

## BeBizBlueprint

### Insights on the Road to Innovation

Maximising researcher impact through communications and business support



Key Messages to Stakeholders of the Researcher Ecosystem



# Foreword

The focus of the CommBeBiz H2020 project and its actions has been the researcher working within the Bioeconomy. This is because the 'Big Idea' that is the Bioeconomy needs confident and capable ambassadors who can speak with conviction and passion to society and interested stakeholders, backed up by the 'evidence' and experience that only the researcher and their authentic voice can bring.

CommBeBiz's key conclusion is that the organisations that surround the research community – the 'Ecosystem' – must consider how best to support and 'future-proof' this central resource in order to bring the Bioeconomy to fruition. Researchers themselves must also arm themselves with the skills required to deliver the research impact that is now required of them.

CommBeBiz's BeBizBlueprint presents the project's key messages for the 'Ecosystem' together with the key learnings accumulated throughout the three years of its funded period.

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CommBeBiz Consortium

CommBeBiz – organisation of the project

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# Scope & Purpose

The **BeBizBlueprint** provides top-line messages directed at the sectors, organisations and agencies that make up the world, the ‘Ecosystem’, that surrounds and supports the Bioeconomy research community.

The aim of these messages, based on the experiences and insights of delivering the CommBeBiz (CBB) pilot project and its activities with researchers, is to inform the stakeholders in the ‘Ecosystem’ that they should consider changing their environment and opportunities in order to better support the researcher to achieve impact and innovation.

Utilising feedback and partner knowledge collated during the delivery of its actions and activities, CBB has assessed the needs, behaviours and motivations of the Bioeconomy researcher throughout their journey to innovation. The messages are based on these assessments, supported by the additional experiences of other H2020 projects working with Bioeconomy researchers, experts from core stakeholder groups and agencies with a direct relationship with this community.

The aim of the BeBizBlueprint key messages is to provide validated experiences to fuel and support discussion, with and between the organisations that make up the ‘Ecosystem’, to improve the capability and capacity of the research community to move more swiftly to innovation. Access to training, expertise and opportunities that improve understanding and underpin confidence in dealing with all stakeholders, as provided by the CBB pilot project, can contribute to increasing that capacity.

This discussion has already begun in many quarters and between agencies as it has become increasingly clear that researchers need additional skills and consistent support, at earlier stages where possible, if they are to deliver the increased expectations surrounding that innovation for both the social good and economic benefit.

**And this is of critical importance for delivering the Bioeconomy which requires social engagement and acceptance as well as innovative policies, products and processes.**

The European Bioeconomy Researcher Ecosystem as defined by the CBB Consortium is shown on page 7.

Key messages are offered in this document for the following stakeholders of that ‘Ecosystem’:

-  Researcher
-  EU & EC – shapers and providers of core funding
-  Funders – national, regional and specialist
-  Academia & Research Institutes
-  Industry & its Associations
-  Communicators – including CSA projects such as CommBeBiz
-  Innovation Intermediaries & Entrepreneurs

CBB partners also observed that it will be crucial for all the stakeholders in the ‘Ecosystem’ to work together to deliver a seamless ‘service’ to the research community to develop an inter-connected, collaborative and skilled cohort that will be able to co-create accepted and sustainable solutions.

In addition, this document contains summaries of the communications, training, networking and support activities delivered by the CBB Consortium, including feedback and overall observations.

# CommBeBiz Key Messages

## for the Bioeconomy Research Community and its 'Ecosystem'

It is evident from recent high-level meetings in Brussels and elsewhere, and from reports, surveys and funded projects that some of the key messages formulated by CommBeBiz (CBB) 'chime' with the current thinking and drive for change that is being discussed, particularly by funders and academic stakeholders.

CBB does not offer messages for all the stakeholders that make up the 'Ecosystem'. The *BeBizBlueprint*, therefore, focuses on those 'Ecosystem' elements for which CBB can provide project-based evidence on which to base its key messages.



### Researchers

'Be noticed, be heard'

'Demand complementary skills training of your Institute and/or your project'

'Apply your analytical skills & scientific approach to communications planning to deliver exploitation and innovation'



### EU & EC – the shapers and providers of core funding

'Create and deliver clarity and consistency in 'sustainability' terminology'

'Develop and deliver a strategic plan for upskilling researchers in funded projects in complementary skills'

'Design and deliver a central strategic plan for Bioeconomy communications'



### Funders – national, regional and specialist

'Enhance your understanding of communications and dissemination strategies'

'Embed communications planning into your calls; acknowledge relevance and reward this activity through a multi-metric approach to research evaluation'

'Provide appropriate support and training for applicants and successful projects'



### Academia & Research Institutes

'Integrate transferable skills into the curriculum for all science disciplines'

'Recognise and reward communications and outreach actions of scientists by adopting a multi-metric approach for research evaluation'



### Industry & its Associations

'Go to where the research action is – don't expect them to find you'

'Provide more opportunities and funding for engagement with students, colleges and research teams'

'Train and support staff to engage in these activities and reward accordingly'



### Communicators – including CSA projects such as CommBeBiz

'Take time to understand the motivations, mindsets and behaviours of the trained scientist – they (usually) think differently from a communicator'

'Review the communications and outreach training needs of your group and plan to provide'

'Co-create communications and outreach plans with researchers and deliver in partnership'



### Innovation Intermediaries & Entrepreneurs

'Recognise that research is a world unto itself with its own language and learn to speak it'

'Recognise that the Bioeconomy is a multi-dimensional field with social, environmental as well as commercial dynamics'

'Deal fairly with researchers as they may/will not recognise the potential value in their work'

# CommBeBiz Rationale and Focus

## CommBeBiz – a Pilot Project

CommBeBiz (CBB) is a three-year (2015-18) H2020 Communications & Support Action (CSA) project that has championed and supported over 270 Bioeconomy projects and their individual researchers to communicate their ideas, work and results to their targeted stakeholders.

The CBB Consortium consists of four communications, research and innovation expert groups from across Europe which have worked together to explore, develop and deliver workable solutions to motivating and inspiring the researcher. Details of the Consortium partners can be found on page 33.

CBB has brought KBBE FP7, Horizon 2020 and other EC Bioeconomy funded research programmes together with knowledge transfer, social innovation, policy development and communication experts, SMEs and entrepreneurs.

The aim has been to drive efficient innovation and exploitation for the environmental good and/or for commercial and societal benefits.

The CBB project has engaged with projects with a focus on social innovation, public good and policy as well as those driving innovations with commercial potential.

This is particularly apt for the Bioeconomy sector where it is vital to understand and help drive perception, engagement and behaviour change in society and among individual consumers, as well as engaging with targeted policy and commercial stakeholders.

The CBB project was designed as a 'Pilot Project' to record the experience and effectiveness of all its actions and activities, primarily from members, participants' and partners' viewpoints, but also from the perspectives of other practitioners and external agencies.

The collated feedback and information from these sources has been designed to aid influencers and funders to plan and fund future projects that deliver more effective strategies and actions to drive that innovation.

## CommBeBiz - Challenges

Three additional CSA projects were funded under the same call<sup>1</sup> as CBB with similar objectives to engage with Bioeconomy research projects to drive innovation. The other funded projects are ProBIO, BioLINX and Columbus.

As a result, the FP7 Bioeconomy project dataset was divided between the projects with CBB allocated older projects and those at a lower stage of innovation development (typically TRL 1-6). The majority of these projects had no identifiable market or commercial focus. H2020 Bioeconomy research projects and those funded other streams were also available for contact by CBB.

From the first survey undertaken by CBB of FP7 projects and continuing into the second survey with H2020 projects, it was found that researchers were reluctant to engage on many levels. Despite being offered free

services and opportunities for both projects and individual researchers, such as training and the creation of useful promotional materials, these opportunities were not easy to 'sell in' to those contacted. The rationale and reasoning behind these outcomes, plus CBB's mitigation measures to overcome this hurdle, are discussed throughout this report.

Despite this significant challenge, engagement has been secured and activities delivered to appropriate numbers of projects and researchers throughout the funded period. Feedback has therefore been collected in sufficient volume to allow CBB to assess, on an on-going basis, what has worked well and what hasn't. Project partners have consequently learnt from that feedback and in real-time revised the project's approach and provision.

<sup>1</sup> Project 652707 under call H2020-ISIB-2014-1

## Confidence and Competence

CBB's fundamental aim has been to instil confidence and competence in its members and the cohort of Bioeconomy researchers with which it has worked, driving effective engagement with stakeholders, vital to the innovation process. Given the initial challenges of the project, and to ensure achievement of this goal, actions have focussed on 'upskilling' and inspiring individual researchers as well as endeavouring to support projects overall.

CBB, with the agreement of all partners, therefore made a conscious shift in focus to recruiting 'people' – individual researchers - into our Bioeconomy Community as well as recruiting entire 'projects'.

The CBB strategy has been to place the researcher at the centre of the project's actions, and to empower, inspire and equip them to help achieve their innovation goals. This approach is represented in Figure 1.

A short video has been created to demonstrate the range of CommBeBiz's activities. View on the CBB YouTube channel; <https://www.youtube.com/watch?v=8kujzJL29tI>

## Journey to innovation



Fig 1: CommBeBiz Wheel to Drive Innovation

## Effective Communications

Effective communication is a fundamental skill that underpins the drive to innovation – and whilst scientists are generally good at communicating with other scientists they are (mostly) untrained, unskilled and unfamiliar in communicating with industry, policy-makers and the general public. Hence CBB evolved its focus to providing opportunities and actions that support 'upskilling' in this area, combined with bringing researchers face-to-face, on line and in real time, with industry, policy and media practitioners.

## Case Study 1: The Need for Communications

In light of the belief that the term Bioeconomy is still a widely unknown discipline and term, CBB saw the pressing need to communicate the underlying research and its benefits.

The need to help researchers to communicate is increasing as scientists find themselves required to be ever more deeply involved in their own disciplines in order to stand out and provide solutions in that arena. They are in effect in a 'locked-in' situation. This is where the researchers are only partaking in highly specialised expert communications amongst their peers which often translates as 'jargon' to outsiders (as our research in CBB has shown). Even with a wider use of social media, researchers tend to stay in their own communities. However, the requirements of highly specialised expert communications has the potential to hamper the transfer of accessible knowledge to other societal communities that make up their 'Ecosystem'.

For various reasons, the constraints of science-bound communications creates multi-dimensional hurdles for scientists. Transferable skills, such as writing for lay audiences, storytelling, and promotion, are not part of a regular scientific education in Europe. Nor are scientists trained to interact in a strategic and effective manner with target groups outside the scientific world. Nevertheless, Article 38 of the Horizon 2020 Model Grant Agreement makes the following demands:

'Communicating and promoting: The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange.'

CBB has been designed to, among other things, fill this gap with supportive training, bursaries, coaching and other initiatives. The ultimate aim has been to bridge the transfer of Bioeconomy research results and the knowledge generated, to targeted players, stakeholders, professionals, and the general public. These efforts are aimed at maximizing impact and achieving the societal take-up of research results.

A remark of Alan I. Leshner, the former CEO of the American Association for the Advancement of Science (AAAS), sums up the rationale of research transfer activities:

*'The knowledge of researchers only acquires meaning when it is received accordingly in society.'*

Adequate societal reception of researchers' knowledge depends on the intelligibility of their findings and the translation of results into comprehensible language for a mostly non-specialist audience.

# The ‘Ecosystem’

– around the Bioeconomy Research Community



Fig 2: CommBeBiz Bioeconomy Researcher Ecosystem

Tom van Aken, CEO, Avantium, speaking at the BBIJU Stakeholder Forum, 7th December 2017 said, “To make a product that is 100% recyclable and to bring it successfully to the market place takes more than just a good idea. It takes a team of experts to build a winning formula that brings all the elements and knowledge together. Building partnerships is essential for the successful commercialisation of the circular/Bioeconomy.”

## Working together

The researcher, at the centre of the ‘Ecosystem’ and the main focus for CommBeBiz (CBB), is considered a key stakeholder. Together with other stakeholders the researcher must also consider changing their approach and behaviour in order to engage more effectively with the ‘Ecosystem’ that surrounds them. The research community must be part of the change and not simply allow change to happen around and to them.

By placing the researcher at the heart of CBB’s thinking and reflecting on the project’s experiences and feedback, the concept of the ‘Ecosystem’ that surrounds and supports the research community has evolved.

It is CBB’s contention that the ‘Ecosystem’ and its individual parts have the potential to create an improved environment and opportunities for researchers to enable them to thrive in the modern era, with its heightened expectations of innovation and impact.

It is also CBB’s contention that the research topic of ‘the Bioeconomy’, on which ‘society’ is relying to produce sustainable solutions has brought into clear focus the need for that ‘Ecosystem’ to change.

The success and progression of innovation in the Bioeconomy largely depends on the inter-disciplinary collaborations and effective communication between these players to enable decision makers to implement balanced and workable policies.

### Rhonda Smith, Co-ordinator, CommBeBiz

said: “To deliver the Impact and Innovation Bioeconomy Agenda demanded by European and National funders, the agencies making up the ‘Ecosystem’ around the Researcher working across the Bioeconomy must adapt. To bring about societal change and to answer some of Europe’s most pressing environmental issues, it is essential that the EC brings the researcher community together with sufficient expertise from across the disciplines, from business, industry and academia to knowledge transfer and funding agencies.”

One area that all stakeholders in the Ecosystem could help to drive the proliferation of societal uptake of the Bioeconomy, is to clarify and be consistent in terminology, as discussed in Case Study 2 (overleaf). ‘Society’ is a major stakeholder and the only way society will change its behaviour is when there is clear understanding of what individuals can do to help achieve a more sustainable planet.

## Case Study 2: Clarity and Consistency in Terminology for all Stakeholders in the Ecosystem

Policy change, societal understanding and behavioural change need to work hand in hand to galvanise a positive environmental change and this can only be achieved if everyone knows what 'we' are collectively aiming to achieve. The EC, academia, industry, researchers and society all need clarity of sustainability terminology to robustly explain the complexities and opportunities in the Bioeconomy.

CBB is aware that the pendulum of discussion and society awareness is slowly swinging towards the need to live more sustainably. Hundreds of millions globally watched the Blue Planet, a BBC documentary raising awareness of the damage caused by plastic waste in the Ocean. And, within the last 6 months (January 2018) the discussion on sustainability issues has taken off, as organisations such as the Ellen MacArthur foundation, championing circular economy innovation, reach out regularly to its 33,500 followers.

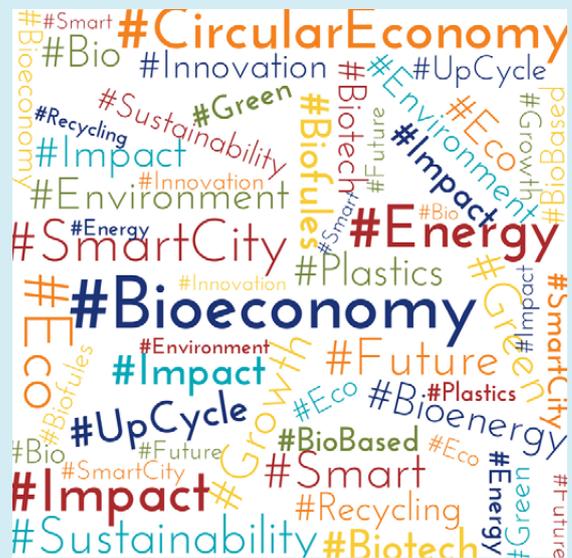


Fig 3: Hashtag word art

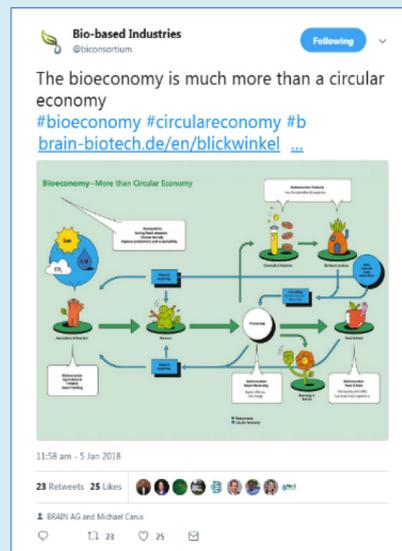


Fig 4: Hashtag analysis: All statistics are averages according to ritetag.com as at 16th January 2018.

CBB's research shows some interesting results on the use of trending terms in sustainability and the 'green' movement. The societal uptake of hashtags on Twitter demonstrates that using more specific topics such as #plastics is far more effective than using a more general term like #circulareconomy or #bioeconomy (see Fig 4).

From a communications point of view, it is more effective to break down complex subjects into bite-sized topics so that they are easily digestible for wider audiences and their salience and relevance is clear.

**Fig 5: Bio-Based Industries Tweet “The bioeconomy is much more than a circular economy”**



John Bell, speaking at BBI JU conference, December 2017: “Bioeconomy is the green motor to the circular economy”.

There is a possibility that the different terms now in circulation could contribute to further confusion in wider society. The debate should focus, not on specific terms, but on which products, services and processes are most relevant and available to society thus driving a step-change in sustainable behaviour.

### The media’s view

Rhonda Smith, Co-ordinator, CommBeBiz

“There is a need for clarity to create more powerful and meaningful conversations, both internally and externally”.

CBB’s cooperation with journalists throughout the project exposed the media’s misunderstanding of the term Bioeconomy and their reluctance to uptake EU research results, citing their desire for ground breaking stories delivered directly from the researcher.

*Quotes collated at conferences, in person or online via a survey undertaken in Q3 & Q4 2017 demonstrate the confusion and divergence of understanding of the term ‘the Bioeconomy’.*

**Dennis van der Pas**, BIOLINX Project speaking at BBI JU

“There is mixed messaging on Bioeconomy and Green issues.”

**Martin Greimel**, Austrian Ministry of Agriculture, Forestry, Environment and Water Management

“The term Circular Economy has made things more difficult as now many stakeholders in the sectors are struggling with the relation between the Bioeconomy and the Circular Economy principles. This makes it more difficult to organise the knowledge transfer from research projects towards stakeholders.”

**Professor Tim Benton**, Leeds University:

“I think the term Bioeconomy is a jargon word and few are aware of what it means. Is farming the Bioeconomy or is it the biotech-rich intensive agriculture? Is a piece of fruit a Bioeconomy product or only 3d-printed food? Is pharma the Bioeconomy as it is biologically based.”

**Zoritz Kiresiewa**, Fellow, Ecologic Institute

“There is a limited knowledge about the Bioeconomy and Bioeconomy-related topics. The term is very often associated with ‘economic growth’ and ‘increased consumption.’

**Colin Morton**, former Digital Communications Lead, Forestry Commission, UK

“I consider the term ‘Bioeconomy’ is really only appropriate for a certain specialist audience. Personally, I preferred the term ‘Green Economy’, especially for a non-technical audience, although I understand that there is a difference. I detect some ‘yet another buzzword’ sentiment around the term, certainly within the forestry sector where the rough notion, if not the term, has been well explored as part of sustainable forest management development and policies.”

# CommBeBiz Experience & Learnings

In this section, CommBeBiz (CBB) presents reflections and learnings from the project's experiences which has led to the development of CBB's key messages included at the start of the *BeBizBlueprint*.

CBB partners designed activities and actions that met the needs of and/or created impact with our researcher 'customers', with each activity being reviewed and if necessary, adapted. If an activity didn't meet the anticipated standard in terms of recruitment and delivery, it was changed following discussion between partners with feedback and rationale documented.

## CommBeBiz – a Pilot Project

The 'benefits' for the Bioeconomy research community for both projects overall and individual researchers, (both professionally and personally) were made clear. These benefits were communicated to our community through a series of 'user friendly' icons.



**Fig 6: CBB Benefits**

All CBB activities fulfilled at least one or two of these benefits and each of those activities, from the development and delivery of the web platform, the production of marketing collateral, social media content, online training and organisation of Annual Meetings, Academies and Bursaries have all been measured for their effectiveness. The experiences and feedback gained from each of these activities, through a survey or by qualitative feedback, have been analysed and scrutinised to establish how CBB can not only inspire the researcher to take part, but also provide them with the most efficient and effective networking and training opportunities.

All stakeholders of the Bioeconomy Researcher Ecosystem have core roles to play to engage the researcher. In this section, CBB presents the views of our internal and external experts, along with case studies that describe CBB's experiences of working with researchers. These reveal areas in which CBB believes the stakeholders can further support the researcher through upskilling, motivating, connecting and empowering the researcher to achieve research impact.

**The evidence presented in the following pages is not only to underpin CBB's key messages but also inform future strategies and projects as to which activities, from CBB's perspectives, have the potential to be most effective to support researchers and to drive outreach and innovation.**

## Developing the Skills of Researchers

The development of complementary skills of researchers is essential if the EU is to achieve the innovation goals of the Bioeconomy. As the European research agenda becomes increasingly focused on problem-oriented research and research-based innovation, CBB has observed an increase in the number of initiatives specifically targeted at supporting researchers to become communicators, innovators and entrepreneurs. However, for these initiatives to be effective, it is vital to understand the perspectives and motivations of the individual researchers who are the recipients of these supports as their enthusiasm, co-operation and engagement is a key factor in determining the overall success of these initiatives.

Rhonda Smith, CommBeBiz Co-ordinator, responding to presentations at the BBIJU Conference, December 2017: “What is missing from our experience with the CommBeBiz project and from the plans and evaluation we have heard about so far today (at the Conference) is the strategic thinking and planning to ensure the research community – in post now and the cohorts to come – have the skills, confidence and competence to become true co-creators in the journey to bio-based innovation.”

Nelo Emerencia, Programming Manager, Biobased Industries Consortium (BIC), at the BBI JU Conference, December 2017: “If the research community does not have the skills to communicate about their Bioeconomy research, we will not succeed.”

Changes are occurring across the industry as the need for upskilling in communications, business understanding and engagement becomes more apparent. However more needs to be done to provide structure, easily accessible training and networking opportunities.

CBB found during engagement with researchers, that there is a considerable gap between the wish for scientific preciseness on behalf of the researcher. And, on the communicators side, the need to change copy and content to be more suitable for lay audiences. This hampered or even curtailed the appropriate drafting and production of materials (see Case Study 3). Researchers need to understand the need for such adaptation whilst being assured that their work will not be compromised.

During the production of marketing material, CBB always ensured that researchers understood ‘the direction of travel’ with the last word given to projects, enabling them to ‘own’ the product. However, in the ‘real world’ of media and communications this is often not possible for practical reasons. In addition, scientists have to come to terms with the fact that once information is in the public domain that it may be picked up and used in ways that were not initially envisaged.

As well as supporting wider understanding of drafting and production of copy and materials, it is also necessary to train researchers to become familiar with how these products and channels can be used to their advantage. For many it seems that the production process itself is seen as enough – an end point, rather than a starting point to wider dissemination, similar to their approach to peer-reviewed papers.

## Dissemination Training

### *‘Content is King! Distribution is God Almighty!’*

Sascha Pallenberg, Head of Digital Content,  
Daimler AG, Germany.

CBB’s experience demonstrates that whilst ‘Content is King’, i.e. you must have something worthwhile to say, it has to be disseminated through the right channels to the right audiences at the right time in order to gain traction. Through our experience of compiling marketing material with our researchers, we have found that whilst many were happy to receive the material, the majority were not aware how to disseminate the material, or the benefits of doing so. Case Study 3, ‘Project Briefs’ shows the challenges and key learnings from CBB’s compilation of such marketing material.

CBB recommends that whilst researchers should actively seek further training from their establishment or funder, the EC, Academia, Industry and Communicators should be encouraged to signpost and enable researchers to either gain access to communications skills training, or they should provide access to communications experts who can advise on which channels to use.

More specifically, the CBB experience has demonstrated, through online training and the collaborative production of marketing material, that researchers need to be trained in the necessary skills to break down and ‘decipher’ their activities and to write in a more popular and target-oriented style when looking for wider outreach. They also need to be taught how to utilise different communication tools and match the style, tone and depth of communications for different occasions.

## Case Study 3: CommBeBiz Project Briefs

CBB created the template for a downloadable, co-designed fact sheet - the Project Brief that told 'the story' of the project, summarising its objectives, work programme, outcomes and relevance to society. These can be printed out by projects, circulated by email and at meetings and events, as well as uploaded to web platforms for ease of access.

Though a majority of FP7 and H2020 projects, surveyed at the start of the CBB initiative, preferred to have more 'visibility' while cooperating with CBB, the drafting of the 'simple' Project Briefs revealed that this was not always an easy task. A disappointing percentage of projects decided to take up the offer and whilst its production proved to be a challenging process, it was also surprising to CBB that where Project Briefs were produced, they were not made as much use of as originally anticipated.

### Mixed engagement experiences

Bruno Fady, Coordinator of GENTREE, INRA, France, appreciated the 'challenge-oriented' approach of the Project Brief against their own, more fact-based leaflet.

Emma Needham, Communications Officer for AGRIMAX, liked the 'journalistic style' and 'the spin' which make the

Briefs stand out. AGRIMAX not only posted the Brief on their own website, but also added it to a communication toolkit for each project participant. The Brief was used as an effective information tool during local exhibitions and workshops, exactly what it was designed to do.

Anne Maréchal, Coordinator of the PEGASUS project, confirmed not only the posting of the brief on their project website, but also the use as a tool "to let other researchers know what we are doing". The partners in PEGASUS will print the brief and take it to their workshops, the coordinator will exhibit the material on racks and on whiteboards in the institution, the London-based Institute for European Environmental Policy (IEEP).

### Hiring professionals versus budget constraints

Discussions occurred more easily when projects hired professional communications agencies as consortia partners or through subcontracting to oversee their promotion. However, hiring or including professional communications and design staff is not always possible due to budget restraints, so researchers need to consider adding these extra skills to their ever-growing skills set.



Fig. 7: Project Briefs

### **Good design to attract the reader**

Each interested project coordinator was interviewed in order to draft the text for their Project Brief. PRACSIS' graphic designers presented the research using colourful designs and iconic photos — to make Bioeconomy research visible and create a good 'first impression'.

Each Project Brief was structured using the same elements to explain research to a non-scientific audience: The Story; The Challenge; The Solution; It's Relevance/Use. The project coordinator's contact details are included in each document. More than 40 Project Briefs have been released on the CBB website and disseminated by the end of the project.

### **Challenging process – lack of project engagement**

A proportion of projects never responded to emails or calls to fix an interview for the drafting of the Brief. Others postponed their appointments several times - communications seemed to be a daunting exercise.

Some of the projects were very cooperative and professional, others were very difficult to interview. Sometimes it lasted months between a first contact, the readiness to be interviewed and then to review and finalise the text together.

Up to ten approval rounds per project were necessary to agree on a final version for a brief. Some co-ordinators had to receive approval from each of the project's consortia members amounting to twenty members or more in many cases.

The difficulties did not stop there. Some of the projects were reluctant to use the images chosen and asked for a change to more 'scientific' photos. Discussions continued regarding the use of images of people with some accepting that use of such images made the document more appealing to non-scientific user groups. Additionally, other projects wished to change the title to something more scientific.

### **Tools of engagement**

The Project Briefs were designed as the project's own tool to be used by the researchers to engage further in communications with groups and communities that do not know about the Bioeconomy's potential.

Projects reported that the Briefs were used primarily for internal communication purposes. The scientists said that they had, 'started communications over the Briefs with other scientists,' or used the Briefs, 'for reporting a communication effort to the European Commission'. Overall, they used the Briefs to explain what they were doing to their peers.

Only nine projects had the Project Briefs posted on their own websites; some of them re-tweeted when their Project Brief was posted on the CBB website and announced by CBB via Twitter.

Case Study 4 relates to the *Bioeconomy Innovation* magazine, a series of publications that are rich in Bioeconomy features and interviews. CBB's experience here demonstrates, that whilst the magazine was successful and well received by our target audiences, to gain traction in the wider media and to educate journalists and other stakeholders, the stories need to be broken down into specific news stories with relevant and meaningful angles. The entire contents of each of the three Bioeconomy Innovation magazines are housed on the CBB website and will remain there for a minimum of two years agreed under the project's sustainability plan as useful reference material for both current and future cohorts of Bioeconomy researchers.

## Case Study 4: Bioeconomy Innovation Magazines

The CBB *Bioeconomy Innovation* magazines, issued annually and written in a journalistic style, feature trends in Bioeconomy and bio-based products, research policy, and include case studies in the circular economy. Content included interviews with and portraits of scientists, projects and experts working across all segments of the Bioeconomy. Support actions, such as the business coaching of Bioeconomy researchers or outstanding activities in relation to communicating Bioeconomy-related topics, were featured. One example was the successful media campaign focussing on the long-term 'I.Family' research project, which dealt with the prevention of child obesity.

### A magazine as messenger

With the publication of each magazine, CBB created an instrument to:

- Be part of the Bioeconomy debate whilst summarising latest trends and developments;
- Showcase and accompany the researchers' journeys and solutions through interesting case studies and stories;
- Present Bioeconomy research in an appealing format, using story-telling and featuring individual researchers;
- Reach out beyond scientific communities, with a journalistic style.

### First Edition: Preserving the planet as a good place to live

The first edition of *Bioeconomy Innovation CommBeBiz Magazine 2016 – 2017: Preserving the planet as a good place to live*, was launched at the European Science Open Forum (ESOF), in July 2016 in Manchester. This edition had a print run of 3000 copies, of which 1000 were shipped to clusters, firms and projects across Europe between December 2016 and January 2017. Another 1000 hard copies were disseminated via more than 10 high level and relevant meetings such as the Bioeconomy Conference in Bratislava (Oct 2016), the European Parliament's STOA workshop on Citizen Engagement (March 2017) and CBB's own meetings in Porto, London and Brussels.

'Great job indeed and a super magazine. Really like it. Could you please send us 15 copies to distribute to some key stakeholders?', wrote Eduardo Rosa, coordinator of the EUROLEGUME project, CITAB — Centre for the Research and Technology of Agro-Environmental and Biological Sciences, Vila Real, Portugal.

In addition, the electronic version of the magazine was posted on the CBB website and linked on DG RTD's bioeconomy unit as a download, using this teaser text — '**Bioeconomy Innovation Magazine**: Interested in bio-based products and startups in the bioeconomy?'

### Second Edition: FOOD 2030 – Transforming our food systems through science

For the second edition of *Bioeconomy Innovation CommBeBiz* magazine, 2017 – 2018, CBB worked closely with DG RTD's FOOD 2030 programme. The publication focused on food-related topics, addressing the global dimensions of hunger-related migration, food and agriculture carbon footprints, and food democracy as a means of changing fragile food systems. This edition focused on projects recommended by the FOOD 2030 sector-unit, as well as food- and food-systems-themed projects that had won a CBB Award.

Using additional infographics to underpin the themes, the magazine provided an atlas on the global food and nutrition security picture. It was fleshed out by interviews on strategic issues and climate-relevant food choices with the Director of the Bioeconomy at DG RTD, Dr John Bell, the Head of the FAO Office in Brussels, Cristina Amaral, and Tim Benton, Professor at Leeds University. Features, profiles of individual researchers, and interviews defined the style of the second edition, which was much appreciated by the researchers involved, but also by communicators who made positive comments during the Brussels conferences.

This issue was launched during the EC's High Level Event, the Science Policy Dialogue on World Food Day, 16 October 2017. FOOD 2030 representatives disseminated here 400 print copies and promoted it on DG RTD's Bioeconomy website. The EC took the publication to other events such as the Policy Day during Bioeconomy Week 2017 organised by DG RTD. Some examples of quotes:

'At our Policy Day, nearly all 200 copies were picked up in half an hour,' reported one communications officer from the EU's Research Executive Agency on the conference held in the Charlemagne building, Brussels, on 14 November 2017 (during Bioeconomy Week).

'The magazine is a very interesting approach to topics in food policy and development policies. We will take it to the ITRE Committee of the Parliament and scrutinise more research projects, how they fit into the picture of reaching the Sustainable Development Goals,' said MEP Paul Rübig, first STOA Vice-Chair who received the FOOD 2030 edition of the CommBeBiz magazine during the STOA Annual Lecture on 'Media in the Age of Artificial Intelligence', 21 November 2017, European Parliament, Brussels.

1,000 copies of the second edition of the magazine were printed and shipped to the researchers involved, food companies and associations across Europe. But most copies were disseminated electronically via PDF-mailings and via postings on Twitter in conjunction with CBB's social media campaigns and postings on the EU's Bioeconomy website.

Interviewees featured in the magazine also distributed the publication to their stakeholders. For example, Nathalie Gontard, coordinator of NoAW (project against plastic waste) and INRA researcher, Montpellier, took copies to the INRA's conferences on agri-waste recycling in Brussels and to the NoAW's annual conference in Lisbon, November 2017.

Sophie Barreteau, CommBeBiz Award Winner, Head of Project Management, VitamFero, whose veterinary project PROVICOL was featured in the magazine, wrote: 'A great publication with many interesting stories to read.'

### **Third Edition: Capacity Raising in the Bioeconomy – Enhancing skills and competences, enabling knowledge transfer through science communication**

At the time of writing, the CBB team has recently completed and launched the third and final edition of the magazine, 'Capacity Raising in the Bioeconomy' at the Bioeconomy Impact Conference in Budapest, 6th/7th February 2018. This magazine focusses on enhancing researcher skills and competences as well as in including a summary and first iteration of the project's *BeBizBlueprint*, plus several case studies.

#### **Dissemination to non-scientific audiences**

The CBB experience showed that, in order to reach non-scientific audiences via the mainstream media, articles needed to be sent individually to targeted and topic-specific publishing houses across Europe.

The featured interview with Professor Tim Benton, Leeds University, on climate-friendly diets (*Bioeconomy Innovation 2017 – 2018*, pages 14–16) was one of the 'best sold' pieces, having been taken up by the German daily Die Welt (8 October 2017), and re-tweeted on the publication's account, #Welt.

#### **Legacy**

The three annual CBB *Bioeconomy Innovation* magazines feature European Bioeconomy research topics and help create the project's legacy. Not only do these serve as an archive for EU-funded Bioeconomy research and feature the people conducting the research, but the publication's role has promoted examples of innovative approaches to communicating the content of EU research in general and the Bioeconomy in particular.

## Multidisciplinary package

When asked during an interview in the Spring 2018 CBB Bioeconomy Innovation Magazine: ‘What does the chemical engineer of the future look like?’, Nelo Emerencia, Senior Programme Manager, Bio-based Industries Consortium answered: “He or she needs to represent a more multidisciplinary package, one comprising a minimum knowledge of biochemistry and physics, including soft skills such as teamwork and the ability to communicate ideas to other disciplines — the Bioeconomy needs to be explained outside the boundaries of individual disciplines all the time. We are seeing some success across Europe. Nowadays, universities include or adapt bioeconomic elements in their curricula for chemists by making them familiar with biotechnologies and bio-processes, such as fermentation for example. Some universities for applied sciences in the Netherlands, Belgium and Germany offer bio-based masterclasses and degrees”.

There are many communications and business training courses in existence and freely available to researchers, thanks to EU funding. Researchers need to be motivated to want to attend these courses; they also need to be aware of the personal benefits of the course to their career development and of the benefit to their research and their projects. The EU and its operational partner, the EC, must assist researchers by usefully ‘signposting’ to such courses and reiterating the usefulness of them, to ensure the best use of training resources and best practice across research.

Kevin O’Connor, Chair Scientific Committee BBI JU, UCD, “Researchers need all the skills – soft skills, communication skills – as well as their research skills. We must encourage all young researchers to talk to industry and support them in making connections.”

Institutions, industry bodies and academia also offer their own enhanced training and, in some cases, offer achievable standards or status. Researchers must reach out and realise the importance of this training on their overall research impact.

Changes are afoot in other business sectors. According to a new scheme, HRS4R – Human Resources Strategy for Researchers, ERA-Network EuRAXESS provides guidance for research managers at academic institutions across Europe. Transferrable skills or ‘soft’ skills trainings: such as data management in open science, copy writing, project management, presentation skills, languages, summer schools should all be part of the individual and professional personal development schemes to prepare researchers for careers in academia and in the private/public sector.

Isabelle Halleux, Human Resources Manager, Director Research Administration, University of Liege, Belgium

“Providing trainings for career development of researchers are seen as indicators for an outstanding Human Resources management at universities. Skills trainings for doctoral students such as knowledge transfer and communications tailored to different recipients’ needs form an essential part of best practice at academic institutions striving for excellence in Human Resources management for their researchers.”

Researchers will also need to be on the lookout for new training availability in 2018 and beyond as more EC funded innovation/support projects and organisations are realising the importance of upskilling and will be providing more opportunities.

Dirk Carrez, Executive Director, Biobased Industries Consortium stated at the BBI JU Conference in December 2017: “New BBI JU work programme will contain measures to address education/training of research community.”

## More distribution campaigns

To achieve a more intense uptake of Bioeconomy topics outside scientific communities, CBB experience has underpinned the need for strategic distribution campaigns. Dedicated roadshows with materials such as a magazine, games and examples in everyday life plus researchers and communicators engaging and discussing the topic at universities and schools, in exhibitions, trade fairs, and science centres could be one good way to raise awareness of Bioeconomy topics among non-scientific audiences. This type of strategic channeling campaign would require dedicated teams of organisers, bloggers, journalists, researchers, communicators, ambassadors and event organisers with the necessity to translate publications and other materials into different European languages.

## More intermediaries needed - dedicated contacts and sustainable actions

To achieve impact with a wider audience, more communication Intermediaries are needed working with dedicated media contacts, sustainable actions and with good knowledge of the national media markets across Europe.

CBB experience has shown the necessity of very careful preparation before dissemination. This includes a sound knowledge of which media to work with, an explanation of the news point highlighting the benefits of the research topic to citizens, markets and society. This can only be done by communication intermediaries who are familiar with the research content, as well as with the relevant media environments. Trusting relationships with media representatives need to be built up over a significant period of time.

## Social media training and encouraging researchers to get involved in the conversation

From CBB's research and experience, many researchers are often reluctant to become involved in the wider conversation on Bioeconomy/sustainability issues, even if their research directly links to the issue being discussed.

Attending a communications training event run by the CommBeBiz team as part of the FACCE ERA-GAS Communications Workshop, at Wageningen University, the CommBeBiz team found that only one out of the forty attendees had a presence on Twitter. All attendees were involved in research projects, coming from different research institutes across Europe. Three researchers noted that they had been asked to contribute to their institution's Twitter feed, but found they were constrained by rules set out by the institution and not allowed to communicate in their own right. The vast majority of attendees said that they actively steer clear of social media platforms.

By the end of the training session, the attendees were more amenable to the idea of open communications. CBB recommends that researchers would benefit from using Twitter as a listening post and join in the conversations about which they feel confident, whilst adhering to the rules and guidelines issued appropriately by institutes.

Case Studies 5 and 6 offer insights into the use of social media by scientists. CBB recommends that future projects consider providing the researcher with guidance and training on the use of social media.

## Case Study 5: Social Media use amongst Researchers

CommBeBiz carried out a research study into the social media behaviour of the researcher. Eighty Bioeconomy researchers from Ireland and the United Kingdom engaged with an online platform to provide insight into their behaviours and attitudes around social media. Reflections from this research are presented here.

### Communications as a cornerstone

Encouraging researchers to communicate is a cornerstone of current research policies and particularly important for the Bioeconomy. Responsible Research and Innovation (RRI) attempts to reconcile our current global need for techno-scientific progress with the moral, social and ethical expectations and requirements of society. RRI aims to ensure that research and innovation are acceptable to and valued by society, with greater societal engagement encouraged. In concrete terms for the researcher, this means communicating science in a more accessible way to different members of the public, as well as actively engaging, interacting with and listening to, these audiences.

Social media is an inclusive space where all sections of society are represented, and social boundaries are less defined. Scientists, policy-makers, industry, the general public, as well as a host of other stakeholders, all have a social media presence. Social media allows scientists to communicate instantaneous and direct messages to a broad audience, but perhaps more importantly than this; moving on from traditional media channels, these platforms enable previously passive receivers of information to become active members in conversations around science.

### Social media has the potential to encourage reflexivity

Research carried out by CommBeBiz revealed that many scientists viewed social media as a good way to publicise and disseminate their science with a wide audience including the wider public. However, when it came to capitalising on the other functions offered by social media – exchanging information, engaging in conversations, forming communities and building relationships – these appeared to be reserved for connecting with others in the scientific community: colleagues, scientific peers, and students. Meaningful interactions and conversations online are largely taking place within communities of scientific like-minded individuals. If scientists only engage with one another in online communities, then wider society is marginalised from conversations around science, but importantly for the researcher, they may miss out on opportunities for thoughtful deliberation in response to diverse views from broader society.

Scientists have been encouraged to move from dissemination to dialogue with the public, but the broader meaning of why they should do this is often lost. One major driving factor is the practice of reflexivity; simply put - engagement with non-academics challenges the researcher to be more mindful about how they are carrying out their research, and ultimately – why? RRI aims to get scientists to engage with societal actors, consider diverse views, think reflexively about their science and ultimately ensure that their work is going to enrich the lives of those in society. The over-arching goal of engagement is to collaborate with the public to create meaningful knowledge and ensure that there is a purpose to one's research work.

Engagement in this context is not only beneficial for societal actors, who become empowered with the opportunity to voice their opinions on research that can impact their lives, but also for the researcher, to better formulate research questions and research plans which will enable them to generate meaningful societal impact. Social media may very well have the potential to act as a space in which broader society can contribute to the collective construction of knowledge to support researchers.

In a CommBeBiz online training webinar on Social Media, Alec Walker-Love, advisor at the European Science Communication Institute and international communications expert said, “Social and digital media is really one of the most effective, accessible and best referenced platforms for reaching stakeholders.”

## Case Study 6: CommBeBiz on Social Media

Alec Walker-Love continues: ‘Social media empowers and enables scientists to bridge the gap between science and society. The utilisation of the traditional media (general, specialist, broadcast) plus social media channels is an important part of the strategy to promote the concept of the Bioeconomy and to raise awareness of the research work funded by the EC and delivered by multi-disciplinary groups across all EU member states plus additional global partners.’

CBB consistently utilises social media channels to drive engagement and conversation about the Bioeconomy as well as to promote individual project and researcher’s work and events.



CBB Twitter followers (468 followers as at 19th February 2018) consist of a variety of EU funded projects and researchers as well as non-EU-funded researchers, scientists and members of the public with an interest in innovation and the Bioeconomy. Many official EU accounts follow CBB. Additional followers come from the media, UK and EU parliament and world-wide industry.

Within the last 6 months (up to February 2018) the wider discussion on sustainability issues has taken off with organisations including the Ellen MacArthur Foundation reaching out regularly to 33,500 followers. Now is the time for the Bioeconomy Researcher to be involved, as discussion forums across the world want and need to hear their views.

CBB’s tweets work successfully when they are original, interesting, engaging and provide useful tips/views and insights. For example, a graphic to convey the importance of your social media recipe mix, following the online training webinar given by Alec Walker-Love, was retweeted and liked by our followers, extending the reach of this message to a wider audience.

CBB joins in on the latest conversations, trending hashtags and follows and contribute to chat on policy changes and social hot topics, for example #lattelevy.

To see a short video created in conjunction with the coffee company, Peaberry Roast, see:

<https://twitter.com/CommBeBiz/status/949254086196649984>

## Co-creating communications

Arguably, advising and choosing the appropriate channel is a job for the communicator. Whilst communicators can tell researchers they must upskill, it is the communicator who must advise the researcher how to use the different communications channels and adjust the style/tone of the conversation accordingly. It is the job of the communicator and the researcher to work together to find a medium that works for them both to create a successful communications outcome.

## Motivating Researchers

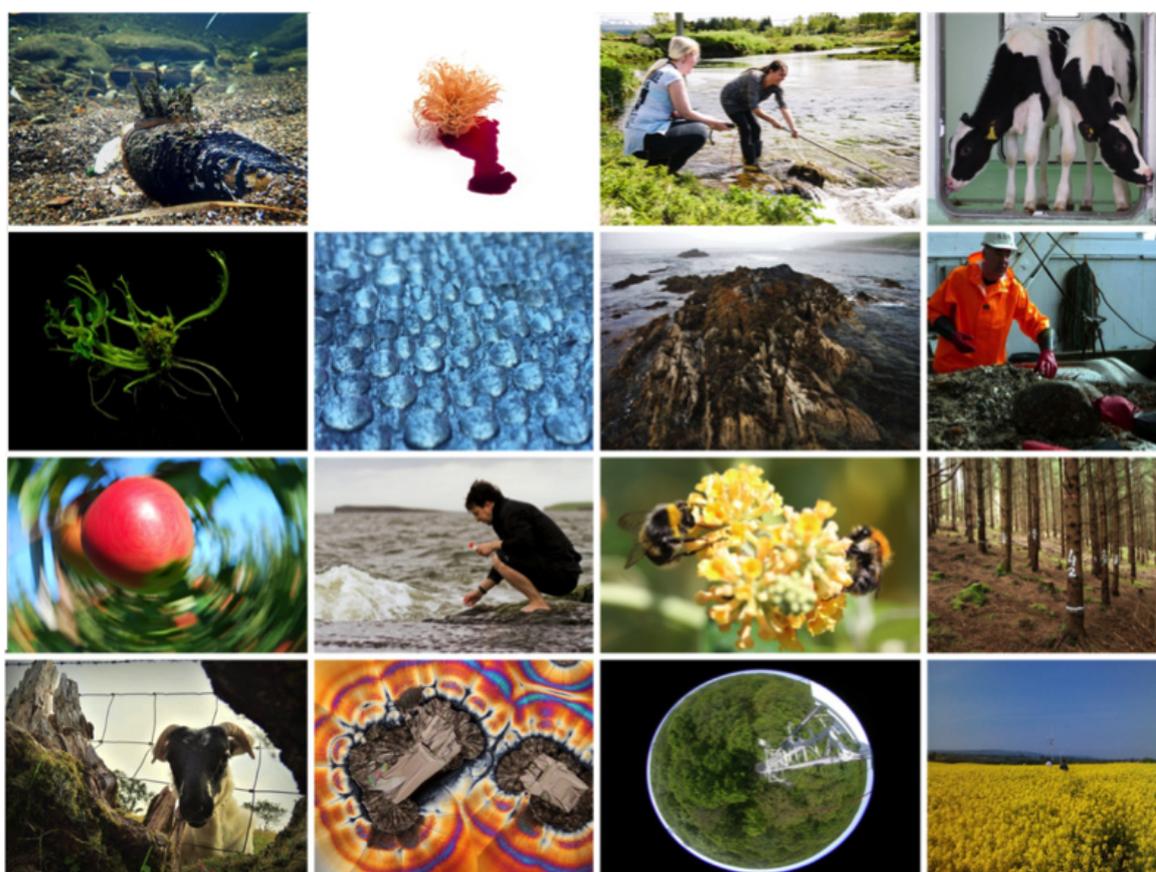
### Motivating through activities

Case Study 3 (see page 12) demonstrated researchers' reluctance to become involved with the CBB project, revealing some of the difficulties encountered in engaging with the researcher. This topic is also covered in as also stated in the 'Rationale & Focus of the Project' section of this report on page 5.

Case Study 7, 'Communicating through images' and Case Study 8 'Webinars as a way to engage researchers' demonstrate how CBB endeavoured to encourage researchers to engage with the project. The use of photography proved an effective motivational activity and encouraged researchers to look at communications differently, using their own skills to proactively publicise their work through the use of images.

CBB experienced positive engagement through these activities and recommends to future projects that they consider using other such creative communications activities to motivate researchers.

### Case Study 7: Communicating through images



The Bioeconomy Photo Competition is run annually by CBB through partner Teagasc and has been an excellent initiative in motivating researchers to think about communicating their research in a 'different language'. It has also acted to increase public interest in the Bioeconomy concept.

“A fascinating snapshot of the science being done right across the European Bioeconomy.”

This was the view of Professor Tim Benton, University of Leeds and Distinguished Visiting Fellow at Chatham House, when he judged the entries submitted to the 2017 CommBeBiz Bioeconomy Photo Competition. From the hundreds of photographic entries received, the motivation and skill amongst Bioeconomy scientists right across Europe to communicate their science in a novel, visual, and impactful way to a broad public has been seen.

“We scientists are used to sharing information in writing. But images can often have an even greater impact, especially with the general public” - Juozas Lanauskas, 2017 competition finalist

**Communicating science through images helps researchers to document and demonstrate the relevance and impact of their work, particularly important for the research underpinning the development and delivery of the Bioeconomy.** The Bioeconomy is bringing about new products, policies and ways of living driving significant change for the consumer and the citizen. Bringing the Bioeconomy into everyday life, not just in words but also in visual formats makes it tangible and relevant to society and individuals.

The photos from our Bioeconomy scientists have been featured in numerous media outlets, online galleries and at various events across Europe. Speaking after the CBB Bioeconomy photo gallery was displayed during the annual Teagasc Science Week initiative in Ireland, Science Communication Officer with Teagasc, Catriona Boyle, spoke about the importance of being able to show the public research in action:

“Good use of imagery in communication inspires curiosity. Human beings by their nature are curious creatures. They want to know how things are done. When communications are accompanied by striking imagery it helps to motivate people to click into that link or pick up that magazine. In our current internet age, where social media has become a huge part of the communications toolbox, there is limited time to grab people’s attention. It is essential that researchers keep visual records of their projects to help communicate their work.”

CBB encourages Bioeconomy scientists to continue capturing their activities through the medium of imagery, from the start of the project right through to its conclusion. Useful tips and tricks have been provided by CBB for researchers and are available through the online webinar training on photography provided by Professor Karl Ritz. To view the webinar visit: <https://commbebiz.eu/?post=3079>

Karl Ritz, Professor of Soil Biology, Faculty of Science University of Nottingham delivering Webinar (25 September 2017) ‘Image-ining for Scientific Photography’

“When communicating your science research, photography is a great tool because images and photographs appeal to such a wide audience. **Images can break down the hard science barrier and allow others to see into your work and gain a different sort of understanding.** By using photographs scientists have an effective way of telling their story and capturing interest. And if you take them yourself, they are bound to be relevant and unique!”

## Case Study 8: Webinars as a way to Engage Researchers

The CBB webinars and 'Testinars' (similar to webinars, but shorter and created to give the Bioeconomy researcher live feedback from a market expert) have proved to be an effective way to deliver remote Bioeconomy learning as well as to evaluate research potential and upskilling researchers. Researchers feedback demonstrates to other researchers why they should get involved and actively seek to be involved in external skills training.

A sample of quotes from CBB online training follow below:

'Thanks for organising today's event, we enjoyed it a lot!'

Holger Gerdes, Senior Fellow, Ecologic Institute, Berlin, panellist at the webinar 'Creating Networks for the Transition to a Biobased and Circular Economy'.

'Very good and much appreciated.'

Carsten Wachholz, Senior Policy Officer on Resource Conservation and Product Policy, European Environmental Bureau (EEB), Brussels, panellist at the webinar 'Bioplastics — the next sustainability challenge in a circular economy?'

'It was fun and an interesting challenge to shorten my presentation to less than 15 minutes and still be able to prove a point. Looking forward to the next session.'

Lise Lyngfelt Molander, Principal Consultant and Director, Thinkstep, speaker at the webinar 'Circular Economy — strategies for organisations in the Bioeconomy'.

Twenty-four customised Bioeconomy webinars have been held, running up to 1st February 2018. As a means of remote learning, exchange and evaluation, CBB held webinar sessions on a variety of Bioeconomy topics, encompassing all segments of the Bioeconomy.

Each session was focussed on a topical area and provided training and expert advice on communications training, business and innovation advice and 'hot topics' such as climate change, policy and the circular economy.

A series of webinars was held in the style of teaching tutorials with single keynote speakers for example, 'Technology Readiness Levels in the Bioeconomy', 'IP in the Bioeconomy', 'Looking for business and investment partners in the Bioeconomy'.

Other webinars were more oriented towards live chat, with shared presentations and debates among the attendees and the moderator. All events were moderated and technically enabled by members of the CBB team.

In addition, a new format, the 'Testinars' (testing webinars) was conceived and developed to provide EU-funded researchers in the Bioeconomy with live feedback from a market expert. Up to five projects per session were asked to prepare flash presentations of their projects and to present slides. An expert present during the Testinars gave an evaluation of the development potential and hints on tweaks necessary for the preparation of market-readiness. The experts came from companies such as Matis, an Icelandic Food and Biotech R&D institute and associations such as The Confederation of European Paper Industries.

Each online session was recorded live and uploaded onto the CBB YouTube channel and on the CBB website, [www.commbebiz.eu](http://www.commbebiz.eu) following each event. To date, the videos have been viewed over 1,600 times. These sessions will remain on the web for at least the next five years for the convenience of researchers and those agencies working with them to improve skills and knowledge.

### Lessons learnt

Most views and downloads of the videos featured on the CBB YouTube channel were secured when practical skills or training schedules were offered, for example, 'Science Message Mapping' or 'How to write a Communication Plan'. Materials prepared for these sessions were the most downloaded handouts.

As a result, we can draw the conclusion that these topics fill gaps in the 'online training market'. The obvious need could be satisfied in the future by academic or training institutions. Future EU actions could include the development and provision of training modules and materials with the clear goal of up-skilling researchers.

The best 'live' or 'real time' participation rates for CBB's online webinars were observed when one or more of the following three criteria were fulfilled:

- Specific/exclusive topics that could not be found elsewhere (e.g. 'Technology Levels in the Bioeconomy');
- Controversial topics in the climate and waste debate (e.g. 'Bioplastics — a new sustainability challenge');
- Offers of training courses to a specific group (e.g. 'National Contact Points' or 'ERA-NET Platform').

Over time, CommBeBiz has gained a reputation for its services. Announcements of the project's events were re-tweeted in increasing numbers and reached RSS feeds to inform specific groups (for example journalists via AlphaGalileo). With the development of the CBB's 'branding', reputation developed driving up participation rates.

### Top tip for future planners of online skills courses:

- Offer participants exclusiveness and high reputation: A well-reputed webinar/seminar presenter with an exclusive quality offer that is customised to a subject, such as the Bioeconomy, can answer the needs of a community/network better than generic offers.
- Controversies and Practical Top Tips: Live debates with 'hot' topics, including prominent or expert speakers as well as practical skills trainings, are the most sought after by the scientific community.
- Targeted offerings: Despite big promotional effort, sometimes the uptake on training Webinars the participant rate remained low. Future projects are advised to research what the researchers/projects under your care are interested in and provide for their needs.

## Acknowledging the complexity of motivation

The CBB team discovered that some researchers often don't see the added value for them/their research project to engage in external networking events or communications/promotional activities. CBB has therefore been compelled to adopt a very persuasive visible stance, to spell out the benefits and be as encouraging as possible to ensure that individual researchers participate.

**However, it should not be as difficult as this to engage with EU funded projects and deliver the services for which CBB has been funded.**

Actions are needed to ensure that researchers are motivated to engage with communication, outreach and impact activities. Multiple layers of influence on motivation exist, and they all need to be targeted, including at the levels of:

- the individual researcher,
- the research institution,
- and at the level of research governance and policy.

In particular, the personal value for researchers to become involved in impact generation activities needs to be made clear (for example, see Case Study 9) and these benefits need to resonate with many different types of researchers.

The saying, 'if you don't measure it, you can't value it' rings true here as the 'Ecosystem' around researchers needs to adopt consistent standards and measurements of success to encourage a connected, interactive and communicative environment.

Ilaria Bonetti, Co-ordinator representative, ProBio Quote from BBI JU Conference, December 2017: "There is a lack of motivation for exploitation. The majority of research result owners are research institutions, like Universities, whose primary objective is result generation and not result exploitation."

Nelo Emerencia, Programme Manager, Bio-based Industries Consortium (BIC): "We need to work harder to get ideas out into the open and into discussion with industry and academia at much earlier stages. The whole education system should take up the idea and content of a bio-based society from primary through to university levels. Teachers too – the gatekeepers must be educated as well as students of all ages – not only PhDs."

## Empowering Researchers

**Empowerment of individuals is critical in any organisation. Encouraging your members, employees or stakeholders to be enabled and inspired and to take ownership of the desired project outcomes will lead to a more engaged, effective and productive team.**

An essential element of empowerment is listening to your members and this is an area that CBB has committed to; CBB has continued to listen to their researcher community throughout the project and made the appropriate changes. For example, at the Dublin 2016 Annual Meeting, researchers gave significant feedback to CBB that the small-group, interactive training workshops were very useful, and they gained much knowledge from these sessions. As a result of this post event feedback, the CBB team built in a substantial amount of time for such 'practical, hands-on' workshops at the London 2017 Annual Meeting. The post event feedback from the 2017 event confirmed that participants found these training sessions very useful and described the more personal scenarios as being more engaging and educational.

Case Study 8 discusses CBB's experience of 'mentoring' and how CBB believes that empowering individual researchers through appointing Bioeconomy Ambassadors could have a positive effect not only on that individual but also on the research community to whom they offer their advice.

### Case Study 9: Appointing Ambassadors

As part of CBB's peer-led empowerment programme, sector-specific experts, 'Segment Managers', were recruited to assist the project in motivating and engaging scientists across Europe in the project's activities. Most of our Segment Managers were integrated within the research community (either scientists or working scientists and most were involved in research projects themselves). Peer-to-peer learning and modelling is important within the research community, so scientists are often most comfortable discussing their work with those who have similar expert-level knowledge of the topic. However, in order to progress innovation, scientists need to work with a broad range of disciplines. This is particularly the case for the Bioeconomy, where transition will depend on inter-disciplinary collaborations. Based on the above, CBB suggests that there could be merit in the idea of the European Commission directly appointing 'Bioeconomy Ambassadors'.

#### Bioeconomy Ambassadors

The EC could set up a prestigious role of 'Bioeconomy ambassador' to act as a bridge between EC funded projects – across different sectors – and the EC. We believe that there are a number of motivated individuals already within the research community – like those people who assumed the Segment Manager positions in CBB – who are enthusiastic and determined to see the Bioeconomy develop and to have EU-funded research as the driving force of this development. Through their experiences, expertise, and connections, and as research peers who are respected in their field, these individuals are well-placed to assist researchers in their innovation journey. We don't envision this as a paid role, but rather an honorary role with a travel bursary made available to attend different events and act as a networking agent amongst and between researchers and stakeholders. In the same vein as being a journal editor or sitting on a conference organising committee – this should be a position to be held in high esteem within the scientific community. Our experience from the CBB project is that this should be an application process and that the ambassadors are appointed directly by the European Commission (likely to be DG Research; or may also be implemented at a national level by local funding agencies) so that it is seen as a role and purpose that is competitive, prestigious and purposeful.

A particular role for these ambassadors would be to facilitate linkages between relevant EC-funded projects, keep researchers in touch with national and EU developments and potentially work alongside the NCP structure at national levels.

## Rewarding Researchers

If society expects researchers to take on a more communicative and business aware role, all the training courses, expert advice and support in the world will not be absorbed by the researcher, unless we collectively reconsider how we reward researchers for communicating. The current system is not geared up to recognise this as a necessary researcher skill. The following research Case Study 10, 'Creating a positive impact culture' discusses the barriers of the current system to adequately reward the researcher to achieve more outreach.

### Case Study 10: Creating a Positive Impact Culture

CommBeBiz carried out a research study to investigate the views of researchers towards metrics used to assess research impact in academia. Eighty Bioeconomy researchers from Ireland and the United Kingdom engaged with an online platform to provide attitudinal and behavioural insights. Qualitative research interviews were also carried out with 11 recipients of the CBB Project Innovation Awards to understand their motivations to engage with such activities. Reflections from this research are presented here.

**Research impact is a multi-faceted construct – it reflects the contribution that research makes in advancing our scientific, methodological, and theoretical understanding of a topic; but it also reflects the meaningful contribution that research makes to society, for example; economic, cultural, policy and public service, health and well-being, environmental, and human capacity.**

#### Finding the reward for 'wearing different hats'

The responsibilities and duties associated with the research profession are increasingly being redefined and negotiated – scientists are now expected to wear many different hats: researcher, teacher, supervisor, administrator, manager and increasingly, communicator. If we expect researchers to assume, for example, a communications role, we may also need to reconsider how we reward researchers for carrying out this task. A lack of incentives currently exists within research institutions and academia – for example, social media use, public engagement and science communication activities are not as highly regarded as traditional academic metrics when it comes to hiring, tenure or promotion. Researchers may be deterred from embracing new ways of doing, publishing and sharing research for fear that it will hamper their career advancement.

#### Is our current approach to research evaluation fit-for-purpose?

The current predominant structures used for research evaluation do not recognise, reward or value the activities which underpin the transition of science to a more open, participatory and inclusive system which results in meaningful societal impact.

The dominant focus on rewarding bibliometrics (i.e. journal publication counts, citation counts, Journal Impact Factor and author h-index) for career progression (employment, promotion and tenure) has been criticised for solely valuing academic impact and undervaluing the influence that research can have beyond academic circles. The movement to acknowledge flaws in the current evaluation system has gained much momentum in recent years with high profile efforts including The San Francisco Declaration on Research Assessment, The Leiden Manifesto and The Metric Tide all calling for more holistic approaches to evaluating the impact of academic research. In an effort to reflect the fact that scientific impact is a multi-dimensional construct, there have been calls for a multi-metric approach in which it is acknowledged that multiple rather than single metrics are necessary to demonstrate the full impact of research.

Our online research supports this – our researcher participants indicated that it **is difficult to find time for activities which they perceive to be inadequately rewarded**, for example engagement with online outreach through social media. Furthermore, our interviews with recipients of the CBB Innovation Awards revealed that these individuals felt that academic norms prevented more researchers from getting involved in such innovation support initiatives. A lack of formal recognition and an emphasis on papers as the academic currency were viewed as preventing more researchers to engage in similar outreach and impact generation activities.

## **A role for multiple metrics in research evaluation**

**Funding agencies and research institutes are advised to focus on developing a multi-metric approach to evaluating research proposals and projects and rewarding researchers.** There is a growing interest within research and policy circles about the potential role that 'next generation metrics' can play within research evaluation. Alternative metrics (altmetrics) are proposed as an attractive option for capturing – to some degree at least – the societal impact of research. Providing a measure of the online footprint of a research output, they aggregate online metrics including for example, the number of views, clicks, saves, comments, or downloads it gets, along with its shares or mentions in various social media platforms such as blogs, Twitter or other online forums. These metrics can demonstrate the value of scholarly output which is not always in the form of journal papers, and thus generally are not considered in formal research assessments, for example; datasets, code, software, slide-sets, blog posts, and so on. It's argued that altmetrics can offer a measure of the interest, reach, uptake and diffusion of research to a wider audience beyond academia.

### **Further work on altmetrics required**

The European Commission's Directorate-General for Research and Innovation has created an Expert Group on Altmetrics to consider the value of altmetrics under the European Open Science Agenda. Despite the attention which altmetrics are receiving at a research policy level, our research discovered that many publicly-funded researchers are not even vaguely aware of their existence, whilst only a small proportion of researchers surveyed were actively engaging with them.

Understanding the factors which may encourage or impede acceptability of altmetrics by the academic community is vital if the scientific community are serious about integrating these metrics into formal processes of evaluation and impact demonstration. Our research provides insight into the concerns held by scientists; this includes doubts held by our participants about how robustly these metrics are calculated and used. Further inter-disciplinary efforts will be needed which will draw together relevant disciplines to answer some of the evident concerns related to the reliability of altmetrics. Other concerns held by our participants included whether these metrics would be formally recognised by all funding agencies and universities – a key requirement for future adoption amongst researchers.

Research funding agencies and academic institutes can play a leading role in bringing together the appropriate actors to advance altmetrics under their Responsible Research and Innovation agenda and promote a multi-metric approach to research evaluation.

As argued by Hoffmann (2016) , researchers should be "incentivized and honoured for adding engagement to their academic identity." Researchers must be sent a clear message that engagement activities are a valued activity. Accordingly, funders and academic institutes toned to focus on developing a multi-metric approach to evaluating the performance of their researchers and encouraging a culture which promotes and rewards scientific outreach activities.

## Connecting Researchers

Dr Tony Raven, CE, Cambridge Enterprise, University of Cambridge, speaking at the conference 'The Future of UK Science and Innovation, the industrial strategy and the Knowledge Exchange Framework', 30th January 2018, said, "The UK leads the way in research, but we need to improve our process to commercialisation and engage industry and encourage collaboration with R&D".

Mat Quaedvlieg, Vice President, Strategic Business Projects, Sappi Europe S.A  
"If left to science, innovation may not be picked up. We need industry involvement if we are to succeed."

Kevin O'Conner, Professor, School of Biomolecular and Biomedical Science, University college Dublin, Ireland & Chair of BBI JU Scientific Committee.  
"Encourage all young researchers to talk to industry – support making connections".

## Collaboration and interaction is key to innovation

Throughout the project, CBB has brought researchers together with experts to ensure they are well advised by and appropriately upskilled to liaise with stakeholders. Our annual events in Dublin (2016), London (2017) and most recently Budapest (February 2018) have been useful and productive networking opportunities for researchers and stakeholders alike.

Mariëlle Ramaekers, EFFOST and Taste of Science magazine:  
"Thanks a lot for the very informative meeting in London. I learned so much."

CBB has not experienced any difficulties when recruiting experts to be involved in our events and those that we approached were always willing to take part. Recruiting researchers, on the other hand, has been a little more challenging, even when they are encouraged to attend a 'free' event where expert advice, networking and refreshments are provided.

CBB has appreciated stakeholder involvement and realise that our volunteers, particularly the Segment Managers (see Case Study 9) give up significant time to partake in the activities.

Despite the difficulties of researcher recruitment, CBB would like to see more engagement of researchers with its ecosystem at arranged networking opportunities as it is being collectively realised that the interaction of industry and market players with researchers is beneficial not only to the impact of that research but ultimately to the 'public purse'. The stakes are perhaps even higher in the Bioeconomy where it is essential that society finds solutions to sustainability issues. There needs to be more research at EC level to determine how best to engage the researcher at events.

Other sectors such as the fashion industry understand the need to connect with all levels of the value chain. For instance, in the Fashion Industry innovation needs to progress quickly, so networking with the value chain is vitally important as Miguel Maximo, Quality Manager, TMR Fashion Clothing explains, "The Fashion industry is an ever-changing market and our need to evolve is constant, mainly in product, logistics and sustainable matters. So, we have a very positive attitude towards innovation. I keep up to date with the latest news and I try to attend as many conferences as possible to network with researchers, designers and other stakeholders."

Encouragement by regulation or professional endorsement could be a way to encourage researchers to engage, for example Arko Olesk, Lecturer in Science Communication at Tallinn University and Imperial College, London says: "In Estonia, researchers are encouraged to drive their own desire to contribute to society and they are driven by policy to reach-out and seek a catalyst for their research."

## More collaboration from intermediaries

Mónika Alíz Mészáros, Owner, Managing Director, Intellexi Ltd. Hungary, EBN Associate Member and SME Instrument official evaluator for the EC makes the point clearly that researchers must engage closely with market players. “There is still a failure in commercialisation due to the lack of information and innovation. Researchers and market players should work closely in order to succeed at the international level competition. Researchers can have a brilliant innovative idea, but if there is no market player, for example a start-up company which can help them to finalize the idea into a real market product, service or process, it is not worth anything. If the researcher can be encouraged to see their idea objectively they are already half-way, there to success.”

The research world is a closed world and researchers are often disconnected from the business world. They often don't see the added value or the necessity of engaging with business experts or mentors as they have no idea of what they can offer. In that sense, innovation intermediaries should make themselves more available and visible to researchers and speak their 'language'. They need to find a way to attract the research community and support realisation of the market possibilities/opportunities of their work.

Entrepreneurs likewise need to share their success stories and experiences with researchers, who often have no idea about the path to take to move from R&D to business. Since researchers are not looking for mentors/help, entrepreneurs should make the effort to find where they are and initiate the move towards them.

All CBB Webinar and Testinar speakers offered their services for free as they realised the benefits of getting involved and speaking directly to the research community. The speakers were given time to introduce their organisation in relation to the topic and in doing so were promoting their services and improving researcher collaboration. Innovation Intermediaries and Entrepreneurs need to think about opportunities other than financial, for instance the opportunity to talk directly to researchers and promote their organisation should be seen as enough of an incentive to get involved.

## Researcher Awards evolving into Academy Programme

At the beginning of the CBB project and as detailed in the Description of Work, the perception of Bioeconomy projects' interests and needs did not always match with reality.

The initial Awards programme provided one-to-one mentoring opportunities, access to a range of experts, and peer-to-peer networking. This package proved not to be attractive to all projects. The opportunity to pitch and present projects to a large audience as part of the EBN annual congress was not always taken up by the researchers.

This result stimulated discussion in the consortium, leading to agreement to change the strategy and approach. The idea of 'Academies' was agreed, assessed as being much more aligned to the needs of research projects.

The Academies offered advice, coaching and feedback in smaller (semi-public) environments, which were more comfortable for researchers, and several acquired the confidence to communicate more confidently the key messages of their projects at larger public events, such as the EBN Congress and CBB's annual meeting for all stakeholders.

Case Study 11 demonstrates how CommBeBiz has impacted on researchers' work and positively influenced their approach. It also demonstrates how CBB endeavoured to adapt activities to better suit the researcher.

## Case Study 11: CommBeBiz Academies

“CommBeBiz has had a huge impact on my life. Publishing a peer reviewed article is not the end, but just the beginning to bringing your idea to real life. CommBeBiz has changed my track from scientist to Entrepreneurship”. - **Himanshu Himanshu, CBB Innovation Bursary winner.**

Organising small and localised workshops where researchers, start-ups and business experts/mentors can meet and interact have proved successful in terms of quality of exchanges and sharing of experiences. CBB would advise future projects to build on the same model to encourage effective engagement.

CBB Academies have also been positive opportunities for researchers to receive feedback from several business and innovation experts. These face-to-face meetings help to bridge the gap between the research and business worlds and help to find a common language.

Participants at the Academies were offered a platform to build more meaningful connections with potential partners and the numerous exchanges which assisted to build their confidence and credibility. These interactions can promote trust, understanding and also offer the opportunity to network and build professional relationships. Overall, they help the participants to feel part of a strong community.

Robert Sanders, Head of EBN’s International Projects and senior CBB partner adds: “During the CBB Academies, business and innovation coaches gave critiques to researchers, helping them to fine-tune their pitches. The researchers were invited to pitch their projects to a wider public audience the next day during the CBB Annual Meeting and the progress made was very encouraging.”

Quotes below are from attendees at the Prague Academy, December 2017:

“The bursary was a great experience, in particular the pitching sessions. As it was my first time pitching, it was a great way to practice my pitch and most of all to receive constructive feedback from the mentors. I highly recommend it.”  
Bogdan Vukeljic – InoSens

‘The CommBeBiz Academy gave me access to knowledge and expertise on key issues such as funding, IP and other available support initiatives that I might have otherwise not been aware of. It was also a fantastic opportunity to network with others in similar sectors and share best practice’. Emma Needham - Agrimax project

Jaume Gelada, Ubikwa, INSYLO, “There is some merit having received a SME Instrument grant from the European Commission. It has not been easy though. The main key factors have been: working with a very good consultant who is expert in this type of grants and that really believes in the project; Do field work and provide evidence of what you claim. We contacted a lot of potential customers and investors providing MoUs, Lols, contracts, etc. removing any doubt about the value proposition and the market potential; Persist, persist and persist. We applied 5 times until we got it. Each time, improving the proposal.”

## Case Study 12: Identifying the Entrepreneurial Researcher

Qualitative research interviews were carried out with 11 recipients of the CBB Project Innovation Awards to understand their motivations to engage with such activities. Some of the main reflections from this work are presented here.

Through our qualitative interviews with recipients of the CBB Innovation Awards, we found that these individuals held strong values about ensuring societal impact from EU-funded research, with many calling for better structures to support the translation of research into practice. Involvement in the CBB awards was not a new endeavour for many of the participants, who were primed through previous experiences of innovation support initiatives.

**Even though a monetary value was placed on the CBB awards, it was interesting to note that the participants valued the human and social capital gained from winning the awards above economic capital. Psychological factors such as positive self-worth and identity acted as intrinsic motivators particularly for the academic participants who felt that winning the award brought social recognition to the external value of their work.**

The knowledge gained from mentoring and workshops, and the public exposure, networks and contacts gained were judged as extremely valuable components of the awards prize. Participants were generally positive about their involvement in the CBB Awards process; however, the main reflection from participants was to have 'more' – more mentoring, more networking, bigger stages to publicise their work, and more 'prestige' associated with winning such awards/bursaries.

With an increasing proliferation of awards at EU level, there may be a danger of 'awards inflation'; many different initiatives operating in similar spaces could lead to a reduction in the meaning and significance associated with each individual award. Furthermore, our experience shows the need for quality recipients over quantity. There may be significant value in pulling resources across initiatives to combine or merge similar, smaller awards, so to meet the demand of higher profile awards which provide more resources for intense mentoring and follow-on activities for a smaller cohort of motivated individuals.

## Funders Supporting Research Innovation

The providers of funding for research, whether from the public or private sector, are key players in the drive towards innovation. Funders from academia, industry, NGOs and government select the focus of topics, shape the design of calls and create the criteria and expected impacts.

Due to this privileged position, funders can also help or hinder the drive towards innovation or application of research, by deciding to place their focus on scientific endeavour to the exclusion of other areas of activity.

CBB partners were invited to attend a number of high level meetings with agencies and organisations with a focus on funding. CBB Co-ordinator Rhonda Smith was invited to act as rapporteur for a session at the recent ERA-LEARN conference organised by PLATFORM2 the ERA-net of ERA-nets focused on the Bioeconomy.

Not only in this session, but also across the whole meeting there was considerable time spent on the topic of how funders can best design calls and criteria to drive research innovation and support application. When reporting on discussions during the PLATFORM2 session to plenary, Rhonda Smith was able to place the need for including clear strategies on communications and dissemination, a skills audit of participants with appropriate training as top of the list for consideration in new calls.

CBB was pleased to be invited to work with a number of other ERA-Nets as explained on the next page.

## Case Study 13: CommBeBiz and ERA-NET Collaboration

During its own funded period, CBB has encountered an increased awareness amongst funders of the need to recognise and embed communications actions much more formally into their calls for research projects including the criteria imposed in the associated paperwork. As a precursor to that, some funding groups have also recognised that they themselves require increased knowledge of communications, dissemination and exploitation (C, D & E) and improved understanding of what can realistically be achieved by individual projects.

The ERA-net CoBioTech was the first to approach CBB via Minerva to provide guidance and training in advance of issuing their first call. Attending the first full meeting of the group, CBB provided a half day training to the assembled group of national funding agencies, together with their EC Project Officer. Following that session, CBB contributed to the overall criteria for the call focusing on the C, D & E elements, as well as providing the guidance for applicants and for those assessing the calls.

In addition, CBB provided an online webinar session in advance of the call deadline on C, D, E aspects of the call which was attended by 73 prospective applicants. CBB was invited to the follow-on meeting attended by successful projects (Brussels, November 2017) and will continue to support the ERA-Net and funded projects with a face-to face seminar in June 2018 (beyond the funded period).

Subsequently the ERA-Net SUSFOOD requested the same support for its call planning and support to applicants, with the CBB on-line webinar session attracting 75 attendees. CBB will also be providing a face-face training session for successful projects in 2018, as it has already completed for the 10 successful projects funded under ERA-GAS (Wageningen, October 2017).

The EC itself has also invested more heavily in top-level training in communications for H2020 co-ordinators with Minerva supporting the development of and moderating its Science Communications workshop just prior to ESOF16 in Manchester, UK. This was a sell-out event attended by 180 co-ordinators from recently funded H2020 projects across all sectors.

There are encouraging signs therefore that funders and other agencies providing this fundamental support for research are beginning to 'own' this topic and set appropriate criteria and standards for the projects they fund.

# Reflections and Reaction

The aim and ambition of the *BeBizBlueprint* is to provide content that encourages reflection by the organisations that make up the research community's 'Ecosystem' on how they may better support researchers on their journey to innovation.

Based on CommBeBiz's experience, partners believe that a rethink is essential on how research cohorts can be provided with, not only the skills development and consistent support required for effective outreach and communications, but also how and on what basis they will be rewarded for such activity.

Without this rethink, it is doubtful that researchers will consistently deliver the full potential of their funded research in terms of commercial, societal, policy or scientific innovation. The Bioeconomy is an idea, ambition and challenge that requires passionate ambassadors to drive this innovation across all stakeholders. Researchers can fulfil this role if they are given the tools, opportunity and motivation to do so.

Researchers themselves must also play a part in this rethink, embracing the need for continual development of their outreach skills and seeking out opportunities to engage with industry, policy-players, media, social media and society.

CommBeBiz thanks all the Bioeconomy researchers, projects, experts, agencies, communicators and media who have willingly engaged with the project and its work, helping to create and deliver its own outreach and engagement.

The *BeBizBlueprint* document itself is being shared with the Bioeconomy research community, the European Commission, industry, national funders, academia and the media. Specific meetings are being held in different countries.

The *BeBizBlueprint*, together with all the resources and reports generated by the project, are available on the project's website [www.commbebiz.eu](http://www.commbebiz.eu).

The CommBeBiz Consortium welcomes discussion and further insights from all stakeholders regarding the content of this document. To contact the consortium, email [commbebiz@minervacomms.net](mailto:commbebiz@minervacomms.net).

## Appendix 1 – CommBeBiz Consortium



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Minerva UK supports organisations across health, care and science to build capacity, competence and confidence, delivering strategies that work. Whether working with charities, not-for-profits or European research projects, our goal is to improve knowledge flow, create insights and share expertise, creating impact.



**TEAGASC**, Agriculture and Food Development Authority, Teagasc Food Research Centre, Ashtown, Dublin 15, Ireland +353(0) 1-8059515 [www.teagasc.ie](http://www.teagasc.ie)

Teagasc – the Agriculture and Food Development Authority – is the national body providing integrated research, advisory and training services to the agriculture and food industry and rural communities. It was established in September 1988 under the Agriculture (Research, Training and Advice) Act, 1988.



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With 20 years of experience as a Brussels-based communications and public relations agency, PRACISIS offers targeted and tailored communication strategies across the globe, including stakeholder engagement campaigns, the organisation of professional conferences, events and exhibitions, as well as large Web sites, print production, press and social media coverage.



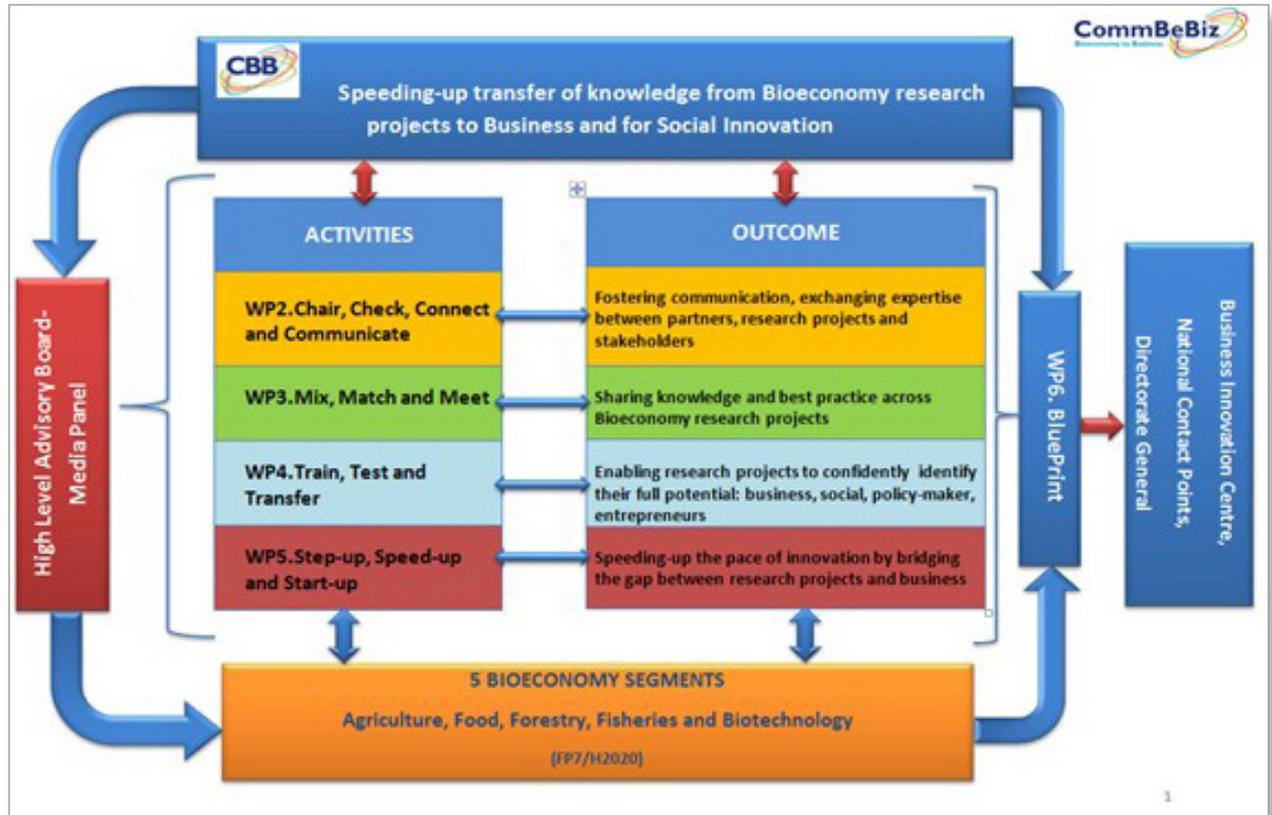
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EBN is a community of 260 EU Business and Innovation Centres and associated organisations whose role is to support entrepreneurs, innovators and SMEs to start and grow businesses, and develop our economies.

For project details visit: [www.commbebiz.eu](http://www.commbebiz.eu)

## Appendix 2 – Organisation of the CommBeBiz Project



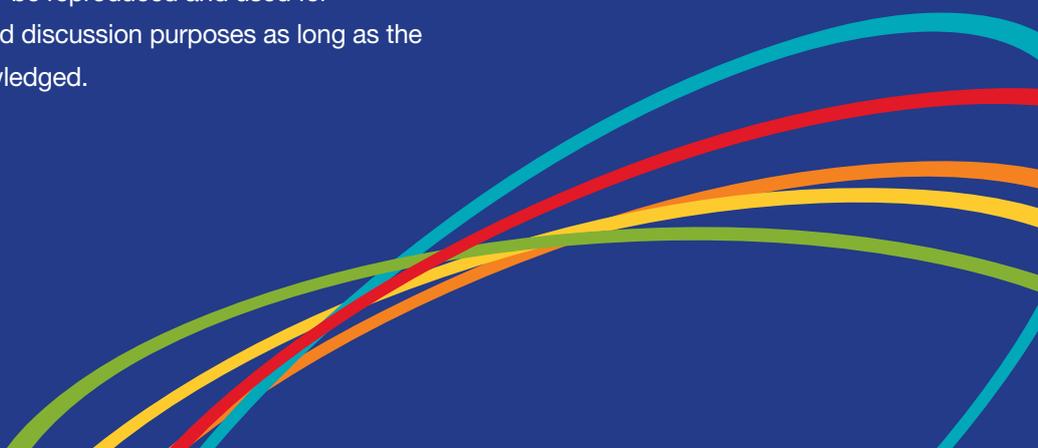
For further information, visit the EC website:

[https://cordis.europa.eu/project/rcn/194810\\_en.html](https://cordis.europa.eu/project/rcn/194810_en.html)

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# CommBeBiz

Bioeconomy to Business



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