERMAS includes in its network 37 hospitals, 265 primary care centres, 163 rural medical services and the emergency services SUMMA 112, providing more than 27 million health care services a year. SERMAS has received 336 awards in 2016, acknowledging the high quality of its services.

Our expectation with TeNDER results is to better support the monitoring of the elderly population managing Alzheimer's, Parkinson's or Cardiovascular diseases, promoting autonomy, empowering patients and improving e-health care services. Potentially, the TeNDER system could be exposed through our institutional network, bringing it to the knowledge of BIOMAD ecosystem, that includes both public and private organizations working for improving health care in Madrid Region. It will also reach health managers and policy makers, thus contributing to its potential further exploitation by other organizations, and/or regarding other diseases.

Who: SKBA

How: Information about the clinical trials, the project, and research results will be presented at regular information events at SKBA to specific patient groups. The employees of SKBA as well as all other partner hospitals will be informed about the projects' progress and results with regular articles and videos in the Schoen Clinic intranet.

Furthermore, members of the Tender team will participate in specialised national and international conferences, exhibitions, and congresses to address the scientific and commercial community.

The wider public will be addressed with press releases. SKBA is active in several other projects and networks and is going to inform the partners about the project and its progress.

On the educational level Dr. Carmen Krewer and Prof. Klaus Jahn are associated lecturer at the TU and LMU in Munich and will integrate the Tender themes and topics. Additionally, SKBA will offer students to perform their bachelor or master thesis in the project.

Who: UNITOV

How: UNITOV will exploit TENDER results along the following lines: Education: new knowledge on integrative care will be included in all relevant educational activities at the Faculty of Medicine which offers a six-year degree program in medicine and surgery. Research: project results will be directly taken up by the laboratory of Simulation and Optimization Services (SOS) which provides advice to the Italian National Health Service on improving personalized patient pathways. Medical infrastructure: the TENDER project setup facilitates the fast integration of all successfully tested TENDER components into the "live" operations of the Policlinico Tor Vergata which will provide an immediate benefit through improved integrated care for a large number of its patients. Technology transfer and licensing: UNITOV operates a dedicated "Science Park" (part of the Enterprise Europe Network) with the aim of promoting and supporting research exploitation and technology transfer in the health and biotech fields. This important infrastructure will support the commercialization of relevant project results.

Who: SPO

How: As the main regional umbrella organization providing support, help and education to persons with dementia, family and professional caregivers, Spominčica is fully committed to apply smart solutions developed by the TeNDER in real life situations. The TeNDER system will directly benefit our members in improving their quality of life and providing relevant data for development of personalized care and medicine. It will be also used as a best practice scenario to garner support for development of further, advanced technological solutions to support fight dementia. In addition, Spominčica will heavily promote the developed solution through our communication channels, network of persons with dementia and their caregivers, professional associations as well as local and national policy makers. For external communication about TeNDER Spominčica will reach to patient's groups. As full members of Alzheimer Europe and Alzheimer's Disease International we will promote and disseminate TeNDER to European and International community, member associations and policymakers.

Who: APM

How: APM, as patients' association and rehabilitation services provider, professionals, patients and caregivers need more integrated care tools in order to develop further this approach. Taking this fact in consideration, the exploitation could be achieved from several perspectives.

Continuous monitoring of patients can help to establish profiles on Parkinson's disease evolution and to develop more detailed studies. For patients at home, TENDER platform could help facilitating a more efficient use of social resources and rehabilitation activities. This way patients will be better attended thanks to a deep monitoring of their symptoms, treatments, personal circumstances, and a better communication inside the integrated care team, and between this one and relatives, so that TENDER platform will become a

professional supporting tool that will help to maximize professional and personal time in APM.

In the past, APM has to design and pay for an EHR platform especial for Parkinson's disease. In addition, APM is in direct contact with more patients association with a similar model and needs at the regional, national and international level, so we could be part of the exploitation and commercialization part. APM can play prescriber role for more patients, end users associations and receiving revenues for that in order to acquire new equipment, contract professionals to provide therapies to more affected by Parkinson's disease, reinvestment in new research activities and all kind of activities reflected in our bylaw.

Table 3: Individual Exploitation Plan

5 MONITORING DISS AND EXPL (KPI)

By measuring the impact of the dissemination and exploitation activities we can monitor and, if need be, modify our strategy accordingly to achieve the expected results. We have defined a set of parameters that help provide an overview of the quantity and the effectiveness of activities carried out during the TeNDER project. The following table are presented the expected results and KPI's for this group of actions:

Channel/activity	Description	KPI	Success indicator
Industry-related publications	Publication of white papers, articles on magazines and technical and industry-led journals	Number of publications	>=2
Scientific publications	Publications in scientific journals/conferences at an International/National level	Number of publications	>=6
Workshops/special sessions	Research partners to organize workshops on project's outcomes	Number of workshops/special sessions per year	>=1
Clustering and liaison with other projects	TeNDER will collaborate with other ongoing related projects to exploit opportunities for knowledge exchange and for improving dissemination among the target audience. The project will focus especially on clustering activities, collaborating with other projects from the same call.	Number of affiliated projects	>=5
		Number of project clusters	>=3
Lectures/Seminars	Lectures and seminars	Number of lectures/seminars per year, Number of attendees	>=3, >=60
Exploitation planning	Draft an exploitation plan according to previous market analysis	Submission and revision of an exploitation plan document	>=1
New market opportunities	Explore new market opportunities in 3	Identification of market	>=1 per sector

	sectors: i) personalised nutrition, ii) IoT sensors/mobile devices for dietary assessment and iii) food supply and distribution	opportunities	

Table 4: Dissemination and Exploitation KPIs