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Unity- First Report Exploitation & Realisation Strategy

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List of abbreviations

Abbreviation	Description	Reference
CP	CP	
EP	Exploitation Plan	
EU	European Union	
IT	Information Technologies	
LEA	Law Enforcement Agencies	

1. INTRODUCTION

This report provides the Exploitation and Realisation Strategy (Exploitation Plan - EP) of the Unity CP (CP) project. This strategy is linked to the core Unity concept of strengthening the connection between the police and the diverse communities they serve. This is to maximise the safety and security of all citizens, achieved through: the identification of best practices in CP to enhance cooperation between Law Enforcement Agencies (LEAs) and citizens through the development and live pilot demonstrations in six EU member states that facilitate, strengthen and accelerate community and LEAs communications.

The Unity proposal shows the EP as a single deliverable in M6. However consortium partners have discussed and agreed, that the EP should be a living document that runs in parallel to the project, reflecting and adapting to meet the development activities and key outputs of the project over its 36 month life. This is especially so as many of the key deliverables that impact upon exploitation aren't output until later in the project life.

This document is therefore an initial first version plan for exploitation, and sets the structure and strategy for further exploitation planning and analysis activities to be carried out by all project partners at certain key milestones.

The relationship of the EP to the other elements of the Unity project can be seen in Figure 1 below, the Unity 4 box model. In addition to the key components of the Unity project seen in the main 4 boxes, the key points of interest for the EP, where specific attention will be given to identify exploitation, dissemination and communication opportunities, are shown by the red text.

Also within this EP are found specific action points highlighted in red boxes which are for discussion at the first consortium meeting in Zagreb, Croatia 24th – 26th November.

Unity 4 Box Model – WP8 / T8.4 Strategic Blueprint

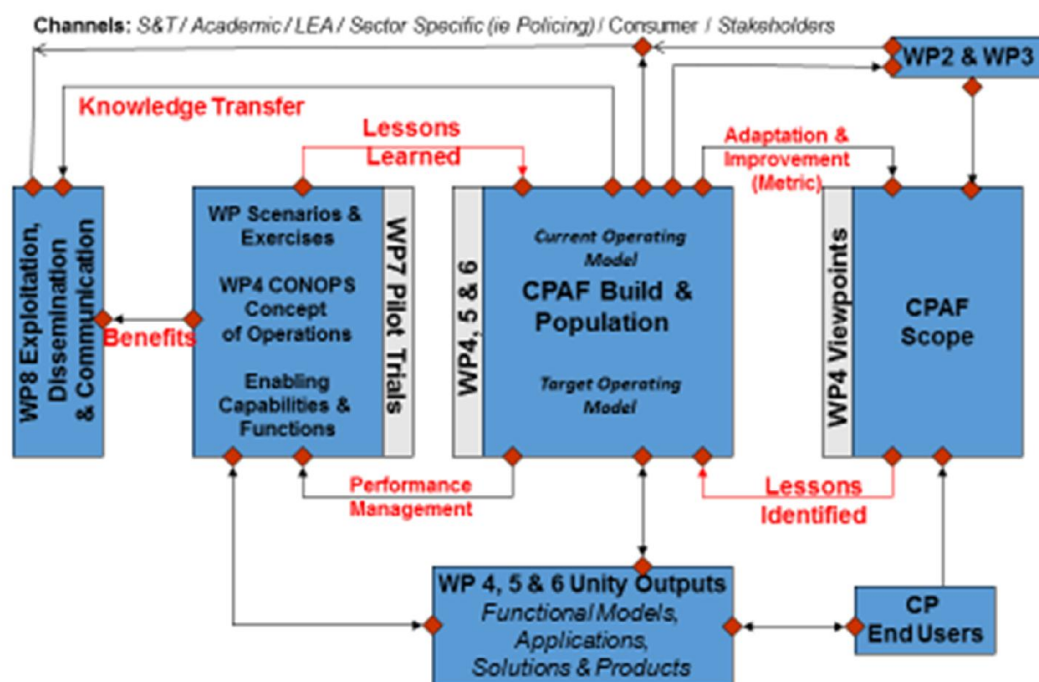


Figure 1: The Unity 4 Box Model.

EP Action 1: As part of this exploitation process, an agenda item at the Unity consortium meeting in Croatia 24-26th Nov will discuss whether a dedicated Exploitation steering group of **Unity** consortium partners and external stakeholders should be set up or, whether we should make use of the existing advisory board structure.

These subsequent versions of the EP will depend upon and reflect the results of many other activities, including validation. They will therefore be further developed from partner contributions, in context to their own exploitation plans and strategy, as an integrated part of the consortium EP as a whole.

The purpose of this public report is to communicate the Unity consortium Exploitation and Realisation Strategy for the direct and indirect use of the Unity CP outputs and deliverables; bridging the gap between research outputs, access to market(s) and operational deployment of CP concepts.

In summary, H2020 oblige EC funded projects to exploit and impact the market:

“The dissemination and transfer of knowledge is a key added value of European research actions, and measures shall be taken to increase the use of results by the research community, industry, policy makers and society”
Basic principles layed out in Title III of Rules for Participation

Article 43 - **Exploitation and dissemination of results** “Each participant that has received Union funding shall use its best efforts to exploit the results it owns, or to have them exploited by another legal entity, in particular through the transfer and licensing of results in accordance with Article 44.” Rules for participation and dissemination in "Horizon 2020 - the Framework Programme for Research and Innovation (2014-2020) - TITLE III - RULES GOVERNING THE EXPLOITATION AND DISSEMINATION OF RESULTS.

Key Terms for the project **Unity**:

Unity Results: All outcomes which are generated under the project, including research innovation, products and services, whether or not protectable. The **Unity** results include the CP framework and associated tools, the Apps and the Analytics Engine.

Exploitation: Utilisation (direct/indirect) of results in research activities, which are not part of the project, as well as utilisation for further development, creation and marketing of a product or process, in order to transfer it into the relevant stakeholders’ scope, during and after the implementation of the project. Exploitation includes two components: mainstreaming and multiplication. Mainstreaming meaning to address the decision-makers in order to convince them to introduce/take into account the results/products of a project, while multiplication is more focused on persuading individual end-users to adopt those products.

Dissemination: Means through which research results are presented to the target audiences, throughout the duration of the project.

Valorization: Use, for socio-economic purposes, of the results of research financed by public authorities. It represents society's direct and indirect return on the public sector's investment in research and development.

1.1 OBJECTIVES FOR EXPLOITATION

The exploitation aims and objectives for the Unity consortium, along with its wider stakeholders, are indicated in this section at a strategic level; as are the commercial and societal benefits that we aim to achieve both during and after the project. This exploitation strategy will also have an iterative relationship and effect with the way the technical work is conducted in order to maximise both societal and commercial benefits.

As a consequence, the 6 pilot trials to be conducted under this Unity project will act as key milestones whereby the EP is reviewed against progress. Provisional dates for the pilots, and therefore for review and update of the EP are:

M6 Zagreb, Croatia
M11 Tallinn, Estonia
M17 Munich, Germany
M21 Brussels, Belgium
M26 Helsinki, Finland
M31 Bradford, UK

EP Action 2: At the Unity consortium meeting in Zagreb, the exact timing of the EP reviews/updates will be discussed and whether these should align to the pilots shown above or, follow a different schedule.

1.1.1 HIGH LEVEL OBJECTIVES

The fundamental vision and end-user focus of Unity is to strengthen the connection between the police and communities to maximise the safety and security of all citizens. The vision of Unity shall be achieved through the delivery of three key strategic objectives (SO) as set out in the GA Annex 1 Description of Action, namely:

SO1) CP Best Practice

To capture best practices for cooperation between police and citizens. This strategic objective will take into account past and ongoing EU research and EU prevention policies and analyse CP (CP) as an opportunity to use a community to observe their own environment to identify risk and exchange information through a rich end-user focus. CP will be analysed as a system of facilitating information-sharing and trust building, and will include research into the virtual dimensions of CP.

SO2) CP Communications Technology

To develop a communications technology to facilitate, strengthen and accelerate the communication between citizens and police. This strategic objective will encourage communication between the police, partners and the public by making it possible for citizens to identify their own risks, enabling them to immediately report their concerns to the police. The development of communications technology for CP will have a strong user-centred approach, while the active engagement with citizens and community representatives throughout the life of the project will ensure that their perspectives are embedded in the relevant technological design.

SO3) CP Training and Awareness

To design, develop and deliver training for LEAs and awareness raising activities about CP. This strategic objective will ensure that joint trainings and awareness raising activities, including virtual trainings, are designed to meet the needs of the citizen, their communities and the police – all activities will take into account the needs of diverse communities and protected characteristics.

The following Table 1 provides a view of the Unity concepts and the relevance to the Exploitation and Realisation Strategy.

Key Unity Concepts	Relevance to Exploitation Strategy	Input
<ul style="list-style-type: none"> • Exchange of best practice and operational experiences 	High	<ul style="list-style-type: none"> - Sharing research findings to develop an evidence base for CP through publications (academic and practitioner) and presentations (conferences, seminars, workshops, meeting) - Knowledge sharing and learning among end-users and communities throughout Europe will lead to testing and implementation of new models and practices in CP
<ul style="list-style-type: none"> • Application of modern management practices that will improve communication between the police and citizens, answering to their needs and solving their problems 	High	<ul style="list-style-type: none"> - New management practices and related improvements in communication can be applied to improve CP practices and processes.
<ul style="list-style-type: none"> • Additional channels for real-time communication with the communities 	High	<ul style="list-style-type: none"> - These will improve CP practices and processes including early identification and reporting and timely intervention which will lead to better prevention and increasing

		<p>safety and security in the communities.</p> <p>- IT-based tools and apps for real-time communication will be developed in UNITY, resulting on an exploitable output/asset of the project.</p>
<ul style="list-style-type: none"> • Improvement of community analysis and community activity analysis, connected with analysis information systems to enable better in-time and more specifically oriented CP activities 	Relevant	<p>- Community analysis will improve strategic and operational analysis and planning of CP including more focused activities, early identification and timely intervention and better allocation of scarce policing resources</p> <p>- IT-based data analytics tools are also being developed in UNITY, as another exploitable output/asset of the project.</p>
<ul style="list-style-type: none"> • Use of new technologies for the purpose of achieving a new level of trust, decreasing the divide between citizens and police 	High	<p>- There is no guarantee that the use of new technology, including social media, will automatically lead to better relations between citizens and police. Hence this concept area will pave the way for further research on the scantily studied area of how new technology can be used to construct trust between citizens and police.</p>
<ul style="list-style-type: none"> • Design of advanced executive education and consultancy in CP related areas 	Relevant	<p>- Lessons learned and results obtained in Unity project can be directly applied in Executive MBA in Policing program at Police University College of Finland and CEPOL courses in CP.</p>
<ul style="list-style-type: none"> • Increasing awareness among all stakeholders about the principles and possibilities of CP to deal with local security problems 	Relevant	<p>- Sharing of research findings through academic publications, presentations, workshops and meetings with</p>

		<p>stakeholders, to develop an evidence-base for CP.</p> <p>- Increasing awareness among stakeholders can be used to expand the adaptation of CP models, practices and technologies developed in Unity more widely nationally and in Europe.</p>
<ul style="list-style-type: none"> • Strengthen the reputation of and confidence in the police within society 	High	<p>- Better reputation and increase confidence achieved through Unity project can be exploited in all fields of policing. In CP this will lead to improved access to hard to reach communities.</p>
<ul style="list-style-type: none"> • Seek new ways in which to engage, listen and respond more effectively to the needs of local citizens and their community include virtual online communities 	High	<p>- Sharing of research findings in academic publications to enhance future research in this area.</p> <p>- Better engagement with citizens and communities and the new ways how to do it have a wider applicability also in other fields of policing in which the results of policing are substantially dependent on the amount and quality of information police can obtain from citizens. In CP this will lead to improved access to hard to reach communities.</p>
<ul style="list-style-type: none"> • Improved understanding and implementation of standard operating procedures for CP 	Relevant	<p>- Sharing of research findings to develop an evidence base for CP.</p> <p>- The standard operating procedures, if successfully implemented, can be spread nationally to other police districts.</p>

<ul style="list-style-type: none"> • Developing an EU platform of CP practitioners and academics to share practices and insights 	<p>High</p>	<ul style="list-style-type: none"> - Dissemination of research findings through seminars, conferences, workshops and meetings. - The platform will be highly useful for exchanging information and experiences that will lead to further research and development in CP.
<ul style="list-style-type: none"> • Develop the next generation CP model to meet security challenges and the needs and expectations of citizens and their communities. 	<p>High</p>	<ul style="list-style-type: none"> - Sharing research findings to develop an evidence base for CP. - The developed CP model can be exploited by spreading and adapting it nationally and in Europe. Especially the security challenges, needs and expectations of hard to reached communities can be addressed here.

Table 1 – Key Unity Concepts and relevance to the Unity Exploitation Strategy

1.1.2 SPECIFIC CONSORTIUM EP OBJECTIVES

The specific objectives for the Unity consortium from the EP have been identified and discussed amongst the Unity partners and are as follows:

Generic:

- identify markets, exploitation channels and third parties;
- assure project results exploitation by the partners;
- manage Intellectual/industrial property rights;
- create maximum awareness of the Unity mobile applications and portal within police services and the local community;

Specific:

- To publish research findings relevant to the wider policing studies literature on best practice in CP across the EU;

- To disseminate research findings at academic conferences related to criminology generally and policing specifically;
- To disseminate research findings to practitioner audiences to develop best practice in CP;
- Identify academic communities for dissemination, including the specific academic conferences and journals;
- Consider the writing of (edited) books or book chapters for the academic training market;
- Development of teaching materials for master-level and executive teaching, e.g. in the form of case studies (which could also be submitted to existing case databases such as Harvard)

To whom are these addressed?

- Partner agencies in community safety and crime prevention;
- Academic research audiences with an interest in police studies;
- Political decision makers;
- Intermediaries of CP (see WP3.1; NGOs, support services, etc.);
- European Commission:
 - to communicate the consortium's strategies and the different exploitation plans
 - CEPOL (European Police College)
 - Consortium partners:
 - to share each partners' intentions in order to enable them to build strategic alliances, and exercise their objection right if needed in case their legitimate interest could be impaired
 - to bring in other relevant actors' view (e.g. policy makers, regulators, end-users from both LEA and communities, etc.), to enable both, early guidance and strategic alliances between partners and other relevant stakeholders (not necessarily project partners), towards a fruitful exploitation strategy.
- Community stakeholders and citizens
- National Police Services
- Police Districts
- Research communities
- Technology developers

Further detail on where we are addressing the consortium EP objectives can be seen at section 3.2.1, stakeholders

1.2 HOW IS UNITY ENABLING INNOVATION

The key innovation concepts of Unity are very closely related to the four outcome areas we have identified from the research carried out in WP3. These can be seen in further detail in the first deliverable report for

UNITY

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D4.1. These are key to the Unity project and these innovation concepts will be aligned to the outcome areas as the project progresses. These four outcome areas are:

1. Information Sharing
2. Trust
3. Prevention
4. Accountability

The Unity innovation concepts are:

- Change of best practice and operational experiences
- Application of modern management practices that will improve communication between the police and citizens, answering to their needs and solving their problems
Additional channels for real-time communication with the communities
- Improvement of community analysis and community activity analysis, connected with analysis information systems to enable better in-time and more specifically oriented CP activities
- Use of new technologies for the purpose of achieving a new level of trust, decreasing the divide between citizens and police
- Design of advanced executive education and consultancy in CP related areas
- Increasing awareness among all stakeholders about the principles and possibilities of CP to deal with local security problems
- Strengthen the reputation of and confidence in the police within society
- Seek new ways in which to engage, listen and respond more effectively to the needs of local citizens and their community include virtual online communities
- Improved understanding and implementation of standard operating procedures for CP
- Developing an EU platform of CP practitioners and academics to share practices and insights
- Develop the next generation CP model to meet security challenges and the needs and expectations of citizens and their communities.
- Develop the existing research literature on CP in Europe to facilitate future study

- Creating new ways to use communication technology in CP
- Engaging particularly with hard to reach communities

EP Action 3: Whilst all of the above innovation concepts are equally valuable and desirable from an exploitation perspective (as well as from a technical development one), it will prove useful to try and provide some degree of ranking on their priority or scheduling. Early discussion on this can be started at the first consortium meeting in Zagreb.

2 IMPACT

Unity shall have a range of important positive impacts for LEAs across EU MS and the ability to exploit, disseminate and communicate these appropriately and when relevant, will be an ongoing process. These will be mapped against the WP8 / T8.4 strategic blueprint seen in Figure 1. These impacts include the following:

Citizens Impacts:

Improved perception of security and safety – **Unity** promotes LEAs enhanced presence and engagement, thus directly contributing to lower crime, disorder and anti-social behaviour rates which improves the public's perception of security and safety (reduced fear of crime) as well as of quality of life standards.

National and Local Law Enforcement Impacts:

Increased public satisfaction with the police – the **Unity** approach will increase levels of public satisfaction in the police by providing a more accessible and visible police presence that will positively amplify levels of satisfaction with the police and the confidence in police officer effectiveness.

Reductions in levels of crime and disorder - CP has been seen to reduce both crime and disorder and **Unity** will amplify these positive impacts by increasing community engagement and involvement of citizens and communities in decision making and problem solving processes.

Increased community engagement, increasing public 'ownership' of local crime problems and willingness to play a role in problem solving. **Unity** will implement a variety of channels to encourage citizen participation in the processes of CP.

Changing police officers' levels of engagement with and satisfaction with CP - the **Unity** approach to CP will be beneficial for police attitudes and seeks to increase the confidence in and support for CP by police officers.

Increase the flow of community intelligence into the LEAs – the **Unity** approach will ensure that new mechanisms are in place for the reporting of community concerns, anti-social behaviour, etc. An increase in information from communities will improve the chances of success for LEAs to deter and detect crime.

Increasing the capacity of LEAs and citizens to communicate about community concerns, to share local intelligence and to report on local police activity in response to these will enhance the crime prevention and problem-solving work of CP.

Training Impacts:

Unity will influence how LEAs, citizens and other community bodies and stakeholders will be trained to effectively use the Unity CP framework in a bespoke way so that its use is appropriate for the community's needs. **Unity** will develop and deliver joint training and awareness within a community setting that helps all stakeholders better understand the problem solving methodologies adopted within the CONOPS model. **Unity** shall provide unique trainings and awareness raising activities which in themselves provide a platform for increased police, citizen and community engagement opportunities.

Technical and Scientific Impacts:

Unity will work from the basis of a CPAF. The requirements for the architecture will be defined upfront through a survey of the requirements of the technical platform and how they match-up with the prerequisites defined when existing approaches to resilience are researched. The **Unity** architecture framework will be specific to CP approaches but general enough to be applied across any community. The outcome of the action is expected to lead to development up to Technology Readiness Levels (TRL) 6; please see part G of the General Annexes Supporting tools, techniques, processes and technology will be validated by means of pilot exercises in relevant environment (TRL6) by the end-users taking part as full partners in this project.

Testing and Evaluation Impacts:

Unity will not only develop a number of effective best practise guidelines, but also a framework for CP. It will also test and evaluate these solutions in six pilot implementations. These implementations, including an initial base line test, will aim to show that the solutions developed during **Unity** are beneficial in real use case scenarios. The impact of these tests will be that these solutions will be multistage and iterative thus showing they are applicable to a number of varied scenarios and that measures have been taken to already mitigate deficiencies identified in earlier iterations. Therefore the results and outcomes produced at the end of the project have a sound practical basis as well as a theoretical one.

Research Impacts:

A clear impact of the **Unity** proposal will be a concrete set of best practise for CP in communities including how they can be developed and applied in the real world. **Unity** will disseminate its findings in both academic and other publicly available literature. These will inform future research in the area and help to identify gaps in current research which both **Unity** and subsequent projects can build upon. Findings will also be disseminated

to academic audiences through presentations at research conferences and bespoke seminar presentations to relevant stakeholders.

Specific Unity impacts:

Many of the above impacts relate to rates of crime and disorder/fear of crime/satisfaction etc. As the Unity project progresses, we will look to relate the Unity innovation concepts as detailed above to specific impacts of Unity in terms of changed CP practice in LEAs in MS and changed methods of communication between citizens and LEAs for example.

Impact beyond EU borders:

The activities of **Unity** shall be of great interest and significance to nations beyond EU borders, reflected in the international participation and support of **Unity** from UNICRI, UNODC and international academics who understand that all crimes and crisis emerge locally.

The results of **Unity** shall be shared with a wide international audience through the collective extended network of **Unity** partners to countries in Asia, Africa, the Middle East, Australia and in the United States, all of which have an active interest in developing and implementing the next generation of CP. While **Unity** shall focus upon the safety and security of EU citizens, it has a global potential and resonance not just for citizens in other countries, but also for the millions of EU citizens who reside outside of the EU.

2.1 EXPLOITABLE RESULTS

As the Unity project progresses, each beneficiary will seek to review, update and feed into the EP a list of results that can be socially or commercially applied or provide the basis for further research, such as that on longer term impacts on changes to CP practice e.g incorporation of technology as a result on Unity.

Exploitable results may include software, inventions, prototypes, compiled information and data, educational webpage with best practices, platform for ideas etc. The plan should mention the owner of each piece of foreground, whether it is one of the participants or several of them (in a situation of joint ownership). Furthermore, participants should explain how they plan to use the foreground, either in further research or commercial activities.

It is important to stress here that participants can use their foreground for their own efforts (direct use) or engage technology transfer activities and license the foreground to third parties (indirect use). In both cases, participants should point out and analyse, among other things: Main features and benefits of each technology, product or solution derived from the Unity results including customer benefits, features of the target market, positioning, etc.

Compiled information and data on CP best practices and stakeholders' and police needs and requirements for CP is jointly owned. This information and data can be used in further research and development after the project has ended.

The data on existing practice in CP across Europe which Unity has gathered will be an important source of learning for policing scholars, as will the data on Unity's contribution to the development of this type of policing practice.

These data will therefore be widely disseminated in the form of research publications and presentations and ownership of the data clearly understood and documented to enable timely and accurate dissemination. This could include, but is not limited to, academic journal articles, research monographs, academic conference presentations, presentations to partner agencies (such as police forces, local government, central government, etc.) and other fora of shared learning between researchers, practitioners and policy-makers.

EP Action 4: It is important to note that from an academic standpoint, it is only those who developed the theoretical ideas and instruments who actually own the data; i.e., generally speaking WP leaders. Data collection is not sufficient to claim authorship/publication rights. However to avoid conflicts of interest, it might be that the collected data is owned by the partner who designed that query or similar and the partner who is collecting might use the data collected for their own purpose? This is to be discussed at the first consortium meeting in Zagreb.

2.2 UNITY PROJECT OUTPUTS

The first key element in the Unity EP is to have a **clear description of all of the project outputs** - products, services and knowledge generated within the project that could potentially be exploited.

EP Action 5: The following list of currently defined, high level project outputs will be discussed at the consortium meeting in Zagreb and an action taken for these to be further reviewed and updated where necessary to feed into this EP.

Currently, these outputs stand as the following:

- Products
 - Publications in forms of journal articles, conference tracks, conference publications, books, book chapters, etc. – academic and practitioners
 - Teaching materials in form of books, case studies, etc
 - Courses for police and decision makers

- CP Architecture Framework (CPAF)
- Target Operating Model
- Concept of Operations
- Training materials for CP end users
- Services
 - Input into policies
 - IT consultancy services for the installation, setup and use of software tools supporting CP
 - Unity Modular Apps for citizens
 - Modular Apps for LEA and officers
 - **Unity** Core Platform
 - Data-driven analytics engine
 - Methodology Approaches, instruments and guidelines for the multi-stakeholder, cross-national evaluation of CP tools
 - Scenarios/exercises to train/evaluate multi-stakeholder cooperation
 - Evaluation criteria for CP
 - Knowledge of existing CP practice across Europe
 - Data on Unity's contribution to CP for guiding future academic research on the topic

2.3 UNITY PROPOSITION AND BRAND

In many countries, the image and perception of the police and other LEA's is not particularly high; we could say, if we were to use a marketing analogy, that the value of the police brand isn't good. For the CP solution(s) we seek to produce in Unity, trust is a key factor and motivator behind the successful uptake of CP initiatives.

The public tends to put their faith in brands that they know and trust and for Unity, where our solutions and outputs will be intimately linked with the police, we need to address this issue of poor brand perception of the police and LEA's, at least in part, where it touches on the Unity solution.

It is unrealistic to believe that we can address the issues of poor perception of the police where it exists, but we do at least need to include some elements of 'brand like' attributes in how we secure take up and buy in to the Unity solution(s) if we're to achieve the outcomes we've identified and seek around Trust, Information Sharing, Prevention and Accountability.

The starting point for any valued brand is to have a coherent view of the vision. From there, we can understand how we might go about branding Unity, within CP specifically and then within policing in general, and therefore, what added value might be added to Unity and to its desired outcomes from its treatment as a brand.

By way of background and context, the following abstract, taken from an article written by the Unity Finnish partner Juha Tapio Kääriäinen at the Police College Finland which appeared in the European Journal of Criminology, provides a valuable insight into public trust in the police in 16 European countries. This abstract precedes the Unity Single Minded Proposition, the Unity approach to understanding and creating its vision for this project and therefore, potentially for any brand which we might wish to use at a future date in exploitation and wider marketing.

Trust in the Police in 16 European Countries A Multilevel Analysis, Juha Tapio Kääriäinen, *The Police College of Finland*

There is considerable variation in public trust towards the police in different European countries. Through multilevel analysis, the article explores what lies behind this variation. It first approaches the issue at the country level through factors related to the quality and structure of government. The quality of governments looked at and measured by examining corruption in government, and the structure of government by exploring the extent to which society invests its resources in public order and safety services.

Here the assumptions are, first of all, that general corruption among public officials decreases public trust in the police and, second, that big investments in public order and safety institutions also decrease trust in the police. In addition, certain individual-level factors are identified that explain public trust in the police. Finally, empirical results are presented that corroborate the above assumptions: in particular, corruption in government strongly explains the country-level variation in public trust towards the police. *European Journal of Criminology* 2007 4: 409 <http://euc.sagepub.com/content/4/4/409>

2.3.1 THE SINGLE MINDED PROPOSITION

Selling and exploiting Unity needs to be a marriage of the aspirational, the emotional and the rational. The need for meaningful 'buy-in' requires 'brand-like' attributes. But to achieve this, we must firstly identify, understand and create a coherent vision that the Unity partners and wider end users and stakeholders can understand, accept and 'buy-into'.

An overview of this rationale can be seen in Figure 2 below. Following on from that, Figure 3 provides a template that the Unity partners either have, or are in the process of populating, based upon the key rational and emotional attributes they feel or believe can be attached to the Unity vision, namely: what's the product(s?); which people will use it?; why will they use it?; why is it better and then onto the desired positioning and values for Unity.

EP Action 6: The results to date of this process and an agreed vision for Unity that can be used to support all aspects of its marketing and communication through WP8 will be discussed as an agenda item in Croatia 24th-26th November.

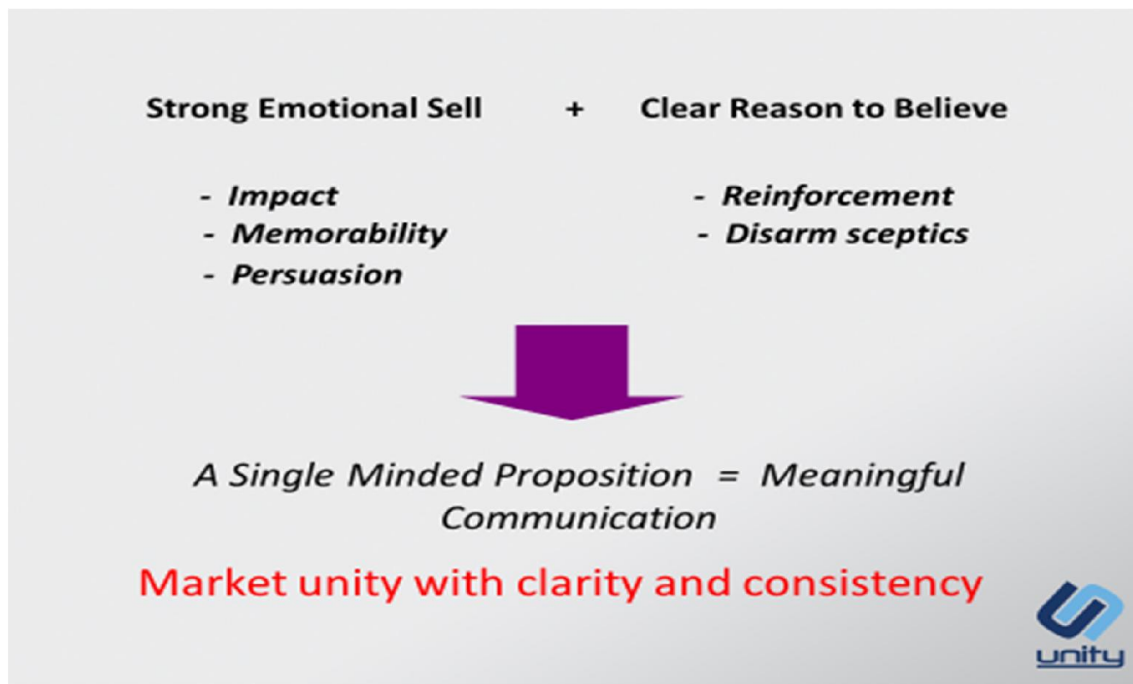


Figure 2: Single Minded Proposition

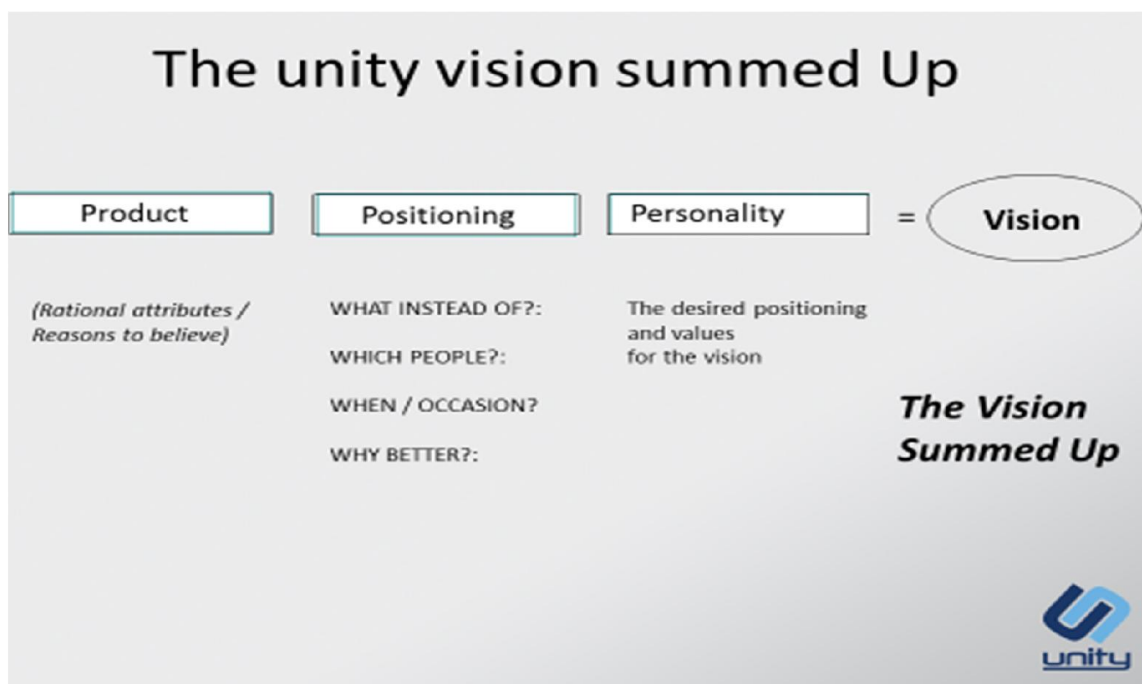


Figure 3: The Unity Vision Summed Up

2.4 RESULTS TO BE DISSEMINATED

Notwithstanding the expected societal impact of the Unity action, it is possible that the full exploitation of foreground knowledge, obtained at the outcome of the project, may occur only after a solid marketing campaign is in place to reduce the traditional barriers to innovation and change. Nevertheless, those results' contribution to future scientific developments and future innovation will be an immediate dissemination opportunity for the Unity partners.

Bearing in mind that all measures and procedures have to ensure that dissemination of foreground doesn't bring prejudice to parties and is carried out with the agreement of all parties, dissemination activities can start in order to reach as wide an audience as possible.

The following provides an overview of the Unity results that the consortium partners have agreed are for dissemination:

- Data on existing CP practice across Europe
 - From the view of citizens
 - From the view of police officers
 - From the view of other agencies
- Data on **Unity's** contribution to CP
 - How it has impacted on communities
 - How it has changed or enhanced policing practice
 - How it has helped or hindered policing partnerships with other agencies
- Results of the pilot evaluations on the impact on new CP practices and the use of new communication technology by citizens, stakeholders and police on the processes and outcomes of CP
- New and innovative methodologies for CP.
- Guidelines and recommendations for technology and tools supporting CP
- Scientific research assets

EP Action 7: The above list of actionable results is by no means exhaustive and these will be discussed and reviewed on a regular basis, the first of which will be at the consortium meeting in Zagreb; regular periods for review will be discussed and agreed then.

3 EXPLOITATION MECHANISMS

3.1 EVENT PLANS

Once the elements of Market Analysis which have been agreed to be carried out by the Unity partners and seen in section 4.3 start to yield results, the mechanisms for implementing the Strategy (marketing actions, demonstrations to main stakeholders etc.) will be more fully defined.

The following provides a list of those activities which have already been identified by the Unity partners:

- **Pilots and dates:**
 - M6 Zagreb, Croatia
 - M11 Tallinn, Estonia
 - M17 Munich, Germany
 - M21 Brussels, Belgium
 - M26 Helsinki, Finland
 - M31 Bradford, UK

- **Workshops**

Bespoke events for interested partners/agencies in nation-states, such as (for the UK) the College of Policing, the Home Office, Police Scotland, the Scottish Police College, The Scottish Police Authority, Her Majesty's Inspectorate of Constabulary, Her Majesty's Inspectorate of Constabulary Scotland.

For Europe, this would include CEPOL and the European Police research Institutes Consortium (EPIC).

- **Conferences**
 - European Society of Criminology annual conferences (2016, 2017, 2018)
 - British Society of Criminology annual conferences (2016, 2017, 2018)
 - Stockholm Criminology Symposium (2016, 2017, 2018)
 - CEPOL Research and Science Conference (2016, 2017, 2018)

- Reviews
- Webpage
- Training material
- Press releases
- Publications

EP Action 8: All partners will be asked to further populate this list of events and activities in time for the consortium meeting in Zagreb to support a further discussion and agreement in order to commence the planning and preparation for any of these activities which are in the near term.

3.2 STAKEHOLDER ENGAGEMENT STRATEGY

Community Policing involves a wide range of stakeholders across the entire spectrum of law enforcement and wider civil society, each of them having their own priorities and requirements. Thus, a special attention will be given to achieve a complete understanding of dominant challenges and weaknesses faced by stakeholders and to ensure the long term sustainability of the project outputs and market take up. While engaging with the stakeholders, the emphasis will be given to all aspects of exploitation of the Unity results as set out in this and subsequent versions of the EP.

One of the key aspects of understanding the stakeholders with whom Unity need to engage, is to understand their relationship and context with a) community policing, and b) each other, and c) the Unity project and its outputs. One such method is the production of a stakeholder relationship map as per the example produced for the UK Police & Crime Commissioners seen at Figure 4 who, in the UK, lead and govern all aspects of policing including that of CP.

EP Action 9: Such a stakeholder map could be produced at EU, MS and pilot location levels and will be discussed initially at the Zagreb consortium meeting.

PCC Relationship Map

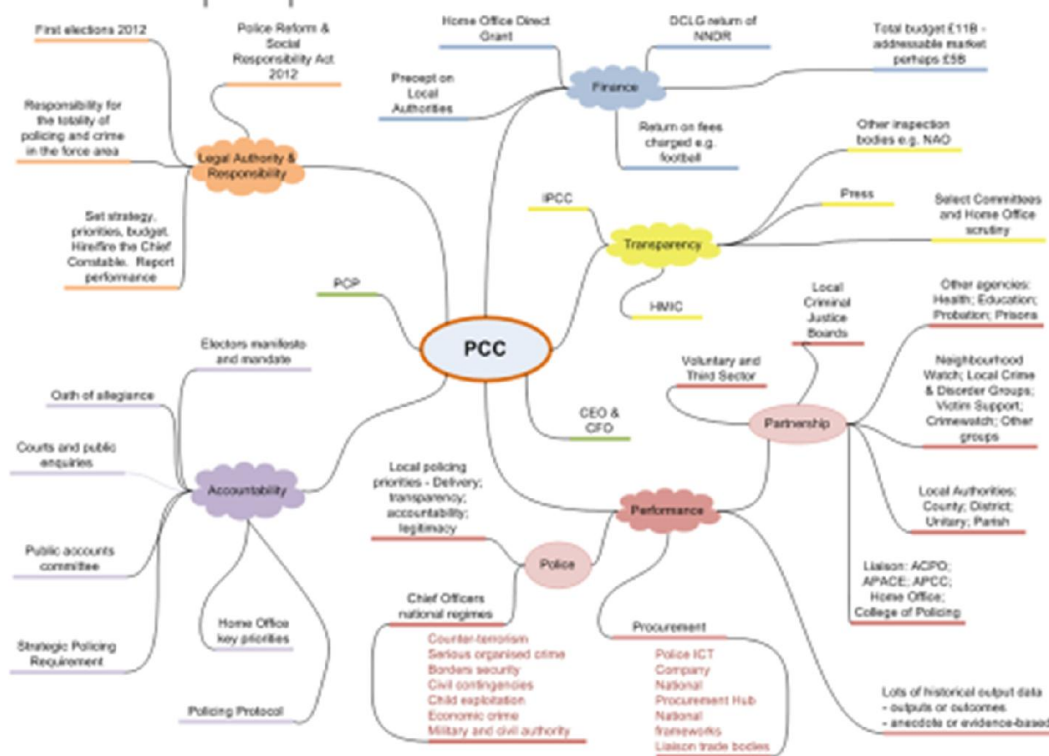


Figure 4: UK Police & Crime Commissioner Relationship Map

3.2.1 STAKEHOLDERS

There are a number of stakeholder groupings that we have identified who are invested in the provision of CP. The correct and accurate targeting of these stakeholders through the EP and associated dissemination and communication activity is a critical success factor determining Unity success. Acceptance and endorsement of Unity by non Unity partners or aligned stakeholders is also key.

A number of processes will be put in place amongst the Unity partners to ensure this stakeholder targeting is accurate and meaningful in the context of achieving the outcomes Unity and the EU seek.

At a high level, stakeholders to be considered within Unity exploitation sit within the following high level groupings seen in Table 2 below.

Community Representatives	Mayors	Local Authorities	Professional Organisations
Media	Policy Makers	Education Groups	Community Services
Social Service Providers	Health Providers	Judicial Authorities	Private Companies
Ministry of the Interior	NGOs	Technology Providers	Third Sector Charities)
Fire Service	Volunteers	Employment Agencies	

Table 2: High Level Groupings of Stakeholders invested in the Provision of Community Policing

These high level groupings seen above will be further mapped against the results from the first stage of research carried out in WP3¹, the initial outputs of the data analysis can be seen in table xx below.

In so doing, a more complete picture of the primary, secondary and tertiary stakeholder groups that Unity may consider targetting in the various stages of exploitation is being built. From this, the various phases of exploitation, dissemination, communication and training whether to internal, external or aligned target audiences can be built and executed.

Citizen Target Groups	Intermediaries	Private Businesses	Services
Age groups	Parents, parent-support organizations	Companies, business owners, Local businesses	Health, Fire, Transport, Security
Migrant and minority	Civil representatives	Tourist industry	Education
Offenders and suspects	Community-group leaders	Agricultural companies	Media
General public	Youth workers, youth organizations	Industry	NGO's
Victims and witnesses	Lawyers, judges	Night-time economy	Housing
Socio-economic status	Sport organizations, supporters	Restaurants, hotels	Training partners
The isolated	Neighbourhood watch group	Shipping community	

¹ For the complete overview and analysis of this data please see deliverable 3.1

Geographic location	Local politicians		
Vulnerable	Volunteers, volunteer organizations		
Religious groups	Minority support groups		
Gender and sexual identity	Professional association		
Extremists	Victim protection organisations		
Lawful citizens and families	Support groups for elderly		
Political groups, activists	Refugees organizations		
Addicts	Event organizers		
The disabled			
Education level			
Online			
Tourists			
Veterans			
Interest and subculture groups			

Table 3: Examples of target groups for CP, i.e., those who community policing activities should target

The exploitation of the project results will involve all consortium partners and the external audience. In this context, **Unity** partners have started to break down the stakeholder groupings seen in the above tables into individual organisations.

This is 'work in progress' and an early view of this so far can be seen in the following list:

- Knowledge Innovation Communities (KICs), Computer Emergency Response Teams (CERTs) – UK;
- The European Union Agency for Network and Information Security (ENISA);
- The European Cybercrime Centre (EC3)-Europol;
- The European Committee for Standardization (CEN);
- The European Committee for Electrotechnical Standardization (CENELEC);
- The European Telecommunications Standards Institute (ETSI).

College of Policing, the Scottish Police College, The Scottish Police Authority, the Association of Police and Crime Commissioners, Her Majesty’s Inspectorate of Constabulary, Her Majesty’s Inspectorate of Constabulary Scotland – UK;
CEPOL;
European Police research Institutes Consortium (EPIC).
Policing Working Group of the European Society of Criminology
Policing Network of the British Society of Criminology
The Local Government Association, the National Association of Local Councils, the Convention of Scottish Local Authorities, the Scottish Community Safety Network, and The Institute for Community Safety in England (UK).
European Police College, CEPOL
European Society for Criminology
European Crime Prevention Network (EUCPN)
National Crime Prevention Councils of EU Member States
National Police Board of Finland

3.2.2 CHANNELS OF COMMUNICATION

The principal aspects surrounding the channels of communication fall as part of the Task 8.3 deliverable but the following, as set out in the DoA of the Unity the Grant Agreement, provides an overview of that which was originally set out.

A mapping will take place of these channels of communication against the target stakeholders seen in Figure 4 above once a stakeholder relationship map is complete for each MS and pilot location, as well as against the aims and objectives for the EP. These together will enable a comprehensive, integrated and coherent plan. In addition, related projects to Unity feature high on the list of communication channels and the list of those identified so far is seen at Table 4.

The consortium understands that it is critical to promote the project itself, including its motivation, its achievements and its challenges. The expected outcome of the dissemination strategy is a structured and effective promotion of Unity to the potential target audience, including:

- Political level: decision makers, policy makers.
- Operational level: LEAs (as well as other stakeholders engaged in the community process).
- Research level: other research projects, programmes and academia with which synergy may be reached.
- Societal level: communities of interest.

Regarding the communication activities, the following channels will be used:

- **The Communication Tools**

A set of key visuals of Unity, centred around the project logo, will be at the core of the promotion and information tools set. These will be designed in a way that is representative of the Unity concepts and vision. These key visuals are mapped / linked to the project website that provide information about the project progresses, its aims and achievements, intermediate and, ultimately, the project's final results. These digital representations are complemented by a number of straightforward printed or customised off-the-shelf communication materials (e.g. posters, leaflets, other promotional material, flashnews, press releases and the like) that will be designed and produced specifically for the different requirements and target groups. The aim is to maintain and spread the overall Unity vision as coherently and visually attractive as possible and to create awareness of Unity.

- **Communicating with communities**

Unity will develop a bespoke communication strategy for working with different communities across the EU as it is essential to match communication with the needs, and practices of a community. Unity understands that some communities can be harder to reach than others and some communities may only provide access through community leaders. Therefore it will develop ad hoc approaches according to the community context with awareness and adaptability for those within protected diversity strands (such as gender, disability, ethnicity, religious belief, etc.).

- **Training**

Unity partners shall engage in the design and delivery of bespoke training and awareness activities to promote and encourage all aspects of Unity. Importantly, citizen-centred training shall be delivered to LEAs and community partners to express the positive outcomes of CP as an approach to delivering safety and security for all in society.

- **Website**

Set up of the project public website will be used to keep stakeholders informed about the project developments, and the meetings of the consortium. The website will also be used to collect presentations given from the consortium partners to public events for instance. The website will also serve as a virtual library of selected papers published by partners or participants where possible, taking into consideration the necessary copyright arrangements with the respective publishers.

- **Social Media**

Profiles in social media channels will be created in order to maximise the dissemination opportunities. These will complement the traditional Newsletter. The way these social media – and other distribution channels - will be used will be assessed depending on the perception by the stakeholders' community.

- **Mailing list and newsletter**

A public dissemination mailing list will be created for “push” dissemination of project-related news. The usefulness of similar outlets (social networking news systems, micro-blogging services, etc.) considering the

specific target audiences will be evaluated; if suitable, mailing list information will be simultaneously disseminated via a mailing list and the selected additional communication channels.

- **Promotional material**

Brochures, flyers, leaflets and project posters will be used to disseminate the objectives, outcomes and findings of the project research at relevant events such as conferences, workshops and exhibitions.

- **Publications**

The project partners are committed to publishing their results in international conferences and journals. The project will also put an emphasis on joint publications.

- **Participation to conferences**

The Unity dissemination team will continuously monitor conference opportunities at international, European and national level to propose participation and circulate them throughout the Unity consortium and the Unity stakeholders’ community. Participation will be through panels, presentations and workshops as well as information booths.

- **Links with other relevant research projects and programs and information exchange.**

A significant part of the dissemination and outreach activities will be devoted to linking up with other relevant consortia dealing with community policing issues, and users across Europe and beyond, and to engage the public at large whenever possible and beneficial. However, the major aspect of the dissemination activity will be the community building and engagement. The dissemination activity is not only about promoting the project results, but about attracting the participation of the community as it is instrumental for the user centred approach to best practise and system development. A work in progress list of identified projects can be seen in table 4 below and this will be continually reviewed and updated, the first of which will be at the Zagreb consortium meeting.

Project Name	Brief Description	Website
New Learning Materials for Preventive Policing (National project at Police University College of Finland)	The project will produce new learning materials for preventive policing training at Police University College of Finland	None
DISASTER	Addresses interoperability issues between IT-based Emergency Management Systems	www.disaster-fp7.eu

<p>INFRA (Innovative and Novel First Responders Applications)</p>	<p>7th Framework Programme SEC Project to research and develop novel wireless communications technologies for personal digital support systems, as part of an integral and secure emergency management system to support first responders in crises occurring in critical infrastructures.</p>	<p>http://www.infra-fp7.eu</p>
<p>NEXES (NExt generation Emergency Services)</p>	<p>Horizon 2020 SEC Research and Innovation Action to develop a pan-European implementation reference of next generation emergency services, integrating IP-enabled communication technologies and interoperability.</p>	<p>http://nexes.eu</p>
<p>HIT-GATE (Heterogeneous Interoperable Transportable GATEway for First Responders)</p>	<p>7th Framework Programme ICT Project to develop a generic gateway that allows seamless communications & interoperability across the networks used by first responders in Europe.</p>	<p>http://www.hit-gate.eu/</p>
<p>PPDR-TC (Public Protection and Disaster Relief - Transformation Center) –</p>	<p>7th Framework Programme SEC Project to increase the efficiency, interoperability, security and resilience of future PPDR communications.</p>	<p>http://www.ppdr-tc.eu/</p>

Table 4: List of Currently Identified Related Projects

4 THE UNITY EXPLOITATION STRATEGY PLAN

The Exploitation strategy will, across the various phases of the project, cover the market segments and market research necessary for Unity.

It will bring these together in a detailed Market analysis which will utilize a market survey to determine decision influence factors for the adoption of the Unity outputs and results, as they become exploitable by different stakeholder groups that we've identified.

4.1 COMMERCIALISATION CHANNELS

Historically, research exploitation has been dominated by **licenses**, because the royalties obtained almost always surpass spin-off income. Also, it is less costly to sell knowledge to a company in terms of time and effort than to create a new way to exploit it. Research groups have had **difficulties in becoming entrepreneurs** due to:

- opportunity cost academic careers
- lack of management skills
- lack of market knowledge

Consultancy is one of the most widespread activities in which industry and academics engage. This channel is very important to industry and usually does not compromise university objectives. The range of commercialisation channels that are available to **Unity** through the Exploitation Plan are as follows:

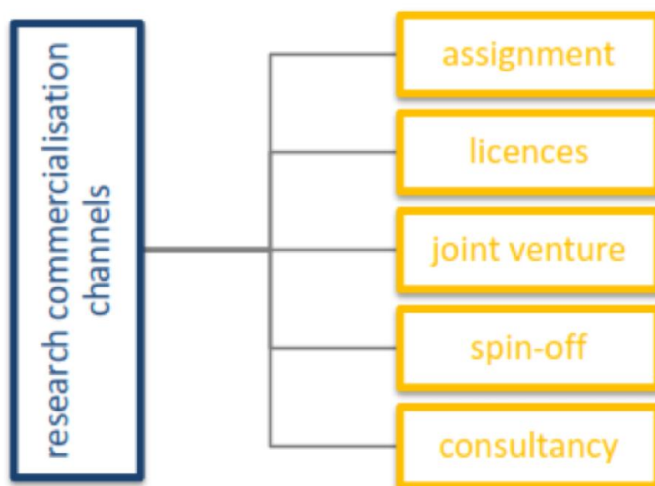


Figure 5: Commercialisation Channels

Assignment:

- The IP or ownership is **transferred** to another firm for a **lump sum payment**.
- This firm will exploit the outcomes.
- The original owner will **loss control** over the IPR.

Licences:

- Similar to assignment, but in this case the holder of IP (licensor) grants permission to another firm or entity (licensee) in return on payment of a **fee or royalty** for the exploitation of the outcomes for a limited period of time or for an exclusive market, or within other conditions set in the contract among both parties.
- The IPR owners **will be still the owners** of the IP

Joint-Venture:

- Some of the partners decide to exploit the results **sharing** risks, benefits and costs, committing resources and contributing with their intellectual capital to technology research and development, production, marketing and further commercialization.
- One can be in charge of production, another one of commercialization, another one will look for investors,...
- It is not necessary to create a new firm

Spin-off:

- New company** exclusively created with the aim of exploiting specific results of the project.
- It has its own life.

Consultancy:

- Each partner offers to the market a service related with the outcomes to be exploited. 2 Modalities:
- Contract Research: Research, based in the new technology/product commissioned by a private company to pursue a solution to a problem of interest. The results generated should be owned by the private-sector party
- Faculty consulting: Encompasses research or advisory services provided by researchers to industry clients

4.2 MARKET ANALYSIS

Within the DOA of the Unity Grant Agreement, the Unity platform has already been identified as being able to be incorporated as a security solution into the emerging market of smart cities. The global smart cities market is \$654.57 billion in 2014 and is expected to reach to \$1,266.58 billion in the year 2019. It is expected to grow with the Compound Annual Growth Rate (CAGR) of 14.1% during the year 2014 to 2019. ²

²http://www.marketsandmarkets.com/Market-Reports/smart-cities-market-542.html?gclid=CjwKEAjwI7ieBRCK2rCtqcCS7jESJACZKQFKC6NyVQoB3xRa-ZY5R2Kb9-5nMbvEX3sRs9YSNIKrlhoC14Pw_wcB).

Further detailed market analysis both for the above example, and, for the other exploitable outputs identified for Unity in section 2.2, needs to be undertaken in order to underpin the EP and from which to make meaningful, evidence based decisions against.

The following list of market analysis categories has been circulated to the Unity partners for further discussion. The onus is on each Unity partner to conduct the market analysis in their MS against a template and guidance produced and agreed by all partners as part of this EP

- Market Drivers and Barriers
- Macroeconomic Factors with a PEST analysis
- Competitive Environment with a SWOT Analysis
- Market segments and size
- Needs and requirements
- Cost of accessing
- Main actors

EP Action 10: These topics will need to be covered in the next phases of the EP according to the following schedule seen below and therefore both the topics above as well as the following schedule, need discussion at the first consortium meeting in Zagreb

4.2.1 PHASE 1

Month 12 Objectives, first description of Market Analysis with the following deliverables reviewed for necessary information to include into the Exploitation Strategy:

#	Title	Due
D2.2	Review report on social and ethical implications of CP	M12
D3.1	Report on existing approaches and best/effective practices to CP	M6
D3.2	1st stakeholder analysis – shared themes and concepts	M9
D3.3	2nd stakeholder analysis – potential conflicts and synergies	M12
D4.1	First report on population and scope for the Combined Effect Architecture Framework	M6

D4.1	First report on gap, capability and role mapping and assessment for Combined Effect CP initiatives between extant CP methods and CP Target Operating Model	M6
D8.4	Exploitation and realization strategy	M6

Table 5: Month 12 UNITY deliverables relevant to exploitation

4.2.2 PHASE 2

Month 24- Detailed Market Analysis obtained as a result of contacts with potential customers, definition of ‘best’ Mechanisms, Plans of Action, and Impact on developments to be carried out with the following deliverables reviewed for necessary information to include into the Exploitation Strategy:

Unity deliverables relevant to exploitation

#	Title	Due
D2.3	Report on requirements of diversity strands	M15
D3.4	Report on user requirements for the design of CP tools	M15
D4.3	Second report on population and scope for the Combined Effect Architecture Framework	M14
D4.4	Second report on gap, capability and role mapping and assessment for Combined Effect CP initiatives between extant CP methods and CP Target Operating Model	M18
D4.5	First report on provision of usable community stakeholder outputs and meaningful scope for the CPAF, TOM and CONOPS	M20
D5.1	Report on the High-level Architecture design including a Unity interface control document	M18
D5.2	Modular App for Citizens	M18

D5.3	Modular App for LEAs	M20
D8.1	Training material and plan of training sessions for law enforcement agents	M19/27

Table 6: Month 24 UNITY deliverables relevant to exploitation

4.2.3 PHASE 3

Month 36- Scope of Commercial Agreement

Final exploitation strategy will be updated with final revised plans of Action (detailed Business Plans) and definition of Future Actions. The following Deliverables will be instrumental in the final Exploitation plan with specific collaboration needed against the Impact Assessment.

#	Title	Due
D2.4	Ethical, legal and socially responsible framework for Unity exploitation	M32
D4.6	Third report on population and scope for the Combined Effect Architecture Framework (CPAF)	M30
D4.7	Third report on gap, capability and role mapping and assessment for Combined Effect CP initiatives between extant CP methods and CP Target Operating Model	M30
D4.8	Second report on provision of usable community stakeholder outputs and meaningful scope for the CPAF, TOM and CONOPS	M33
D5.5	Data-driven analytics engine	M32
D5.6	Unity Toolkit Integration and Testing Results Report	M32
D7.4	Report on short-term impacts including design and usage recommendations	M27
D7.5	Report on mid-term including usage recommendations	M33
D8.1	Training material and plan of training sessions for law enforcement agents	M19/M28

Table 7: Month 36 UNITY deliverables relevant to exploitation

5 DISSEMINATION

An important part of Unity is the dissemination of our activities and findings to end-users, practitioners as well as the academic community. To keep an overview of the dissemination activities and to forestall potential conflicts between publication interests we suggest the following procedure.

1. Each institution provides notice of its intended publication(s). Notification should take place at least 45 days prior to submission (e.g., to a conference or journal) or publication on a website or online blog. To make notification easier, a template has been prepared, which can be found on the webpage.
2. In general each party is entitled to publish its foreground. To avoid potential conflicts of publication interests (mostly the case for academic publications), a publication team will be established. The publication team consists of 3 members with academic background. Membership will be rotated every 9 months. The role of the publication team is to:
 - a. Review all submitted publication notifications whether other **Unity** partners' legitimate interests could be impacted by any intended publication. This review has to take place within 3 week of submission of the notification to ensure that partners can still submit publications on time (e.g., due to conference deadlines).
 - b. If they identify a potential conflict, they will inform the affected partners, allowing them 30 days to object to such dissemination. If parties intending the publication do not receive a reaction from the publication team of potential conflicts within 3 weeks after receipt of their notification submission, the consent of the publication team will be deemed given.
 - c. Aim to reconcile (potential) conflicts of publication interests between partners
3. Every six months, each institution provides an overview of realized publications after acceptance and – where possible – either the published text or a link to the publication. The reporting template can be found on the website and should be send to the dissemination board.

The full details of the dissemination plan and strategy will be seen in D.83.

EP Action 11: The following procedure needs to be discussed and agreed at the first consortium meeting in Zagreb.

5.1 DISSEMINATION CHANNELS

Dissemination is the responsibility of Task T8.3: Dissemination through website, press releases, conferences and publications.

Information about project activities and results will be updated continuously through Unity web page and social media (Twitter, Facebook, and YouTube). Online activities will also facilitate end-user, citizen and stakeholder collaboration, networking and trust building.

In addition, there will be several publication activities, including press releases and newsletters to the general public, in addition to conference presentations and journal articles to the scientific community. Unity results will also be presented in associations, networks and conferences on mobile technology for security.

EP Action 12: The following Table 8 is a draft prepared for the Unity partners to populate (some have already) with intended or planned activities that they wish to partake in or discuss with the Unity partners. This will be discussed at the first consortium meeting in Zagreb.

	Journal/ Magazine	Online	Conference	Others
Office of the Police and Crime Commissioner for West Yorkshire – West Yorkshire Police				
Serco Europe				

<p>Erasmus University Rotterdam</p>	<p>Academic OB: - Organization studies - Human Relations - Journal of Organizational Behavior Academic IT: - Information Systems Research - European Journal of Information Systems Communications of the ACM - New Media and Society Academic CRIM: - Criminology - Journal of Community & Applied Social Psychology</p>		<p>Academy of Management European Conference on Social Media Chi Conference European Police College Surveillance Studies Network</p>	<p>Policing CEPOL Bulletin</p>
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	Journal/ Magazine	Online	Conference	Others
Police University College of Finland	<ul style="list-style-type: none"> - Policing : a journal of policy and practice - Policing : an international journal of police strategies & management - Policing & society - European journal of policing studies - Police practice and research - Police Quarterly 		<ul style="list-style-type: none"> European Society of Criminology Cepol Research and Science Conference 	<ul style="list-style-type: none"> European Police Science and research Bulletin
Sheffield Hallam University				

	Journal/ Magazine	Online	Conference	Others
University of Dundee and Edinburgh Napier	"Policing and Society" "British Journal of Criminology" Policing: A Journal of Policy and Practice Police Practice and Research European Journal of Criminology		European Society of Criminology Conference British Society of Criminology CEPOL annual conference EPIC conferences Stockholm Criminology Symposium	The Scottish Institute of Policing Research (SIPR)
European Institute				

	Journal/ Magazine	Online	Conference	Others
FHVR – Fachbereich Polizei	<p>Bayerns Polizei BFH Magazin CEPOL Security</p> <p>Studies</p> <p>Kriminalistik Bundesamt für</p> <p>Bevölkerungs-schutz und Katastrophen-hilfe -Bevölkerungs-schutz</p> <p>Security (Polish issue)</p>		<p>Stockholm Criminology Symposium (next year: joint project meeting in Germany)</p>	
RINICOM			<p>Security & Counter</p> <p>Terror Expo London (19.-20. April 2016)</p>	
Treelogic			ISCRAM conference	Networking / clustering events with other projects

	Journal/ Magazine	Online	Conference	Others
Croatian Police College	"Police and Security"	official website of the Academy	„16th Annual Conference of the European Society of Criminology“ (September 2016, Münster)	
Belgian Police				
United Nations Inter-Regional Crime Research Institute				
Estonian Police and Boarder Guard				
St. Klement Ohridski Universtity	„Journal for Criminal Law and Criminology in Macedonia“ (End 2015) „Annual Book of the Faculty of Security, Macedonia“ (Jun, 2016)			

	Journal/ Magazine	Online	Conference	Others
		- Facebook - LinkedIn - Twitter		

Table 8: Partner Table of Dissemination Channels

5.2 PUBLICATION NOTIFICATION TEMPLATE

To make notification easier, a template has been prepared, which will be found on the Unity webpage. The notification sheets should be sent to the dissemination lead. The notifications will be accessible to all partners from the date of notification, so that all partners can have insight into the planned publications of other partners

Your information	Institution	
	Lead author	
Publication Information	Planned co-authors	
	Topic of publication	
	Journal(s) / Conferences targeted	

Data Used	WP(s) / Deliverable(s)	
	Country /countries <i>included</i>	
	Data type	
	Data source	
	Variables used (<i>if relevant</i>)	
Abstract		

Table 9: UNITY – Publication Notification Template

6 PLANS OF ACTION

After the exploitation plan is complete and markets and stakeholders are defined in detail and mechanisms have been chosen and contacts established, an assessment of the costs and benefits of the exploitation will be possible.

Many of the end users of **Unity** will benefit directly from the operational use of the **Unity** solutions. These benefits however can only be secured after investment. Such investment, whether from the **Unity** partners', external financing, or new partnerships, require detailed costings. This EP will therefore be expanded into business models for partners to support revised Plans of Action (detailed Business Plans) that will be complete by a date to be determined by all partners.

6.1 UNITY TECHNOLOGIES PRODUCTS AND SOLUTIONS MATRIX

The following Table 12 and Table 13 are intended to document the products, solutions and services that Unity partners intend to exploit in order to provide visibility to the consortium and the basis for further discussion and planning around exploitation.

#	Title	Description	Owner	Test bed	KPI
CT001	Modular app for citizens		RINICOM		
CT002	Modular app for LEA		RINICOM		
CT003	Data-driven analytics engine	As a result of task T5.5, an analytics engine will be achieved able to provide analytics features to LEA end-users based on unstructured data reported by community users [To be detailed]	TREE	[TBD]	[TBD]

Table 10: UNITY – Technologies Product Matrix

#	Title	Description	Owner	Test bed	KPI
CS001	IT consultancy for CP	IT consultancy services for the installation, setup and use of software tools supporting CP	RINICOM? TREE	[TBD]	[TBD]
CS002					

CS00#					

Table 11: UNITY – Services / Solutions / Consultancy Matrix

6.2 INDIVIDUAL BUSINESS MODELS AND EXPLOITATION PLANS

The starting point for any good discussion, meeting, or workshop on business model innovation should be a shared understanding of what a business model actually is. The **Unity** Consortium needs a business model concept that everybody understands: one that facilitates description and discussion. We need to start from the same point and talk about the same thing. The challenge is that the concept must be simple, relevant, and intuitively understandable, while not oversimplifying the complexities of how enterprises function.

This concept can become a shared language that allows you to easily describe and manipulate business models to create new strategic alternatives. Without such a shared language it is difficult to systematically challenge assumptions about one’s business model and innovate successfully.

For decades the business plan has been the heart and first step to starting a business. In order to receive funding from banks or venture capital firms, the business plan was a must have. A business plan involves a mission statement, problems, solutions, data, and forecasting all used to show how a start-up would execute success in the coming months and years.

Over the course of the last decade a new approach has evolved called “Lean Start-Up.” The lean start-up approach is based upon a distinction between large companies and start-ups: large companies execute a business model and start-ups are searching for one. The lean definition of a start-up is, “a temporary organization designed to search for a repeatable and scalable business model.” This is done through a three step process outlined as (1) Creating a business model canvas, (2) Customer development, (3) Agile development. Following this process focuses on creating a minimum viable product and testing it with customers rapidly and frequently while making constant adjustments until the right fit has been found. These adjustments may include changes to the product itself or in the target market.

It also favours experimentation over-elaborate planning, customer feedback over intuition, and iterative design over traditional “big design up front” development. Although the methodology is just a few years old, its concepts—such as “minimum viable product” and “pivoting”—have quickly taken root in the start-up world, and business schools have already begun adapting their curricula to teach them. This distinction is at the heart

of the lean start-up approach. It shapes the lean definition of a start-up: a temporary organization designed to search for a repeatable and scalable business model.

The lean method has three key principles:

First, rather than engaging in months of planning and research, entrepreneurs accept that all they have on day one is a series of untested hypotheses—basically, good guesses. So instead of writing an intricate business plan, founders summarize their hypotheses in a framework called a *business model canvas*. Essentially, this is a diagram of how a company creates value for itself and its customers.

Second, lean start-ups use a “get out of the building” approach called *customer development* to test their hypotheses. They go out and ask potential users, purchasers, and partners for feedback on all elements of the business model, including product features, pricing, distribution channels, and affordable customer acquisition strategies. The emphasis is on nimbleness and speed: New ventures rapidly assemble minimum viable products and immediately elicit customer feedback. Then, using customers’ input to revise their assumptions, they start the cycle over again, testing redesigned offerings and making further small adjustments (iterations) or more substantive ones (pivots) to ideas that aren’t working.

Third, lean start-ups practice something called *agile development*, which originated in the software industry. Agile development works hand-in-hand with customer development. Unlike typical yearlong product development cycles that presuppose knowledge of customers’ problems and product needs, agile development eliminates wasted time and resources by developing the product iteratively and incrementally. It’s the process by which start-ups create the minimum viable products they test.

EP Action 13: Based upon the desired products and solutions etc. that each **Unity** partner has expressed their desire to further exploit, it is proposed that each partner will generate an individual business model using the “lean-process” and an exploitation plan that will be based upon the agreed strategy and objectives defined within the overarching consortium exploitation strategy and plan. This approach to be discussed in Zagreb.

Periodic workshops will be held to discuss project and individual business models and exploitation plans, including potential collaborations between partners. Partners will share individual models and plans based upon the primary and secondary exploitation routes.

This will enable partners to collaborate or act independently, avoiding direct competition. This also allows partners to exploit their individual specialist expertise. (Annex 2 shows an example Business Model Canvas).

7 SCOPE OF COMMERCIAL AGREEMENT

Though a Consortium Agreement already exists and has been signed, the detailed definition of the commercial implications of development may change. Once any commercial implications are identified then the Consortium Agreement will be revisited and expanded to include a more detailed Commercial Agreement by Month 36.

8 FUTURE ACTIONS

The project during its three years intends to deliver results that provide the basis for concrete exploitation and the foundation for follow on implementable results and products.

Exploitation is intended to continue after this period. It is therefore important that all future exploitation actions are clear and well defined before the research project ends. At M30 the planning and coordination of the Future Action plan (ie. post the **Unity** project end) should begin.

The purpose of the future action plan being to show to the Commission that the consortium already has clear ideas on actions to be set up after the end of the project. Afterwards and during the project, participants are required to inform the Commission of the evolution of their work (achievements and accomplishment of tasks detailed in Annex I to the grant agreement), where the technical work to be carried out by each project is described. This paves the way to the final step, since the plan for the use and dissemination of foreground has to be much more detailed and complete. This future action plan will be presented at the final review and must be very detailed, describing partner by partner its own plan for the management of foreground.

The utility of the plan is fourfold:

- It ensures good cooperation within the consortium for the preparation of the plan for the use and dissemination of knowledge.
- It helps participants establish a basis for the dissemination and use of foreground and possibly reach any necessary agreements.
- It enables the Commission to evaluate the success of a project
- It also allows it to keep track of the evolution of H2020 projects in general, make statistics, and possibly help the participants with the dissemination of the results through its channels

9 CONCLUSIONS

To be complete M36

10 ANNEX 1 – BUSINESS MODEL CANVAS

