



Deliverable D32.2

Exploitation Strategy

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1. Executive Summary

This document outlines the FP1-MOTIONAL project's exploitation approach and strategy to ensure the best use of the project's results, in addition to the communication and dissemination activities which are described in a separate deliverable, D32.1 – Communications and Dissemination Plan [2].

The delivery of FP1-MOTIONAL project is structured in two Workstreams (WS) as follows:

1. WS1 – Rail Services Planning and Operations – with an aim to deliver developments for a future European Traffic Management, to pave the way towards a Single European Rail Area, and make rail the backbone of a multimodal transport system for passengers and freight. This WS1 has three major focus areas: WS1.1 – Planning, WS1.2 – Operations, and 1.3- Integration activities to support a door-to-door mobility.
2. WS2 – Digital Enablers for all Europe's Rail Destinations (i.e. Flagship Areas) – with an aim to deliver solutions to support the digital transformation of the rail system as a whole. Each of the workstreams mentioned above has specific approaches to exploitation due to differences in scope and stakeholders. In general, WS2 places a stronger emphasis on internal exploitation, whereas WS1 is focused more on external exploitation.

The scope of this exploitation plan excludes the verification of the project results content, which is attributed to the Work Package (WP) leaders, who are also responsible for ensuring that the inputs into the exploitation activities reflect the actual output and progress within the respective Work Packages.

2. Abbreviations and acronyms

Abbreviation / Acronym	Description
ATO	Automatic Train Operation
C-DAS	Connected Driver Advisory System
CER	Community of European Railway and Infrastructure Companies
CT5	Cooperation Tool 5
DC-Log	Log File for the Dissemination and Communication Measures
DC-Plan	Dissemination and Communication plan
DoA	Description of Action
DSS	Decision Support System
ECTRI	European Conference of Transport Research Institutes
Ep-Log	Log File for the Exploitation Measures
Ep-Plan	Exploitation Plan
ERA	European Union Agency for Railways
ERRAC	European Rail Research Advisory Council
EU	European Union
FA1	Flagship Area 1
FP1	Flagship Project 1
GA	FP1-MOTIONAL Grant Agreement 101101973
InnoTrans	International Rail Fair in Berlin
JU	Joint Undertaking
KER	Key Exploitable Result
KPI	Key Performance Indicator
MAWP	Multi-Annual Work Programme
SP	System Pillar
STIP	Standardisation and TSI Input Plan
TMS	Traffic Management System
TRA	Transport Research Arena
TRL	Technology Readiness Level
TT	Transversal Topic
UIC	Union Internationale des Chemins de fer
WCRR	World Conference on Railway Research
WS	Workstream
WP	Work Package

3. Background

The scope of FP1-MOTIONAL project (GA-No. 101101973) comprises of:

- developments for the future European Traffic Management system, as a key enabler towards a foreseen Single European Rail Area. This is focused on rail network management planning and control, and integration of rail services with the door-to-door mobility in a multimodal environment; and
- the delivery of transversal “digital enablers” for all Europe’s rail Destinations, as described in the EU-RAIL Multi-Annual Work Plan (MAWP) [4]. These solutions aim at supporting the digitalisation process of the rail system as a whole.

This document constitutes the Deliverable 32.2 (D32.2) “Exploitation Plan” (“Ep-Plan”) of the FP1-MOTIONAL project.

This plan outlines the exploitation activities to be delivered throughout the life of the project. The project’s communication and dissemination activities are described in a separate project deliverable, D32.1 – “Dissemination and Communication Plan” (DC-plan), and are not in the scope of this document. However, the exploitation activities are closely linked to the communication and dissemination activities, hence this Ep-Plan follows the same structure as D32.1 (DC-Plan), and references are made to the latter as required to avoid duplications. Consequently, the exploitation measures are to be logged in the Ep-Log, similarly to the communication and dissemination measures in the DC-Log. Both, the Ep-Plan and the DC-Plan, are to be updated when necessary, and at least twice per year for the duration of the project.

The exploitation activities described in this document are in line with GA Annex 5 art. 17 and art. 18 [1]. This plan ensures that all internal and external exploitation measures for FP1-MOTIONAL used in conjunction with the communication and dissemination activities described in DC-Plan (i.e. meetings, conferences, other media events, publications, etc.), adhere to the guidelines outlined in the GA.

4. Objective /Aim

The objective of this document is to describe the exploitation plan and activities to be delivered by Work Package 32 (WP32) throughout the life of FP1-MOTIONAL project under the lead of Trafikverket.

The main aim of this plan is to ensure that the project results and outputs are exploited effectively, and that the potential internal and external users identified in D32.1 are continuously and effectively informed of the innovations developed by the project. A list of the involved stakeholders and target groups is provided in D32.1.

Furthermore, to raise awareness at EU level of the systems developed in FP1-MOTIONAL, the project intends to undertake exploitation measures to maximize the impact of the objectives described above, and also to raise awareness of the technology developed, its results and the significance of their impact. The exploitation activities must be supported by all project partners. The objects for exploitation are also the subject of dissemination and communication activities as described in the DC-Plan.

This document will be updated as required throughout the life of the FP1-MOTIONAL project, but not less than twice per year.

5. Definitions

The definition of the 'exploitation' is provided below:

“the use of results in further research and innovation activities other than those covered by the action concerned, including among other things, commercial exploitation such as developing, creating, manufacturing and marketing a product or process, creating and providing a service, or in standardisation activities.” [5]

The diagram below explains the difference between the exploitation, communication, and dissemination activities, as per Horizon Europe:

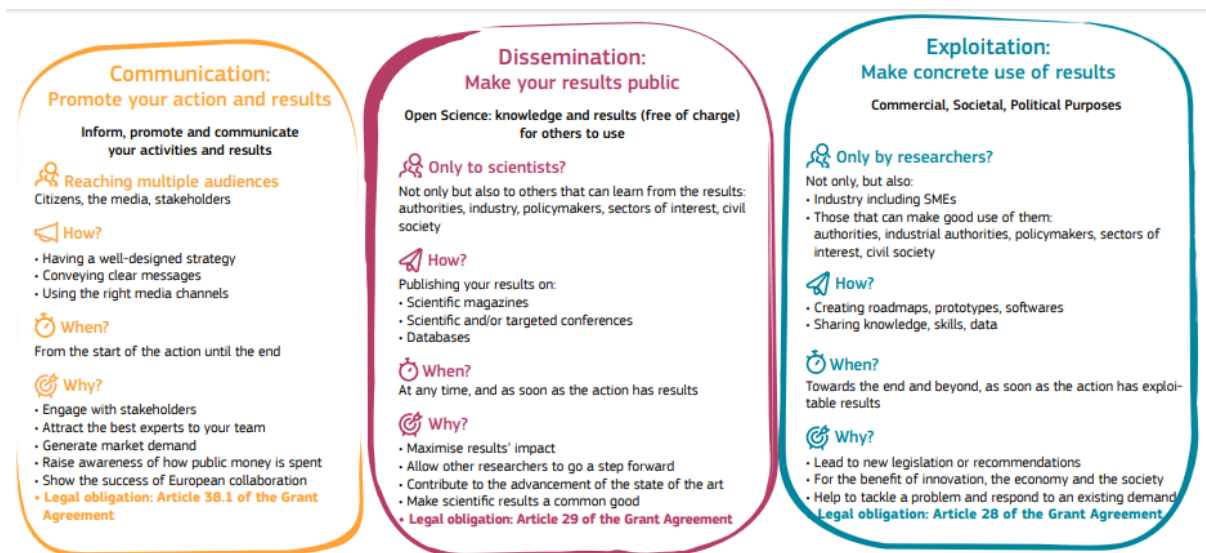


Figure 1: Communication, dissemination and exploitation as explained in Horizon Europe

6. Organisation within the project

The overall structure of FP1-MOTIONAL project is presented in Figure 2 below.

The scope of Task 32.3 within WP32 is to coordinate and manage the exploitation activities for the project. This task is linked with the two other tasks of WP32: Task 32.1 - Development and maintenance of dissemination and communication plan and Task 32.2 - Project communication and dissemination.

The FP1-MOTIONAL project will communicate the project results to the relevant target audience, including other EU-Rail flagship projects, System Pillar, as well as other transport stakeholders such as ERA, UNIFE, CER, UIC, ECTRI, ERRAC, etc. using tailored messages that will be distributed through various channels, in line with this plan as well as the Dissemination and Communication Plan (D32.1) [1]. Note that the interactions and the communication with the System Pillar and the other flagship projects are mostly foreseen in WP2 for WS1 and WP26 for WS2.

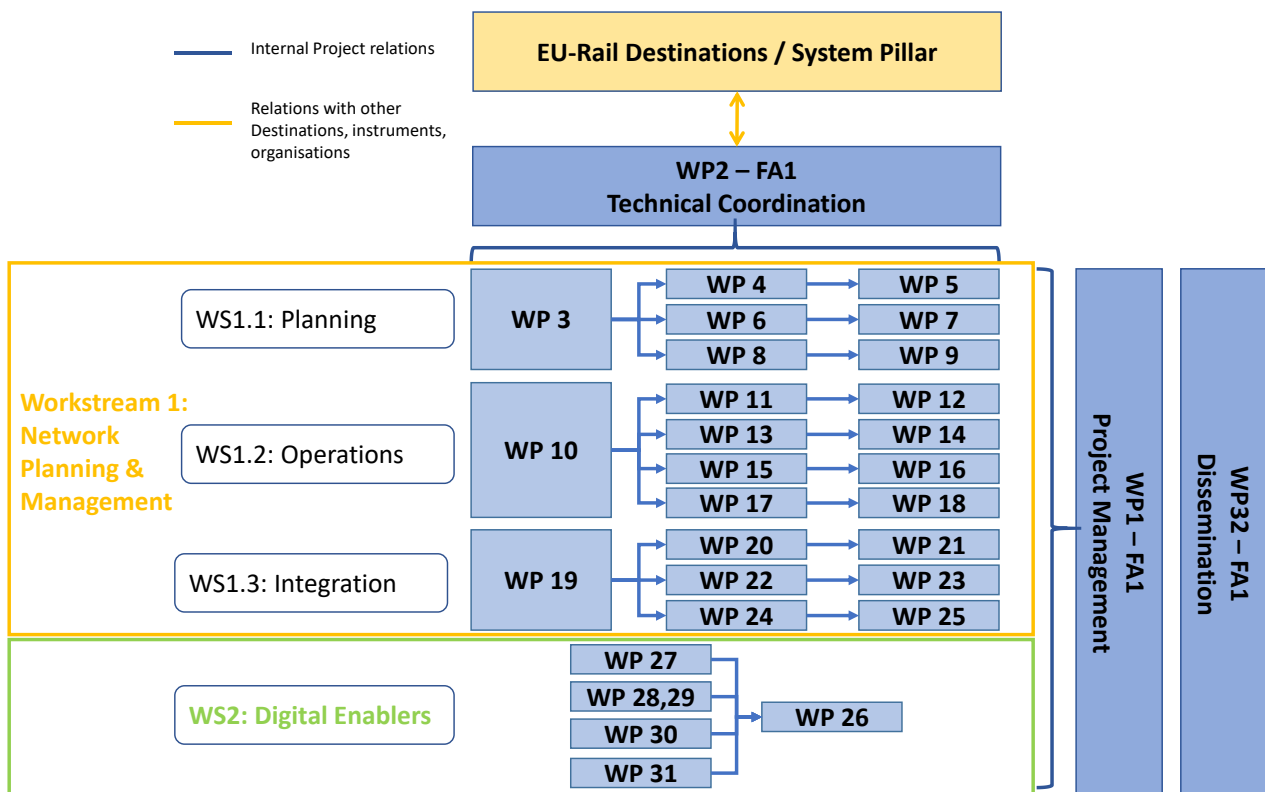


Figure 2: FP1-MOTIONAL Workstreams/WP Structure

Figure 2 shows that the two workstreams are quite separated in their WP-Structure. This is also applicable to the associated Key Exploitable Results and the Exploitation Measures for the two workstreams, which are presented accordingly in the next section.

7. Exploitation Strategy

This section provides an overview of how the generic potential exploitation measures (PEM), and the KERs, as defined in the GA, will be delivered within the WS1 and WS2.

The generic PEMs considered are as follows:

1. **Ensuring Access to the project results:** Publication of deliverables and further results on the official website of the project.
2. **Standardisation:** Publication of specifications, architectures or interface definitions for European (e.g. TSI) or International (e.g. ETSI) standardisation. Needs to go through the STIP of the System Pillar.
3. **Provision of Products** or Components by the rail supply industry stemming mainly from: Providing models, modules, components or systems e.g. for timetable planning, capacity management or operational traffic management.
4. **Provision of digital enablers** stemming mainly from SG4: Providing to all sectors e.g. a rail data space or digital twin environment
5. **Operational Application** by the railways: Application of the components, constituents and systems of all WS to offer door-to-door mobility to improve service quality and competitiveness.
6. **Generation of Knowledge** mainly – but not only - by the scientific and academic community, as well as all stakeholders of the sector: scientific exploitation and publication with in-depth results of methods and applied models, as well as results of the large-scale demonstration, using models for the validation of new concepts (e.g. on-demand) (WS1) and using the digital enablers for scientific purposes (WS2).
7. **Knowledge Transfer** to other sectors: Application of models, architectures and interfaces, as well as digital enablers in other domains as e.g. urban transport, aviation, etc.

The above exploitation measures may be further defined during the lifetime of the project.

The actual measures for exploitation will be reported regularly during the execution of FP1-MOTIONAL and logged in the Ep-Log, which is described in chapter 8. The Ep-Log will, similarly to the DC-Log, be stored on the official collaboration platform (at the moment the so-called “Cooperation-Tool 5” - CT5), while a working version will be maintained at the WP32 collaboration platform (at the moment ProjectPlace).

7.1. Exploitation of results for WS1 – Rail Services Planning and Operations Management

WS 1 is focused on delivering solutions for a future European Traffic Management System (TMS), covering planning, operations and integration of the rail services with the door-to-door multi-modal mobility. The solutions relevant to each of these focus areas will be delivered in three phases: specifications, development, and demonstration.

7.1.1. WS1 - Key Exploitable Results

Table 1 shows the generic potential exploitation measures (PEM) and the KERs for WS1, as defined in the GA

Table 1 – Key Exploitable Results (KER) of workstream 1 – Network Planning & Management [1]

Ref	KER – Key Exploitable Result	WP	Background	Exploitation (TRL to be achieved + partner)	Month	PEIM
KER 1	Interfaces and decision support modules enabling Integrated capacity planning of European infrastructure managers with external national and central planning applications and yard and station capacity management; European-wide capacity allocation enriched with new processes such as TTR.	4, 5	Capacity planning systems and processes of European Infrastructure Managers and Rail Net Europe National planning applications in the context of cross border planning and enabling new processes such as TTR.	TRL 5,6,7 HACON, TRV, PR, MERMEC, ADIF	M43	1, 2, 3, 5, 6
KER 2	Decision support modules and demonstrators for optimised capacity considering train paths and infrastructure maintenance restrictions and rolling stock planning.	6, 7	Knowledge from actual operations and simulations as well as advanced algorithms.	TRL 5,6 NRD, NSR, PR, STS, ADIF, DLR, TRV, INDRA, HACON, SNCF, DB	M43	1, 2, 3, 5, 6
KER 3	New methods and models for improved feedback loops between planning and operations including TMS – C-DAS/ATO	8, 9	Capacity planning systems for MS-C-DAS/ATO operated lines. Network level knowledge on TMS – C-DAS/ATO Available simulation tools and available simulation input data Partner know-how and experience to implement technologies	TRL 5,6,7 TRV, NSR, PR, SNCF, ADIF, MERMEC, INDRA, CAF, CEIT	M43	1, 2, 3, 5, 6
KER 4	New simulation methods and models for	8, 9	Methods, models, solutions for ETCS	TRL 5,6,7	M43	6

Ref	KER – Key Exploitable Result	WP	Background	Exploitation (TRL to be achieved + partner)	Month	PEM
	capacity evaluation of ETCS and C-DAS/ATO		Hybrid Level 3, TMS – ATO. Partner know-how and experience to implement technologies Available simulation tools and available simulation input Data cooperation between partners and experts	TRV, NSR, PR, SNCF, ADIF, MERMEC, INDRA, CAF, CEIT		
KER 5	Processes, modules and interfaces for Integration of functions and decision processes facilitating cross-border traffic management	11, 12	New TMS products and modules supporting cross-border operations and integration of yard/ station, asset maintenance, rolling stock and crew management. Intelligent TMS modules and systems. Partner know-how and experience to implement new technologies. Cooperation between partners and experts	TRL 5,6,7,8 ATSA, PKP, STS, INDRA, MERMEC, HACON, TRV, CEIT	M46	1, 2, 3, 5, 6, 7
KER 6	A cooperative multi-actor optimisation and decision support system for incidents and disruption management with human in the loop, an advanced multi-media web-based HMI for the DSS	13, 14	Addressing the need for a decision support system to deal with the complexity of the interactions with railway asset maintenance and other actors for incident and disruption management	TRL 4,5,7,8 STS, HAC, NSR,TRV, INDRA	M43	1, 2, 3, 5, 6, 7
KER 7	Linking TMS to ATO/C-DAS for optimised operations	15, 16	Linking TMS and ATO /C-DAS provides extensive benefits including increased	TRL 4,5	M44	1, 2, 4, 5,

Ref	KER – Key Exploitable Result	WP	Background	Exploitation (TRL to be achieved + partner)	Month	PEM
			robustness, increased punctuality. To achieve this, requires building up complexity step-by-step and extensive testing. This also includes developing a system that supports human factors in the interaction with ATO/C-DAS.	PR, TRV, NSR, CAF, CEIT, AZD, KB, ADIF, INDRA, ÖBB-INFRA		6
KER 8	Algorithms and decision support tools for optimised (automated) decisions and support for traffic management	17, 18	The complexity of the different aspects involved in the decision support and decision automation.	TRL 4,5 NRD, ÖBB-INFRA, PR, HACON, NSR, TLSG, ENYSE	M43	1, 2, 3, 5, 6, (7)
KER 9	Extension of existing ITS standards towards the integration of train with other mobility modes	19, 20, 21	Standards such as CEN, OSDM, TAP-TSI, OJP	TRL 7 HACON	M46	1, 2
KER 10	Services for inclusive rail-based mobility including assistive tools, hands-free experience, passenger flow management	19, 22, 23	Complexity of multimodal journeys especially when transferring between train services and other mobility modes	TRL 7 INDRA, ADIF, TLSG	M46	1, 2, 5
KER 11	Short and long-term demand models and solutions including capacity and disruption management	19, 24, 25	Complexity of demand management and adequate traffic accommodation in case of disruption taking especially in consideration train integration with other mobility modes	TRL 6, 7, 8 STS, PKP, INDRA, ADIF, ETRA I+D	M46	1, 3, 5, 6, (7)

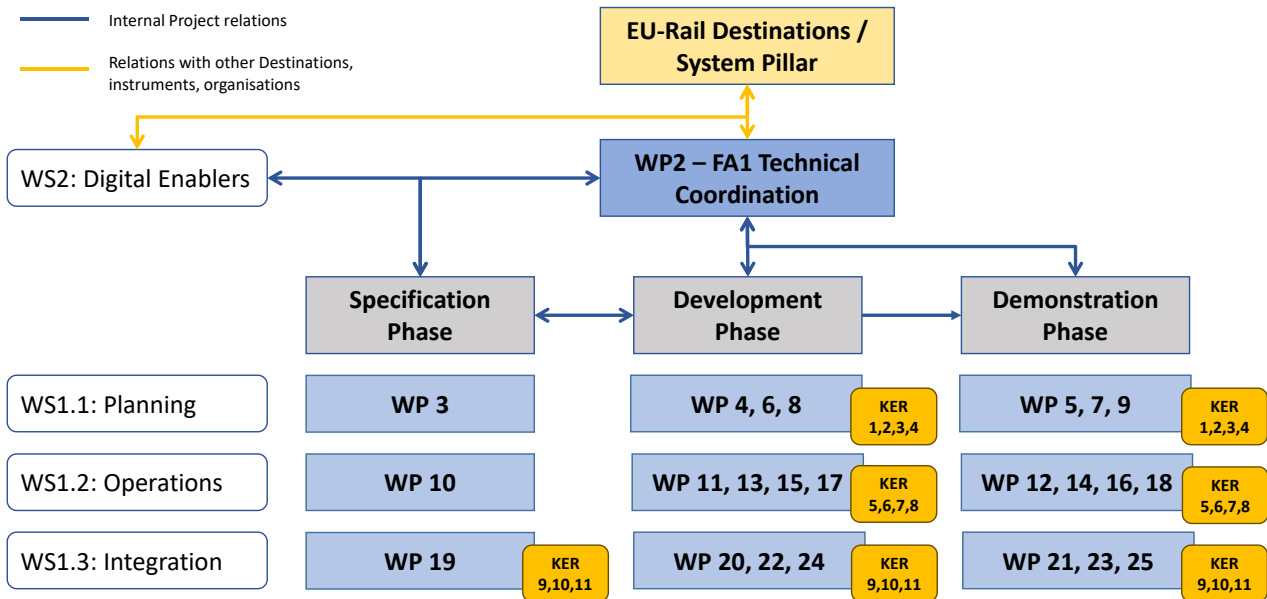


Figure 3: FP1-MOTIONAL WP-Structure of Workstream 1 on Network Planning & Management Key Exploitable Results (KER) mapped to the WPs [1]

Figure 3 will be updated during the life of the project as the development of the solutions will progress over time, and the exploitation scope will become clearer.

7.1.2. WS1 - Exploitation Measures

Table 2 below lists the Exploitation Measures for WS1 as defined in the Description of Action [1] (first column) and provides explanatory exploitation examples to be delivered by the project. The *measures in italic font* are part of the project plan of FP1-MOTIONAL.

Table 2 – Exploitation Measures for workstream 1 – Network Planning & Management

EXPLOITATION MEASURES [1]	Explanatory Examples
<ul style="list-style-type: none"> – <i>Liaise with other FAs within EU-RAIL</i> 	<ul style="list-style-type: none"> – <i>Presenting the approach to FP2-R2DATO in order to agree on the responsiveness KPI.</i>
<ul style="list-style-type: none"> – <i>Liaise with the SP within EU-RAIL</i> 	<ul style="list-style-type: none"> – <i>Present the concepts and direction of the specifications in WPs 3, 10 and 19 to the System Pillar in order to ensure that the correct interfaces will be foreseen</i> – <i>Update regularly with suitable and usable specifications of the interfaces</i>
<ul style="list-style-type: none"> – Prescribe the technologies developed within the FP1-MOTIONAL project 	<ul style="list-style-type: none"> – Present the approach to the other FPs and FA7 projects
<ul style="list-style-type: none"> – Contribute to open-source projects providing access to the FP1-MOTIONAL project framework. 	<ul style="list-style-type: none"> – Present the approach to external open source projects as soon as the confidentiality allows to do so – Provide access to the related data storages
<ul style="list-style-type: none"> – <i>Build community and raise awareness</i> 	<ul style="list-style-type: none"> – <i>Present the FP1-MOTIONAL approach at relevant events and journals to the interested railway operations community. Measures to be adjusted with the communication and dissemination strategy and logging</i>
<ul style="list-style-type: none"> – Promote knowledge transfer from academia to industry with at least 2 spin-off activities 	<ul style="list-style-type: none"> – Present the FP1-MOTIONAL approach and start spin-off activities as soon as results are sufficient mature

7.1.3. WS1 – Timeline for the Exploitation Activities

Table 3 below provides an estimated timeline for the exploitation activities for WS1.

It is to note that 50 to 60 Demonstrations are planned under this workstream. These will take place in the last phase of the project (2025-2026). Therefore, the majority of exploitable results will be produced after the mid-term event.

Table 3 is to be updated after the WPs have more precise timelines for the demonstration activities.

Table 3 – Timeline for the Exploitation of Workstream 1 – Network Planning & Management

Month / Project month	Exploitation Measure
January 2023	<i>Start of Exchange with other FPs e.g. FP2-R2DATO</i> <i>Start of Exchange with System Pillar incl. claiming of interfaces</i>
October 2024 / M23	<i>Mid-term event:</i> <i>Presenting of the status to Europe’s Rail, the other FPs, FA7 and the wider public</i> <i>Latest start of search for interested parties for the spin-offs</i>
June 2026/ M43	Latest start of Exploitation of WP 5, 7, 9, 14, 18
July 2026 / M44	Latest start of Exploitation of WP 16
September 2026 / M46	Latest start of Exploitation of WP 21, 23, 25
September 2026 / M46	Project final event

7.2. Exploitation Measures for WS 2 – Digital Enablers

WS2 is focussed on the delivery of digital enablers to support the digital transformation of the rail system as a whole.

Such solutions include digital twins, other digital artefacts or even habitats for those digital artefacts. Demonstrations are foreseen in the second Phase following a Phase of collection.

7.2.1. WS2 - Key Exploitable Results

Table 4 shows the Key Exploitable Results (KER) as defined in the Description of Action [1] as well as generic potential exploitation measures (PEM), which are defined in the first paragraph of Section 7.

Figure 4 shows the mapping of the KERs to the WPs within WS2. As most of them are subject to the three-stage development approach (i.e. Specification, Development and Demonstration), they will be final only in the last phase of the project.

Table 4 – Key Exploitable Results (KER) of workstream 2 – Digital Enablers [1]

Ref	KER – Key Exploitable Result	WP	Background	Exploitation (TRL to be achieved + partner)	Month	PEM
KER 12	Collaborative digital asset engineering tooling to digitalise the end-to-end requirements, design, engineering, manufacturing, deployment and maintenance process of Rail System assets around a common digital ‘authoritative source of truth’	27	EULYNX, RCA projects’ Model-based Systems Engineering/ Analysis models and collaborative engineering platform	TRL 6 DB, MERMEC, PKP, ADIF, ÖBB-INFRA, TLSG, DLR, vaRS, PR, NRD	M46	1, 2, 4, 6, 7
KER 13	Specification of reusable, interoperable and compatible Functional Mock-up Units as Railway Digital Twin Components and a Concept to assemble, co-simulate and employ heterogenous Railway Digital Twins in a federated dataspace habitat	29	Standard functional-mock up interface, modelica language ITEA, ECSEL/KDT JU outcomes	TRL 5 CAF, CEIT, DB,DLR, INDRA, PKP, HACON, SNCF, TLSG, vaRS	M43	1, 2
KER 14	A Common Domain Ontology /Conceptual Data Model storing machine-readable, formal abstract semantic and syntactic descriptions of data shared across the Rail System stakeholders	30	LINX4RAIL Conceptual Data Model OntoRail repository	TRL 6 ADIF, ATSA, CAF, DB, DLR, FS, STS, MERMEC, NRD, SNCF, TLSG, TFV, vaRS	M40	1, 4

Ref	KER – Key Exploitable Result	WP	Background	Exploitation (TRL to be achieved + partner)	Month	PEM
KER 15	A Rail System dataspace built according to the European Data Strategy contributing to the realisation of the European Mobility dataspace, for use by all Rail System stakeholders	31	International Data Spaces Association’s (IDSA) Rule Book, Reference Architecture Model, IDSA-G repository of open source building blocks for federated dataspace.	TRL 6 KB, FS, DLR, vaRS, MERMEC, ADIF, DB, NR	M46	1, 2, 4, 6

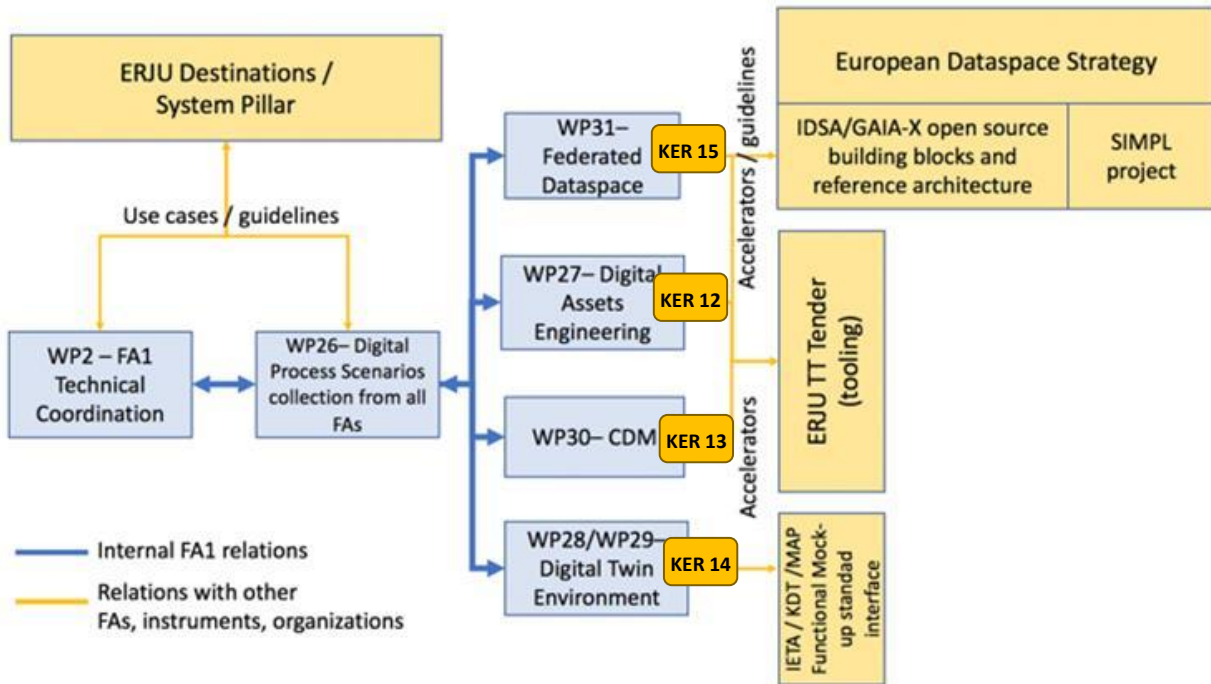


Figure 4: FP1-MOTIONAL WP-Structure of Workstream 2 on digital enablers and mapped Key Exploitable Results (KER) [1]

7.3. WS2 - Exploitation Measures

Table 5 below shows the Exploitation Measures for WS2, as defined in the Description of Action [1] (first column) and the related explanatory exploitation activities examples to be delivered for this workstream. . The *measures in italic font* are part of the project plan of FP1-MOTIONAL.

Table 5 – Exploitation Measures for workstream 2 on Digital Enablers

EXPLOITATION MEASURES [1]	Explanatory Examples
– <i>Liaise with other FAs within EU-RAIL</i>	– Presenting the approach as well as the expectations of support to all other FPs and the FA7 projects in order to get commitment of supply
– <i>Liaise with the SP within EU-RAIL</i>	– Present the concepts and specifications to the system pillar in order to ensure that the correct interfaces will be foreseen – Update regularly about progress

EXPLOITATION MEASURES [1]	Explanatory Examples
<ul style="list-style-type: none"> – Prescribe the technologies developed within the FP1-MOTIONAL project 	<ul style="list-style-type: none"> – Present the approach to the other FPs and FA7 projects
<ul style="list-style-type: none"> – Contribute to open-source projects providing access to the FP1-MOTIONAL project framework. 	<ul style="list-style-type: none"> – Present the approach to external open source projects as soon as the confidentiality allows to do so – Provide access to the related data storages
<ul style="list-style-type: none"> – <i>Build community and raise awareness</i> 	<ul style="list-style-type: none"> – <i>Present the FP1-MOTIONAL approach at relevant events and journals to the interested digitalisation community as e.g. GAIA-X. Measures to be adjusted with the communication and dissemination strategy and logging</i>
<ul style="list-style-type: none"> – Promote knowledge transfer from academia to industry with at least 2 spin-off activities 	<ul style="list-style-type: none"> – Present the FP1-MOTIONAL approach and start spin-off activities as soon as results are sufficient mature

The actual exploitation measures will be reported regularly during the execution of FP1-MOTIONAL and logged in the Ep-Log, which is described in chapter 8. A specific report summarising the measures will be issued at the end of the project as D32.3.

7.4. WS2 - Timeline for the Exploitation Activities

Continuous demonstration of the digital enablers is planned throughout the duration of FP1-MOTIONAL. Hence, the key exploitable results will be in majority be produced step by step.

Table 6 – Timeline for the Exploitation of Workstream 2 – Digital Enablers

Month / Project month	Exploitation Measure
January 2023	<i>Start of Exchange with System Pillar incl. claiming of interfaces</i>
May 2023	<i>Start of Exchange with the other FPs</i>
October 2023	<i>Start of Exchange with the FA7 projects</i>
October 2024 / M23	<i>Mid-term event: Presenting of the status to Europe’s Rail, the other FPs, FA7 and the</i>

	<i>wider public</i> <i>Start of search for interested parties for the spin-offs</i>
April 2026/ M40	Latest start of Exploitation of WP 30
June 2026 / M43	Latest start of Exploitation of WP 29
September 2026 / M46	Latest start of Exploitation of WP 27 and 31
September 2026 / M46	Project final event

Table 6, similarly to Table 3, shows an initial estimation of the timeline for the WS2 exploitation measures. This table is to be updated after the WPs have more detailed plans for demonstration and the related exploitation activities.

8. Logging of Exploitation Measures for both Workstreams

The measures for Exploitation are documented in the same way as the activities for communication and dissemination [2]. Consequently, the measures for Exploitation are to be recorded in Ep-Log, which is an Excel- file with a structure shown in. Table 7. The work log is to be updated at least twice per year.

The table has the following elements:

- Columns relevant to the Exploitation Measures:
 - Measure: Gives a short title of the exploitation measure
 - KPI: Qualitative or quantitative Indicator to measure the fulfilment of the measure
 - Resp: Responsible shows the Partner in charge of the measure
 - Partner: Are further partners supporting the measure
- Columns for recording the yearly progress for the duration of the project (2022 - 2026), where green shading shows the successful fulfilment:
 - Action – description: Some more details about the measure in the mentioned year
 - Status Q2: Status of the measure at the end June of the year
 - Status report Q4 2023: Status of the measure at the end of the year

Table 7 below has been filled in with three *symbolic* example measures.

A final version of the Ep-Log summarising all the exploitation measures implemented by the project will be included in Deliverable 32.3 Final exploitation plan.

Table 7 – Template for the Work log for Exploitation Measures

EXPLOITATION MEASURES						2022		2023			2024		2025		2026		
			Measure	KPI	Resp.	Partner	WP	Action - description	Status	Action - description	Status Q2 2023	Status report Q4 2023	Action - description	Status Q2 2024	Action - description	Status Q2 2025	Action - description
Explo-Ms. 1	Example 1: Setting up the work Ep-Log for exploitation measures	Ep-Log ready on the project place to be filled	DLR	TRV	WP 32	n/a	n/a	Table prepared and stored (MzH)	Table prepared with examples	Table filled with GA content							
Explo-Ms.2	Example 2: Preparing the mid-term event	Mid-term event done (details refer to DC-Log)	TRV	All	WP 32	n/a	n/a	n/a	n/a	Date and Location fixed. Safe the date issued							
Explo-Ms. 3	Example 3: Preparing the 2 spin-off activities during mid-term event	Activities identified an	TRV	All	WP 32	n/a	n/a	n/a	n/a	n/a							
Explo-Ms. 4																	
Explo-Ms. 5																	

9. References

- [1] FP1-MOTIONAL: GRANT AGREEMENT, Project 101101973 — FP1-MOTIONAL, Description of Action. 2022
- [2] FP1-WP32-D-TRV-001-02. D32.1 Project dissemination and communication plan.
- [3] FP1-MOTIONAL: Annex to D32.2: Work Log for Exploitation Activities.
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