

i3 Exploitation Whitepaper

D6.5

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The actual document has to be considered as an Addendum to D6.5 containing a specific definition of how the sustainability of the project will be guaranteed.

Statement of originality:

This deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

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Executive Summary

Impact Innovate Invest- i3 - is a Coordination and Support Action that addresses the topic of ICT19-2015 Technologies for creative industries on Convergence and Social Media. Following the European Council conclusion that stated "*Europe needs an integrated approach from research and innovation to market deployment*"¹, i3 supports research results from lab to market, making innovation happen.

The aim of this whitepaper is twofold. On the one hand, to provide a final description on how the project consortium as a whole will exploit their experience in the project and how project outcomes will be exploited. On the other hand, to explain how individual partners will exploit the i3 experience.

The whitepaper has to be considered as an addendum to D6.5 to better define i3 exploitation strategy, as requested after the second review meeting.

¹Available at: https://www.consilium.europa.eu/uedocs/cms_data/docs/pressdata/en/ec/139197.pdf

Glossary

Abbreviation	Expression
AB	Advisory Board
AVMSD	Audio-visual Media Services Directive
BEUC	Bureau Européen des Unions de Consommateurs
CCI	Cultural and Creative Industries
DG	Directorate General
DoA	Description of the Action
DSM	Digital Single Market
EBU	European Broadcasting Union
EC	European Commission
EDIMA	European trade association representing online platforms
EP	European Parliament
ERGA	European Regulators Group for Audio-visual Media Services
EU	European Union
I3	Impact Innovate Invest
ICT	Information Communication Technologies
MPS	Members of the Parliament
NEM	New European Media
NGOs	Non-Governmental Organisations
OA	Open Access

SME	Small Medium Enterprise
SPSS	Statistical Package for Social Science
TV	Television
UGC	User Generated Contents

Relation to other documents

This document is related to other i3 documents as follows:

- [1] Description of Action
- [2] D3.2 Coordination and Engagement Plan
- [3] D5.2 Policy Dialogue Protocols
- [4] D6.2 Dissemination and Communication Strategy and Plan
- [5] D4.3 Investor Meeting Report
- [6] D5.4 Policy Dialogue Final Report and Recommendation



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Introduction

As widely acknowledged, the Media Convergence sector is facing massive transformation. For the entire duration of the project, i3 has actively supported stakeholders to face such transformation fostering and enhancing their technology developments as well as business uptakes. This has been done through knowledge sharing, attracting investors and policy dialogue activities in order to cover the entire cycle of development, from knowledge collection to market access up to policy suggestions for the future of the sector. In line with this, i3 has developed and implemented activities, materials, content and tools for the benefit of the European Media stakeholders.

However, for a supporting action we rather speak of sustainability of the project results rather than “exploitation”. While in specific domains with stable and well-defined industrial community coordination and supporting action can find a viable strategy to follow up in its work, for i3 the task is more complex given the large diversity of the industry addressed and for its peculiar composition. Sustainability and synergies are at the base of the forward-looking actions that the consortium will develop to re-use and transfer the results of the project.

The research community of social media and media convergence can find in i3 a knowledge pool able to extend the reach of research results leading to new learning and improved measured impacts for all segments of society. Media and CCI's do have a relevant impact on societal development and recent development of the media convergence sector do highlight the strong need of keeping the community informed raising the awareness of public decision makers.

Extensive communication with relevant groups is an integral part of the sustainability process of i3. Indeed, the challenges to effective transfer of innovation in the sector lies in how results are communicated to users, as well as the degree to which policies represent an opportunity of growth rather than a roadblock to effective industrial uptake.

i3 engagement with the stakeholder community and the CCI's representatives has made clear the need of new and improved level of knowledge sharing and common understanding of innovation strategies and policy drafting for the sector at large.

Therefore, the results of i3 cannot then be isolated from the network of related initiatives built along the life of the project, since cooperation has been a means to guarantee a higher impact and effectiveness in the actions that the project has implemented. i3 is clearly well positioned to take full advantage of the rich spectrum of actors and institutions active in Media convergence and CCI's.

Sustainability, in the case of i3, means then to maintain a network of contacts working on Media Convergence issues in different contexts, looking for and extending the range of synergies of the project after its conclusion and extend the reach of the impact methodology.

Amongst these synergies are regular exchange of information, joint participation in relevant conferences and policy events, alignment of dissemination activities and social media campaigns, joint preparation of policy briefs or exchange and consolidation of results for related case studies.

All this has been started within the cooperation with running CSAs and future ones.

As the aim of the i3 project is to promote media innovation, policy drafting and a set of indicators to evaluate impact in the domain, the proposed strategy for sustainable cooperation with relevant EU projects and other initiatives can be divided as such:

- To coordinate and reinforce synergies with similar on-going projects in the area like MediaRoad, Compact and SOMA;
- To position i3 into the current constellation of Media initiatives, also outside the DG Cnect network and create a sustainable network for collaboration with relevant initiatives at national, pan-European and international level.

i3's innovative approach provides a framework for the analysis and evaluation of innovation investment and policy development and is building new measures for media stakeholders to tackle with those issues.

One asset of i3 has been identified as the methodology for impact assessment and its related indicators and data collection. Recent interaction with the stakeholder community has highlighted the need to build a solid reference for industry economic and social impact, something missing from official statistics. Research and practical solutions addressing these topics are lacking, and i3 will provide new means and methods to address metrics in the Media domain. Moreover, i3 mainly analysed the Media sector, but its approach can be easily transferred to other domains of application.

The sustainability of i3 can be seen in two different dimensions: generalization and extension.

Generalization is directed to stakeholder communities and main decision-makers in order to convince them to take into account the results of the project and to consider its evaluation methodology as a tool to introduce within their analysis, while extension is focused on persuading start-ups and R&D initiatives to adopt the i3 approach.

Influencing high-level change in policy and regulations, together with the public opinion, is a real possibility as project has cooperated effectively at the right levels within EU institution and relevant industry forum.

This is fundamentally based on a process of networking with all relevant stakeholders, so building contacts and attending meetings is vital – which is hard work but the only way. The European Commission, European and National networks, Industry association, events etc. to facilitate such co-operation.

Even if it is challenging for a Coordination and Support Action to provide medium-long term perspectives for the project's exploitation, three main strategies are identified. These are related to the main outcomes of the project, namely i) the i3 Ecosystems, ii) the Policy Dialogue and iii) the Self-Assessment Tool. Details are reported in the next paragraphs.

1. The i3 Ecosystem

The Media Convergence sector is included in the broader category of the Creative and Cultural Industries. This is a very relevant segment in terms of GDP also for Europe, which is the second-largest CCI market, accounting for USD 709bln of revenues (32% of the global total) and 7.7 million jobs (26% of all CCI jobs)². In line with this, the role that European media stakeholders play in creating growth is very important. However, media stakeholders are not easy to define, often due to activities in different fields and sectors. This aspect makes it difficult to provide proper help and support to the heterogenic players involved.

Due to the complexity of the sector, i3 has developed a strategy for support of innovation. Instead of working for sectors and specialisations, i3 has developed a process based on process for development.

In order to meet all requirements and needs from the community, both from projects and start-ups, i3 has implemented a strategy based on stages of development (Table 1).

Stage of development	Action undertaken
Early stage	Workshops and masterclasses
Medium	Mentoring activities; Investor Readiness workshops; Prize and competitions

² Cultural times the first global map of cultural and creative industries, EY report, 2015
© i3 Consortium

Mature stage	Investor meetings; Prize and competitions
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Table 1. Support of innovation strategy

Due to the variety of activities, it was possible to meet a broader range of requirements opening to all interested parties the opportunity to attend i3's activities according to their needs and interests.

This approach allowed the project to create the i3 ecosystem engaging more than 300 stakeholders in the activities coming from research, industry, start-ups, investments funds and so on, creating a large and solid network. In some cases, the stakeholders were already part of the media community (e.g. ICT 19 projects). In other cases, new players and actors have been introduced to the European community and to the work performed by the European Commission (e.g. start-ups).

In line with this, the i3 ecosystem is a real added value created by the project and this result can be exploited both from a general perspective and from individual partners' strategies.

Broadly speaking, considering the exploitation of the ecosystem itself, it is possible to say that through the four investor meetings, the two competitions and the several workshops and masterclasses organised, a lot has been done to provide networking opportunities. In most cases, in addition to the meeting with the investors, good relations and potential partnerships have been established among the participants. Just to mention a couple of examples, a positive exchange took place between 2 start-ups attending the Italian investor meeting, but also start-ups exhibiting at the IBC made interesting contacts that will be further explored.

In our opinion, the benefits of the i3 project will be self-sustained by the ecosystem itself keeping in touch people met thanks to the i3 activities to develop further technologies, creating partnership or working together for European projects

2. The Policy Dialogue

It is well known that since the beginning of the project, i3 has structured and implemented a policy dialogue aimed at supporting and strengthening the link between researchers, innovators and policy-makers in the media sector. The dialogue has followed a dedicated protocol called "i3 protocol for policy dialogue". This was structured on the base of existing literature reviews and academic sources in order to be flexible and fitting for the purpose.

The height of the process has been the i3 organisation of the event "[The Future of Media Research and Innovation](#)" held at the European Parliament on the 24th of May 2018, which discussed major issues relating to policy dialogues and

analysis from projects in relation to the next Multi Financial Framework (MFF). The event was hosted by MEP Dr. Ehler, co-chair of the European Parliament's Creative Industries Intergroup. Distinguished speakers were invited as Dr. Cesarini, Head of Unit of Social Media and Convergence. At the meeting also 10 policy makers from both EC and EP took part.

The Parliament event was crucial to reach the final aim of the process, mainly the production of a document to be delivered to high level stakeholders providing suggestions on future policy actions to foster the media sector. In order to be more relevant, it was agreed to work on the whitepaper together with the other two CSAs, Vital Media and MediaRoad. The process of writing has been initialized and coordinated by i3 after the event and it has been closed at the beginning of September 2018, in order to be circulated and be included among the position papers that should influence the plenary sessions of October 2018 about MFF discussions.

Accordingly, the results of the policy dialogue in terms of exploitation are i) in terms of contents, ii) in terms of community engagement, and iii) regarding the budget allocation for the next MFF.

First of all, the policy dialogue led to a specific knowledge on the contents that the European media community recognises as a priority. Among the topics, one of the most urgent issue to properly address, according to the stakeholders, is the relation between misinformation and technology for content verification. Starting from this lesson learned, T6 ECO will further work on the topic addressing carefully the issue raised by the media community within the CSA called "Social Observatory for Disinformation and Social Media Analysis", starting in November 2018. As the CSA is going to work in relation to media, all knowledge collected will be applied into the next project to give continuity to the work done by i3.

Second, thanks to the great involvement in the sector for the last 33 months, i3 has been recognised as a part of the media community. An example is the recent invitation to THEARTS+ held in October 2018 to report about i3 final results also having i3 as a strategic partner even if the CSA was already ended.

In particular, T6 has been recognised as the formal representative of the CSA. This led T6 to be active part of the NEM group being also elected in the NEM steering board. Thanks to this engagement with the media interest group, T6 ECO will exploit all the knowledge and expertise gained in the policy dialogue activities in the NEM in order to provide update knowledge of the sector to NEM but also to push for the requirements emerged from the i3 ecosystems.

Finally, and mostly important, it is expected that the biggest part of the policy dialogue exploitation will be related to opportunity for the media sector and CCI to conquer a major budget in the next MFF.

In October, the whitepaper has been directly delivered to Dr. Ehler in occasion of the THEARTS+ event, where T6 has been invited to talk about i3 and policy dialogue results. It is fair to say that Dr. Ehler appreciated the effort produced by

the CSAs and stated that the document would be very useful for the upcoming budget discussions.

Moreover, Dr Ehler also asked T6 to support the message embedded in the whitepaper at a national level in Italy, in order to push the member state to understand the real value and the need for more budget for the sector. Even if the project is over, T6 is currently working to establish a national policy dialogue.

In the upcoming weeks the i3 team will see if it will be possible in order to further exploit i3 knowledge and processes.

3. Self-Assessment Tool

The i3 Self-Assessment Platform constitutes the comprehensive framework for the socio-economic impact measurement developed by the project specifically for projects and start-ups working in convergence and social media. In line with this, it is important to stress that the intention is not to exploit the results of the SAT but the platform itself, which will continue to be used after the project ends by new interested parties, for new projects, and potential customers, looking to perform the assessment by compiling the Project Self-Assessment tool and also by inviting its users to complete the questionnaire.

The current collaborating projects, or new interested projects and/or companies will be able to access the platform which includes the How-to-Guide, also accessing any supporting documents through the website where the methodology is posted. Furthermore, as the entire package includes a visualization dashboard, it will continue to be accessible to the EC.

Those projects looking to use the tool and have some initial questions to ask before they actually decide to use it, have and can continue to contact the i3 team at the email address on the main page, after which an email reply or telephone conversation is planned. The project representative can opt to pay for a consultancy service.

The entire i3 Framework (methodology, platform and policy dialogue) would be used and continue to provide benefits, this by keeping the i3 tools and project website up and running. Partners will keep hosting the platform as it is relevant for further use in an array of different industries and context.

For example, a project representative could be extremely unfamiliar with impact assessment and not want to read any of the support material or need dedicated time with the experts. In which case they could opt for consultancy (fee to be considered on different options and level of project/company engagement). Typically, in order to develop the impact assessment report as the one in the project we might assume the need of 7 days of work. In reality the time needed can change from one situation to another depending on the availability of data,

complexity of the project and so forth, but we want to keep the cost as low as possible in order to encourage projects to try the i3 tools and perform the self-assessment. During the project, i3 completed the self-assessment and here below is the summary of a few interesting points based on our results. i3's efficiency was calculated with the following considerations:

- 15 man/days saved by each project on Training and Coaching (on Sustainability and Impact Analysis).
- 20 man/days saved by each project on Impact Evaluation.
- 30 man/days saved by each project on Business Plan and Sustainability Analysis.
- A Willingness to pay between 250 and 500€ for attending i3 training events.

Considering the type of services provided by i3, its tools are worth enough to be exploited beyond the project lifespan and would increase in value if extended to all projects of the e-Infrastructures domain. Should all Media projects adopt the i3 Web tool, i3 would undoubtedly have an extremely positive economic impact. The approximate cost of hosting (DNS, Virtual machine, Public IP, tech supp.) of the i3 Platform is 2500 euros a year. The breakeven point would be reached should only three projects decide to buy consultancy time.

The sustainability plan described is meant to make the platform available for a longer period of time.

4. Individual exploitation plans

Finally, thanks to the network established and to the increased set of competences, i3 partners will be able in the next years to build up further actions and activities based on the i3 ecosystem. Hereafter are reported the individual exploitation plans.

imec

As a high level research institution, imec will perform a continuous exploitation of various project results. The experience and results obtained from projects will serve as a basis for new research publications and initiatives. This aids imec's high scientific reputation at the national and international levels.

imec can exploit the results in the following ways.

The results will be used as inputs for other projects. In particular, imec will use results of the project to infuse them into several ongoing and starting projects and connect them to the running acceleration program.

New ways to boost and facilitate collaborative research process between academia and industry will be developed. In addition, collaboration with the people in the current project will be sustained and further developed, even after the end of the project.

Finally, imec will disseminate the research results via the standard academic and research channels: articles in the professional and technical press and scientific journals, communications and presentations at conferences, and professional exhibitions. These will promote knowledge transfer platform use.

F6S

F6S continues to host the i3 project stakeholders that registered on the F6S platform and further to this, the wider media and convergence community that was reached out to. These communities will continue to participate and benefit from the opportunities afforded by the F6S Platform and Community such as the ability to list their jobs and events, find deals and support for their business and make investor connections while also meeting relevant start-ups and innovators in related fields.

Furthermore, the i3 communities will be kept up to date with opportunities from the European Commission as well as programmes, accelerators and competitions that are relevant to their own defined criteria. They will receive personal and bespoke opportunities offered through the platform. Their continual growth and access to opportunities in the European start-up ecosystem will be maintained.

The F6S Platform will continue to link through to the i3 project pages and reports where lessons learned and findings are available to all.

i3 communities on the F6S Platform will continue to benefit from the continual development, improvements and community activities developed on the F6S Platform as it grows and expands (now at 2.8 million). F6S will work to ensure i3 communities are aware of suitable opportunities for commercialization and investment as and when they arise.

T6 Ecosystems and Eurokleis

The experience of i3 was really important for T6 and EK, which are offering research and management services to public bodies, universities and research centres and to companies, especially SMEs. i3 lessons learned will be useful to improve T6 and EK's services in the area of impact assessment and in the social media domain.

Over the years a growing interest for socio-economic assessment has emerged at European level. Public and private investors are showing a growing interest in the appraisal of the R&D initiatives, so that this is becoming an interesting market. Some costumers have already asked to adapt the i3 methodology to their specific needs in domains far from the one of i3

T6 is engaged in a European project called SOMA dedicated to using methodologies of i3 to the disinformation domain.

EK is already engaged in the Hyper360 EU project leading the impact maximization and exploitation activities in the virtual and augmented reality areas.

Beside this T6 and EK are offering impact assessment as a service to companies and another European projects also outside the media domain. In the case of companies, we offer the evaluation of impact of their investments in innovation; with reference to other EU project we are already engaged in two projects focusing exactly on impact assessment and exploitation activities. Based upon the knowledge developed in i3, EK has developed a pilot system for evaluating the impact of R&D structural funds in Tuscany Region. Through this systems 22 projects were evaluated between March and May 2018 and the customer is now evaluating the systematic adoption of the platform.

To summarise, hereafter is reported a table with individual plans.

Partner	Exploitation strategy
imec	imec has reinforced the understanding of the media sector that will be beneficial to foster the work of the Accelerator iStart. Media companies represent a significant part of the accelerator and i3 will help extending the reach of strategic partner and a more effective support to selected companies.
T6 ECO	Due to the contacts established during i3 with ATC, project coordinator in Reveal project, T6 and ATC have started a collaboration and are partner in a new project on misinformation exploiting the process and results reached in i3.
EK	Thanks to the experience in the sector EK has applied for Hyper360 project and will continue in the recent Creative Europe winning project. Parts of the SAT platform technology was re-used for further customer oriented implementations. The exploitation of the i3's results will be pursued during next projects.
F6S	As dissemination partners F6S has collected a deep knowledge on the stakeholders engaged in the i3 ecosystem. This will be exploited ensuring i3 communities have access to the wealth of opportunities available through the F6S platform and community, including updates on relevant European Commission activities but also media convergence activities more generally and further services for their businesses.

Table 2. Individual exploitation strategies

References

D5.2 Policy Dialogue Protocols

D5.3 Dialogue Intermediate Working Group Report

D5.4 Policy Dialogue Final Report and Recommendation

