Milestone 13
Update of Dissemination and Exploitation Plan at EC reporting stages
Update M56 (June 2025)

Version 4

AQUAculture infrastructures for EXCELlence in European fish research 3.0
WP3
Milestone 13 – Update RP3
Lead Beneficiary: ERINN Innovation Limited
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Contents

History of revisions

Version, Date	Summary of changes made
V1, January 2021 (M3)	• Update and finalisation of DEP developed at application stage • Reviewed, validated and approved by consortium (M3 – January 2021)
V2, April 2022 (M18)	• Typographical edits throughout document • Correction of formatting errors and structure throughout document where needed • Included Protocol on GDPR Implications • Included TNA promotional leaflet • Included project website protocol • Updated Knowledge Management and Transfer Methodology • Added list of scientific publications at RP1 stage • Added Dissemination & Communication Activities statistics at RP1 stage • Included Knowledge Output Template (Annex 3) • Included IRAP's Terms of Reference (Annex 5) • Included Presenter Instructions for Industry Brokerage Events (Annex 5) • Validated and approved by consortium (M18 version)
V3, December 2023 (M38)	• Typographical edits throughout document • Correction of formatting errors and structure throughout document where needed • Update of the post-publication protocol: continuous reporting log (reporting on 1) Publications, 2) Dissemination and Communication Activities and 3) Exploitation (Patent, IPR protection and Innovation) • Update section 6.3 – TNA leaflet, to include information on the updated version of the TNA promotional leaflet • Update section 6.5 – social media, to include the new social media account LinkedIn • Update section 6.8 – PowerPoint template to include new ppt version • Update section 6.9 – Videos, to include additional videos • Removal of section on Covid-19 measures • Update section 6.11 – New scientific publications • Update section 6.14 – Industry brokerage events, to include RP2 events

	• Validated and approved by consortium (M38 version)
V4, June 2025 (M56)	• Typographical edits throughout document • Correction of formatting errors and structure throughout document where needed • Update section 3.5 General Data Protection Regulation (EU2016/769) Implications • Update section 6.2 Factsheet • Update section 6.3 – TNA promotional leaflet, to include information from the joint Transnational Access call between AQUAEXCEL3.0 and EMBRC • Update section 6.8 PowerPoint and Poster Template • Update section 6.9 – Videos, to include additional videos • Update section 6.14 – Industry brokerage events, to include RP3 events • Update section 6.11 – New scientific publications • Update section 6.14 – Industry brokerage events, to include RP3 events • Validation and approved by consortium (M56 version)

1. Summary

Objective:

The AQUAEXCEL3.0 Dissemination and Exploitation Plan (DEP) describes the activities to be performed and the channels to be used to promote and disseminate the project and its outputs, and to exploit the project results. The DEP was initially developed at application stage. The DEP is a dynamic document that is updated periodically. The current review has been undertaken at RP3 reporting stage.

Rationale:

The DEP summarises strategic and concrete actions related to external communication, dissemination, and exploitation activities, which will be ongoing throughout the project duration. It contains a set of protocols to ensure that knowledge coming out of AQUAEXCEL3.0 is carefully managed and transferred when there are exploitable results. The protocols are set up for efficient:

a) KNOWLEDGE MANAGEMENT: to ensure the timely identification and collection of knowledge outputs generated by AQUAEXCEL3.0 (both core project and its associated TNA programme projects) to inform knowledge transfer, dissemination and exploitation activities.
b) DISSEMINATION: to publicly disclose the results of the project in any medium, not only by scientific publications. Dissemination makes research results known to various stakeholder groups (such as research peers, industry and other commercial actors, professional organisations, policymakers) in a targeted way, to enable them to use the results in their own work.
c) KNOWLEDGE TRANSFER, EXPLOITATION and IMPACT: to effectively and pro-actively transfer knowledge, resulting in uptake and exploitation by different end-users which will provide measurable impacts for AQUAEXCEL3.0 while ensuring AQUAEXCEL3.0 foreground and Intellectual Property (IP) are properly managed

AQUAEXCEL3.0 develops and makes use of the latest tools, resources and communication channels resulting in cost effectiveness and maximum impact. The DEP adopts EC best practice guidelines and defines the objectives, a stakeholder engagement strategy, end-users, communication tools and channels, responsibilities, resources and metrics for measuring impact.

Overall WP3 (NA3) of AQUAEXCEL3.0 ensures effective external communication, dissemination and optimal outreach of results and applications, while WP2 (NA2) of AQUAEXCEL3.0 deals with knowledge management and transfer to industry leading to optimal exploitation of its results.

The DEP has been developed by ERINN who is responsible for its coordination and overseeing the review and updates at reporting stages. However, all project partners are involved in dissemination

and exploitation to foster awareness and transfer results for impact, especially in their own countries and in their own communities.

Team involved in deliverable writing: *ERINN (Marieke Reuver, Jane Maher, Matteo Capodicasa, Karla Corrales, Annette Wilson)*

2. Introduction

To ensure effective communication, dissemination, technology and knowledge transfer and take-up, as well as capacity building, there are two dedicated Work Packages – WP3: NA3 Capacity building, communication, dissemination and impact, and WP2: NA2 Industry-driven innovation and sustainability – within AQUAEXCEL3.0 that focus on multiple tasks related to these activities. A Dissemination and Exploitation Plan (DEP; D3.1 – contained herein) was drafted at the proposal stage and was implemented immediately upon project commencement.

The DEP is reviewed at EC reporting stages and updated if needed, to ensure that it remains fit-for-purpose (D3.1). The current version is the result of the review that took place at EC reporting stage RP3 (M56).

Professional science communicators, ERINN, together with all project partners, implement efficient and effective knowledge management activities, dissemination, exploitation, knowledge transfer and outreach. This ensures that valuable knowledge generated in the project is identified and transferred to potential end-users. Potential end-users include industry, the scientific and research community, policymakers, and the general public. AQUAEXCEL3.0 makes use of and reinforce existing networks to achieve a measurable impact, fostering market uptake and social acceptability.

The overarching objective of the AQUAEXCEL3.0 DEP is to provide partners with a set of protocols and processes that ensure the principles relating to Knowledge Transfer, Dissemination and Exploitation are followed by all beneficiaries for increased success.

The DEP objectives are to:

- Promote the project activities and results beyond the consortium to industry, scientific community, policymakers, regulators, and the general public.
- Ensure there is an approved and transparent process to identify, collect and analyse knowledge outputs arising from AQUAEXCEL3.0, with special focus on TNA projects, to assure uptake by target and end users for the benefit of the European aquaculture sector.
- Organise interactive brokerage events and workshops as tools to promote knowledge transfer exchange and uptake between generators and users.
- Design and implement a monitoring system to measure the impact of AQUAEXCEL3.0 and TNA research and knowledge exchange/transfer efficiency.
- Manage and carry out the AQUAEXCEL3.0 dissemination and exploitation plan to increase the awareness of European aquaculture RIs, their facilities, services and knowledge, for all stakeholders.
- Promote the AQUAEXCEL3.0 project and its activities and results employing a range of communication and dissemination tools.
- Carry out scientific dissemination of the results.

- Ensure suitable Intellectual Property management strategies to enable effective knowledge transfer and innovation.

The foundation of the AQUAEXCEL3.0 DEP is the knowledge management process which has been implemented from the start of the project and which informs both dissemination and exploitation activities.

AQUAEXCEL3.0 distinguishes between communication, dissemination, and knowledge transfer as follows:

- ***Communication*** means taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange. The aim is to reach out to society as a whole and some specific audiences while demonstrating how EU funding contributes to tackling societal challenges.
- ***Dissemination*** is the public disclosure of the results of the project in any medium. It makes research results known to various stakeholder groups (research peers, industry and other commercial actors, professional organisations and policymakers) in a targeted way, to enable them to use the results in their own work. This process must be planned and organised at the beginning of each project.
- ***Knowledge transfer*** is more advanced and requires several crucial steps. These include identifying exploitation mechanisms and activities, which focus on identified target and end users, and designing Knowledge Transfer Plans around profiles of target and end users, to ensure impact and uptake of the results.

Please note: *Each beneficiary has an obligation to disseminate and exploit results generated through the AQUAEXCEL3.0 project, while ensuring the protection of knowledge where needed, see Article 28 of the Grant Agreement for specific details.*

3. EC rights, rules and obligations related to results

3.1 Ownership of results

Results are owned by the beneficiary that generates them. Two or more beneficiaries' own results jointly if they have jointly generated them and it is not possible to establish the respective contribution of each beneficiary or separate them for the purpose of applying for, obtaining or maintaining their protection. The joint owners must agree (in writing) on the allocation and terms of exercise of their joint ownership ('joint ownership agreement'), to ensure compliance with their obligations under the Grant Agreement (GA) (Article 26.2). If valuable results are not protected the Commission may, under certain circumstances, assume ownership of the results (see Article 26.4 in the GA for more details).

3.2 Protection of results

Each beneficiary has an obligation to protect its results. For any results that can reasonably be expected to be commercially or industrially exploited, beneficiaries must examine the possibility of protecting them and if possible, protect them even if this requires further research and development or private investment. If a beneficiary intends not to protect its results, to stop protecting them, or not seek an extension of protection, the EU may under certain conditions (see GA Article 26.4) assume ownership to ensure their (continued) protection.

3.3 Exploitation of results

Each beneficiary has an obligation to exploit its results. Each beneficiary must – up to four years after the period set out in GA Article 3 – take measures aiming to ensure 'exploitation' of its results by: (a) using them in further research activities; (b) developing, creating, or marketing a product or process; (c) creating and providing a service, or (d) using them in standardisation activities. For further details, please consult GA Article 28. If a beneficiary breaches any of its obligations under this Article, the grant may be reduced in accordance with GA Article 43.

3.4 Dissemination of results – Open Access – Visibility of EU funding

Open access:

For Horizon 2020, providing open access (free of charge, online access for any user) to publications in funded projects is an obligation for all grants. **Each beneficiary must ensure open access (OA) to all peer-reviewed scientific publications** relating to its results (GA Article 29.2).

Beneficiaries must:

- As soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications; moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications;

- Ensure open access to the deposited publication, via the repository, at the latest:
  - on publication, if an electronic version is available for free via the publisher, or
  - within six months of publication in any other case.

- Ensure open access, via the repository, to the bibliographic metadata that identifies the deposited publication.

There are two main routes towards open access to publications:

- Self-archiving (also referred to as 'green' open access) means that the published article or the final peer-reviewed manuscript is archived (deposited) by the author - or a representative - in an online repository before, alongside or after its publication. Repository software usually allows authors to delay access to the article ('embargo period');

- Open access publishing (also referred to as 'gold' open access) means that an article is immediately provided in open access mode as published. In this model, the payment of publication costs is shifted away from readers paying via subscriptions. Please note that the EC launched in 2021 and open access platform "Open Research Europe" which permits peer-reviewed, open access publication at no cost (https://open-research-europe.ec.europa.eu/)

For more information on open access, please consult the Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020.

Note that TNA users are not beneficiaries of the Grant Agreement, and are thus *not obliged to publish open access, although they are strongly encouraged to do so*. However, if host institution scientists co-sign a TNA publication, then the open access obligation also applies.

EU emblem and disclaimer:

Partners are obligated and have the right to use the EU emblem when publishing and/or presenting work carried out under the AQUAEXCEL3.0 project. Any dissemination of results must display the EU emblem and include the following text:

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 871108 (AQUAEXCEL3.0). This output reflects only the author's view and the European Commission cannot be held responsible for any use that may be made of the information contained therein.

3.5 General Data Protection Regulation (EU2016/769) Implications

General Data Protection Regulation (EU 2016/679) ("GDPR") commenced on 25 May 2018, providing enhanced protection to individuals' data privacy rights. According to GDPR, any organisation storing or using personal data must clearly disclose what data is being collected and how, why it is being processed / used, how long it is being retained, and if it is being shared with any third-parties. Personal data can be names, email addresses, job titles, phone numbers, and anything that allows identification of an individual.

PROTOCOL – GDPR Implications

The **AQUAEXCEL3.0 website** complies with GDPR by having a Privacy Statement and cookie bar, informing website visitors what AQUAEXCEL does with their personal data. There is a 'Subscribe to News' button clearly visible on each page of the website so that people can voluntarily sign up to

the AQUAEXCEL mailing list. The sign-up page contains a link to the Privacy Statement, and subscription is on a double opt-in basis, whereby people who sign up need to confirm their email address to complete the subscription process. The subscription system sends an automatic email to the subscriber who then needs to click on the link in the email sent to them. Using double opt-in ensures compliance regarding consent under GDPR.

Data that has been and will continue to be collected and processed for the purposes of facilitating and administering AQUAEXCEL3.0 **training courses** is also subject to GDPR. It is a requirement of GDPR that all data subjects (i.e. training course applicants) give explicit consent to the storage and processing of their personal data. A GDPR question is included in the registration forms of the courses, explaining how data is collected and processed in AQUAEXCEL3.0. Training course applicants are provided with a link to the project's Data Management Policy and are required to consent to the processing of their personal data as described in the privacy policy by ticking the box in the questionnaire that is provided through the platform Microsoft Forms, which also complies with GDPR regulations.

4. Pre-publication requirements

Each beneficiary must 'disseminate' their results as soon as possible by disclosing them to the public. However, no dissemination may take place before a decision is made regarding possible protection (see section 2.2). According to the AQUAEXCEL3.0 CA Article 8.4 for **all types of Publications, Dissemination and Communication Activities** (including scientific publications, oral and poster presentations, non-scientific and non-peer reviewed publications, etc) where AQUAEXCEL3.0 results are presented, the Prior Notice Procedure (protocol outlined below) must be applied. Here again, this does not apply to TNA users.

Other participants may object if their legitimate interests in relation to their foreground or background could potentially suffer harm. Prior notice of any planned publication shall be given to the other Parties at least 30 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the Party or Parties proposing the dissemination within 20 calendar days after receipt of the notice in case of publication and ten (10) days in case of oral communication or poster. If no objection is made within the time limit stated above, the publication is permitted (AQUAEXCEL3.0 CA Article 8.4.2.1).

PROTOCOL – Prior Notice

A partner who intends to publish / present results, should:

- Submit the information (including full draft publication, or at least the abstract + where it will be submitted/presented) directly to the collaborative workspace at least 30 calendar days before submission for **all publications**

- The project manager will be notified of this submission and will inform the partners' representatives upon receipt
- **Any objection to the planned publication or communication** shall be made in accordance with the GA **in writing** to the Coordinator and to the Party or Parties proposing the dissemination **within 20 calendar days after receipt of the notice in case of publication** and **10 days in case of oral communication or poster**.
- If no objection is received before the set date, the author(s) can assume that there are no objections to the publication.
- ERINN checks whether the EU is acknowledged (correctly) and in the case of a scientific publication, whether it will be published in Open Access.

5. Post-publication requirements

As part of the EU contractual requirements, all scientific publications, dissemination and communication activities should be reported as part of the "Continuous Reporting" of the project in the EC Funding and Tender Opportunities Portal.

PROTOCOL – AQUAEXCEL3.0 Reporting on 1) Publications, 2) Dissemination and Communication Activities and 3) Exploitation (Patent, IPR protection and Innovation)

- Partners should keep track of all their scientific publications and dissemination and communication activities during project implementation as it is required for EC reporting.
- It is recommended that partners keep the "AQUAEXCEL3.0 Continuous Reporting Template" (Excel) on their internal files (sent by the project manager at RP1, RP2 and RP3 stages) and add their activities on an ongoing basis during each Reporting Period.
- The Continuous Reporting Template contains separate worksheets to report on 1) Publications; 2) Dissemination and Communication activities and 3) Exploitation (Patent, IRR protection and Innovation). Individual explanations and protocols for each are outlined below (section 4.1 and 4.2).
- At reporting stages, the AQUAEXCEL3.0 project manager sends the Continuous Reporting Template to all partners with the request to complete it for the relevant reporting period and to send their completed forms to the project manager who will check for completion and compile the final information.
- Once compiled and finalised, the AQUAEXCEL3.0 project manager will upload the information in relation to the **Dissemination and Communication Activities and Exploitation** to the EC portal ("continuous reporting" section).
- Please note that **Publications** will need to be uploaded by the main beneficiary of each publication, as they are published (on an ongoing basis, not only at reporting stage). See for further details section 4.1 and 4.2 below.

- The AQUAEXCEL3.0 project manager will send the final compiled Excel table to ERINN, as support for the WP3 technical reporting at EC reporting stages.

5.1 Dissemination and communication activities reporting

In relation to each type of Dissemination and Communication Activity (see below), beneficiaries need to provide information on number of activities, type and number of audiences reached, and expenses involved. The following information is required for every communication and dissemination activity and is part of mandatory EC reporting:

- Type of Activity (specify number of activities per type): organisation of a conference or workshop, press release, popularised publication, exhibition, flyer, training, social media, website, communication campaign, participation in a conference, workshop or other event, video/film, brokerage event, pitch event, trade fair, participation in activities organised jointly with other H2020 projects, other.
- Total Funding amount for dissemination and communication activities linked to AQUAEXCEL3.0 spent until the time of reporting. We request that you record the total funding amount attributed to each dissemination activity inputted to the table.
- Type of Audience reached (specify the number of persons per type): scientific community, industry, civil society, general public, policymakers, media, investors, customers, other.

Please do not enter any data yourself in the Dissemination & Communications area of the EC Portal as this will override existing information.

There is a different procedure in relation to scientific publications, see section 4.2 below.

5.2 Scientific publications

Contrary to the protocol in relation to Dissemination and Communication activities, each partner is responsible to ensure that their scientific publications are uploaded onto the EC Funding and Tender Opportunities Portal. Please see detailed instructions on the EC Portal below.

Types of Scientific Publications: Article in Journal; Publication in conference proceedings /workshop; Book / Monograph; Chapter in a Book; Thesis / Dissertation; Other.

Partners are encouraged to upload their publications as soon as available and no later than three months after the official publication date. Prior to publishing, partners must give advance notice to all other beneficiaries (see section 3).

Publications published in Open Access mode (EC requirement!) are usually gathered by OpenAIRE (https://www.openaire.eu/) and communicated automatically to the EC Funding and Tender Opportunities Portal. If that is the case, they are listed in the first section of the Publications page: "Suggested publications from OpenAIRE". However, please note that even when they are listed there, they still need to be accepted and imported (giving further details), see detailed instructions below.

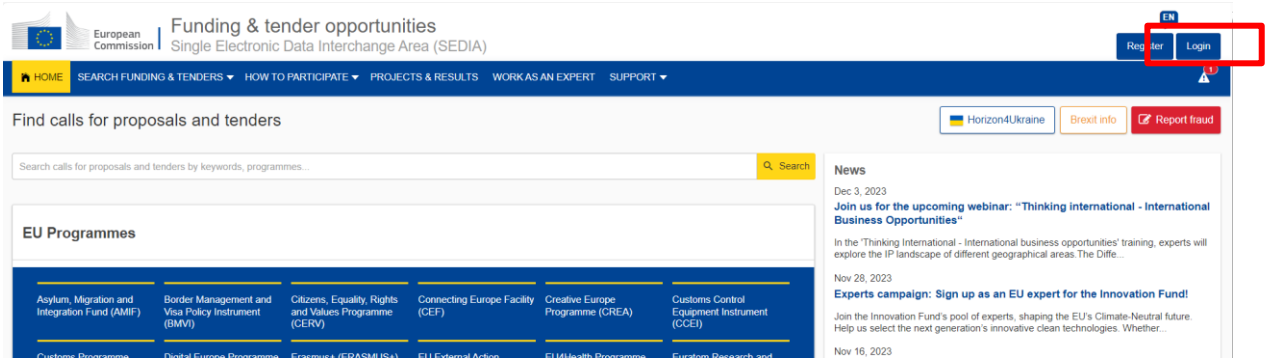
In addition, when you upload a new scientific publication to the EC Funding & Tender Opportunities Portal, please inform ERINN (contact person: marieke@erinn.eu and karla@erinn.eu:), who will add the publication to the project website and may carry out other communication activities around it.

PROTOCOL – AQUAEXCEL3.0 Reporting on Scientific Publications

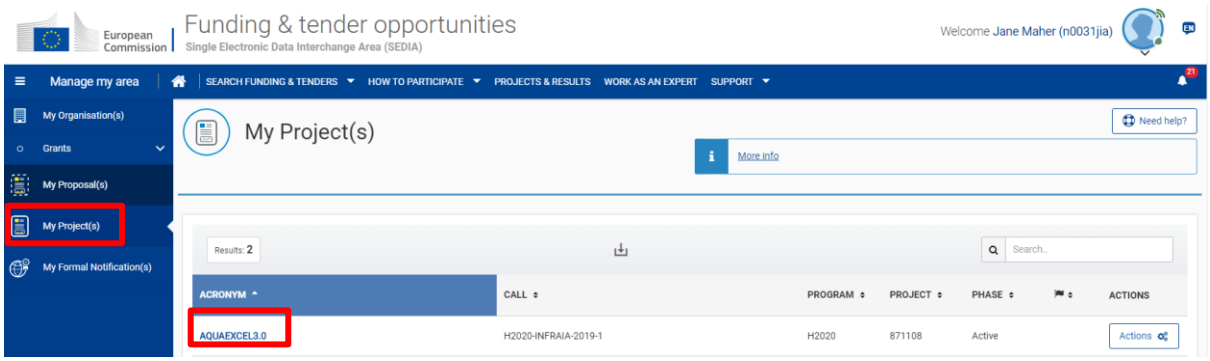
- Please make sure you publish your AQUAEXCEL3.0 scientific publication in Open Access mode (either Green or Gold).
- Once it is published in Open Access mode, the publication is often automatically added to the EC Funding and Tender Opportunities Portal (through OpenAIRE), listed as a suggested publication. If that is the case, please note that the publication will still need to be imported (= accepted) as a real AQUAEXCEL3.0 publication, including adding more details.
- Therefore, please logon to the EC Funding and Tender Opportunities Portal (instructions below) to actively import the publication and complete the missing information. Please let ERINN (contact person: marieke@erinn.eu or karla@erinn.eu) know in case you don't have access to the Funding and Tender Opportunities Portal and ERINN can add the information for you. Missing information that will need to be completed still on the EC Funding and Tender Opportunities Portal relates to:
    - Open Access: Gold or Green (when Green, indicate embargo period. When Gold, indicate processing charges). When you select 'no', you will get a warning, since all publications need to be Open Access!
    - Is it a peer-reviewed publication?
    - Is it a joint public/private publication?
- Once imported (make sure you SAVE after importing!), inform ERINN who will then add the new publication to the publication list on the project website.
- Please add the publication and its details to your internal "Continuous Reporting Template (Excel)" >> "Publications" worksheet, which is collected by INRA IT as reporting stages.
- The reporting template contains additional fields on beneficiaries involved, contact person details and logs each publication according to reporting period.

EC Funding and Tender Opportunities Portal guide:

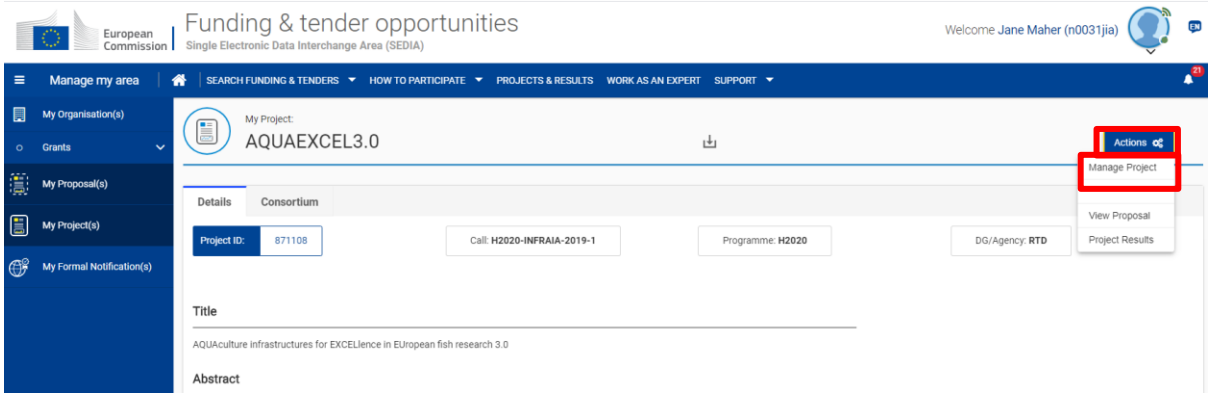
1) Visit the Funding and Tender Opportunities Portal (formerly EC Participant Portal) by following the link below and log in (see red square): https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/home



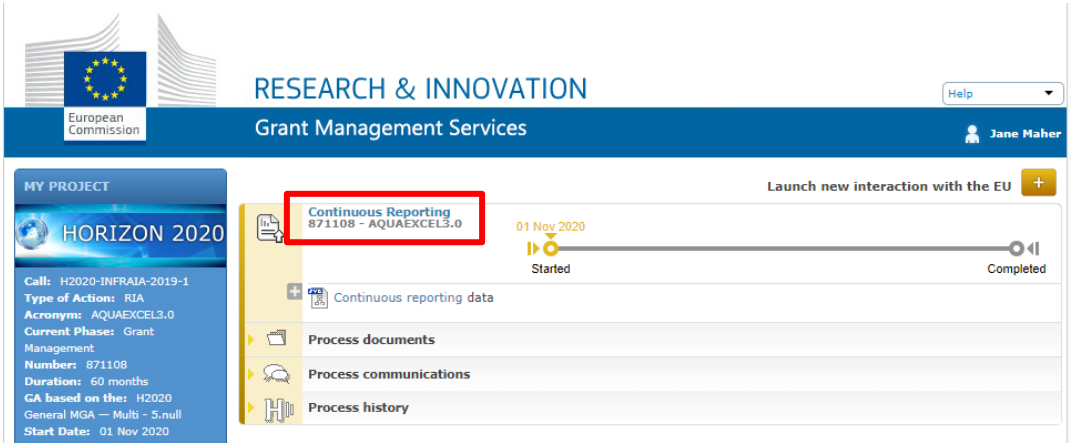
2) Go to "My Projects" (red square) on the left and then select "AQUAEXCEL3.0" from the list of projects (red square)



3) From the "Actions" list on the right, select "Manage Projects" (see red squares)

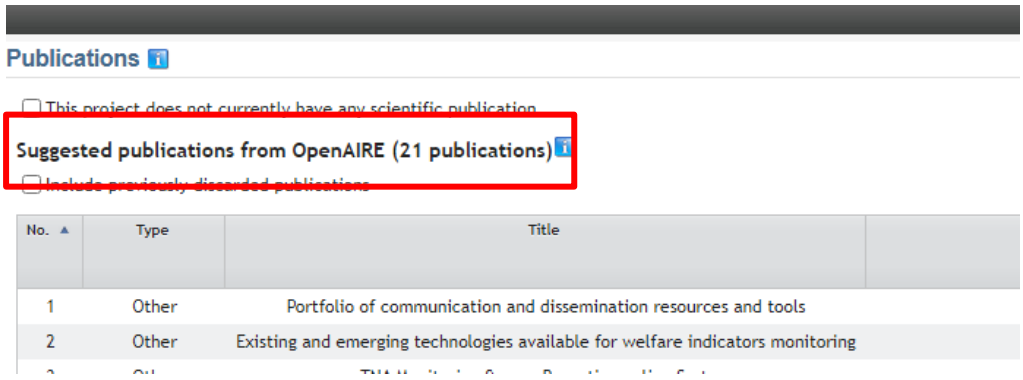


4) Click on "Continuous Reporting" (see red square)



5) Click on "Publications" (see below)

There are two options; add "Suggested publications from OpenAIRE" or "Manually add publication" (see below).



We recommend you first check the list of "**Suggested publications from OpenAIRE**" to see if your publication has been suggested. We recommend you first check the list of **"Suggested publications from OpenAIRE"** to see if your publication has been suggested. If so, please open the "Import publication" pop-up screen by clicking on the entry, fill in the missing details and "Import" the publication (bottom of the field). Always make sure you SAVE your actions in the main Publications screen (see red square on top righthand side of the page), after Importing.

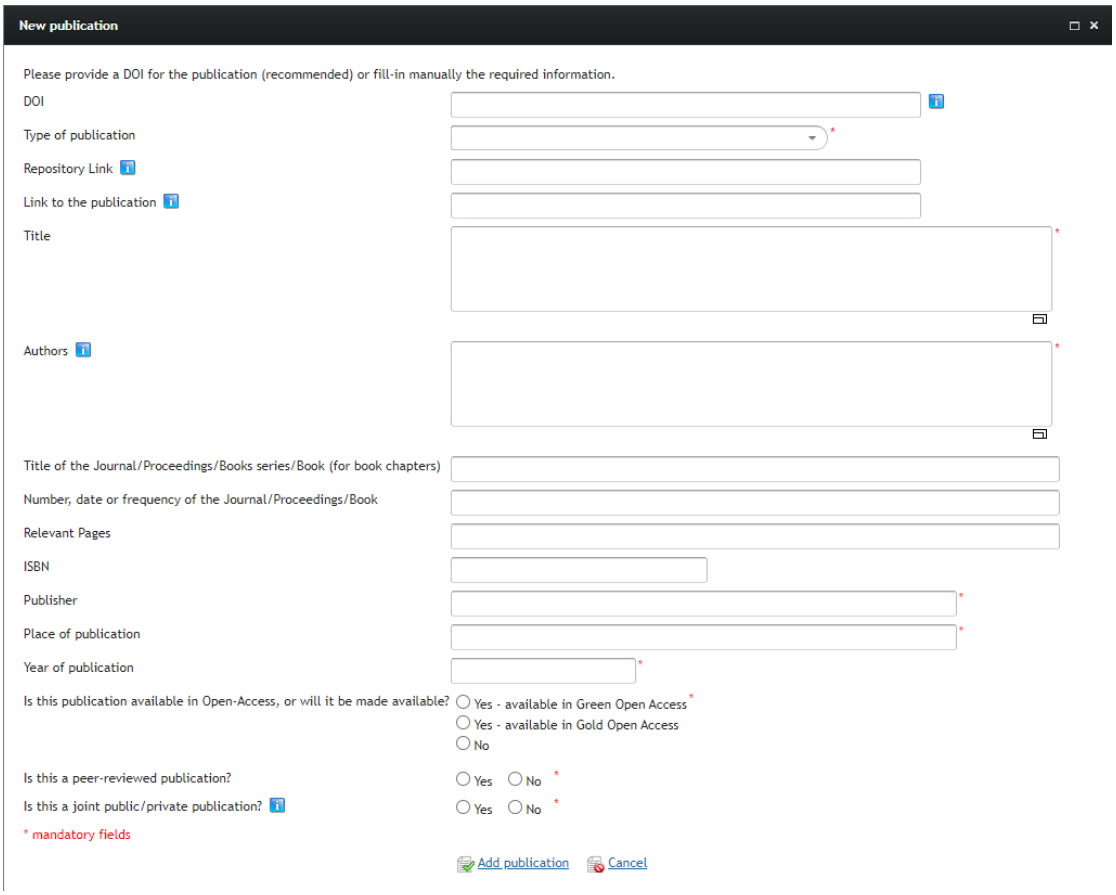
If you notice a suggested publication in the list that you know for certain is not related to the project, please 'Discard' the publication.

If your publication is not yet in either the suggested OpenAIRE list, nor in the Project Publications list (please double-check to avoid duplicates) then click **"Manually add publication"**.

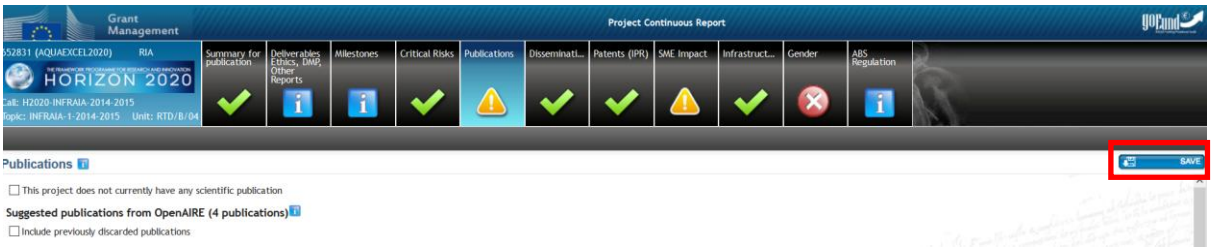
When using the "Manually add publication" option, please provide a DOI (this is recommended, as this will automatically pre-fill most of the information) or fill-in the required information manually.

NOTE: Fields that are not automatically pre-filled but are mandatory to complete are questions on: Open Access, whether the publication is peer-reviewed and if it is a joint public/private publication.

Depending on the type of publication, the fields in the form will change (see below for "Article in Journal").



NB: Once you have added the publication (using either "Suggested publications from OpenAIRE" or "Manually add publication"), make sure you also **Save** the overall publications page (to which you return after 'Adding the publication'), the button is on the top right of the overall publications page.



5.3 Exploitation: Intellectual Property Rights (IPR) and Patents

Partners with IPR and patents should record these in the IPR & Patent Log that is available in the 'Reporting Logs' folder on the project collaborative workspace, these logs will also be distributed by the project management during reporting periods. AQUAEXCEL3.0 project manager manages recording and uploading of exploitation related activities (Patents (IPR) and Innovation) to the EC Funding and Tender Opportunities Portal. The information required is as follows:

1. Identification of IPR type and confidentiality
2. Type of IPR (Patent/Trademark/Registered Design/Utility Model/Other
3. Confidentiality (Yes/No)
4. Application Title
5. Embargo end date

6. AQUAEXCEL3.0 communication and dissemination activities

The importance of disseminating knowledge and results from research projects has been recognised by the EC as one of its priorities (COM (287)182 final). Dissemination of results is a contractual obligation of participation in research initiatives supported under the European Union's Horizon 2020 research and innovation programme. The specific aims of this provision are to promote knowledge sharing, greater public awareness, transparency, and education. Dissemination involves not only looking at where and when the information should be disseminated but also what should be communicated and how it should be presented.

6.1 Project logo

A unique project logo has been developed at the start of the project, for project identity. The logo has been and will be included in all project promotional material including the factsheet, website, etc. Project brand guidelines have also been developed to provide beneficiaries with support and guidance on the use of the project logo and branding.

Figure 1: Logo (full colour)

Figure 2: Logo (black and white)

The logos, along with brand guidelines, can be downloaded from the project collaborative workspace or by contacting WP3 leader ERINN (emailing marieke@erinn.eu and karla@erinn.eu).

6.2 Factsheet

An AQUAEXCEL3.0 factsheet has been developed, updated and is regularly distributed over the course of the project. The factsheet describes the project, its objectives, approaches, the consortium, funding and expected results, and is used to raise general awareness of the project.

The factsheet is available for download from the project website and by contacting WP3 leader ERINN (emailing marieke@erinn.eu and karla@erinn.eu).

An updated version of the project factsheet was developed in July 2024, and was uploaded to the project collaborative platform and the project website. The new version includes the contact details of the new project manager, Iris De Cesare (iris.decesare@inrae.fr).

All partners have been provided with an electronic copy of the project factsheet for distribution (print and/or electronic) to their personal and institution network of contacts. Beneficiaries can translate the leaflet into their own language. The **protocol** for translation is as follows:

1. Partner contacts ERINN requesting project factsheet template with the English text to be translated
2. ERINN supplies a Word template with the original text in English
3. Partner translates text (as laid out in the template) into their chosen language
4. Partner then sends translated text back to ERINN
5. ERINN applies the translated text to the leaflet design template and publishes the new version of the leaflet. Feedback from partner requesting the translated version is required to ensure completeness.

6.3 TNA Promotional Leaflet

A dedicated leaflet has been developed to promote the AQUAEXCEL3.0 TransNational Access Programme. The leaflet provides information on the topics that the available Research Infrastructures cover, as well as an overview of the facilities per country.

The promotional leaflet is available for download from the project website and by contacting WP3 leader ERINN (emailing marieke@erinn.eu and karla@erinn.eu).

All partners have been provided with an electronic copy of the TNA promotional leaflet for distribution (print and/or electronic) to their personal and institution network of contacts. Beneficiaries can translate the leaflet into their own language. The **protocol** for translation is the same as for the project factsheet, please see protocol above.

As a result of the Joint Call for TNA between AQUAEXCEL3.0 and EMBRC, an updated version of the TNA promotional leaflet was developed and widely distributed at the start of the communication campaign for the Joint Call. It was also uploaded to the collaborative platform and AQUAEXCEL3.0 website (in M43, May 2024). The new version included modifications such as the inclusion of EMBRC facilities, displaying also the full list of facilities, together with an updated map. The updated TNA promotional leaflet was adapted again in August 2024 (M46), to a 2-page format in order to distribute widely at AQUA2024 (Copenhagen, Denmark).

6.4 Website

A dedicated AQUAEXCEL3.0 project website – www.aquaexcel.eu – was developed early on in the project, acting as a one-stop access online portal, providing information on project results, as well as integrating and harmonising access to European RI resources. It includes an updated inventory of the aquaculture Research Infrastructures in Europe, building upon the previous AQUAEXCEL projects (FP7-AQUAEXCEL and AQUAEXCEL^{2020}). The interactive map from AQUAEXCEL^{2020}, which has grown into the most complete aquaculture RI data hitherto available, has been expanded upon to contain short videos on aquaculture facilities and TNA success stories associated with each RI to optimally support the TNA programme. The website also acts as:

- A communication resource to promote the project, its objectives and partnerships
- A communication resource to update interested parties on progress, results and outcomes
- A repository for public deliverables and outcomes
- A link to the project intranet
- Dissemination of related training courses and related events

Key features of the website include:

- An Events calendar - includes all the events organised by the AQUAEXCEL3.0 consortium as well as events where AQUAEXCEL3.0 beneficiaries are going to be represented and any other events of interest to the consortium.
- News section – is regularly updated throughout the project's lifetime with news about the project.
- Media centre – houses all dissemination products and activities including articles, press releases, the project factsheet, and all videos (project video, brokerage event / output presentation videos, TNA facility videos and TNA visit videos, TTM visit videos).
- Repository of public deliverables and results – scientific papers and public deliverables are being uploaded as they become available.
- Interactive map – showcasing the inventory of aquaculture Research Infrastructures in Europe, including pictures and videos of the TNA facilities.
- TransNational Access – the website provides details on the Transnational Access to AQUAEXCEL3.0 facilities and provides user support, including detailed information on each Research Infrastructure.

PROTOCOL – Website

ERINN manages the AQUAEXCEL3.0 website and updates it on a regular basis. Any partners who have feedback on the site or wish to upload materials, news or events to the website should contact ERINN (contact person: karla@erinn.eu).

Partners are requested to include a link to the AQUAEXCEL website on their own institution websites.

The website includes videos of the project's TNA facilities – A dedicated guidance document has been developed to guide RI managers in making a video to promote their facilities (see MS12). All facilities are expected to record a facility video.

INRA IT manages the AQUAEXCEL3.0 project management platform. Any queries should be directed to the Project Manager Iris De Cesare (iris.decesare@inrae.fr).

6.5 Social Media

Social networking is an integral way to communicate the AQUAEXCEL3.0 project. To develop a comprehensive, and Horizon 2020-compliant, social media strategy, the DEP refers to the H2020 social media guide for EU funded R&I projects[1].

[1] http://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf

X (previously Twitter) (@AQUAEXCEL3) is used to regularly distribute AQUAEXCEL3.0 relevant information or relevant news from other sources. Internal and external project stakeholders are encouraged to follow AQUAEXCEL3.0 on social media. Project related social media are forums for engagement with interested external parties and contribute to capacity building and showing the partner expertise and knowledge through active discussions.

As of November 2022, AQUAEXCEL3.0 also has a LinkedIn account (@aquaexcel3-0). Due to the general increase in activity on this social media platform, the decision was made to create a dedicated project account to reach an even wider audience. The project LinkedIn account is used to share the latest news, events, publications, and achievements of the project with a wider audience of professionals and stakeholders in the aquaculture sector. The LinkedIn account also facilitates networking and collaboration opportunities with other relevant projects and initiatives.

PROTOCOL – Social Media

The AQUAEXCEL3.0 X account (@AQUAEXCEL3) and LinkedIn account (@aquaexcel3-0) have both been set up by WP3 leader **ERINN,** who also maintains both actively. Beneficiaries are invited to share, (re)tweet, repost and forward relevant information. Beneficiaries should aim to contribute to other social media channels, such as YouTube or Vimeo channels where possible. Support can be requested of ERINN.

Partners wishing to communicate via X or LinkedIn have the following options:

1. Re-tweet AQUAEXCEL3.0 tweets through your personal and institutional X accounts. Repost AQUAEXCEL3.0 publications through your personal and institutional LinkedIn accounts.
2. Send a short message (280 characters max) to ERINN (email karla@erinn.eu) who can tweet from the AQUAEXCEL3.0 X account on your behalf. Ideally please include an image to make it more visually attractive and remember to include the hashtag #H2020 or tag @EU_H2020 to maximise visibility, acknowledge EC funding and be a part of the H2020 community. In the case of LinkedIn, send a message (1000 characters approximately) to ERINN who can post on the AQUAEXCEL3.0 LinkedIn account on your behalf. Please include relevant hashtags.

General rules:

- Ensure the content is yours to share (research or opinions) or acknowledge the source accordingly
- Ensure there are no IP issues
- Tag to @AQUAEXCEL3 (X) or mention AQUAEXCEL3.0 (LinkedIn)
- Use #H2020 or tag @EU_H2020 to acknowledge the project funding
- Do not use offensive language, argumentative or illegal content, etc.

Note: *Partners for other general rules on social media use please read the H2020 social media guide for EU funded R&I projects*[2]

6.Newsletters

AQUAEXCEL3.0 has a dedicated project e-newsletter with five editions in total. These are published annually over the course of the project. As of the end of RP3, the newsletters have been published in M12 (October 2021) M25 (November 2022), M38 (December 2023) and M29 (November 2024). The AQUAEXCEL3.0 e-newsletter highlights project results, events, training and aquaculture species, as well as TNA project information. The e-newsletter is sent to:

- Project partners (who are asked to distribute further through their own networks)
- Stakeholder contacts (who can sign up through the project website, GDPR approved)
- Any other interested individuals

PROTOCOL – Newsletter

ERINN designs, develops and distributes the AQUAEXCEL3.0 newsletter, but input from all partners regarding ideas and content is required. All AQUAEXCEL3.0 parties will be given prior notice of the planned publication of each issue, in order to allow for review and feedback. In case one has an objection, the objection should include a precise request for necessary modifications. Partners are expected to send the newsletters to their own contacts and networks for optimum distribution and dissemination.

6.7 Promotional articles and press releases

News of the project will be disseminated regularly, making use of a range of publications and services. Press releases will be issued to appropriate media outlets (trade press, journals, web portals) to ensure that industry, civil society, policymakers, and the wider community are aware of the project, its objectives and its outcomes. WP3 leader ERINN has links to several existing channels and networks for disseminating news, i.e. CORDIS, AlphaGalileo, LinkedIn groups, relevant EC projects (including aquaculture related projects) and initiatives, etc., which ensures a broad awareness of the project across the spectrum of relevant stakeholders. Beneficiaries are encouraged to publish articles and press releases at regional, national and international levels, making use of their own communication networks and channels.

PROTOCOL – Press Releases

[2] http://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf

ERINN will take the lead in writing and publishing press releases based on partner's inputs and news. Once approved, these will be disseminated using the channels described above, and any other relevant means. Publications and press releases will be shared with partners and all partners will be encouraged to distribute these at national or regional levels. Where necessary the beneficiaries can adapt the press releases to customise them to their audience, and if needed translate the articles. Beneficiaries who publish any article/press release at a regional or national level must send a copy to the WP3 leader ERINN (marieke@erinn.eu and karla@erinn.eu). Where beneficiaries want to initiate the writing of an article, they may proceed. They can contact **ERINN** who can offer support for writing and editing and will provide graphics and images if required. Beneficiaries must ensure they have the necessary license to publish images or graphics.

6.8 PowerPoint and Poster Template

An AQUAEXCEL3.0 PowerPoint template and poster template have been developed for use at internal and external events when presenting the AQUAEXCEL3.0 project and/or its outcomes. An additional wide-screen PowerPoint has been developed in RP3 to include the latest details of the new Project Manager, Iris De Cesare (iris.decesare@inrae.fr) and was uploaded to the collaborative platform.

PROTOCOL – PowerPoint Template

Beneficiaries should use the AQUAEXCEL3.0 PowerPoint or Poster template when presenting the project and/or its outcomes at internal and external events. The templates are available through the project intranet.

6.9 Videos

AQUAEXCEL3.0 believes that attractive videos support project promotion, help attract new TNA users to our facilities and gives end users helpful information about key results. Over the course of the project, numerous videos are becoming available: 1) general project promotional video; 2) TNA facility videos; 3) Industry brokerage event presentation on key outputs; 4) TNA stories (TNA visitor videos); 5) Technician Transnational Mobility (TTM) stories and 6) Other (e.g. AQUAEXCEL3.0 in the news).

1. An **AQUAEXCEL3.0 introductory video** was developed in RP1 for partners to disseminate and promote the project at events and on social media, showcasing the project to the general public. The video has been promoted on the project website under the Media section (https://aquaexcel.eu/media-centre/). Partners are encouraged to share the video with their wider networks and it is hoped the video supports the partnership in their international outreach activities.

2. All TNA facilities are encouraged to produce short **TNA promotional videos** to highlight their facilities, showcasing their various aspects, with the aim to attract TNA users and potentially other external parties in the longer term. ERINN produced a guidance document to help RI managers and TNA users to make informative videos (MS12). All produced videos are being uploaded to the AQUAEXCEL3.0 project website as they become available. At M56 stage, fourteen facility videos are available:

   - NOFIMA's research station in Sunndalsøra (Norway) (https://vimeo.com/609718364)
   - MATE-HAKI's research station in Szarvas (Hungary) (https://www.youtube.com/watch?v=nQjpzT0DOYM)
   - SINTEF NSTC's research stations in Trondheim, Rataren and Skarvøya (Norway) (https://www.youtube.com/watch?v=EvbkznvaSzE)
   - SINTEF ACE's research stations in Buholmen, Tristeinen, Rataren and Korsneset (Norway) (https://www.youtube.com/watch?v=7bZu7_2bVRY)
   - HCMR IMBBC' research station in Thalassocosmos (Greece) (https://www.youtube.com/watch?v=bT54k_W912Q)
   - IEO-CSIC PAU's research station in Santander (Spain) (https://www.youtube.com/watch?v=ESt-1wLTAUM)
   - DTU AQUA's facility at the Unit for Fish and Shellfish Diseases (Denmark) (https://www.youtube.com/watch?v=9f4r8G_Cwhg)
   - University of Stirling's facility at the Institute of Aquaculture in Stirling (Scotland, UK) (https://www.youtube.com/watch?v=URQKBhca06o)
   - IPMA's EPPO facility (Portugal) (https://www.youtube.com/watch?v=tH6IHigtVgs)
   - ULPGC facility (Spain) (https://www.youtube.com/watch?v=q1kbY4sh8pU)
   - UL's EPA facility (France) (https://www.youtube.com/watch?v=OsQ89R_VJUw)
   - IFREMER's Marine Molluscs facilities (France) (https://www.youtube.com/watch?v=D0XcTM37jt4)
   - CCMAR's facilities (Portugal) https://www.youtube.com/watch?v=-HPqvq_Zyc0
   - NTNU SeaLab facilities (Norway) https://www.youtube.com/watch?v=glgWMp0DZIA

3. The project website also contains recordings of the **output presentations** carried out at the AQUAEXCEL3.0 industry brokerage events. At M56 stage, fifteen output videos are available:

   - On the Horizon webinar, presentation by Ibon Garcia Gallego (ULPGC) (https://www.youtube.com/watch?v=kbVdc3Qy_7w)
   - On the Horizon webinar, presentation by Finn Olav Bjørnson (SINTEF Ocean) (https://www.youtube.com/watch?v=h5s9VawRA_c)
   - On the Horizon 2 webinar, presentation by Tao Chen (University of Surrey) (https://www.youtube.com/watch?v=dr1mXcZL77I)

- On the Horizon 2 webinar, presentation by Victor Lobanov (University of Gothenburg) (https://www.youtube.com/watch?v=cv7tCoMb6to&t=1s)
- Aquaculture Europe 2022 Brokerage Event, presentation by Dinara Bekkozhayeva (University of South Bohemia) (https://www.youtube.com/watch?v=SE5BxY-8Qfg&t=1s)
- Aquaculture Europe 2022 Brokerage Event, presentation by Raneesha de Fonseka (University of Gothenburg) (https://www.youtube.com/watch?v=1G3jyRpJBKI)
- Aquaculture Europe 2022 Brokerage Event, presentation by Hijran Yavuzcan Yildiz (Ankara University) (https://www.youtube.com/watch?v=toU5U8c9-wM&t=1s)
- Aquaculture Europe 2022 Brokerage Event, presentation by Ricardo Ekmay (Arbiom Inc) (https://www.youtube.com/watch?v=zcp3m6yoGYc)
- Aquaculture Europe 2022 Brokerage Event, presentation by Massimo Orioles (University of Udine) (https://www.youtube.com/watch?v=Pd9l_kKIs8Y&t=1s)
- Aquaculture Europe 2023 Brokerage Event, presentation by Ramon Fontanillas (Skretting Aquaculture Innovation) (https://www.youtube.com/watch?v=Wu5djmiFqpY)
- Aquaculture Europe 2023 Brokerage Event, presentation by Kiranpreet Kaur (Aker BioMarine) (https://www.youtube.com/watch?v=VfH3X_gtLwU)
- Aquaculture Europe 2023 Brokerage Event, presentation by Claudia Figueiredo (Zinpro Corporation) (https://www.youtube.com/watch?v=XIHjkRhndx8)
- AQUA2024 Brokerage Event, presentation by Konstantinos Tzakris (Planktonic AS) (https://www.youtube.com/watch?v=cjjvg8-YTkI)
- AQUA2024 Brokerage Event, presentation by Martin Kulma (Czech University of Life Sciences)
- AQUA2024 Brokerage Event, presentation by Georgina Lea Fazekas (Hungarian University of Agriculture and Life Sciences) (https://www.youtube.com/watch?v=8V5hxQDCQ9k)

4. TNA stories (from TNA projects)

- "FEEDBSFL: determination of the optimal feeding rate for black soldier fly larvae" a TNA story performed at UNITO-DISAFA facilities (https://www.youtube.com/watch?v=JDGJ3yYA1UY)
- "European Perch personalities in aquaculture?" a TNA story performed at JU-IAPW facilities (https://www.youtube.com/watch?v=nxCSgw89oJA)
- "Novel, sustainable ingredients and their application into aqua-feed formulation" a TNA story performed at the University of Sterling facilities (https://www.youtube.com/watch?v=iQzIxRi4KEU)
- "MIRAGE: Improving the reproductive performance and quality of rainbow trout" a TNA story performed at the University of Sterling facilities (https://www.youtube.com/watch?v=iWVnNcRXnWE)

- "SURROGACYPROTECT: Surrogate production of fish species susceptible to infectious disease via a resistant host" a TNA story performed at the University of South Bohemia (https://www.youtube.com/watch?v=hJET939YSXo)
- "BASSBOOST: Additives to boost performance in European sea bass" a TNA success performed at ULPGC-WWSSU facilities (https://www.youtube.com/watch?v=N4CVeBnpS8s)
- "IHNtempo" a TNA story performed at the Danish Shellfish Center (DTH-AAH) facilities (https://www.youtube.com/watch?v=hDFzbaK-UyE)
- "LACRY" a TNA story performed at IFREMER-PMMLT facilities (https://www.youtube.com/watch?v=-H8BkxyMwT0)
- "CHITHEALTH" a TNA story performed at the DISAFA-AQUA facilities (https://www.youtube.com/watch?v=TAd7OBPTt80)
- "ONTOSENSINGTROUT" a TNA story performed at the the INRAE STPEE facilities (https://www.youtube.com/watch?v=dtcbiG-mvqs)
- "TUNAPHY" a TNA story performed at the IEO-ICAR facilities (https://www.youtube.com/watch?v=d1f2gi9-6Jk)
- "ALPROSAN" a TNA story performed at the Wageningen University facilities (https://www.youtube.com/watch?v=dBeLnMHoMvA)
- "ABT Feeding" a TNA story performed at the IEO – The infrastructure for Atlantic bluefin tuna aquaculture facilities (https://www.youtube.com/watch?v=-x8rSEBuz28)
- "FISH+" a TNA story performed at the IATS – CSIC facilities (https://www.youtube.com/watch?v=KFIkO-LzMmg)
- "BEDLAM" a TNA story performed at the SINTEF facilities (https://www.youtube.com/watch?v=JfOPynsgOwo)
- "CRYOSTURG" a TNA story performed at the JU-GRC facilities (https://www.youtube.com/watch?v=9HTvCRmEbOE)
- "MEAGREFEED" a TNA story performed at the HCMR-Aqualabs facilities (https://www.youtube.com/watch?v=oB0cjP_oOeI)
- "MUCUS-FA" a TNA story performed at the Institute of Aquaculture and Protection of Waters (JU-IAPW) facility (https://www.youtube.com/watch?v=iL0CEzgVfo8)
- "RAYON2BASS" a TNA story performed at the Instituto Acuicultura Torre de la Sal (IATS) facilities (https://www.youtube.com/watch?v=X7c-2Bjzx9Q)
- "KISSPEPTSOLE" a TNA story performed at the CCMAR facilities (https://www.youtube.com/watch?v=sVWgXndUrJw)
- "CeDNA" a TNA story performed at the Technical University of Denmark facilities (https://www.youtube.com/watch?v=wVnjwSpWbIs)
- "MusselGnRH" a TNA story performed at the CCMAR facilities (https://www.youtube.com/watch?v=IcZAukU_pSw)

- "AQUAMIR" a TNA story performed at CCMAR facilities (https://www.youtube.com/watch?v=FsZr3P1GinA)
- "ALPHASPERM" a TNA story performed at the JU-IAPW facilities (https://www.youtube.com/watch?v=R4v-WRu5MHE)
- "ROOTWELL", a TNA story performed at the Institute of Aquaculture and Protection of Water (JU-IAPW) facility (https://www.youtube.com/watch?v=P9o32pA8ywE)
- "TroutFR", a TNA story performed at the INRAE – STPEE (Fish nutrition farms and platform) facilities (https://www.youtube.com/watch?v=r4SrLNvqsdc)
- "AQUA-CANCER": a TNA story performed at the CCMAR facilities (https://www.youtube.com/watch?v=ZDUU6VT1qzE)
- "CARBOMICROSEA" and "BREAMUCOSA", TNA stories performed at the Instituto de Acuicultura Torre de la Sal (CSIC) facilities (https://www.youtube.com/watch?v=hc7Oa6K6Ruc)
- "COTYLEO", a TNA story performed at the Instituto de Acuicultura Torre de la Sal (CSIC) facilities (https://www.youtube.com/watch?v=UQYxOhsyed4)
- "NGP" a TNA story performed at IFREMER-PMMLT facilities (https://www.youtube.com/watch?v=pW6nqFvaPWw)

5. Technician Transnational Mobility (TTM) stories

- UoS – Ifremer TTM visit (https://www.youtube.com/watch?v=_XHKYyIPR6Q)
- HAKE-HCMR TTM visit (https://www.youtube.com/watch?v=uorObaB6zG8)
- Ifremer – HCMR TTM visit (https://www.youtube.com/watch?v=J7rFVuVn_ic)
- IPMA – CSIC TTM visit (https://www.youtube.com/watch?v=3BHA2FsgTNs)
- HCMR – UoS TTM visit (https://www.youtube.com/watch?v=ahRuFrb0lQU)
- IPMA – NOFIMA TTM visit (https://www.youtube.com/watch?v=Lays3bVaLFw)
- IPMA – HCMR TTM visit (https://www.youtube.com/watch?v=-TE56t0Irjc)
- IPMA – IU-ECOAQUA TTM visit (https://www.youtube.com/watch?v=DNVNLdj0GyE)
- CCMAR – UoS TTM visit (https://www.youtube.com/watch?v=asW8JZ2LHrU)
- HCMR – JU TTM visit (https://www.youtube.com/watch?v=JaDWcPZvTGU)
- DTU – INRA TTM visit (https://www.youtube.com/watch?v=doBx5veIf-U)
- HCMR x UNITO TTM visit (https://www.youtube.com/watch?v=-LCVFZLJrm0)
- NOFIMA x UoS TTM visit (https://www.youtube.com/watch?v=OTXK3dpNkS4)
- SINTEF x JU TTM visit (https://www.youtube.com/watch?v=pPmfF6vNtN8)

6. Other

- AQUAEXCEL3.0 promotional video (https://www.youtube.com/watch?v=exB0TWuMySY)
- AQUAEXCEL3.0 presentation on the Spanish TV channel "TV Galicia" (https://www.crtvg.es/tvg/a-carta/programa-1027-riadas-e-marisco-atlas-da-baixura-aquaexcel-3-0-4802533?t=1366)

6.10 Other promotional material

Other promotional material can be developed as required, depending on budget available and considering sustainability, e.g., fun project paraphernalia for a wider promotion of the project, pull-up banners, etc.

6.11 Scientific (Peer-Reviewed) Publications

When research outcomes become available, and they are expected not to be commercially or industrially exploitable, AQUAEXCEL3.0 beneficiaries are encouraged to publish these results in high-impact, scientific (peer reviewed) publications. The AQUAEXCEL3.0 consortium will comply with the GA rules on open access publications (Green or Gold). All publications (final articles or manuscripts accepted for publication) will be deposited into the recommended open-access repositories as outlined in the DMP (D7.3).

All partners need to inform the rest of the partnership (via the project manager) of the intent to submit a manuscript (prior notice; see CA), and once the publication has been accepted/is published. Partners need to ensure that their publication are uploaded to the EC Funding and Tender Opportunities Portal (Section 3.2). The project manager and WP3 leader will upload the publications onto the website and the partner's area and ERINN will post a news feed.

Regarding TNA projects, if one of the AQUAEXCEL partners have been involved in the research/manuscript, the same prior notice must be followed. As mentioned above, TNA users are not beneficiaries of the Grant Agreement, and are thus *not obliged to publish open access, although they are strongly encouraged to do so*. However, if host institution scientists co-sign a TNA publication, then the open access obligation also applies.

At M56 stage, thirty-five AQUAEXCEL3.0 publications have been published:

1. Calduch-Giner, J., Holhorea, P. G., Ferrer, M. Á., Naya-Català, F., Rosell-Moll, E., Vega García, C., Prunet, P., Espmark, Å. M., Leguen, I., Kolarevic, J., Vega, A., Kerneis, T., Goardon, L., Afonso, J. M., & Pérez-Sánchez, J. (2022). Revising the impact and prospects of activity and ventilation rate bio-loggers for tracking welfare and fish-environment interactions in salmonids and Mediterranean farmed fish. Frontiers in Marine Science, 9.

2. Najafpour, B., Pinto, P. I. S., Canario, A. V. M., & Power, D. M. (2022). Quantifying dominant bacterial genera detected in fish eggs and larvae metagenomic 16S rRNA gene data using genus-specific primers. Microbiology Open, 11(3), e1274.

3. Kašpar, V., Hubálek, M., Pšenička, M., Arai, K., Taggart, J. B., & Franěk, R. (2022). Cold-shock androgenesis in common carp (*Cyprinus carpio*). Aquaculture, 548(Part 1), 737610.

4. Franěk, R., Cheng, Y., Fučíková, M., Kašpar, V., Xie, X., Shah, M. A., Linhart, O., Šauman, I., & Pšenička, M. (2022). Who is the best surrogate for germ stem cell transplantation in fish? Aquaculture, 549, 737759.

5. Káldy, J., Patakiné Várkonyi, E., Fazekas, G., Nagy, Z., Jakabné Sándor, Z., Bogár, K., Kovács, G., Molnár, M., Lázár, B., Goda, K., Gyöngy, Z., Ritter, Z., Nánási, P., Horváth, Á., & Ljubobratović, U. (2021). Effects of hydrostatic pressure treatment of newly fertilized eggs on the ploidy level and karyotype of pikeperch *Sander lucioperca* (Linnaeus, 1758). Life, 11(12), 1296.

6. Xie, X., Tichopád, T., Kislik, G., Langerová, L., Abaffy, P., Šindelka, R., Franěk, R., Fučíková, M., Steinbach, C., Shah, M. A., Šauman, I., Chen, F., & Pšenička, M. (2021). Isolation and characterization of highly pure type A spermatogonia from sterlet (*Acipenser ruthenus*) using flow-cytometric cell sorting. Frontiers in Cell and Developmental Biology, 9.

7. Franěk, R., Kašpar, V., Shah, M. A., Gela, D., & Pšenička, M. (2021). Production of common carp donor-derived offspring from goldfish surrogate broodstock. Aquaculture, 534, 736252.

8. Rigolin Nayak, R., Franěk, R., Šindelka, R., & Pšenička, M. (2023). Enhancement of zebrafish sperm production via a large body-sized surrogate with germ cell transplantation. Communication Biology, 6.

9. Gebauer, T., Gebauer, R., Císař, P., Černý, J., Roy, D. R., Zare, M., Verleih, M., Stejskal, V., & Rebl, A. (2023). Are bold-shy personalities of European perch (*Perca fluviatilis*) linked to stress tolerance and immunity? A scope of harnessing fish behavior in aquaculture. Fish & Shellfish Immunology, 109190.

10. Toxqui-Rodríguez, S., Naya-Català, F., Sitjà-Bobadilla, A., Piazzon, M. A., & Pérez-Sánchez, J. (2023). Fish microbiomics: Strengths and limitations of MinION sequencing of gilthead sea bream (Sparus aurata) intestinal microbiota. Aquaculture, 569.

11. Holhorea, P. G., Naya-Català, F., Belenguer, Á., Calduch-Giner, J. A., & Pérez-Sánchez, J. (2023). Understanding how high stocking densities and concurrent limited oxygen availability drive social cohesion and adaptive features in regulatory growth, antioxidant defense and lipid metabolism in farmed gilthead sea bream (*Sparus aurata*). Frontiers in Physiology, 14, 1272267.

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6.12 Events

Non-exploitable project results are also presented as oral presentations, posters, etc. at major international meetings and conferences such as key industry events, and sector-specific events. Congresses, seminars, conferences and other meetings are very useful forums to consult with AQUAEXCEL3.0 target audiences in a face-to-face capacity to address issues relevant to the work done in the project. European-wide and sector relevant conferences, meetings, etc., will be attended to communicate the results of the project to the maximum number of persons.

PROTOCOL – External events, including online events.

Where a beneficiary is attending an external event that is of relevance to AQUAEXCEL:

- Inform **ERINN** (marieke@erinn.eu and karla@erinn.eu) so that the event can be included in the project calendar informing other beneficiaries about the event attendance in advance.

- Beneficiaries should liaise with the WP3 leader and log any publication, dissemination and communication activity in their own records, and in the reporting logs during reporting stages (official EC periodic reporting stages).

6.13 Industry and Research Advisory Panel (IRAP)

An AQUAEXCEL3.0 Industry and Research Advisory Panel (IRAP) was set up in RP1, acting as a pro-active interface for the project involving the research community and the aquaculture industry, playing an important role in Knowledge Transfer and dissemination aspects of the project. The IRAP is an interactive advisory body and contributes both to upstream guidance (e.g., industry need recommendations) as well as to downstream impact/dissemination as it aims at maximising the possibilities for new knowledge to be translated into innovation, and so substantially increase the possibilities for success.

AQUAEXCEL3.0 aims to prioritise and carry out research projects (both being part of the project itself, as well as the TNA research projects) that are in line with identified needs of the European aquaculture industry. A key role of the AQUAEXCEL3.0 IRAP is to provide recommendations on current industry needs (EATiP Strategic Research and Innovation Agenda) so the project can focus on research projects addressing these. One of the objectives of the IRAP is increasing the awareness of Research Infrastructures (RIs) and their scope amongst all aquaculture stakeholders, ensuring enhanced cooperation to develop common aquaculture RI strategies. The IRAP will also further develop links with EATiP Mirror platforms to improve the reach to end-users at national levels. The Terms of Reference are included in the Annex.

6.14 Brokerage Events

The objective of the AQUAEXCEL3.0 brokerage events is to create a forum for engagement and exchange between researchers and potential beneficiaries of the research results (presentation of results, feedback, future prioritization). Over the course of the project, EATiP will select three aquaculture events where industry stakeholders are present to promote transfer of selected high-impact knowledge to potential end users. Developers of the selected high-impact knowledge will be invited to present and broker their outputs. Brokerage events may be done at European or at regional level. For the latter, synergies will be sought with the established EATiP Mirror Platforms. If necessary, brokerage events can also be held online to industry targeted webinars.

To maximise the impact towards the industry, a short on-line pitching course has been prepared for the selected TNA users and JRA representatives to communicate their outcomes in an impactful way, focusing on applicability and type of end user. The pitch presentations are based on a fixed template focused on presenting to an industry audience (see Annex 6) and they are recorded and published on-line (depending on IP conditions). Presenters are followed up on individually after events to monitor success in terms of knowledge uptake and impact. The pitch presentations combined with the

delivered feedback on impact will provide a basis for the IRAP to select a small number of "success stories" later on in the project. These will be actively showcased by AQUAEXCEL3.0 and EATiP. Knowledge generated by TNA, NA and JRA activities will also be communicated to the industry community through parallel brokerage activities: communication around the register of high-impact outputs (D2.2), and presentations on aquaculture events such as AquaNor, and Aquaculture Europe, with several partners usually having booths to communicate project actions and results to a more industry-focused audience. All project partners are expected to make a concerted effort to promote and disseminate AQUAEXCEL3.0 and initiate and maintain effective and constructive contact with industry stakeholders to facilitate knowledge transfer activities and create successful impact.

At M56 stage, six brokerage events have taken place, in both online and in-person format:

1. As part of the EATiP 'On the Horizon' webinar series, with support from the Federation of European Aquaculture Producers, on the 29th of September 2021, two AQUAEXCEL outputs were presented:
    - "Virtual Aquaculture Laboratory for optimizing experiments with fish and water treatment setups" by Finn Olav Bjørnson (SINTEF Ocean)
    - "Dietary effects on growth, survival and behavioural responses in lumpfish (*Cyclopterus lumpus L.*) larvae" by Ibon Garcia Gallego (ULPGC)
2. The second brokerage event, through the 'On the Horizon' webinar series as well, was organized in May 2022. The 'On the Horizon' webinar series aim to disseminate specific outcomes from EU funded projects that are of potential high relevance for the aquaculture sector. They are framed in the policy framework of the Strategic Guidelines for competitive and sustainable aquaculture in the EU, the Blue Economy, the European Green Deal and Farm 2 Fork Strategies. Two AQUAEXCEL outputs were presented:
    - "Adventure: computer modelling to assist aquaculture production monitoring, prediction and optimisation" by Tao Chen (University of Surrey)
    - "Aquawaste: improving plant health through nutrient remineralization in aquaponic systems" by Victor Lobanov (University of Gothenburg)
3. The 3rd AQUAEXCEL3.0 industry brokerage event took place in-person at Aquaculture Europe 2022, in September 2022 in Rimini (Italy). The event was organised as part of the Aquaculture Europe 2022 Innovation Forum. Five AQUAEXCEL outputs were presented:
    - "Red mark syndrome: Red Mark Syndrome in rainbow trout: advances in diagnostics and management strategies" by Massimo Orioles (Veterinary Pathology Unit, University of Udine)

- "Beyond Insect flour: use of Wood-Based Yeast SCP (single-cell protein) as an ingredient for Trout diets" by Ricardo Ekmay (Arbiom Inc.)
- "The SWIM approach: A novel welfare assessment tool for sea-caged European Seabass: the SWIM (Salmon Welfare Index Model) approach" by Hijran Yavuzcan (Ankara University)
- "Triploid salmon: how salinity influences their growth and welfare" by Raneesha De Fonseka, PhD candidate (University of Gothenburg)
- "No more tags: a novel method to identify fish by using their scale patterns" by Dinara Bekkozhayeva (University of South Bohemia)

4. The 4th brokerage event concerned the presentation of one selected output at Aqua Nor in Trondheim in August 2023, as part of the "Feed resources for future expansion of aquaculture" open session at Aqua Nor 2023. The presented presentation was:

    - "The effect of krill meal inclusion on the growth of juvenile gilthead seabream" by Kiranpreet Kaur (Aker BioMarine Antarctic AS)

5. The 5th brokerage event took place on 20 September 2023, in a dedicated session at the Aquaculture Europe 2023 conference (Vienna, Austria), i.e. the Innovation Forum 'Innovation in Action'- Focus on Breeding and Nutrition. Three selected KO's were presented to a large and diverse audience as Selected Case Studies leading to either increased TRL or with high innovation potential:

    - "Experimental assessment of the fish meal content requirements for Meagre feeds" presented by Ramon Fontanillas (Skretting AI)
    - "The effect of krill meal inclusion on the growth of juvenile gilthead seabream" by Kiranpreet Kaur (Aker BioMarine)
    - "Metal amino acid complexes as a cost-effective strategy to help reducing fish meal in European seabass diets" by Claudia Figueiredo Silva (Zinpro)

6. The 6th brokerage event took place on 28 August 2024, in a dedicated session at the AQUA2024 conference (Copenhagen, Denmark), i.e. the Innovation Forum "Innovation transfer within the aquaculture research community". Three selected KO's with high innovation potential were presented to a large and diverse audience:

    - "With bubbles for a better life for rainbow trout" by Georgina Lea Fazekas (Hungarian University of Agriculture and Life Sciences)
    - "From waste to health: balancing black soldier fly growth through feeding rates and waste-based ingredients" by Martin Kulma (Czech University of Life Sciences Prague)
    - "Cryoplankton benefits in seabass aquaculture" by Konstantinos Tzakris (Planktonic AS)

6.15 Training Courses

AQUAEXCEL3.0 has organised in total four online training course to provide multi-partner based, demand-driven training courses that build upon AQUAEXCEL3.0 newest results, and previous AQUAEXCEL training courses that proved needs-based/popular. The training courses have been provided for free, as online, distance learning course to support long-term sustainability, and they have made use of a blend of delivery technologies such as video conferencing and recordings, print material (including relevant literature), message board forums and email. The training courses included practical exercises (models), tutorials and feedback provision by teachers/experts. The provided online learning platform (Teams) will monitor access to the online courses, to give up-to-date insights into uptake. The 1st online training course, "Welfare Indicators" was carried out on October 4th, 2023. In RP3, three additional training courses were developed and delivered as live online sessions to about 470 attendees, on March 12th, 2024, 11th -12th November 2024 and January 29th, 2025 respectively. They were complemented by preparatory self-study lectures that covered essential theoretical topics prior to the live training. The first training course that was provided as a live version during RP2, was made available as a distance learning course in RP3.

6.16 Statistics of the Dissemination and Communication Activities

Dissemination and Communiation Activities statistics, M56 stage:

TOTAL types of activities:	
8. Social Media	38
11. Participation to a Conference	12
14. Video/Film	34
5. Exhibition	5
12. Participation to a Workshop	10
19. Other	25
6. Flyer	8
9. Website	26
15. Brokerage Event	2
3. Press release	1
2. Organisation of a Workshop	3
7. Training	3
TOTAL	167

Audience reached at M56 stage:

Audience	
1. Scientific Community (Higher Education, Research)	40230
2. Industry	35825
3. Civil Society	11682
4. General Public	60553
5. Policy makers	10685
6. Media	44
7. Investors	373
8. Customers	65
9. Other	815
TOTAL	160272

7. AQUAEXCEL3.0 Knowledge Management and Knowledge Transfer

In its broad-based innovation strategy for the EU, the importance of improving knowledge transfer between research institutions and third parties, including industry and civil society organisations was identified by the European Commission as one of ten key areas for action.[3] To be able to transfer knowledge we need to manage knowledge.

Knowledge Management is the process of identifying, capturing, organising, analysing, sharing and distributing knowledge to ensure its availability and relevance for future users.

Knowledge Transfer (KT) is the overall process of moving knowledge between its sources to targeted potential users of the knowledge. KT consists of a range of activities that aim to capture and transmit knowledge, skills, and competence from those who generate them to those who will transform them into added value outcomes. It encompasses both commercial and non-commercial activities such as research collaborations, consultancy, licensing, spinoff/spinout creation, researcher mobility and publications. KT aims to support mutually beneficial collaborations between universities, businesses and the public sector. It is about the transfer of tangible and intellectual property, expertise, learning and skills between the research community and the non-academic community. The benefits of knowledge transfer – in other words, the exploitation of research – go beyond simple financial return. The benefit also lies in a number of other, less tangible, benefits for research institutions, for industry and for society as a whole, such as helping research institutions focus their research on the wider needs of society and industry.[4]

Knowledge management plays a pivotal role in successful innovation and AQUAEXCEL3.0 has set up an innovative knowledge management protocol to ensure that all new knowledge will be transferred to relevant end users, facilitating the integration of new knowledge to the advancement of the

[3] http://ec.europa.eu/invest-in-research/pdf/download_en/knowledge_transfer_web.pdf
[4] http://europa.eu/rapid/press-release_MEMO-07-127_en.htm

European aquaculture sector (WP2). Partners and TNA users are regularly requested to describe research results, applications, relevance and impacts (identified or potential) of project research outputs and individual projects in an Impact Plan template. The objective is to provide support for objective analysis by the IRAP, following transparent procedures agreed upon. Impact Plans will include detailed information around OUTPUTS, such as a comprehensive description, contribution to thematic areas as identified by EATiP, which sector is expected to benefit, potential end users, application scope (improved productivity, environment, nutritional alternatives), expected impacts (economic, society, policy), and exploitation actions or options.

AQUAEXCEL3.0, continuing the legacy of AQUAEXCEL[2020], is innovative in the way it captures knowledge and transfers it to the sector to generate innovation usable by both industry and research. In infrastructure projects such as AQUAEXCEL3.0, TNA is generally considered a service, and follow-up of a TNA project does not generally go further than reporting obligations. AQUAEXCEL3.0 however partners with the European Aquaculture Technology and Innovation Platform (EATiP), who has defined strategic priorities for research and innovation that best serve the EU aquaculture sector. The IRAP was set up by EATiP and will continue to both propose priority subjects of interest and evaluate TNA reports summarized as electronic catalogues. Incentives will be given to the projects which IRAP values as most interesting for the aquaculture sector, so that they can participate at brokerage events organized by AQUAEXCEL3.0 in places where research and industry meet, such as the European Aquaculture Society annual meetings “Aquaculture Europe”. This will be an efficient way to promote innovation from TNA, which accounts for a major part of the innovation potential of the project.

We cannot predict which innovations will come out of TNA, but by establishing a process within the project that aims at maximizing the possibilities for new knowledge to be translated into innovation, the possibilities for success are substantially increased. Joint Research Activities will also be promoted through the same approach when they have innovation potential.

7.1 Knowledge Management Activities

The **Knowledge Management and Transfer methodology** applied in the AQUAEXCEL3.0 project is based on a methodology originally developed in the FP7 MarineTT project, and subsequently developed to its existing design by the Horizon 2020 COLUMBUS project (Grant Agreement No 652690).[5] This methodology has been applied in many FP7 and Horizon 2020 funded projects, including the previous AQUAEXCEL projects.

The methodology centres around ***Knowledge Outputs*** (KO), which is a “unit of knowledge / key learning generated by or through research activity. They are not limited to de-novo or pioneering discoveries and may also include new methodologies/processes, adaptations, insights, alternative applications of prior know-how/knowledge” (definition developed by AquaTT in the context of Knowledge Management from COLOMBUS project). Typically, such knowledge might be referenced

[5] http://columbusproject.eu/

as a small part of a published paper, potentially three to five years after the approach is pioneered in a research project. By focusing on collecting and analysing this type of knowledge in the form of KOs and transferring them when they have been assessed as having potential application and impact, it is possible to fast track them, having faster impact on target- and end-users external to the project also.

It is important for all partners to note that KOs may not always be the actual final results of research but can also include part of the methodology to obtain the final result, which itself could be an innovation for the whole research area.

All captured knowledge will be assessed and will be recorded in line with the Consortium Agreement (CA), respecting privacy and IPR requirements. This approach is essential to avoid unforeseen delays or obstacles related to confidentiality or competitiveness and, also, to provide partners with the security they need to allow them to be transparent in their findings thus enabling the project to quickly identify opportunities for exploitation. The overall objective is to ensure the fastest route for new knowledge to end-user.

All partners contribute to the project's Knowledge Management and Transfer activities by adhering to the protocols and assisting in the collection of Knowledge Outputs and transfer of high potential Knowledge Outputs to end-users.

Specific Knowledge Management activities that are carried out in AQUAEXCEL3.0 are as follows (see also DoA, WP2):

- At the start of the project, ERINN has developed an OUTPUT Impact Plan template (D2.1) which was validated by the IRAP. The Impact Plan template was made available by the University of Stirling to all TNA users, as well as distributed on a regular basis to WP4, 5, and 6 task leaders (by ERINN).

- ERINN is responsible for implementation of the collection and analysis activities around OUTPUTS from the JRA related Work Packages: **WP4, 5, and 6** and for analysis of the OUTPUTS from the TNA activities. The University of Stirling is responsible for the collection of the TNA OUTPUTS, and to pass them on to ERINN for analysis.

- **ERINN** checks, revises, and finalises Impact Plans, in collaboration with the individual owners of each OUTPUT, with the aim to make them fit for assessment and evaluation by the IRAP.

- **EATiP** and **IRAP** select high-impact outputs (from AQUAEXCEL^{2020} and AQUAEXCEL3.0) for transfer to end users, by the IRAP at IRAP meetings. The first IRAP analysis meeting took place in June 2021 (M8), the second in April 2022 (M18), the 3rd in April 2023 (M30) the 4th in March 2024 (M41) and the last in April 2025 (M54).

PROTOCOL – 1. Collect & Understand

1. AQUAEXCEL3.0 Knowledge Outputs come from 1). JRA project activities (WP4, WP5 and WP6) and 2) TNA projects. Collection from the JRA project activities is carried out by ERINN, who sends the Knowledge Output Template (KOT) (see Annex 3) to WP4, 5 and 6 Task Leaders on a regular basis. KOs from TNA projects are centrally gathered by the University of Stirling who manages the TNA projects, and who passes them on to ERINN.

2. For each identified KO, all fields of the KOT should be completed. Explanations are provided with each question.

3. KO owners can indicate whether they prefer to provide their KO information through means of an interview with ERINN instead of completing the Word template themselves.

4. ERINN carries out the first assessment of each completed KO template:
    - Each KO is carefully reviewed and edited as necessary for typographical errors etc.;
    - Each section is carefully reviewed to ensure it is adequately informative and comprehensive enough for those working in different disciplines to understand the nature of the KO;
    - Additional potential target / end users of the KO may be suggested, as well as additional potential applications and impacts on each of the end users identified;
    - Clarification will be sought whether the KO(s) is publicly available or is subject to issues of Intellectual Property (which would influence transfer potential)
    - If deemed necessary, ERINN will contact the KO owner/s to discuss the KO, clarify that all information is correct and identify if there is anything missing or unclear. This step will be repeated as necessary until both ERINN and the KO owners agree on the final version.
5. ERINN stores all finalised KOs together in a MASTER file and presents them at regular stages to the IRAP for assessment (next step).

PROTOCOL – 2. Analyse & Validate

1. At periodic intervals, EATiP in collaboration with ERINN organises “IRAP – expert analysis meetings”.

2. Terms of Reference for the IRAP, including the assessment meetings, have been developed early in the project. Please see Annex 5.

3. The expert analysis meetings will carry out a thorough examination and evaluation of the KOs (collected so far) and their applicability and readiness for transfer.

4. Each KO will be pre-assessed and scored, and the highest scoring KOs discussed in detail at the analysis meeting. After thorough assessment, those KOs with highest potential impact will be selected for presentation at an industry brokerage event (next phase).

5. If any questions emerged from the expert analysis meeting, ERINN will reach out to the relevant KO owners to attempt to provide an answer.

7.2 Knowledge Transfer & Exploitation

Once High-Impact Outputs have been selected by the IRAP (see previous section), knowledge transfer will take place in a measurably impactful way, through industry brokerage activities at both regional and European level. The IRAP will support the development of detailed knowledge transfer plans for selected High-Impact Outputs, depending on their respective type, application, condition of IP and end-users (including mapping of the European aquaculture industry value chain). EATiP will select three aquaculture events where industry stakeholders are present to promote transfer of the selected high-impact knowledge to potential end users. Developers of the selected high-impact knowledge will be invited to present and broker their outputs. Brokerage events may be done at European or at regional level. For the latter, synergies will be sought with the established EATiP Mirror Platforms. In order to maximise the impact towards the industry, a short on-line pitching course will prepare the selected TNA users and JRA representatives to communicate their outcomes in an impactful way, focusing on applicability and type of end user. The pitch presentations will be recorded and published on-line (depending on IP conditions). Presenters will be followed up individually after the event to monitor success in terms of knowledge uptake and impact. The pitch presentations combined with the delivered feedback on impact will provide a basis for the IRAP to select a small number of “success stories”. These will be actively showcased by AQUAEXCEL3.0 and EATiP.

Specific activities that will be carried out are as follows:

- Development of detailed Knowledge Transfer Plans for selected High-Impact Outputs (EATiP)
- Selection and organisation of professional brokerage events (EATiP)
- On-line pitching course for presenters at brokerage events (NTNU)
- Recording of pitch presentations at brokerage events and monitoring of experiences (ERINN)
- Showcasing selected success stories through the AQUAEXCEL3.0 website and EATiP portal, on social media (X and LinkedIn) and at events

7.3 Horizon Results Platform

The Horizon Results Platform (HRP) is a free online social media-like advertising space hosted on the EC Funding and Tender Opportunities Portal, where Framework Programme Participants have the opportunity to present and advertise the Key Exploitable Results (KERs) from their projects to their target audiences. The public can search the HRP, contact KER owners and hopefully form fruitful partnerships that will eventually generate their desired value. According to the EC, a KER is an identified main interesting result which has been selected and prioritised due to its high potential to be 'exploited', meaning to make use and derive benefits downstream the value chain of a product, process or solution, or act as an important input to policy, further research or education. The EC uses the following criteria to determine KERs:

1) Degree of innovation: how new is the innovation?

This can be subjective, it could be new for a company, new for a market or industry or new to the world! An example of one-way innovations can be classified according to their extent of change e.g.

- A radical innovation is new and consists of a significant change and so is also considered high impact i.e. new markets could be created because of this innovation.
- An incremental innovation is the optimisation of an existing product/service/process. This kind of innovation could be impactful in terms of consumer benefit, cost reduction, creating opportunities in new markets etc.

2) Exploitability: how much use and benefit can be derived from the innovation? Can profit be made from this exploitable innovation? Are there barriers or is further research needed?

3) Impact: what impact will the exploitation of this innovation have in science, industry, policy, society?

AQUAEXCEL3.0 views the Horizon Results Platform as an additional means to externally present and transfer those project KOs that have been assessed as impactful through the project's Knowledge Management and Transfer process. In RP3, the internal Horizon Results Platform Template was updated to accurately reflect the platform's requirements (Annex 2), in preparation for upload of project KERs in RP4.

PROTOCOL – Horizon Results Platform

- AQUAEXCEL3.0 KOs that have been assessed as impactful by the IRAP will be uploaded to the HRP as KERs, if there are no confidentiality issues
- ERINN will lead the process of KER submission and publication to the HRP
- ERINN will send the HRP Template to the KER generator(s) (KO owner) to fill out any additional information. If deemed necessary, ERINN will contact the KER generator(s) to discuss the KER and clarify that all information is correct

- ***Please note that ERINN will then publish the KER to the HRP to ensure compliance and quality control.***

7.4 IPR Management

AQUAEXCEL3.0 partners and TNA users will follow the rules for IP set out by the European Commission and outlined in the Grant Agreement. In addition, the project's Consortium Agreement follows the standard rules as outlined in the DESCA (Development of a Simplified Consortium Agreement) model for Horizon 2020, which defines the main approach regarding the ownership, protection and access to key knowledge like IPR and data. These approaches will allow AQUAEXCEL3.0 to collectively and individually pursue market opportunities arising from the project's results. IPR protection issues will be dealt with by beneficiaries licensing officers and Technology Transfer offices.

7.5 Data Management

Careful attention will be paid to managing data, which will be described in the Data Management Plan (DMP), consistent with the GA and CA. Project coordinators and WP7 leaders will develop the DMP together with HCMR, which has experience on the subject (D7.3).

7.6 Legacy and Sustainability

Knowledge management and transfer activities are planned across the full duration of the project. These efforts are an important aspect of the legacy and sustainability of the project and include the following:

- Through demonstrating impacts and benefits to industry, it is expected that outputs will be exploited beyond the timeframe of the project.
- With industry and third-party organisations as partners, there are key channels of communication open that are independent of the project, allowing the continuous transfer of AQUAEXCEL3.0 knowledge outputs to support the sector.
- All KOs identified in the project will be targeted to appropriate End Users identified during the KT process and in discussion with the IRAP.
- Access to project results post-project will be assured via the project website which will remain live for at least five years after the project finishes and will contain all public deliverables and other main outputs, as well as through the Horizon Results Platform in the case of KERs.

8. AQUAEXCEL3.0 Stakeholder Engagement

The Knowledge Management and Transfer methodology as outlined above will also facilitate Stakeholder Engagement. By focusing on individual outputs and associated Impact Plans, appropriate

target and ends users will be identified for each output, along with potential application and exploitation routes (see section 5). The AQUAEXCEL3.0 engagement strategy will ensure robust communication with each stakeholder group throughout the full project duration. The consortium has extensive experience in multinational, multi-lingual, multi-disciplinary and multi-partner collaborative innovation activities, and in effective communication of progress and results.

Target audience (end-user)	Objective of engagement	Communication material	Dissemination and Exploitation activities
All stakeholders including beyond the project's own community	Share and showcase aquaculture information with all target audiences and demonstrate the benefits of aquaculture to society	• Project website • Project factsheet • Press releases • E-newsletters • Social media	• Partners & TNA users will be encouraged to engage directly with stakeholders beyond their own community, particularly engaging in social debates through social media (WP3) • All partners will be encouraged to attend non-scientific events, e.g. citizens science events (WP3) • Publishing in non-scientific press sources • Using EC services and other others RI networks as multipliers
Industry	Become an important driving force of innovation in the aquaculture sectors	• Success stories • Pitch presentations • Social media • Articles in industry magazines and e-newsletters	• Industry brokerage events at regional and European level (WP2) • EATiP attendance at aquaculture industry events (WP2&3) • Other exploitation activities as will be identified through the Impact Plans (WP2)
Scientific community	Improved scientific knowledge on current aquaculture topics	• Scientific publications • Oral and poster presentations • Deliverables • Publications/reports	• Publishing in scientific journals (all WPs & TNA activities) • Presentation at scientific conferences (both partners & TNA users) • Peer reviews by appropriate scientific communities will ensure quality standards
Policy makers	Contribute to evidence-based policy making for the	• Project website • Project factsheet	• Using EC services as multipliers • Recommendations (notes) to policy makers on fish welfare

	sustainable development of EU aquaculture	• Press releases • E-newsletters • Social media	management. Other dissemination activities as will be identified through the Impact Plans (WP2) f for policy-relevant outputs

9. DEP Validation and Recommendation

As part of the revision process for the Dissemination and Exploitation plan, each subsequent version of this deliverable (D3.1) will be validated by the consortium. The current version will function as the operational manual and will be revised during EC reporting periods:

DEP Review 1: M18

DEP Review 2: M38

DEP Review 3: M56

Date / version	Comments & Recommendations
29/04/2022 / V2	DEP_Final_V2
02/02/2024/V3	DEP_Final_V3
01/07/2025/V4	DEP_Final_V4

10. Annex 1: Glossary

Access rights" are the rights to use results or background related to the project, as set out in the Grant Agreement (https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/glossary).

"Background" Any data, know-how and/or information, whatever its form or nature (tangible or intangible) – including any rights such as intellectual property rights – which are needed to carry out the project or exploit its results. (https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/glossary)

"Dissemination" means the public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium. (https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf)

"End-users" are last Target User identified on the *Knowledge Output Pathway*, i.e. individual(s) who will apply the *Knowledge Output* at the end of the *Knowledge Output Pathway*. Once they apply the KO, Eventual Impact is reached. The Knowledge Output may have undergone several revisions/adaptations through the value chain before reaching/being relevant to the needs of the end-user. Definition according to COLUMBUS (Horizon 2020 project: 652690).

"Exploitation" means the use of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities. (https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf)

"Eventual Impact" is the ultimate end benefit of the application of the Knowledge Output, and its influence/effect once taken up and applied by the target community. It is defined as an enhanced situation that is contributing to a need (political, industrial, scientific or societal). Definition according to COLUMBUS (Horizon 2020 project: 652690).

"Knowledge Management" is the process of identifying, capturing, analysing, organising, and storing knowledge to ensure its availability and ability to be *transferred effectively* to specific users. It comprises a range of practices used by organisations to identify, create, represent, and distribute knowledge for reuse, awareness and learning. Definition according to MarineTT (FP7 project number 244164); COLUMBUS (Horizon 2020 project: 652690).

"Knowledge Outputs" are units of knowledge or learning generated by or through research activity. They are not limited to de-novo or pioneering discoveries but may also include new methodologies/processes, adaptations, insights, alternative applications of prior know-how/

knowledge. Definition according to COLUMBUS (Horizon 2020 project: 652690).

"Knowledge Output Pathway" can be a single step or series of steps required to carry a Knowledge Output to its Eventual Impact. Where there are a series of steps, it will include detailed mapping of the steps, the users involved at each step and their predicted role in the pathway to Eventual Impact. Definition according to COLUMBUS (Horizon 2020 project: 652690).

"Knowledge Transfer" is the term for the overall process of moving knowledge between knowledge sources to targeted potential users of knowledge. Knowledge Transfer consists of a range of activities which aim to capture, organise, assess and transmit knowledge, skills and competence from those who generate them to those who will utilise them. Definition according to COLUMBUS (Horizon 2020 project: 652690).

"Target User" is the individual(s) who you have identified in your Knowledge Output Pathway to whom the Knowledge Output will be transferred to the Knowledge Output. Definition according to COLUMBUS (Horizon 2020 project: 652690).

11.Annex 2: Horizon Results Platform Template

EU Missions *You can select more than 1
Please select, if applicable, the main EU Missions that your project result significantly contributes to. To find out more about the EU Missions please consult the dedicated website. Please be aware that your declared contribution to the EU Mission(s) will be validated by the European Commission before publication on the official platform website. It is the result of this validation by the EC that will be the final, published version. Choose an item. Choose an item. Choose an item.

Target audiences * You can select more than 1.
The fields "Target Audiences", "Our needs" should be used together to denote who you are targeting and what specific needs you have from a fixed drop-down list. You will also have the optional field "Specifically looking for..." where you can be more specific in what you are looking for. Choose an item. Choose an item. Choose an item.

Our needs are * You can select more than 1.
Choose an item. Choose an item. Choose an item.

We specially need/are looking for *
Please enter more specific details in terms of which audience you are targeting and what your precise needs are.

SECTION 2: About us

Main project*
AQUAculture infrastructures for EXCELlence in European fish research 3.0

Result Contributors* In this section, the platform only allows us to include official partners of the project, so we have included the TNA facility here. Please let us know if you are uncomfortable with this affirmation.

Owners for exploitation* In this section, the platform only allows us to include official partners of the project, so we have included the TNA facility here. Please let us know if you are uncomfortable with this affirmation.
Which entity(ies) (among the "Result contributors") will have rights to exploitation of the Intellectual Property?

Start-up created for further exploitation? Optional

Testimonials/References? Optional
a) Title
Here, you could provide the links to references from you peers, customers or partners, your certifications, honorary memberships, awards, related newspaper or journal articles, or any references and credentials to make your profile more credible and attractive.
b) Link

Find us on Optional
a) Description
b) Link

SECTION 3: result description and influence

Result description (1200-character limit)*

Business Sector(s)/ Policy Area(s)*
Please select up to three most relevant European Commission Policy areas (see related link here). Choose an item. Choose an item. Choose an item.

Tags/Keywords*

Contribution to UN Sustainable Development Goals* Please list up to three most relevant UN Sustainable Development Goals your result contributes to.
You may consult the relevant United Nations Webpage for more detail on these. Choose an item. Choose an item. Choose an item.

Radical Innovation Breakthrough? Optional
A comprehensive foresight analysis funded by the EC has led to the categorisation of 100 so called Radical Innovation Breakthroughs (RIBs) categories. If applicable, please select those RIB's most relevant to your result (up to 3). These RIB's will be included in your list of tags. For more information, please consult Horizon scanning study.

Has your result had or you expect it to have significant influence on policy-making?*
Options: Choose an item.

Other information/data to share: Optional
a) Text Here you may provide links to datasets, databases, documents, analyses or any other types of results that you would like to openly share and that can be used by any user of this Platform.

b) Link

SECTION 4: results and business maturity and exploitation outlook

Result Maturity*
Choose an item.

Current Stage and Next Steps*
Elaborate more on the stage of R&D and the specific funding you seek. Also make sure to select the relevant values for your Target Audiences: 'Private Investors' and or/ 'Public or private funding Institutions' and/or 'Other actors who can help us fulfil our market potential'.

Do you already have customers for this result?*
Choose an item.

Unique value proposition*
What is the unique value proposition of your result? You are again addressing potential partners and/or investors, so make sure you have a consistent message throughout your profile. Pay particular attention to the consistency wth your'Message/Teaser to the potential user', as well as your selected 'Target Audiences' and selection of 'Tags / Keywords

Do you have a scalable business model?*
Choose an item.

Please elaborate on the Scalability **

Is your result replicable?*

Replicability refers to the ability of your product, service or business to be replicated and sold and delivered consistently and reliably, to serve (theoretically) infinite customers (multiple markets) the exact same service or product, to the exact same standard, every time. Choose an item.

Please elaborate on the Replicability**

Is your result and your business model sustainable in the long-term?*
According to the latest definition found in https://sustainablebusinessmodel.org/, "A business model for sustainability helps describing, analyzing, managing, and communicating (i) a company's sustainable value proposition to its customers, and all other stakeholders, (ii) how it creates and delivers this value, (iii) and how it captures economic value while maintaining or regenerating natural, social, and economic capital beyond its organizational boundaries." In simple terms, a sustainable business model focuses on adding value to stakeholders, the environment and society. Choose an item.

Please elaborate on Sustainability**

Are you targeting geographical markets?*
Choose an item.

What are the main geographical markets you are targeting? Please include the countries you are targeting**

SECTION 5: investors corner

What level of investment (EUR) are you currently looking for?*
Choose an item.

I can provide the following upon request by an interested party.*
Please provide the necessary information where relevant. Choose an item.

* Compulsory response in Horizon Results Platform

**Only compulsory if the answer to the previous question is "yes"

12. Annex 3: Knowledge Output Template (KOT)

AQUAEXCEL3.0 – Impact Plan Template

INTRODUCTION

AQUAEXCEL3.0 employs a Knowledge Management and Transfer methodology to ensure that all relevant knowledge coming out of the project will be collected, transferred and taken up by relevant users so we deliver impact and create value from our activities.

As a first step in the process, all (finalised) project **OUTPUTS*** will be captured in an internal Template (following pages), along with their detailed descriptions. Your responses will help us to assess whether an **OUTPUT** is of high potential to deliver impact, and to get insight into what steps can be taken next to ensure your **OUTPUT** reaches the users who can take it up.

We would like to emphasise that you can share your OUTPUTS without compromising IP or affecting your potential to publish later.

In case of any questions, please contact Marieke Reuver (marieke@erinn.eu)

* see Annex 1 Definitions for explanation.

General Information:

KO Code: *To be completed by ERINN*	**Short Title:** *Please provide a short and concise title to describe your OUTPUT. If you have more than one OUTPUT, please fill in a different Template (Word document) for each.*

Contact Information

Please provide contact details of the most relevant person to provide further information, if required, on this OUTPUT. Please indicate if the beneficiary/owner of the OUTPUT differs from the contact person?

Publicly available? ***(Delete as appropriate)***

Link to output

If you can provide a link to the OUTPUT then please do so, e.g. digital object identifier (DOI), web address, download, research paper. If the OUTPUT is not publicly available currently but will be in the future, please provide details. Also, if it is available but only upon request, please state this. If the OUTPUT is not planned to be publicly available, please state "Not publicly available".

Description/ Scene setting:

Contextual information:

Please provide a brief introduction to this OUTPUT and try to include the following:

- *Some background information on the OUTPUT topic (a short paragraph)*
- *Explain why it was important to carry out research on this topic*
- *Outline the aim of the underlying research leading to this OUTPUT, highlighting the main objectives*

Knowledge Output Description:

*Try to give a comprehensive description, making the **OUTPUT** fully understandable to a non-expert.*

- *Start by explaining what the knowledge need was; is there currently a knowledge gap in this topic, what kind of challenge does the **OUTPUT** address?*
- *What was the underlying science / methodology (few lines)?*
- *What are the main results? Highlight what the key characteristics of the **OUTPUT** are. What is new and innovative about it? How does it progress beyond the current state-of-the-art / evidence base? Do you have a justifying body of evidence, or are there contradictory results?*

*If the **OUTPUT** is:*

- *Able to inform evidence-based policy, then please indicate whether further validation/contextualisation would be required.*
- *Relevant to the scientific community, then please indicate whether the OUTPUT is conclusive or whether further detail/research would be required.*

Output Origin: *If the OUTPUT is resulting from a TNA project, please indicate here your Project Code and Acronym.* *If the OUTPUT is resulting from the AQUAEXCEL3.0 project itself (NA or JRA), please indicate here the WP and Task it is related to*
Project code: Acronym:

Output Type *DROPDOWN MENU* *This should describe the format in which the OUTPUT is presented.* *Please choose an item from the dropdown list (see 'Choose an item' below). If 'data' or 'other' is chosen, please provide details below*
Please select from the DROPDOWN MENU: Choose an item.
If you selected 'data' or 'other', please provide more detail:

Output Theme **DROPDOWN MENU** Choose one or more themes your OUTPUT falls under. *Please choose an item from the dropdown list. If 'data' or 'other' is chosen, please provide details below*
Please select from the DROPDOWN MENU: Choose an item.
If you selected 'others', please provide more detail:
If more than one Output Theme is relevant, please select another here: Choose an item.

If you selected 'others', please provide more detail:

EATiP Thematic Areas *To which of the Thematic Areas of the European Aquaculture Technology and Innovation Platform (EATiP) does your OUTPUT contribute?* *(For details on the EATiP Thematic Areas you can check the 'Definitions' in Annex 1)*
Please select from the dropdown list: Choose an item.
If more than one EATiP Thematic Area is relevant, please select another here: Choose an item.

EATiP Goals *To which of the goals within the Thematic Areas identified does your OUTPUT contribute?* *(for details on the EATiP Thematic Goals you can check the 'Definitions' in Annex 1)* *If more than one Goal is applicable, please add each on a new, separate row*
Please select from the dropdown list: Choose an item.
If more than one EATiP Goals is relevant, please select another here: Choose an item.
If more than two EATiP Goals is relevant, please select another here: Choose an item.

End Users, Applications and Impact:

An End User is the person who in the end uses the OUTPUT once it has been fully developed, marketed, installed, etc. There can be more than one type of End User, e.g., individuals from Industry, Scientific Community, Policy Makers, Environmental Managers, Education, etc.

If more than one End User group is applicable, please add each on a new, separate row. Please also add a more detailed description, perhaps with specific examples. (e.g., if you have chosen 'Industry Stakeholder', a more detailed description could be 'salmon farmers' or 'Aquaculture equipment industry', or 'Seahorse feed producer', etc).

	Potential Application	**Potential Impact** *What do you think could be the potential resulting impact of this OUTPUT once it*

	Per identified End User (previous column), please identify possible applications of the OUTPUT. *How can (each of the) End User(s) use/apply your OUTPUT?* *Try to be as specific as you can and include an indication of timescale to application (short, medium, long-term).*	*has been transferred to and taken up by the End User(s)? Try to quantify where possible.* *Indicators of impact could be (examples, there could be other); proven increased productivity, more environmental-friendly solutions, a patent grant, the creation of a spin-off, new research agreements with SMEs, etc.*
End User 1: Choose an item. **Please give a more detailed End User description: results to be further validated**		
End User 2: Choose an item. **Please give a more detailed End User description: …….**		
End User 3: Choose an item. **Please give a more detailed End User description: …….**		

Protection / Exploitation:

IPR Protection:
Please provide details/numbers if IPR has been applied to this OUTPUT (applied for a patent, copyright etc) or "no" if not applicable. *Please insert "unsure" if IPR has not been considered yet.*

Status:
What is the Status of your OUTPUT in terms of Technology Readiness Levels (TRL)? Is it completely finalised (and so ready for immediate take up by the identified end user), or is more research or demonstration needed? *Please address the following points:* *• Is your OUTPUT technology based, then please indicate which TRL level (1-9)* *•Is your OUTPUT conclusive enough; in its current state, will it already make an impact on, or can it already be applied by the End User(s) you identified?*

• *Is there a justifying body of evidence, or are contradictory results available?* • *Does your OUTPUT excel beyond the current state-of-the-art / evidence base? If so, explain how.* • *Is more research or demonstration needed to validate your OUTPUT?* • *If so, are you planning to complete this research yourself (in another TNA or other activity)?*

Output Transfer to End User
Indicate any dissemination / transfer activities that are planned for or have been undertaken already to reach your identified End User (group). *Examples of such dissemination and transfer activities are: publications, events and networking, collaborative research / researcher mobility, consultancy / training courses, licensing, new business / spin-offs, etc* *Please include web addresses, reference material, project reports, etc.*

Notes
Any extra information which you deem relevant but is not included in other fields.

Submission date: xx.xx.20XX

13. Annex 4: Definitions

DEFINITIONS	
Knowledge	Intellectual property rights and related know-how, information, data and other intellectual assets. Technical information including discoveries, concepts, methodologies, models, research, development and testing procedures, the results of experiments, tests and trials, manufacturing processes, materials, formulae, formulations, processes, research or experimental results, techniques and specifications, quality control data, analyses. Knowledge is not limited to scientists and is not limited to technology information. Knowledge differs from data or information in that new knowledge may be created from existing knowledge by extension of logic. (*Definition developed by AquaTT in the context of the MarineTT project (April 2012))*
OUTPUT	An "OUTPUT" for the purposes of this project is the term used to describe **a unit of knowledge or learning generated by or through research activity**. It is **not limited to de-novo or pioneering discoveries but may also include new methodologies/processes, adaptations, insights, alternative applications of prior know-how/knowledge**. (*Definition developed by AquaTT in the context of the COLUMBUS project*)
Knowledge Transfer	Knowledge transfer is the process of creating, organising, capturing/sharing/distributing knowledge to ensure its availability for future users. Knowledge transfer encompasses both commercial and non-commercial activities such as research collaborations, consultancy, licensing, spinoff/spinout creation, researcher mobility, and publications etc. Knowledge transfer aims to support mutually beneficial collaborations between universities, businesses and the public sector. (*Definition developed by AquaTT in the context of the MarineTT project (April 2012))*
Output Type(s)	* exploitable scientific result * scientific publication * report * book/review * RTD protocol/technical manual * guidelines/standards * training activity/learning module * software/modelling tools * product * prototype * services/tools * multimedia * data (if data, please specify) * other (if other is chosen, please specify)

Theme(S)	* feeding/nutrition * physiology * health / welfare * environmental interactions and impacts * genetics * breeding * aquaculture systems engineering * aquaculture technology supply * aquaculture service supply * processing * hatchery * production / farming * quality management * aqua-food market * others

EATiP thematic areas (TAs) and their goals (G)	**European Aquaculture Technology and Innovation Platform (EATiP) objectives, as defined in the thematic Strategic Research and Innovation Agenda ("The Vision")** **TA1 - Product, Quality, Consumer Safety & Health** **G1**: Maximise health benefits of products; **G2**: Ensure continuing safety of products; **G3**: Deliver high quality products - fully meeting consumer expectations; **G4**: Understand dynamics of European seafood markets **TA2 - Technology & Systems** **G1**: Ensure environmentally sustainable industry by applying new knowledge and technology innovations; **G2**: Meet demand for products in Europe by developing efficient technologies to support continued growth; **G3**: Ensure profitability of aquaculture industry by developing improved management systems and technology; **G4**: Ensure technology for ethical and healthy production of high quality products **TA3 - Managing the Biological Lifecycle** **G1**: Establish predictability and improve output and cost control at every production stage of the lifecycle; **G2**: Genetic improvement of productive, health and animal welfare traits; **G3**: Improve broodstock management methods and control of sex and reproduction in captivity; **G4**: Manage life cycle of carefully selected "new" species that have high economic importance **TA4 - Sustainable Feed Production** **G1**: Base formulation of Future Fish Feeds on solid knowledge of fish nutritional and feeding requirements, and expand the number of well characterized and sustainable raw materials which can be used; **G2**: Advanced novel feed technologies to produce cost effective feed with improved quality; **G3**: Understand and minimise non desired effects of alternative diets on fish health and welfare; **G4**: Adapt and utilize advanced methods to understand and model nutritional responses; **G5**: Resolve strategic research problems in fish nutrition **TA5 - Integration with the Environment** **G1**: Establish fundamental scientific knowledge on assimilation capacity of biogenic wastes from aquaculture to determine acceptable emission rates for benthic and pelagic ecosystems; **G2**: Establish technology to minimise emission of biogenic matter from aquaculture and to minimize the potential environmental influence of the actual emissions by means of environmental management and integrated multi-trophic aquaculture; **G3**: Understand the fate and cumulative effects of synthetic agents used in aquaculture and minimizing their impact on the environment; **G4**: Establish more fundamental knowledge to understand the interactions between farmed and wild stocks, including wildlife (Interactions of farmed and wild stocks); **G5**: Develop or adapt tools and measures in support of appropriate environmental governance for aquaculture (Tools for environmental governance) **TA6 - Knowledge Management** **G1**: Manage knowledge efficiently and effectively within European Aquaculture sector; **G2**: Ensure availability and efficient use of aquaculture research infrastructures across all boundaries to benefit the industry; **G3**: Collect and collate evidence for informed communications on the benefits of the European aquaculture sector for Society and the Environment; **G4**: Foster and build the human capital of the European aquaculture sector **TA7- Aquatic Animal Health and Welfare** **G1**: Improve fish health and welfare by increasing the understanding of host pathogen interactions and to have access to effective vaccines and immunomodulators; **G2**: Application of epidemiological principles to minimise the threat of existing, emerging and exotic diseases; **G3**: Use and develop best practice to optimise efficacy of treatments and prevention methods; **G4**: Measure welfare/stress and understand its consequences if compromised in order to incorporate welfare as core components of production management **TA8 - Socio-economics, Management & Governance**

	G1: Promote effective governance - establishing a 'level playing field' for aquaculture within Europe G2 : Establish an enabling environment for innovation and growth to allow aquaculture to realise its full potential G3 : Understand better the social and economic dimensions of aquaculture at different scales
End User Types	o Education & Training o Environmental Managers & Monitoring o Industry o Policy Makers / Decision Makers o Scientific Community o Civil Society o Other
Technology readiness level TRL	o TRL 1 – basic principles observed o TRL 2 – technology concept formulated o TRL 3 – experimental proof of concept o TRL 4 – technology validated in lab o TRL 5 – technology validated in relevant environment (industrially relevant environment in the case of key enabling technologies) o TRL 6 – technology demonstrated in relevant environment (industrially relevant environment in the case of key enabling technologies) o TRL 7 – system prototype demonstration in operational environment o TRL 8 – system complete and qualified o TRL 9 – actual system proven in operational environment (competitive manufacturing in the case of key enabling technologies; or in space)

Impact	Research Councils UK (RCUK) defines research impact as **'the demonstrable contribution that excellent research makes to society and the economy'.** Research impact embraces all the diverse ways that research-related skills benefit individuals, organisations and nations. A key aspect of this definition of research impact is that impact must be demonstrable. It is not enough just to focus on activities and outputs that promote research impact, such as staging a conference or publishing a report. You must be able to provide evidence of research impact, for example, that it has been taken up and used by policymakers, and practitioners, has led to improvements in services or business. We aim to achieve research impact across all our activities. This can involve academic impact, economic and societal impact or both:

Disclaimer: The Impact Plan Template is considered Background to ERINN Innovation. Please credit ERINN Innovation when using the methodology, including guidelines, this template, etc. Please contact marieke@erinn.eu for any questions.

14. Annex 5: Terms of Reference of the Industry & Research Advisory Panel (IRAP)

1.1 Role/Purpose

The IRAP is expected to be an interactive advisory body and contribute both to upstream guidance (e.g. industry need recommendations) as well as to downstream impact/dissemination as it will aim at maximizing the possibilities for new knowledge to be translated into innovation, and so substantially increase the possibilities for success.

The AQUAEXCEL3.0 IRAP will act as a pro-active interface for the project involving the research community and the aquaculture industry. This will strengthen industry-research relations and develop research that meets industry needs for innovation.

AQUAEXCEL3.0 aims to prioritise and carry out research projects (both being part of the project itself, as well as the TNA research projects) that are in line with identified needs of the European aquaculture industry. A key role of the AQUAEXCEL3.0 IRAP is to provide recommendations on current industry needs (EATiP Strategic Research and Innovation Agenda) so the project can focus on research projects addressing these.

Specifically:

• IRAP will provide recommendations on current industry needs and select focus areas for the TNA calls (prioritised research areas). By relating the TNA calls to the EATiP SRIA, AQUAEXCEL3.0 will directly contribute to the implementation of the research goals the European aquaculture sector has agreed upon

• AQUAEXCEL^{2020} and AQUAEXCEL3.0 OUTPUTS will be collected and presented to the IRAP in the form of Impact Plans. Following a transparent procedure, the IRAP will objectively analyse the OUTPUTS and evaluate and score potential level of impact on identified industry end users. IRAP will provide a summary assessment for each OUTPUT and select promising results for showcasing at appropriate industry-research brokerage events.

• IRAP has the mandate to revise the AQUAEXCEL3.0 Knowledge Transfer methodology and the catalogue selection criteria

• IRAP will assist with the development of feedback templates for the industry-research brokerage events, to assure monitoring of brokerage, contacts, interest and uptake.

NOTE: IRAP prioritization of subjects and distribution of incentives are not compulsory, so that research teams that want to perform completely independent research in AQUAEXCEL3.0 RIs have the possibility to do so.

1.2. Term

This Terms of Reference is effective from the 1stNovember 2020 and continues until the 31st October 2025 (expected date of completion of the project).

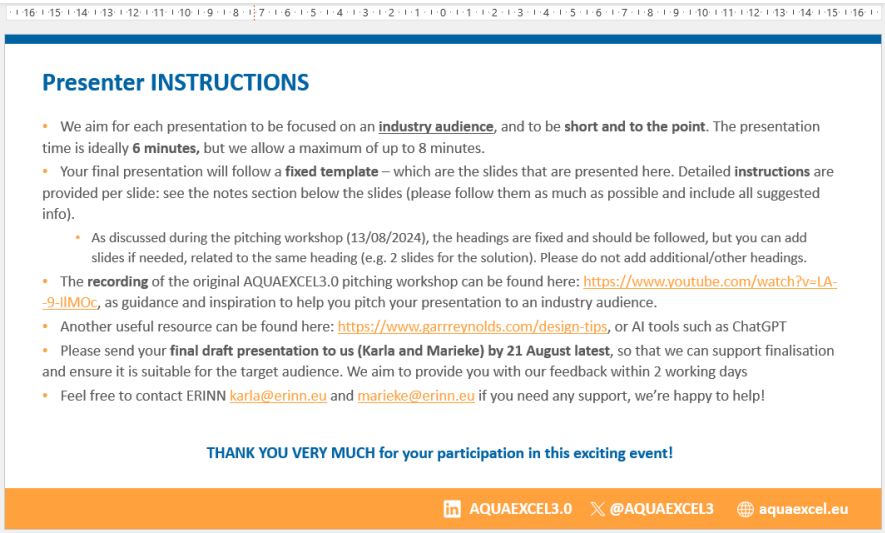
1.3. Composition

The IRAP will comprise of:

• a maximum of 15 external European industry experts with expertise in ‘aquaculture’. We strive to have a panel representing all major thematic themes in aquaculture.

• The 7 work package leaders of the AQUAEXCEL3.0 project IRAP experts already involved in AQUAEXCEL^{2020} will be invited to reengage. Additionally, and where needed, new experts will be selected based on their CV, to ensure that the main aquaculture sector thematic areas are covered.

15. Annex 6: Presenter Instructions for the Industry Brokerage Events



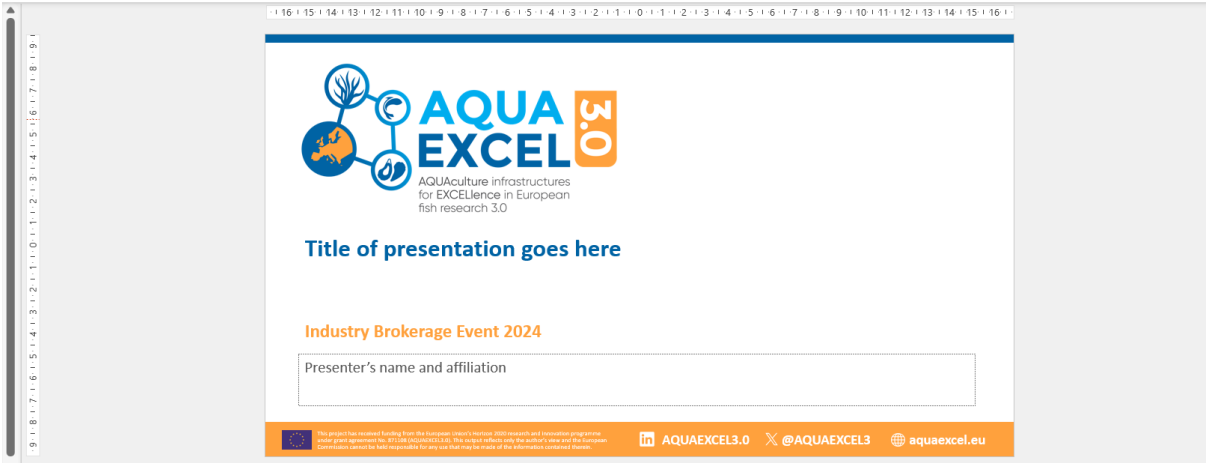
Presenter INSTRUCTIONS

- We aim for each presentation to be focused on an **industry audience**, and to be **short and to the point**. The presentation time is ideally **6 minutes,** but we allow a maximum of up to 8 minutes.
- Your final presentation will follow a **fixed template** – which are the slides that are presented here. Detailed **instructions** are provided per slide: see the notes section below the slides (please follow them as much as possible and include all suggested info).
  - As discussed during the pitching workshop (13/08/2024), the headings are fixed and should be followed, but you can add slides if needed, related to the same heading (e.g. 2 slides for the solution). Please do not add additional/other headings.
- The **recording** of the original AQUAEXCEL3.0 pitching workshop can be found here: https://www.youtube.com/watch?v=LA--9-IlMOc, as guidance and inspiration to help you pitch your presentation to an industry audience.
- Another useful resource can be found here: https://www.garrreynolds.com/design-tips, or AI tools such as ChatGPT
- Please send your **final draft presentation to us (Karla and Marieke) by 21 August latest**, so that we can support finalisation and ensure it is suitable for the target audience. We aim to provide you with our feedback within 2 working days
- Feel free to contact ERINN karla@erinn.eu and marieke@erinn.eu if you need any support, we're happy to help!

THANK YOU VERY MUCH for your participation in this exciting event!

AQUAEXCEL3.0 @AQUAEXCEL3 aquaexcel.eu

o add notes



AQUAculture infrastructures for EXCELlence in European fish research 3.0

Title of presentation goes here

Industry Brokerage Event 2024

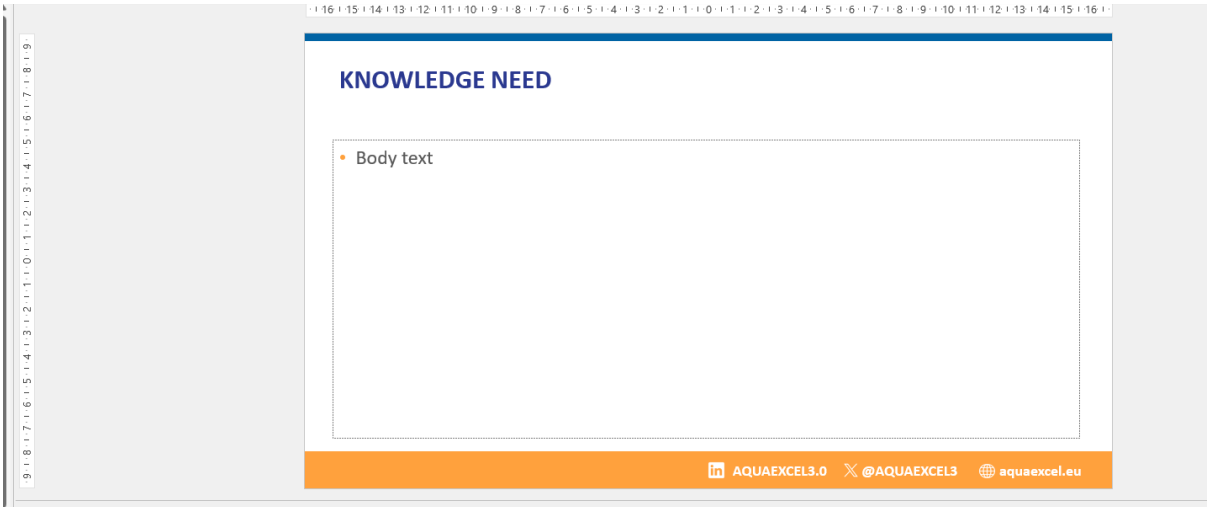
Presenter's name and affiliation

AQUAEXCEL3.0 @AQUAEXCEL3 aquaexcel.eu

INSTRUCTIONS SLIDE 1 – TITLE:

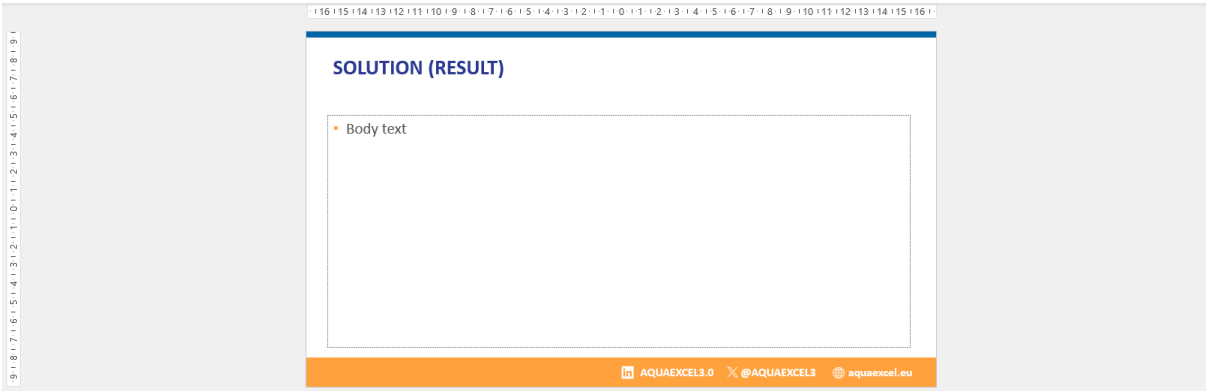
Give a clear and understandable (easy) title, focusing on interest to a broad audience (research paper titles are not allowed – creativity is!).

If you want (or are obliged to), you can add your institute's logo also somewhere on this slide, but please keep it small and in proportion, making sure it doesn't cover the other information and logo.



INSTRUCTIONS SLIDE 2 – KNOWLEDGE NEED:

- What (industry) need was the research related to your OUTPUT addressing? What is the problem that you are trying to solve?
  - Keep in mind / mention also the related societal need or consumer need – remember that the industry responds to societal / consumer needs and preferences
- We encourage you to insert VISUALS, e.g. images, figures, charts, photos, etc. – we would like you to try and make the ppt slide deck as attractive as possible.
  - Remember that your research lends itself well to visualisation, but each visual needs to have a clear function. Think of the audience; how can visuals help them?

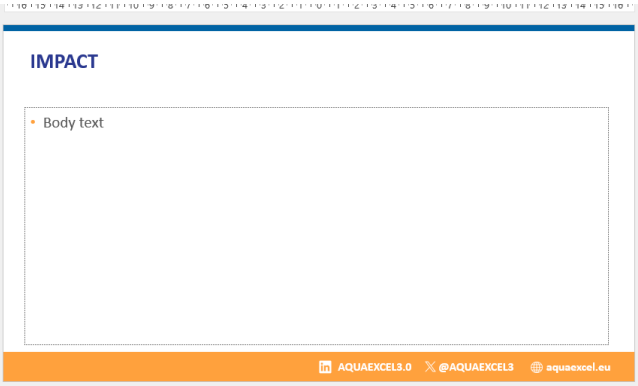


INSTRUCTIONS SLIDE 3 – SOLUTION (= related to results):

- What is the solution (to this industry need/problem) that you have found? Is this a product or a service/process?
- What is the practical application of your solution?
- If possible/available, please try to also specify any specific (economic) benefits your solution would provide. For example, in terms of economics (e.g. reduced financial loss, higher profits – quantify as much as possible), social (e.g. reduced labour costs or intensity, better legal compliance), etc.
- Have Intellectual Property Rights (IPR) been applied to your solution (e.g. did you apply for/have you been granted a patent, trademark, design registration, copyright, etc) or are you planning to?
- Include the TRL level of your solution (See: http://bit.ly/2iGC1XP). Depending on your TRL level also, is your solution ready to go to market? If not, what further activities are needed? E.g. do you need to do further research? (what/how); do you need investment? (from whom, how much?) how long do you estimate it will take to get to the final stage? Do you need partners? (whom?)
- As before, if you have any images, graphs, etc to bring across your solution, please do use them.

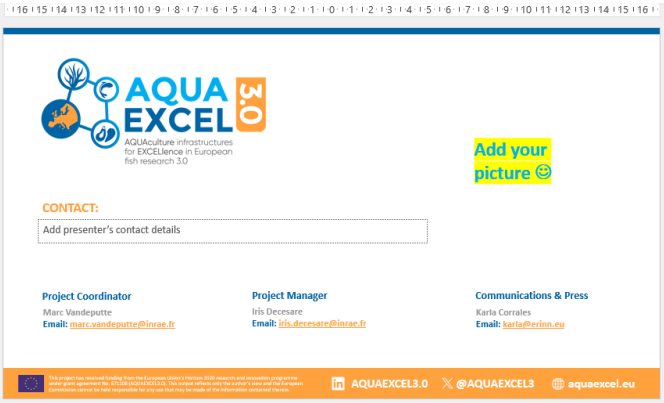
INSTRUCTIONS SLIDE 4 – TARGET MARKET (= related to End-Users & Potential Applications):

- Who is or are relevant end user(s) of your result? Who could use your OUTPUT, apply it, who would pay for your solution? Please try and be as specific as possible, e.g. sea bass feed producers instead of just e.g aquaculture industry. More than 1 end user is possible. Perhaps (one of) your possible end users is not directly aquaculture-related…?
- For each end user you have indicated, please indicate **how they could use your OUTPUT (= applications**). Try and think outside the box also, maybe there are alternative uses possible, for example outside of the aquaculture sector also?
- Are you able to **quantify the size of your possible target market** in various global regions - is your OUTPUT highly exportable?
- Again, use of pictures etc is welcome!



INSTRUCTIONS SLIDE 5 – IMPACT (= related to Potential Impact)

- What will/could be the impact when the end-user(s) apply your OUTPUT? For example, perhaps your OUTPUT e.g. increases fish growth (result) which increases overall production which increases profit at farm level (impact)? The more specific (where possible use numbers), the better.
- If there are competitor solutions available already, how is yours better, particularly in terms of Economic Impact?
- Use images, graphics or flowcharts if helpful



INSTRUCTIONS SLIDE 6 – CLOSE

- Provide contact details, etc. and invite people to discussions. E.g. "If you are interested to invest/collaborate towards the further development of this OUTPUT, please come and talk to me afterwards!"
- Feel free to add other means of contacting you!
- Please add YOUR photo ☺

16. Document Information

EU Project	No 871108	Acronym	AQUAEXCEL3.0
Full Title	AQUAculture infrastructures for EXCELlence in European fish research 3.0		
Project website	www.aquaexcel.eu		

Deliverable	N°	D3.1	Title	Dissemination and Exploitation Plan
Work Package	N°	3	Title	Capacity building, communication, dissemination and impact
Work Package Leader	ERINN Innovation			
Work Participants	All project partners			

Lead Beneficiary	ERINN Innovation Limited
Authors	Marieke Reuver, ERINN (marieke@erinn.eu) Matteo Capodicasa, ERINN (matteo@erinn.eu) Karla Corrales, ERINN (karla@erinn.eu)
Reviewers	All partners

Due date of deliverable	31.01.2021 – first version
Submission date	XXXXX – updated M36 version
Dissemination level	PU[6]
Type of deliverable	R[7]

Version log			
Issue Date	Revision N°	Author	Change
29.04.2022	V2	Marieke Reuver Matteo Capodicasa	Second version (M18)
02.02.2024	V3	Marieke Reuver Karla Corrales	Third version (M36)
XX.XX.2025	V5	Marieke Reuver Karla Corrales	Fourth version (M56)

[6]Dissemination level (DELETE ACCORDINGLY): **PU:** Public, **CO:** Confidential, only for members of the consortium (including the Commission Services), set out in Model Grant Agreement, **CL:** Classified, information as referred to in Commission Decision 2001/844/EC

[7] Nature of deliverable (DELETE ACCORDINGLY): **R:** Report, **DEM:** Demonstration, pilot, prototype, plan design, **DEC:** Website, patent filing, market studies, press & media, videos, **Other:** Software, technical diagram, etc., **Ethics:** Ethics deliverable