Teaming for Capacity Development and Synergies in Micro-nanofabrication and Flexible Electronics for Widespread Impact

Deliverable 7.1

Dissemination, Communication and Exploitation Plan

Version 1.3

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1.1	27.03.2025	Version ready for internal review
1.2	17.04.2025	Reviewed version
1.3	22.04.2025	Final Version ready for submission

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Abbreviations and Acronyms

Acronym	Description
WP	Work Package
CoE	European Centers of Excellence
KPI	Key performance indicator
TU Delft	Delft University of Technology
UoS	The University of Southampton

1. Introduction

1.1. Purpose and Scope

Communication, dissemination, and exploitation activities are a top priority in European collaborative research projects funded under the European Union's Horizon 2020 programme.

The purpose of this deliverable is to describe the communication, dissemination, and exploitation strategy of the TEAM-NANO project and to enhance the visibility of this process. This document identifies the communication objectives, target audiences, and key messages, and defines the tools and channels used to communicate with the audience and disseminate project results. It also includes a list of key performance indicators (KPIs) to measure the impact and evaluate the effectiveness of the project's communication and dissemination activities.

The scope includes all internal and external project actions related to knowledge dissemination and public communication regarding TEAM-NANO and its results. At this stage of the project, the deliverable will primarily focus on communication and dissemination aspects, while exploitation will be further developed in future updates.

Communication, dissemination, and exploitation activities will be continuously monitored and updated in the "Final Report on Dissemination, Communication, and Exploitation Activities" corresponding to deliverable 7.4 (M72).

1.2. Insights from Project

The TEAM-NANO project, funded under the HORIZON-WIDERA-2023-ACCESS-01 (Teaming for Excellence) call, aims to enhance the capabilities of Sabancı University's Nanotechnology Research and Application Center (SUNUM) in Turkey by establishing a strategic partnership with two leading European Centers of Excellence (CoEs): the University of Southampton (UoS) in the UK and Delft University of Technology (TU Delft) in the Netherlands.

The main objective of TEAM-NANO is to modernize SUNUM by advancing the CoEs' nanofabrication, characterization, and packaging capabilities beyond the state of the art, for applications in flexible electronics and nanosensors across various sectors.

Coordinating the communication and dissemination activities of TEAM-NANO is of utmost importance. A strategic approach will be required to ensure the effective sharing of information, engage deeply with stakeholders, and promote the project's activities and results. These efforts are essential for maximizing the project's impact. All partners will play a key role in WP7 activities, contributing by sharing best practices and fostering knowledge transfer beyond the project's scope to ensure long-term benefits.

1.3. Objectives

The general objectives of WP7 "Maximizing Exposure" for TEAM-NANO are:

- To disseminate and communicate the project's results to stakeholders in nanotechnology, the European research community, and other relevant audiences.
- To build a vibrant community around the TEAM-NANO initiative.
- To contribute to standardization efforts and policy recommendations regarding the evolution of nanotechnology and its applications.
- To establish a learning center for nanotechnology and its impact across various sectors.
- To develop plans for the exploitation of the project's results.
- To create strategies for the sustainability and wider adoption of the project's findings.

Through this Work Package, our goal is to maximize the impact of TEAM-NANO and its results among all interested parties. This initiative will inform, raise awareness, engage, and promote the project to potential stakeholders. In line with the Grant Agreement, this Work Package will define the overall communication and dissemination plan for the project, ensuring broad and effective outreach throughout its duration.

2. Communication, Exploitation and Dissemination Strategy

TEAM-NANO communication, exploitation and dissemination approach revolves around a set of key messages designed for targeted audiences, along with a clear and consistent project description. These elements will be conveyed across various channels and tools, as detailed in a specific section of this deliverable.

2.1. Target Groups

TEAM-NANO targets the following seven groups of stakeholders, which the consortium identified during the proposal preparation phase. The consortium has established links to each group through existing collaborative structures and ongoing discussions:

Stakeholder	Prioritization within group	T. size	Targeted methods
Researchers and innovators	Scientists from regional CoEs, universities & industrial R&D centres in electronics engineering, nanofabrication, nanotech, nanomaterials	200+ individuals	4-5 online workshops/per year, joint projects, & tech transfers
Industry & SMEs	Healthcare, automotive, and manufacturing industries	20+ entities	2-3 workshops/per year (e.g., nanodevice engineering, MEMS and NEMS fabrication) & seminars (biomedical, energy); 5+ industry-focused technology showcases & 5+ research symposia, conferences/forums per project (cleanroom tech, innovation forum, nanofabrication standards & compliance)
Entrepreneurs	Startups established at Tech. Development Zones (health, automotive, and manufacturing) engaged in nanotechnology, nanoelectronics, nanofabrication, health technologies	50+ entities	Approx. 2 tailored events/per year (Annual event: Nanotech programme with YES! Delft, funding and investment seminars with Delft Enterprise and Impact Studio, legal and compliance clinics, support the establishment of 10+ size startups through the spin-SUNUM program
End-users of services and technologies	Researchers, entrepreneurs, manufacturing industries, medical & healthcare professionals, agencies in nanoelectronics/fabrication, biomedical engineering	100+ entities	2 white papers, & 4-5 public outreach nanofabrication prototyping workshops, showcase success stories and user experience sharing, innovation pitch day, certification training programs and roadshows.
Policymakers and public bodies	TUBITAK, MoIT, TR Presidency Strategy and Budget Directorate, DG REA and DG DIGIT, OECD	200+ individuals	2-3 policy roundtable discussions per project, 1 public-private partnership forum at industry conferences, 1 economic impact seminar, 2-3 site visits for policymakers per project,
NGOs & civil society organizations	NGOs, civil society groups (Sectoral Assoc., Cleanroom Tech. Assoc. in TR, Europe and Global	50+ individuals	1-2 society outreach workshops per project, community webinars (3 per/year), Public Policy Advocacy Workshops (2 per project)

General public	Local & global citizens, public officials, students	1000+ individuals	1000+ size public lectures and talks, nanoart exhibitions, nanotech and environment seminar, public tours to labs and facilities, scientist booths science fairs, consumer awareness campaigns, 5+ community events, 5+ hands-on workshops

To effectively disseminate the outcomes of the TEAM-NANO project, a comprehensive dissemination strategy has been developed. This strategy aims to engage all stakeholders, including researchers at the forefront of nanofabrication, characterization, and packaging, industry partners looking to develop and commercialize cutting-edge nanotechnology-based products and services, policymakers shaping Türkiye's R&D&I ecosystem, and funding agencies supporting future nanotechnology R&D. The dissemination activities will be tailored to meet the specific needs of each target audience, ensuring the content resonates effectively.

This Dissemination, Communication, and Exploitation Plan outlines the strategy and actions to promote TEAM-NANO throughout the 72 months of the project. The plan will be updated and refined based on the monitoring of results, aiming to achieve the objectives set out in the deliverable 7.4, the "Final Report on Dissemination, Communication, and Exploitation Activities."

2.2. Advanced partners' contribution to dissemination, communication, and exploitation activities

UoS's Public Engagement with Research unit will be involved in the project. UoS will foster collaboration with Southampton Science & Engineering Festival (SOTSEF), and similar UK-based events of interest, such as New Scientist Live & the Cheltenham Science Festival, STEM for Britain annual event (taking place in the Houses of Parliament connecting researchers with policymakers). We will seek further guidance on how to approach & network with policymakers &/or draft policy briefs from Public Policy Southampton unit. The Media & Press Centre in the UoS will organise communication trainings for the TEAM-NANO consortium & assist in reaching out to the local & nationwide press (BBC channels) by meticulously scheduling press releases & interviews to promote the project's outcomes. Future Worlds, the on-campus start-up accelerator, will organise entrepreneurial workshops, pitching events & tailored one-to-one advice & mentoring support to commercialise the most applied outcomes. They will also give access to their large network of investors & funders & organise trips to San Francisco for the most promising ideas/teams that will be formed within this project. The UoS PI (DG) is a member of the organising committee in several esteemed international conferences in the field of materials science & flexible electronic technologies (e.g., Innovations in Large Area Electronics, IEEE International Conference on Flexible, Printable, Sensors & Systems, IEEE International Flexible Electronics Technology Conference, Materials Research Society to name but a few). She will propose workshops & tutorials as part of the conference programme that will be specifically organised by members of this consortium to demonstrate the advanced capabilities & techniques that will be developed within this project in the fields of nanotechnology, flexible electronics & their applications.

TU-Delft will disseminate scientific results via open-access publications & report highlights on the project's website, promote it on their social media pages & encourage their network organizations such as YES!Delft and Delft Enterprises to do the same. Within the project, TU-Delft will also pitch at least one overview article on 2D sensors to a broad audience trade journal such as Wired, IEEE Spectrum or Materials Today.

2.3. Dissemination of results

To effectively disseminate the outcomes of the TEAM-NANO project, a comprehensive dissemination strategy has been planned. This strategy aims to engage all stakeholders, including researchers at the forefront of nanofabrication, characterization, packaging, industry partners seeking to develop & commercialize cutting-edge nanotechnology-based products & services, policymakers shaping Türkiye's R&D&I ecosystem, funding agencies for future R&D in nanotechnology. The activities will be tailored for each dissemination of content that will be carefully curated to resonate with the specific needs of the target audience. The TEAM-NANO partners will continuously monitor & assess the effectiveness of the dissemination strategies using the metrics laid out in the following table.

Foreseen activity	**Target group**	**Objectives**	**KPIs (if relevant)**
Online Webinars & Events	Industry, academia, & policy makers	Topical online webinars and events dedicated to SUNUM's activities, achievements, & contributions.	• Avg. ~200 attendees per online weekly event (Nano.Open Seminars), with a total of 800 attendees across four events
Training Workshops & Knowledge Transfer	• Researchers in nanofabrication & nanotechnology, • Scientists in nanoelectronics, NEMS/MEMS, & AI hardware; Engineers & Technical staff & • Industry professionals	• Enhance the skills & knowledge of participants in specific areas related to SUNUM's expertise. • Transfer advanced knowledge & skills from partnering CoEs to SUNUM staff. • Foster professional development.	• Avg. ~25 participants training, with total of 100 participants across ~four workshops • Avg. 15~20% in each skill area post-workshop • At least 80% of participants demonstrate successful application of knowledge transfer
Symposia	• Researchers, • Scientists, • Technical staff, Industry leaders	Facilitate discussions & knowledge exchange on relevant topics, fostering collaboration & idea sharing.	~At least 4 per project, 60% of participants against invitations sent/registrations
Scientific Conferences	• Scientific community • Researchers • Scientists, • Professionals in the field	Disseminate SUNUM's research findings, methods, advancements & innovations at reputable conferences, contribute to the global scientific discourse	• Conferences- MRS, E-MRS, SPIE, NANOTEXNOLOGY, InnoLAE, IEEE-FLEPS, IEEE-IFETC, participation • Presentations in minimum 2 conferences/partner/year (e.g., Measuring by Light organised by TU-Delft, International MicroNano Conference
Open access collaborative publications in scientific journals	• Scientific community (Flexible electronics, neuromorphic computing, micro/nano-electronics & nanofab, healthcare); Researchers & students	Provide the scientific & expert community with • knowledge created • research findings & methods • Promote transparency & accessibility	• 9+ publications (2~3/partner) in open access journals such as IEEE, ACS, IOP, AIP, Elsevier, Nature, Wiley & RSC publications
Trade Shows	• Industry professionals • SMEs and startups • Investors	Showcase SUNUM's innovations, products, & research outcomes to relevant industry stakeholders & potential partners	• 2~3 trade shows attended (LOPEC, Printed Electronics, SPIE Advanced Lithography), • + 1 industrial workshop per year hosted at different partner each year • Participate in at least 1 industry partnership event per year
Synergies with	• Partnering organizations	• Foster collaboration	• 4~5 collaborations

other relevant Projects & Initiatives	• Similar projects	& info exchange with other projects & initiatives in related domains. • Maximize impact & avoid duplication.	established. • 2+ Joint initiatives undertaken • 6 networking meeting with other teaming projects.

To secure additional support in dissemination activities, the project will explore & when relevant use services offered by EC, such as Open Research Europe, Horizon Results Platform, Horizon Results Booster as well as Innovation Radar to identify high potential innovations that may result from solutions explored.

2.4. Communication

Alongside the dissemination of the project's results & outputs for further use by the above-identified target groups, the communication activities will strive to reach out to target groups & to the public at large. These activities will aim at awareness-raising for the project & its activities, communicating the actions taken.

2.4.1. Visual Identity- Logo

One of the first communication activities of the TEAM-NANO project was the development of its visual identity. To establish brand awareness from the very beginning, a logo was designed for the project. This logo is being used in all printed and electronic documents and promotional materials and will continue to be used in the future.

To create a strong project identity, several logo versions were designed, analyzed, and revised to represent TEAM-NANO in the simplest and clearest way possible.

Logo Design and Meaning; The logo has a bold, classic, and technological structure. The combination of blue and red symbolizes strength, innovation, and dynamism, while the overall design reflects progress and technological transformation.

The star symbol represents TEAM-NANO's global vision and its goal of leadership in science. Additionally, the circuit lines within the star emphasize the advanced technology and nanotechnology-focused nature of the project.

- **Blue tones** symbolize reliability, knowledge, and scientific excellence.
- **Red tones** express innovation, strength, and determination.
- **Circuit lines** represent digitalization, high technology, and connectivity.

This strong visual identity clearly showcases TEAM-NANO's impact in the fields of science, technology, and innovation.

The logo of the project was designed as follows:

Figure 1. Official logo

Several other logo options were designed to offer versatility.

Figure 2. Logo Variation

2.4.2. Website

The website of project was created with the following web address: https://TEAM-NANO.net/

The official website of the TEAM-NANO project, provides key information about the project, research components, project team and partners, and related activities such as news and other events.

The website facilitates communication through a contact page. Overall, it serves as a valuable platform for disseminating information and engaging with the community.

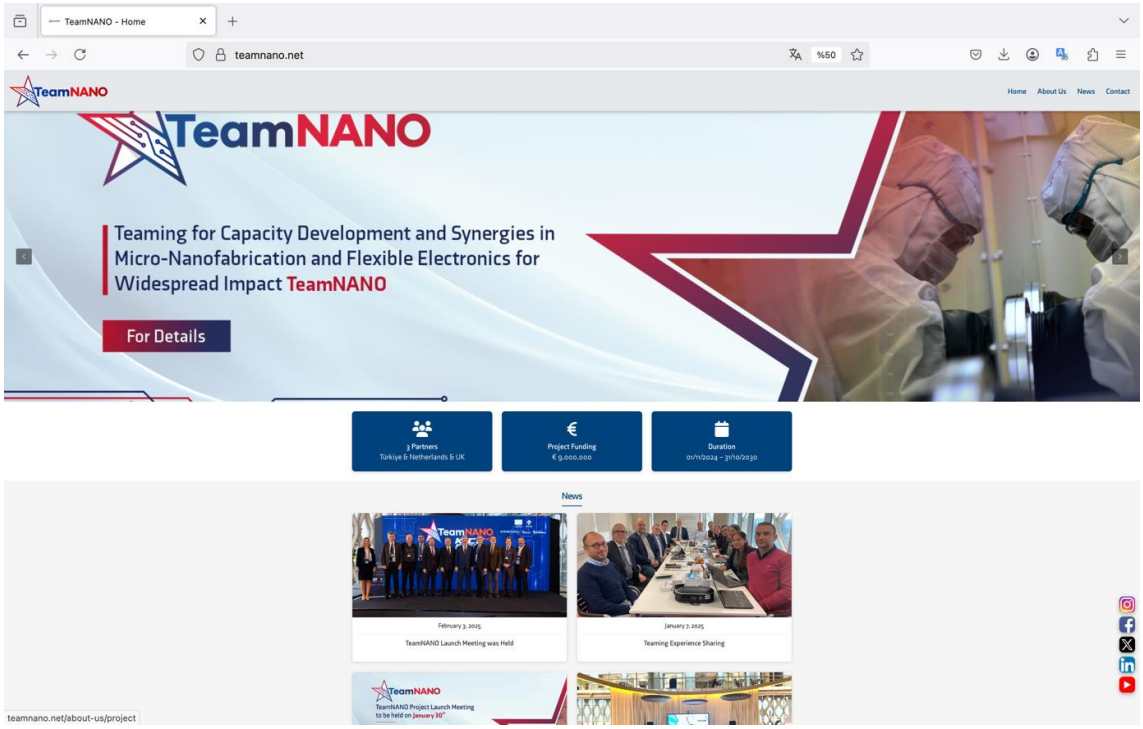

Figure 3. Screenshot of TEAM-NANO's webpage

2.4.3. E-mail address

info@TEAM-NANO.net has been chosen for the official e-mail address of the project.

2.4.4. Social Media Account

The project's LinkedIn account contains information about the project, events, videos and all announcements. https://www.linkedin.com/company/TEAM-NANO/. All project-related updates are also shared on SUNUM's social media accounts such as Instagram, X (Twitter) Facebook and YouTube.

It is aimed to increase the widespread impact of TEAM-NANO's communication by utilizing the interaction power of the social media accounts of the managing organization SUNUM. SUNUM has 13,915 followers on LinkedIn. (March 28, 2025)

In the last 90 days on LinkedIn, posts on TEAM-NANO's account received 6.521 impressions and posts on SUNUM's account received 50.957 impressions.

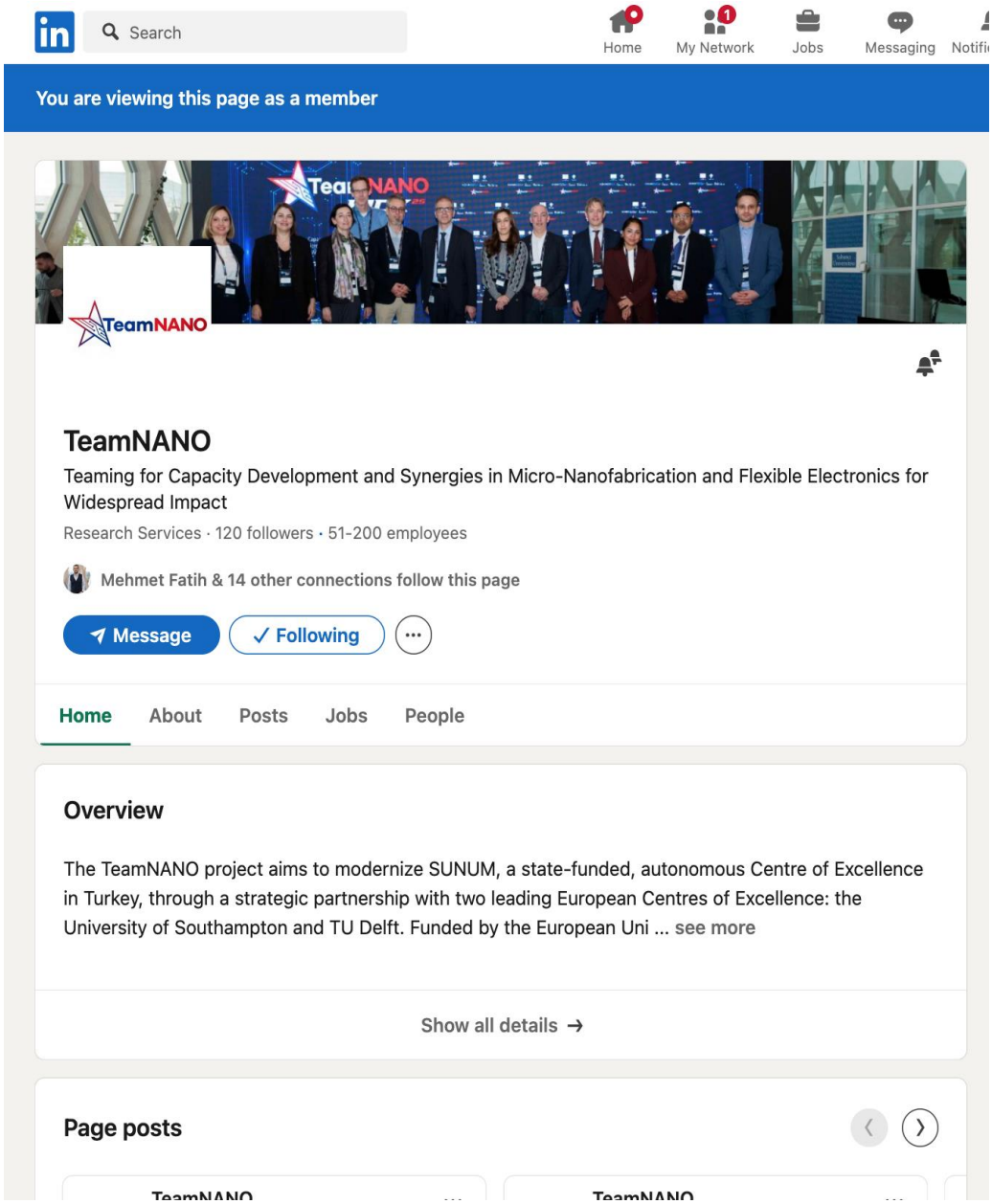

Figure 4. Screenshot of the TEAM-NANO's LinkedIn page

2.4.5. Brochures, Roll Ups

TEAM-NANO brochure has been designed, published and was sent to the Science Festival at UoS. The brochure providing brief information about TEAM-NANO and designed in accordance with the visual identity will be given to stakeholders at events and meetings.

A roll up has been designed to be used in TEAM-NANO meetings and events. The design was sent to the partner to be used in the Science Festival.

2.4.6. Promotion Materials

A notebook and desk calendar were designed in line with the TEAM-NANO visual identity. These promotional products aim to strengthen brand loyalty and image. Promotional materials represent the

brand in a positive way. The stakeholder strengthens the brand image by continuing to use the brand's promotional products.

Special visuals were created for the launch meeting, and those who came to the meeting were given name badges, tote bags, and the program of the day with notebooks and calendars designed along the visual lines of the meeting. (30 January 2025)

2.4.7. Promo Videos

Promo video: A Promo video in Turkish & English will be created showcasing project objectives, milestones & impact & enhance visibility & engagement serving effective communication of the project's achievements to a wider audience.

Short videos were produced with three researchers from TEAM-NANO's three partner organizations, uploaded to SUNUM's YouTube account and posted on TEAM-NANO's LinkedIn account.

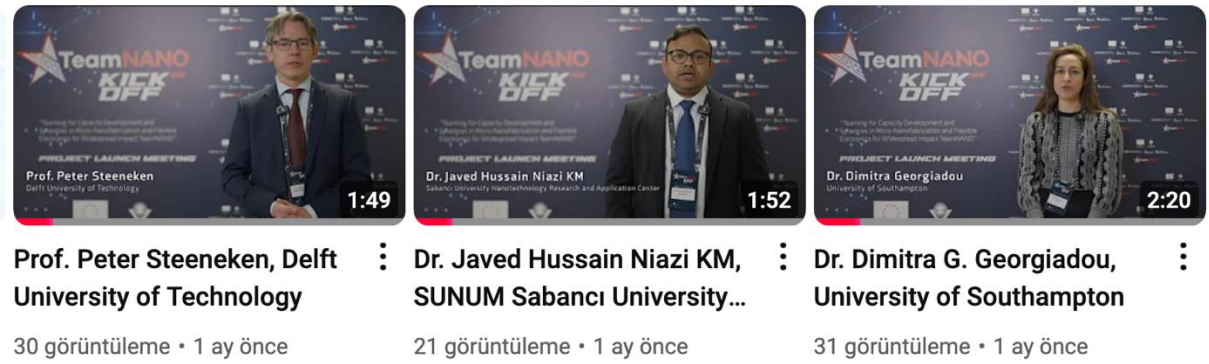

Figure 5. Screenshot of the TEAM-NANO Researchers' videos

In addition, TEAM-NANO's launch meeting on January 30th has been video recorded all day for archival purposes and will be available on YouTube. Furthermore, a short promotional video of the launch meeting has been prepared.

2.4.8. Press Releases, Interviews

Relevant press releases will prepare to newspapers TEAM-NANO updates. Interviews will be plan to highlight SUNUM's capabilities, services and accessibility to infrastructure facilities through engaging formats such as seminars to explain TEAM-NANO's societal impact.

There have already been some press releases and a radio interview for TEAM-NANO.

Interviews:

02.12.2024, Sputnik - Radyo Sputnik, Yeni Şeyler Rehberi, Sabancı Üniversitesi Nanoteknoloji Araştırma ve Uygulama Merkezi Direktörü Prof. Dr. Alpagut Kara

https://clips.medyatakip.com/bc/clip/jnLOhAtxlaxu4R41BW0ol6

Press Releases:

31.01.2025, Sabancı Üniversitesi Nanoteknoloji Araştırma ve Uygulama Merkezi'nden ülkemiz ileri teknoloji alt yapısı ve insan kaynağı için önemli bir atılım,
https://www.kobipostasi.net/2025/01/31/sabanci-universitesi-nanoteknoloji-arastirma-ve-uygulama-merkezinden-ulkemiz-ileri-teknoloji-alt-yapisi-ve-insan-kaynagi-icin-onemli-bir-atilim/

31.01.2025, Sabancı Üniversitesi Nanoteknoloji Araştırma ve Uygulama Merkezi'nden Önemli Proje, https://www.stendustri.com.tr/sabanci-universitesi-nanoteknoloji-arastirma-ve-uygulama-merkezinden-onemli-proje

31.01.2025, SUNUM'dan Nanoteknoloji Atılımı, https://epnext.com/sunumdan-nanoteknoloji-atilimi/
20.12.2024, Teaming for Excellence- Bilgilendirme ve Deneyim Paylaşımı Etkinliği, https://gazetesu.sabanciuniv.edu/tr/teaming-excellence-bilgilendirme-ve-deneyim-paylasimi-etkinligi

Figure 6. Screenshot of online media coverage of TEAM-NANO press release

2.4.9. Events

Online / face to face webinars, events, workshops will promote nanotechnology and nanofabrication research and increase visibility.

Nano Open Webinars bring together R&D&I ecosystem. These weekly online webinars aim to engage all stakeholders, including researchers. In these webinars, leading national and international researchers in the field take part as speakers.

2.5. Exploitation of results

All existing contacts with different EU Platforms & initiatives will be exploited & new contacts will be formed for the development of co-operations among academia, research organizations & industry providing a venue for potential future collaboration/partnership exploitation synergy. The project's exploitation plan will be designed to ensure a long-enduring & sustainable future for the partnerships & commercialization efforts beyond the project's official duration. TEAM-NANO will promote the following paths for exploitation:

- **Collaborative projects & actions**: TEAM-NANO's partners (UoS & TU-Delft) will collectively identify complementary expertise with SUNUM in micro-/nanoelectronics, photonics, flexible electronics, nanomechanics, MEMS/NEMS systems, sensing technologies & advanced technologies by assessing its strengths, expertise, & focus areas to complement skills & capabilities, & develop joint collaborative research initiatives, establish cross-collaboration platforms, collaborative workshops, symposia, network events & info-days, participate in EU-level events, utilize virtual communication tools, & mutually promote & disseminate the research outcomes.

- **Business plan**: A comprehensive business plan will be prepared with a brief overview of TEAM-NANO, its mission, & objectives in advancing nanotechnology solutions, detailing insight into its innovation offerings, unique value propositions, nanotechnology market analysis on industry trends, financial forecasts, competitive landscape through research, strategies for market entry, funding, & risk management in the dynamic nanotechnology sector.

- **Commercialization plan**: TEAM-NANO's commercialization plan focuses on leveraging nanotechnology market opportunities, detailing product descriptions, target markets, competitive analysis, value propositions, & go-to-market strategies. It also includes IP protection, regulatory compliance, revenue models, & scalability plans ensuring a comprehensive approach to successful nanotechnology commercialization. The plan also exploits existing SUNUM's commercialization platform (e-store: https://sunumestore.com/) & services. TEAM-NANO's commercialization efforts include hosting events & workshops to gather community input, understanding local needs & tailor SUNUM's innovations, ensure effective solutions that resonate with & benefit the community, create start-ups & transfer know-how & contribute to positive impacts on communities through creating new job opportunities.

- **Engagement with policymakers**: TEAM-NANO partners will actively contribute to working groups at the government level, particularly focusing on strategies for sustainability, advancing digital & green technologies & application regulations, with emphasis on nanotechnology. The generated knowledge & considerations in the scientific field involving nanotechnology, MEMS/NEMS, photonics, flexible electronics, sensing & advanced technologies will be incorporated for considerations into policymaking. This integration aims to promote responsible innovation, regulatory frameworks, education & workforce development. TEAM-NANO partners with their insights & expertise will contribute to shaping the policy reforms, engage with policymakers (through meetings, social media communication, submitting comments or feedback on suggested policies) for modernizing Turkish R&I environment, aligning it with ERA while contributing to Green Deal & UN SDGs.

The consortium bears in mind that there are potential barriers to the exploitation of the project results. The main barriers include the following:

1/ Market uncertainty & competition: - Uncertainty due to rapid nanotechnology advancements, intense market competition affecting growth. **Mitigation:** Continuous market research & agility to adapt to evolving trends, unique value proposition, strategic marketing & continuous innovation.

2/ Resource constraints – Implementing structured business plan & ensuring sustainable models may encounter resource constrains, affecting the scalability & impact of the commercialization efforts. **Mitigation:** Diversifying funding sources, explore public-private partnerships, & optimize resource allocation for sustainable scalability.

2.6. Intellectual Property Rights (IPR) Management

The strategy for management of IP will allow the exploitation of results by the consortium members & by third parties. All IP issues will be covered & settled in the consortium agreement (CA), including the ownership of the results & access rights to background IP. In general, knowledge & results arising from work carried out under the project shall be the joint property of the relevant consortium members, in a way that will be reflected in the CA. All partners will grant access to all necessary elements to perform the work deemed as necessary for the project. The Project Coordinator (SUNUM) will be responsible for establishment of the CA & IPR management. The identification of generated joint IP & the communal decision about its exploitation will be discussed periodically (during consortium meetings). Partners who own patentable knowledge may (& are encouraged to) apply (at their own expense) for patent or similar form of protection & shall supply details of each such application to the other partners. Such application will not interfere with the ability of the project consortium to obtain the foreseen results. To ensure the proper management of IP & IPR, we will consult with experts in the relevant departments within the organizations & external consultants, as needed. Specific details on actions for IP management are listed below:

IP Identification & Assessment: TEAM-NANO will conduct an early & thorough assessment of potential intellectual property arising from the collaboration in micro-nanofabrication, characterisation, photonics, & application sectors (health, environment, agriculture, manufacturing). It will identify existing IP from UoS & TU Delft & determine how it integrates with SUNUM's contributions.

Exploitation & Commercialization Plan: TEAM-NANO will develop a detailed exploitation & commercialization plan that outlines how the intellectual property will be used to pursue market opportunities. Identify potential commercialization pathways, target markets, & key stakeholders.

IP Protection Mechanisms: TEAM-NANO will implement appropriate protection mechanisms for the identified intellectual property. This may include filing patents, trademarks, or copyrights depending on the nature of the innovation. Work with legal experts to ensure compliance with international IP regulations & standards.

Technology Transfer Agreements: TEAM-NANO will establish technology transfer agreements that allow for the smooth transfer of intellectual property from UoS & TU to SUNUM. Clearly outline the terms, conditions, & responsibilities for technology transfer, ensuring it aligns with the overall project goals.

Periodic IP Audits: TEAM-NANO will conduct periodic IP audits to review & update the status of intellectual property generated throughout the project. It will ensure that the consortium agreement is flexible enough to accommodate changes in IP ownership or new developments.

Collaboration with Legal Experts: TEAM-NANO will engage legal experts with expertise in international intellectual property law to provide guidance & support in navigating complex legal issues & legal safeguards. It will ensure that legal advice is sought at key stages of the project, particularly during the development of the consortium agreement & technology transfer agreements.

Training & Awareness: TEAM-NANO will provide training & awareness programs for researchers involved in the project to ensure they understand the importance of intellectual property & confidentiality. It will foster a culture of respect for intellectual property rights within the consortium.