



Communication, dissemination & exploitation plan

CASRI Deliverable 6.2

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CASRI

Collaborative Action coordinating and enhancing systemic, actionable and traversal Sustainability Research and Innovation

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EXECUTIVE SUMMARY

The Deliverable “Communication, Dissemination & Exploitation Plan” (D6.2) aims to provide the CASRI consortium with practical information and guidelines for a targeted and efficient implementation of outreach activities. This deliverable describes the project's external communication strategy, including objectives, target audiences, key messages, tools, channels, timeline, and monitoring activities and presents a first version of an exploitation plan.

Developed in a co-design process with partners, and according to the Description of Action (DoA) of the CASRI Grant Agreement, this report will be updated after two years (project month 24) to refine its tools and strategies.

KEYWORDS

Communication, Dissemination, Exploitation

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ABBREVIATIONS

CSA	Coordination and Support Action
D	Deliverable
DG ENV	Directorate-General for Environment
DG RTD	Directorate-General Research & Innovation
DoA	Description of the Action
EEA	European Environment Agency
ENCA	European Network of Heads of Nature Conservation Agencies
EPA	Environment Protection Agency
ES R&I	Environment and Sustainability Research and Innovation
EU	European Union
IAB	International Advisory Board
IG EPAS	Interest Group Sustainability Research and Solutions
KEO	Key Exploitable Output
KPIs	Key Performance Indicators
LI	LinkedIn
M	Month
MoU	Memorandum of Understanding
NC	National Contact
NGO	Non-Governmental Organization
SPPI	Science-Policy-Practice Interface
SRIA	Strategic Research and Innovation Agenda
WP	Work Package

Communication, Dissemination & Exploitation Plan

1. Introduction

CASRI stands for "Collaborative Action coordinating and enhancing systemic, actionable and transversal Sustainability Research and Innovation". Funded by the European Union, this project aims to strengthen the integration of Environmental and Sustainability Research and Innovation (ES R&I) across European Environment Protection Agencies (EPAs), complementing existing EU and member state programs. Key communication, dissemination and exploitation activities will be pivotal in promoting innovative research and enhancing the application of findings and results.

The "Communication, Dissemination & Exploitation Plan" (D6.2) is developed based on the analysis of feedback from a questionnaire distributed to project partners and by building on the dissemination and exploitation activities described in Section 2.2 of the Description of Action (DoA). It details the actions planned to present the project, monitor its progress, and showcase its results. D6.2 provides an initial overview of the strategy, outlining the project's goal and specific objectives, defines key messages, identifies target groups, and introduces various communication tools and channels. This includes a first exploitation plan on the further use of CASRI results during and after the end of the project. It also details the timeline and monitoring activities.

An updated version of this strategy "Communication, Dissemination & Exploitation Plan v.2" (D6.3) will be release at M24 following evaluation, to refine the co-created tools and activities.

This document focuses on communication to external actors. Internal communication responsibilities within CASRI and among the project partners have been defined at the onset of the project as part of the overall management and are not covered in this report.

2. Goal and Objectives

The overall goal for the CASRI communication, dissemination and exploitation strategy is to **effectively deliver the project's generated insights and knowledge to the project target audience** and lay the ground for further use after the end of the project. Specifically, this involves enhancing awareness of identified national and transnational ES R&I themes, funding opportunities for collaborative actions, and improved science-policy-practice-interface.

Aligned with the guidelines for Communicating, Disseminating and Exploiting in EU projects (REA, 2023), the CASRI strategy aims to achieve three key objectives:

1. **Communicate** project work and objectives.
2. **Disseminate** key achievements, progress and results for broader use.
3. **Exploit** project outputs by making them accessible to stakeholders at both national levels of participating Environmental Protection Agencies (EPAs) and beyond, including through the

Interest Group on Sustainability Research and Solutions¹ (IG EPAS) and EPA Network² at the European level.

3. Claim and Core Key Messages

The key messages will serve as the basis for capturing the essence and significance of CASRI and aim to summarise the project's core themes, objectives and outcomes in a concise and impactful manner. They provide the foundation upon which communication efforts will be built, ensuring clarity, consistency and resonance across channels and audiences.

3.1 Project Claim

The project claim is: “**Collaborate. Innovate. Sustain.**”

- **CASRI unites experts and innovators across Europe** to collaboratively address sustainability challenges, diving deep into understanding environmental issues, looking at the bigger picture, and finding ways to make a positive change.
- **CASRI is about creating new and innovative ways** to address the Global Challenges and Sustainable Development Goals (SDGs) at the national and European level.
- **CASRI aims to influence and support sustainable policy-making** and decision-making, ensuring that research outcomes contribute directly to transformative actions on the ground.

3.2 Key Messages

In the following, further key messages are given.

- **CASRI strengthens the connection between EPAs and the European Research Area** by coordinating and enhancing environmental and sustainability research, promoting innovative approaches, and pushing the utilization of research findings across Europe.
- **CASRI improves the science-policy-practice interface**, aligning research with policy needs and facilitating the implementation of funding programmes that complement existing EU and member state initiatives.
- **CASRI focuses on impactful research and innovation**, ensuring that findings directly contribute to inform and advice sustainable policy-making.
- **CASRI fosters a robust transnational network**, uniting ES R&I funding agencies, public and private investors, and diverse stakeholders to collaboratively implement identified research and innovation priorities.

4. Target Audience

Identifying, analysing and prioritising the different groups and individuals who may be interested in and of interest to CASRI is crucial to the success of the project's communication, dissemination and exploitation strategy. Given CASRI's objective to identify, coordinate and align Environment and Sustainability Research and Innovation (ES R&I) needs at national and international levels, and to

¹ <https://epanet.eea.europa.eu/reports-letters/epa-network-interest-group-on-citizen-science/interest-group-on-sustainability-research-and-solutions-epas>

² <https://epanet.eea.europa.eu/>

facilitate the application and convergence of ES R&I research results, it identifies target audiences at two levels.

4.1 Core Target Group - Main Beneficiaries of the Project

The Core target group is composed of those who are **directly interested and could be involved** in the project's co-design processes and knowledge exchange efforts, highlighting the importance of collaboration and engagement:

- **Environment Protection Agencies (National and European)** addressing ES R&I - addressing heads of agencies, R&I and strategic directors and coordinators.
- **Research funders** gain strategic funding advantage. Participating as a R&I funder in CASRI allows leveraging funding for projects on highly prioritised environment and sustainability topics. Collaborative funding enables larger and more complex projects for small funders.
 - **Public ES R&I funders**, such as national/regional ministries/authorities responsible for defining, financing or managing R&I programmes carried out at national or regional level, as well as research councils, funding agencies or other national/regional organisations that implement R&I programmes under supervision of programme owners.
 - **Private R&I funders**, such as foundations, banks, (re)insurance - addressing strategic and/or R&I and/or sustainability directors and programme managers
- **Sustainability transition experts** in politics, research, society.

4.2 Wider Target Group - Multipliers and Secondary Users

The Wider target group comprises those who may **benefit from the project's outcomes**, such as:

- ES R&I experts as knowledge producers interested to implement CASRI projects (e.g. universities, research institutes and expert networks).
- Experts and facilitators in the field of science-to-policy and -society interface.
- ES practitioners, policy makers and politicians, NGOs, business associations that either work on identified themes or could benefit from the knowledge and innovation as partners in the co-design of actions or as target group of those actions.
- European Commission institutions, e.g. Directorate-General for Environment (DG ENV) and Directorate-General Research & Innovation (DG RTD).

5. Communication and Dissemination Tools & Tactics

In this chapter, we introduce the core communication and dissemination tools planned to be utilised in CASRI.

5.1 Website - www.CASRI.eu

The website serves as the central hub for all project-related information, ensuring that stakeholders can easily access and engage with the project's work, progress and results.

Objectives:

- **Central information hub:** provide a centralised platform where stakeholders can find comprehensive information about the CASRI project, its objectives, progress and outcomes.

- **Knowledge dissemination:** facilitate the dissemination of key findings, reports and deliverables to a broad audience, including policy-makers, researchers and the interested general public.
- **Stakeholder engagement:** allow interested stakeholders to contact project representatives in their own countries and inform about engaging, interactive social media platforms, enabling the involvement of stakeholders in the project's activities and feedback processes.
- **Transparency and accountability:** ensure transparency by regularly updating the website with relevant news, progress reports and results, maintaining accountability to the project's funders and stakeholders.
- **Networking and collaboration:** serve as a link to CASRI networking platforms at social media (see chapter 5.2) for partners, researchers and stakeholders to connect, share information, and collaborate on environment and sustainability R&I initiatives.
- **Resource repository:** act as a repository for all CASRI-related documents, reports and policy briefs, making them easily accessible for reference and use.
- **Accessibility and visibility:** Ensure topical website system and support good visibility.

To serve these objectives, the website has been implemented as part of the website system of the Coordinator (German Environment Agency). It has its own domain at <https://casri.eu>.

The Website actually has the following sections:

1. **CASRI:** the main landing page with subsections on: news teaser, objective, mission.
2. **About:** it provides background with subsections on the CASRI approach; the focus themes covered by CASRI addressing Global Challenges and SDGs; CASRI objectives.
3. **Partners:** it contains subsections on formation of the CASRI Consortium; composition of the Consortium; CASRI partners in 14 countries.
4. **Results:** it includes subsections - to be added as results become available - e.g. on reports and deliverables; policy briefs; event reports.
5. **Contact:** it includes contacts to National Contacts and Project Coordination Team.

5.2 Social Media

To maintain a robust online presence and conduct effective communication and outreach activities, CASRI uses selected social media platforms, including LinkedIn and X, to engage with stakeholders, disseminate project updates and foster dialogue. In addition, a dedicated YouTube channel serves as a repository for sharing project videos. All partners are encouraged to 'like' and 'follow' the social media channels and to share the posts with their platforms in order to support the dissemination.

The project's social media will use the following hashtags, and partners are invited to use them in their own CASRI-related posts and to mention the project whenever possible: **#CASRI #Collaborate #Innovate #Sustain #Sustainability #Research #Innovation #Environment #HorizonEU #EUPROJECT #HorizonProject #EUFunded**

5.2.1 LinkedIn

LinkedIn is a networking and career-oriented platform, utilised to elevate the visibility of the project among key stakeholders, e.g. in politics, agencies, academia, business and society. Leveraging this channel, CASRI shares updates, project findings, reports and compelling insights pertinent to ES R&I funding themes covered. In particular, CASRI sets an institutional Page fostering a centralised hub for the project, a dedicated LinkedIn Group to facilitate deeper engagement and collaboration

among project members and stakeholders, and a periodic newsletter to provide comprehensive summaries of project progress and insights.

5.2.1.1 LinkedIn Page

<https://www.linkedin.com/company/casri>

The CASRI LinkedIn Page serves as the project's official presence on the platform for sharing regular project updates, news, and insights with a wide audience. With a post character limit of 3,000 and an optimal length ranging between 1,900 and 2,000 words, consistency and reliability in content delivery are crucial. Accompanying posts with visual aids such as photos, videos, or documents, along with source links, enriches engagement and comprehension. Emojis may also be incorporated to enhance readability. Employing hashtags enhances post discoverability, making keywords or phrases searchable, while tagging relevant accounts fosters interaction and expands outreach.

5.2.1.2 LinkedIn Group

<https://www.linkedin.com/groups/12905562/>

The CASRI LinkedIn Group is a community space where stakeholders, partners, and interested individuals can come together to engage in discussions, share resources, and collaborate on topics related to the project. As a member of the group, individuals have the opportunity to connect with CASRI and participate in themed discussions, and stay updated on relevant news and events.

5.2.1.3 LinkedIn Newsletter

The CASRI LinkedIn Newsletter is a regular - tentatively bi-annual - communication sent to subscribers, providing updates, highlights, and insights from the project's activities. Delivered directly to subscribers' LinkedIn inboxes, the newsletter offers a convenient way to stay informed about CASRI progress and relevant news. With a focus on delivering valuable content in a concise and accessible format, the newsletter serves as a key communication tool for engaging stakeholders and maintaining their interest and involvement in the CASRI project.

5.2.2 X (Twitter)

@CASRIproject - <https://twitter.com/CASRIproject>

The CASRI X profile serves as a dynamic space for sharing topical and real-time updates, insights, and engaging content with a broad audience. Through concise posts, the profile highlights key project milestones, research findings, and relevant news, fostering interaction with stakeholders, partners, and the wider community.

As X allows messages of up to 280 characters, including links (which are automatically shortened to 23 characters), posts should be concise, clear and attention-grabbing. Each post should be accompanied by a visual image to increase engagement, along with relevant hashtags and handle tagging to maximise visibility and interaction. Emoticons can also be included to make the message more visually appealing and easier to read.

5.3 Videos

Video is a powerful multimedia tool to communicate CASRI's objectives, methodology and impact, as well as to share insights and perspectives from project partners. Therefore, a series of interviews with project partners will be shared through various communication channels, such as social media

and the website, to enhance stakeholder understanding and engagement. Members of the International Advisory Board will be invited as well.

For this purpose, a CASRI YouTube channel has been set up, where the interviews can be easily shared: www.youtube.com/@CASRIproject

5.4 Media Outreach

Media outreach activities within CASRI will be carried out in collaboration with the partners' public relations and press offices, which are essential for extending the project's reach to a wider audience. Press releases will be drafted in English at key moments of the project (e.g. important meetings, the release of the SRIA and key policy briefs) to promote key project milestones and will be shared with partners for translation and further dissemination, using the expertise and networks of their press offices.

5.5 Policy Briefs

Policy briefs are a critical component of the CASRI project's dissemination strategy, particularly given the pivotal role Environment Protection Agencies (EPAs) play in policy advice nationally and increasingly in Europe building on their established competencies. The policy briefs aim to translate CASRI's findings into actionable recommendations for programme managers and policy makers, ensuring that the project's outcomes contribute directly to informed decision-making and practical implementation.

Policy Briefs will serve as concise, targeted documents that highlight key findings and offer evidence-based recommendations for policy makers. These briefs are designed to bridge the gap between research and policy, ensuring that scientific insights are effectively communicated to those in positions to influence and enact change.

5.5 Webinars

Webinars offer platform for sharing information, fostering collaboration and engaging with stakeholders. By utilising online events, CASRI aims to inform, educate and support the co-design of research agendas and solutions, ensuring that the project's outcomes contribute directly to sustainable policy-making and practical implementation.

The CASRI webinars will be designed considering several objectives - a selection of specific webinars will be done based on project results and discussions in the Core Group of the project.

Potential webinars include:

- **Support the co-design of research agendas and solutions.** By facilitating collaborative sessions, CASRI can ensure that diverse perspectives are incorporated into the SRIA and other project outputs. These co-design webinars could engage stakeholders from EPAs, research institutions, funding agencies, and policymakers, fostering a collaborative environment where participants can contribute to the development and alignment of priorities. Thematic webinars can delve deep into CASRI subjects such as resilient production systems, biodiversity and climate, sustainable urbanisation, and energy transition, to help identify R&I needs and opportunities for collaboration.
- **Share best practices and successful experiences in the Science-Policy-Practice Interface (SPPI).** By highlighting effective methods and strategies, these sessions will aim to

improve the integration of research findings into policy and practice. This focus on SPPI will help bridge the gap between scientific research and practical implementation, ensuring that CASRI's outcomes are effectively translated into actionable policy recommendations.

- **Policy-focused webinars can play a role in disseminating policy briefs and other policy-relevant findings.** These sessions can present and discuss the content and recommendations of the policy briefs, engaging policy makers in conversations about how to implement the suggestions.

CASRI will carefully consider the target groups of the specific webinars, which could be general and broad or targeting specific groups, such as research-focused EPAs. More specialised sessions will address the unique needs and interests of particular groups, fostering targeted discussions and collaborations. This tailored approach ensures that the webinars are relevant and valuable to all participants, regardless of their specific focus or area of expertise.

Webinars will enhance CASRI's visibility and reach, allowing the project to engage with a wide and diverse audience, including international stakeholders who may not be able to attend in-person events. The interactive nature of webinars enables real-time engagement, feedback, and discussion.

To maximise the effectiveness of the webinars, CASRI will develop a comprehensive schedule, promoting upcoming events through the project website, newsletters and social media channels. Recordings of the webinars, based on prior information and consent of participants, will be made available on the [CASRI YouTube](#) and [CASRI website](#) for on-demand viewing, ensuring that the content is accessible to a wider audience.

5.6 Peer-reviewed Publications

Scientific peer-reviewed publications will disseminate project results to scientific communities (e.g. academics, research institutes and networks) and environment and sustainability practitioners e.g. introducing innovative research needs related to the common themes under the CASRI premises (systemic, actionable, transversal) or the applied stakeholder engagement methodology. On a national level, specific communication activities (beyond the already envisaged press work) will be planned during the course of CASRI e.g. conference presentations. As a target, at least one and up to four peer reviewed articles are envisioned by the termination of the project.

5.7 Open Access Publications

All CASRI publications shall be produced open access. The primary objective is to democratise access to scientific knowledge, breaking down barriers that traditionally limit the availability of research. This is particularly important for the ES R&I community, where timely access to information can significantly influence policy-making and practical implementation.

CASRI publications will mainly include the policy briefs and reports. Scientific publications are not foreseen. If these emerge from the project, open access will be applied.

5.8 Networking with Projects, Networks, and Other Initiatives

Networking is a fundamental aspect of the CASRI project, enhancing its capacity to achieve its goals by fostering synergies, sharing knowledge, and collaborating with a broad spectrum of stakeholders. By actively engaging with other projects, networks, and initiatives, CASRI can amplify its impact, avoid duplication of efforts, and ensure that its findings and innovations are widely disseminated and utilised.

By collaborating with related EU-funded projects and engaging with established networks such as the Network of the Heads of European Environment Protection Agency (EPA Network), in particular the IG EPAS, and the European Network of Heads of Nature Conservation Agencies (ENCA Network), CASRI can tap into a wealth of expertise and resources. These connections facilitate the dissemination of CASRI's findings, ensuring they reach a broad audience, including policy makers and practitioners who can implement these insights.

Participation in conferences and thematic working groups allows CASRI to stay at the forefront of scientific and policy developments, fostering innovation and aligning research and innovation agendas of EPAs and partners.

5.9 Final Event

The final event in Brussels will symbolise a milestone in the transition to a new phase of collaboration among ES R&I focused EPAs following the conclusion of the Coordination and Support Action (CSA) funding. This strategically located event will allow stakeholders from the European Commission, European Parliament, and representatives from various institutions and organisations to join, emphasising the project's broad impact and engagement.

This Final Event will celebrate CASRI's; it will bring together partners and stakeholders from across Europe, providing a comprehensive overview of CASRI's accomplishments - and how this journey will continue.

The event will highlight the agreed ongoing and future actions, showcasing plans for continued collaboration and the implementation of the SRIA. This forward-looking perspective will emphasise the commitment of EPAs and other stakeholders to sustain the momentum generated by CASRI to drive transformative change.

5.10 Communication and Dissemination Materials (flyers, documents templates, slidedeck)

The creation of communication materials within CASRI ensures consistency and coherence in the presentation of the project's identity during events, conferences and meetings, but also when sharing reports and documents. To this end, a range of visually appealing materials are designed, including templates, flyers, roll-ups and other visual products. Each material is produced in accordance with CASRI's visual identity guidelines, using consistent colors, fonts, logos and images to enhance recognition and visual impact.

6. Exploitation Plan

The main aim of CASRI is to strengthen the integration of ES R&I across European EPAs, complementing existing EU and member state programmes. The exploitation, so the use of the planned CASRI results, is twofold:

- The implementation of the Strategic Research and Innovation Agenda (SRIA) through common funding schemes of the national agencies and/or of other stakeholders.
- The implementation of improved science-policy-practice interface.

This will be started already during the project in the “Implementation activities” (Work Package 5), starting in July 2025, with its related deliverables and will be institutionalised in the IG EPAS and other knowledge transfer activities.

Other exploitation routes can be scientific, economic, political or societal. Table 1 shows a first list of Key Exploitable Results (KEOs) with respective exploitation routes (*what*), the identification of target groups to exploit each result (*who*) and which forms exploitation will take (*how*, e.g. EPA Network). Possible barriers (e.g. inadequate financing, skills shortages, regulation, disinterest, ethical constraints, etc.) will be considered for each of the KEOs.

TABLE 1 – LIST OF KEY EXPLOITABLE OUTPUTS (KEOS), TARGET GROUPS, ADDED VALUE, FORM OF PLANNED EXPLOITATION AND POTENTIAL BARRIERS FOR THEIR SUSTAINABILITY

Key Exploitable Output (KEO)	Type and related deliverable (what)	Target groups (who)	Added value	Form (how)
KEO1: CASRI SRIA	Document (D4.1).	ES R&I funders, in particular EPAs of IG EPAS.	Systemic, actionable, transversal focus, Co-designed, with stakeholders (see “Co-design methodology” (D6.1)).	Webinars and MoUs with funders; funding schemes of EPAs and/or of other stakeholders.
KEO2: CASRI co-design approach	Document (D6.1).	EPAs, other institutions in charge of developing a SRIA.	Proof of advantages of co-designing a SRIA.	Present approach in events and article. Use methodology in other projects or initiatives.
KEO3: Joint funding programmes	Document (D5.4).	ES R&I funders.	Complementary programmes for relevant ES R&I topics; catalysed benefit from joint investments.	Based on best practice of joint funding projects to be identified.
KEO4: Policy briefs	Document (D6.4 and 6.5).	Policymakers at EU and national levels (to include parliaments, not only the executive authorities).	Co-designed SRIA and improved SPPI deliver actionable results from ES R&I topics.	To be disseminated during and after the end of the project in meetings and webinars.
KEO5: Peer reviewed publications	Published papers.	Research institutions, SPPI and ES Experts.	Contextualisation of innovative research needs related to the CASRI themes, focus (systemic, actionable, and transversal), and methodology.	Peer reviewed articles. Short public summaries on social media and website.

All CASRI results will be promoted through the communication and dissemination channels and activities described in the previous chapters, supporting their uptake. In the next version of this

document (“Communication, dissemination & exploitation plan v2” (D6.3) in December 2025), the above Table will be updated.

7. Timeline

Throughout the project, CASRI will execute a comprehensive strategy encompassing communication, dissemination and exploitation activities.

With the establishment of a strategy as a foundational step, CASRI will initiate efforts to inform, promote, and communicate its activities and achievements, thereby raising awareness among its target groups.

The initial months are dedicated to creating the project's branding, formulating the communication strategy, implementing the selected tools, and collecting content. After the first six months, partners will be actively involved to contribute to content creation, facilitated by a structured regular rotation system for sharing updates on their project-related activities. This news production will be used to inform the project website and for posting on social media.

As the project produces results, these outcomes will be promoted to advance knowledge dissemination and inform national and European policymakers and institutions across the countries involved in and targeted by CASRI. All the instruments already set up will be used for this purpose, including website and social media, as well as participation to events, and policy briefs and scientific publications.

By M24 (December 2025) an updated version of D6.2 will be produced, with a specific focus on exploitation strategies and Key Performance Indicators (KPIs) to measure project legacy and sustainability. This document will serve for amplifying the exploitation of project results, maximising CASRI's impact as it progresses towards its conclusion and beyond.

8. Monitoring and Reporting

CASRI partner T6 is responsible for coordinating communication and dissemination activities. It will regularly inform the Core Group in order to oversee the measurement and evaluation of actions and results. Therefore, the KPIs outlined in the DoA (Table 2) will be regularly monitored. The KPI reporting will be also included in the project's periodic reports to the European Commission.

TABLE 2 - KEY PERFORMANCE INDICATORS (KPIs) QUANTIFYING COMMUNICATION, DISSEMINATION AND EXPLOITATION ACTIVITIES

Activity	Time Frame	KPI
Project website	M18	>1.000 unique visitors
	M32	>2.500 unique visitors
LinkedIn Group	M32	> 500 Members
LinkedIn Page	M32	>5 post (monthly average)
Press releases		>3
Newsletter	Bi-annual	400 subscribers
Webinars	regularly from M6	4

Peer Reviewed Publications	M32	1 - 4
Policy Briefs	M20	> 4 (1 per theme)
Networking with “Sister” Projects and Networks	M32	>2
Final Event	M32	>120 participants

9. Conclusions

By leveraging a comprehensive “Communication, Dissemination & Exploitation Plan” (D6.2), CASRI ensures that its findings are effectively promoted and utilised. The plan outlines a clear framework for communicating with different target groups, disseminating research outcomes, and exploiting innovations to maximise impact.

Successful implementation relies heavily on active partner involvement, engagement with their respective networks, and responsiveness to early project results and external factors.

The iterative approach to monitoring KPIs and updating the plan at M24 ensures that the CASRI strategy remains dynamic, targeted, and capable of adapting to new insights and challenges, thereby maximising the impact of project’s findings and fostering broader engagement and awareness.

10. References

European Commission, European Research Executive Agency (2023). *Communication, dissemination & exploitation what is the difference and why they all matter*, Publications Office of the European Union. <https://data.europa.eu/doi/10.2848/289075>



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