



585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP

OA4.2.3 – Dissemination and Exploitation Strategy Execution

Developed by IPP, AEP, and CONIF
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1. INTRODUCTION

LAPASSION (Latin-America Practices and Soft Skills for an Innovation Oriented Network) is a project from the program Erasmus+ within the line KA2 – Cooperation for innovation and the exchange of good practices – Capacity Building in the field of Higher Education (reference 585687-EPP-1-2017-1-PT-EPPKA2-CBHE-JP). It involves partners from Portugal, Finland, Spain, Brazil, Uruguay and Chile. LAPASSION consortium has as motivation to create a unique solution to address different problems affecting youth in HEI, helping students to obtain a better training in terms of innovation, soft skills, and internationalization. This solution is obtained by LAPASSION MP/I (Multidisciplinary Projects/Internships) for students' teams to help them to co-create, and co-develop projects proposed by enterprises and other organizations, or to accelerate innovative ideas in an international context involving students from several countries.

The aim of LAPASSION is to increase the innovation culture of HEI and the connection with Enterprises/Organizations (E/O) with impact in Employability, and Internationalization. This aim is pursued by implementing multidisciplinary projects/internships(MP/I) for co-creation, co-development and acceleration of innovative ideas, integrated in the educative project of the involved institutions. MP/I will be implemented by means of students' teams involving students with different backgrounds, different graduation levels, and from different countries, and solving challenges posed by E/O.

1.1 Consortium of LAPASSION

LAPASSION is a consortium with 15 partners, including 13 Higher Education Institutions (4 from Europe and 9 from Latin America), 1 Association of Enterprises from Portugal, and 1 Council of the Federal Institutes from Brazil. The list of the partners is the following:

- Polytechnic of Porto (IPP, Portugal)
- Tampere University of Applied Sciences (TAMK, Finland)
- University of Vigo (UVIGO, Spain)
- University of Salamanca (USAL, Spain)
- Federal Institute Riograndense (IFSUL, Brazil)
- Federal Institute of Triângulo Mineiro (IFTM, Brazil)
- Federal Institute of Goiás (IFG, Brazil)
- Federal Institute of Maranhão (IFMA, Brazil)
- Federal Institute of Amazonas (IFAM, Brazil)

University of the Republic of Uruguay (UDELAR, Uruguay)

Technological University of Uruguay (UTEC, Uruguay)

Foundation of Professional Institute (DUOC, Chile)

Catholic University of Chile (PUC, Chile)

Association of Enterprises of Portugal, Commerce and Industry Chamber (AEP, Portugal)

Council of Federal Institutes of Brazil (CONIF, Brazil)

IPP is the coordinator institution of the project.

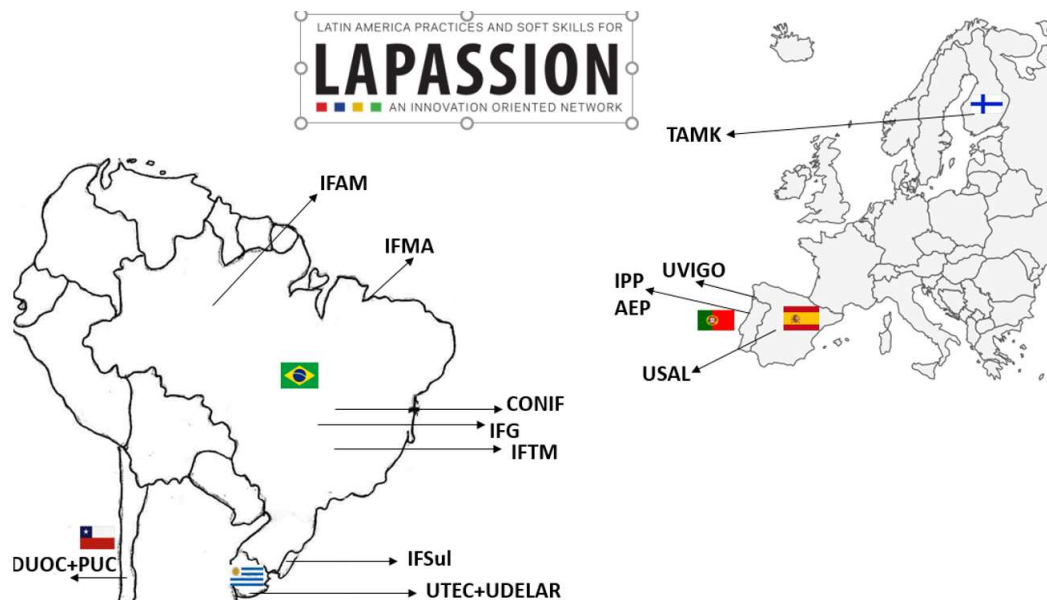


Figure 1 - LAPASSION partners in Latin America and Europe

1.2 Workpackages of LAPASSION

LAPASSION involves the following Workpackages:

WP1 – Preparation and Training for Multidisciplinary Projects/Internships (MP/I)

WP2 – Development of MP/I

WP3 –Quality Planning & Control (QP&C)

WP4 –Communication Plan, Dissemination and Exploitation Strategy

WP5 – Management

Communication, Dissemination and Exploitation are very important aspects for the project, and a specific Work package has been included for this purpose.

In the Work package WP4 –Communication Plan, Dissemination and Exploitation Strategy – it is envisaged to create the website, guarantee the presence in social nets and media, participate in

meetings and events for different purposes, to establish the communication and connection with stakeholders for dissemination, and to promote the valorization, mainstreaming, multiplication, and sustainability of the project results. Costs are related with staff and subcontracting.

The Workpackages are coordinated always by 1 European partner and 1 Latin America partner. In the case of WP4 CONIF and AEP share the responsibility for the workpackage. Anyway, as in all Workpackages, all partners participate, since questions related with Communication, Dissemination, and Exploitation involve all partners.

2. OBJECTIVES OF LAPASSION

Different levels of objectives can be found in LAPASSION, and Communication, Dissemination, and Exploitation are involved in several wide and specific objectives of the project.

The wider objective (WO) of the project is the following:

Increasing the innovation culture of HEI and the connection with Enterprises/Organizations (E/O) with impact in Employability by implementing multidisciplinary projects/internships (MP/I) for co-creation, co-development and acceleration of innovative ideas, integrated in the educative project of the involved institutions, by means of teams involving students with different backgrounds, different graduation levels, and from different countries, and solving challenges posed by E/O.

The indicators for the WO are the following:

- IWO1: Multidisciplinary level (medium number of different backgrounds of students in the MP/I);
- IWO2: Internationalization level (medium number of international students in MP/I, and the medium number of international institutions involved);
- IWO3: Level of Interaction between HEI and E/O (number of E/O involved in the projects);
- IWO4: Level of Training (number of supervisors trained during LAPASSION);
- IWO5: Impact on involved HEI (number of Programs adopting LAPASSION MP/I principles);
- IWO6: Impact on other HEI (number of other HEI interested in LAPASSION).

It is clear the impact of Communication, Dissemination, and Exploitation in the results of indicators like IWO1, IWO3, IWO5, and IWO6.

The Specific objectives of LAPASSION are the following:

- SO1 - Awareness-raising of Education Programmes Directors & Institutional Administration;
- SO2 - Training of Supervisors;
- SO3 - Creation of MP/I in partner institutions to allow the assignment of credits;
- SO4 - Involvement of students from other institutions in MP/I;
- SO5 - Monitoring and quality control procedures of MP/I;

- SO6 - Dissemination to other HEI, and Exploitation of LAPASSION results.

Communication, Dissemination, and Exploitation have impact on specific objectives, like namely SO1, SO4, and SO6.

3. IMPACT OF THE PROJECT

The aim of LAPASSION was to increase the innovation culture of HEI and the connection with Enterprises/Organizations (E/O) with impact in Employability, and Internationalization. This aim is pursued by implementing MP/I for co-creation, co-development and acceleration of innovative ideas, integrated in the educative project of the involved institutions. MP/I was implemented by means of students' teams involving students with different backgrounds, different graduation levels, and from different countries, and solving challenges posed by E/O. The sustainability of the project is currently ensured in Brazil, Chile, and Uruguay, and can be extended to other Latin-America countries, like Colombia.

In Brazil LAPASSION introduced the challenge-oriented projects, team working, multidisciplinary projects, user-centric, ideation, and Design Thinking, a complete set of new practices for HEI teachers and students. These practices impacted directly the 5 Federal Institutes that are in LAPASSION consortium, but other 10 Federal Institutes have sent students to LAPASSION projects. The Ministry of Education has decided to support a set of 143 IFMakers (FabLab-type spaces) for Federal Institutes (76 already supported) and LAPASSION-based projects will run in these spaces. This has been already done in Goiás state, in the Itumbiara city that received one of the IFMakers space and organized a set of 4 multidisciplinary projects for students based in LAPASSION practices. EMBRAP II Poles (Brazilian Research & Innovation entities organization) are Science&Technology poles supported in HEI in Brazil to allow Universities to work close with the Enterprises and real problems of the Society. In 2020 it was decided to create 4 of these poles in the Federal Institutes of Brazil, and in many applications 3 of the successful proposals were made by Federal Institutes involved in LAPASSION (Federal Institutes of Amazonas, Goiás, and Triângulo Mineiro). The areas of actuation of these 3 EMBRAP II poles are related with the challenges launched in the LAPASSION projects for students.

In Chile the complete coupling of a traditional and big University like PUC with DUOC, a HEI oriented for Professional training and practice, around the same international project is really amazing. Students did not find any discontinuity between the project when using PUC DI-Lab or DUOC Design Factory. Brazilian and Uruguayan partners recognized LAPASSION@Santiago as a top edition of the set of Multidisciplinary projects for students, what is amazing, considering that this was the first edition, and all partners learn a lot with PUC and DUOC cooperation. While PUC and DUOC have developed the first edition of LAPASSION projects for students in Santiago (LAPASSION@Santiago) with the involvement of Municipality entities as counterparts, the continuation of LAPASSION in Chile involved going to other cities (Concepción and Viña del Mar) and involving companies like Viña Ventisquero, Nestlé Chile, Agrosuper, Buin Zoo, Conservas Centauro, and North Star. DUOC and the



Design Factories of Bogota and Cali, in Colombia (settled in Universidad Javeriana), have established an innovation course for students based in the practices of LAPASSION, 23 students (13 from DUOC and 10 from Colombia) have been involved. This is a clear extension of LAPASSION to another Latin-America country not involved in the project partners, and this was an excellent first step to go from countries funded by LAPASSION to other countries.

In Uruguay, in a traditional University like UDELAR, LAPASSION motivated the development of Multidisciplinary projects involving students from different Programmes. Espacio Interdisciplinario (Interdisciplinary Space) from UDELAR gained visibility in UDELAR, and now different Faculties are experiencing the benefits of Multidisciplinary projects for students. In new Universities, like UTEC, created at the end of 2012, LAPASSION was a great motivation for the cooperation University-Enterprise and for the internationalization of the institution. #INNOVA was created by UTEC and projects based in LAPASSION practices are being developed. Células de Innovación are students' teams, combining students from UTEC and other Universities, like UTU (Universidad del Trabajo de Uruguay). Up to now 4 editions of the Células de Innovación projects have been developed involving 94 students in 25 teams, a total of 24 Enterprises participated launching challenges for students' teams.

4. DISSEMINATION STRATEGY EXECUTION

The Dissemination Strategy (output of activity 4.2 from Workpackage WP4, OA4.2.1) was based on the stakeholder analysis. Stakeholders were identified, listed, and assessed in terms of their interest in the project and importance for its success and further dissemination. It was very important that some stakeholders were aware of the work of LAPASSION project. Audiences were target as directly as possible (eg. Enterprises, to attract more MP/I proposals), they were aware about the activities and outcomes of the project, thus a deeper understanding of the project was achieved. People with influence were identified and asked for bringing about change within their organizations. They entered much more in contact with LAPASSION project, for example, observing the MP/I of LAPASSION in action. Dissemination to people with strong decision-making abilities was also important, like policy makers, and top-level HEI and E/O managers. The Dissemination Strategy defined the moments in which the dissemination actions were necessary. Dissemination took place during all phases of the project.

This activity had impact on the indicators of the wider objective (IWO1: Multidisciplinary level; IWO2: Internationalization level; IWO3: Level of Interaction between HEI and E/O; IWO5: Impact on involved HEI; IWO6: Impact on other HEI).

4.1 Workshops

To organize workshops in specific thematic events was an excellent way to divulgate a project. Workshops gave us an important period (morning, afternoon, day) to present a structured view of a

project like LAPASSION. Being LAPASSION an Erasmus+ project it was important to achieve certain stakeholders, like International Relations representatives from Academic Institutions, so it is important to select events devoted to Academic International Relations and organize workshops there. Being Erasmus+ Capacity Building a very competitive Programme, some participants may be interested in understanding better how a specific project was prepared in order to have more success in the applications of the proposals of their institutions. Another example is to focus on stakeholders like Companies, trying to attract their attention for funding the activities of the project, and to guarantee part of the necessary sustainability.



Figure 2 - 46 people assembled on a Saturday afternoon in Rio de Janeiro to participate in a Workshop organized by LAPASSION. The workshop of 3 hours was titled "How to prepare good proposals to Erasmus+ Capacity Building for Higher Education". 46 participants from 39 different institutions from 16 Brazilian states and 3 other countries were trained under the scope of this workshop collocated with FAUBAI'2018, the annual event of the Brazilian Association for International Education



Figure 3 – More than 50 participants assembled in the Workshop LAPASSION – Multidisciplinary Projects for Groups of International Students in FAUBAI'2019, the annual event of the Brazilian Association for International Education. In the photo Virginia Freire (IFMA), Juliana Alves (IFTM), Carlos Ramos (IPP), Natilene Brito (IFMA), and Tiina Koskiranta (TAMK)



Figure 4 – Newspaper in Brazil with an interview to Carlos Ramos during FAUBAI'2019



Figure 5 – Attendees in Santiago de Chile in a Workshop about LAPASSION

Being LAPASSION an Erasmus+ project, and due to the impact and name of Erasmus+ in Latin America sometimes the invitation to organize workshops is not just to promote LAPASSION, but all cooperation programmes for Higher Education from Europe.



Figure 6 – An invitation for a Seminar (2 days) in Florianópolis (Brazil) to promote the main mobility programmes from Europe to Latin America

4.2 Conferences

Presenting papers and communications to Conferences was another way to promote a project. It is important to adapt the presentation for the attendees of the Conference (managers of HEI, companies' employees, International Relations Officers, Researchers, Professors, Students).



Figure 7 – Cover slide of a presentation of LAPASSION in Salamanca (Spain)

4.3 Invited Talks

Being LAPASSION a big project it is natural that the persons with the responsibility in the project are invited to speak about the project to specific audiences. This is an excellent opportunity to promote and disseminate the project.



Figure 8 – Invited talk of Carlos Ramos in the Meeting of Rectors of Federal Institutes of Brazil in Florianópolis (Brazil) during REDITEC'2019, a delegation of CCISP, the Council of Presidents of Polytechnic Institutes from Portugal, was present

Due to covid pandemics these talks have been organized in online format in 2020 and 2021.



Figure 9 – Presentation of Beatriz Terezani, student involved in LAPASSION@Goiania in a conference from the area of Urban Mobility organized in Espírito Santo (Brazil)

4.4 Erasmus+ Dissemination Platforms

The Erasmus+ Dissemination Platforms are another way to disseminate the project results. As the project evolve in time and activities it is important to report the main results of the project in this platform, namely for a better understanding about everybody involved in Erasmus+ Programme about the success of the on-going project.

Some good examples were the Erasmus Days, organized from 15 to 17 of October 2020 and the Erasmus+ CBHE Virtual Fair organized from 26 to 27 October 2021.



Figure 10 – Presence of LAPASSION with an activity in erasmus Days 2020



Erasmus+ Capacity Building in Higher Education Online Fair 26 – 27 October 2021 Agenda								
Tuesday – 26 October 2021								
11.00-11.50	Plenary session: Capacity Building in Higher Education – Policy background <i>Ralf Rahders, Head of Unit, EACEA</i> <i>Sophie Boersma, Head of Department, EACEA</i> <i>XX, X, DG EAC</i> <i>XX, X, DG NEAR</i> <i>XX, X, DG INTPA</i>							
11.50-12.00	Break							
12.00-13.00 ¹	Project Results in HEALTH <i>Imensa</i> <i>JUST-CRS</i> <i>AGORD</i>	Project Results in AGRICULTURE & FOOD <i>SUNSHINE</i> <i>LANDS</i> <i>UNICAM</i>	Project Results in ENGINEERING <i>MAKING 4.0</i> <i>DRONE</i> <i>EMVITET</i>	Project Results in ENTREPRENEURSHIP <i>SMART</i> <i>V2WORK</i> <i>REBUS</i>	Project Results in TEACHERS EDUCATION <i>SUP4CL</i> <i>CURE</i> <i>BLTese</i>	Training on DUAL STUDY PROGRAMMES <i>LaTEURE</i>	Training on PLAGIARISM DETECTION <i>INTEGRITY</i>	Training on OPEN SOURCES RESEARCH <i>OPENMED</i>
13.00-13.15	Break							
13.15-14.15	Project Results in TRANSPORT ENGINEERING <i>TRAFRAF</i> <i>SMALOG</i> <i>INTRAS</i>	Project Results in POLITICAL, SOCIAL AND ECONOMIC SCIENCE <i>EURO-PS</i> <i>PAPS</i> <i>REFINE</i>	Project Results in HARD SCIENCES <i>ITEM</i> <i>NETCHEM</i> <i>EASTEM</i>	Project Results in FRENCH SESSION <i>YABDA</i> <i>SALEEM</i> <i>AFREQEN</i>	Project Results in INNOVATIVE TEACHING <i>ImosaT</i> <i>HIEDTEC</i> <i>MoFED</i>	Training on PROBLEM BASED LEARNING <i>PBLMD</i>	Training on INTERNATIONALISATION AT HOME <i>WILLIAM</i>	Training on INTERNATIONALISATION PRACTICES <i>in French</i> <i>DIRE-MED</i>
14.15-14.30	Break							
14.30-15.30	Project Results in INCLUSION OF VULNERABLE GROUPS <i>RESCUE</i> <i>TRANSWORK</i> <i>DECIDE</i>	Project Results in AGRICULTURE & FOOD <i>SSNS</i> <i>SUSDEV</i> <i>SIMPLE</i>	Project Results in ENVIRONMENT <i>BECK</i> <i>NATRISK</i> <i>?</i>	Project Results in SKILLS FOR 21st CENTURY <i>T-INDIA</i> <i>e-NTIVA</i> <i>LAPASSION</i>	Project Results in SPANISH SESSION <i>IMPALA</i> <i>LATWORK</i> <i>TIC-Cruz del Sur</i>	Training on CIRCULAR ECONOMY <i>in Spanish</i> <i>EULA-GTEC</i>	Training on REMOTE LABS <i>VISIR+</i>	
15.30-15.45	Closing of day 1							

Presentation by
Carlos Ramos and
Ruberley Souza

Figure 11 – Presence of LAPASSION in the Programa f Erasmus+ CBHE Virtual Fair 2021

4.5 Meeting with Stakeholders

Once identified the main stakeholders for the project it was important to schedule meetings with them to promote and disseminate the project. In the case of LAPASSION main stakeholders are the managers of Enterprises and Higher Education Institutions, managers of Enterprises and other Organizations, people involved in local/regional/national Government at different levels, International Relations Offices of HEI, Professors and Teaching Staff, Students, and Researchers.

The involvement on coordinating structures for these meetings can be the better way to impact many people (eg. a presentation in a Council of Rectors, or in an Association of Enterprises).



Figure 12 – At the beginning of LAPASSION project in REDITEC 2017, the big event of Brazilian Federal Institutes, the Secretary of Technological and Professional Education of the Ministry of Education of Brazil has signed a Memorandum of Understanding with the Polytechnic of Porto, including cooperation in the field of Multidisciplinary projects for students, this was essential for the success of LAPASSION in the network of Federal Institutes. LAPASSION was presented to a wide audience of Rectors and Faculty Deans



Figure 13 – Células de Innovación, a Project coordinated by UTEC and based on LAPASSION principles, is presented in Clube de los Industriales in Montevideo (Uruguay)

4.6 Toolkits and e-books

LAPASSION has produced Toolkits and E-books about the experience of preparation and development of Multidisciplinary Projects for students. This is a good way to promote LAPASSION without costs for readers. The pdf version of this material is available in the project site, free of charge.

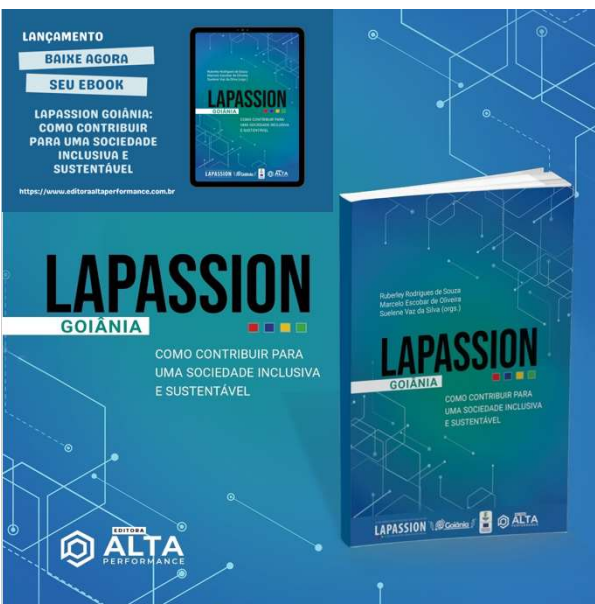


Figure 14 – One of the LAPASSION e-books



Figure 15 – More e-books of LAPASSION, in Portuguese and English

4.7 Using Communication to Scale Dissemination

Communication and Dissemination are different, but they are strongly connected. A good use of Communication channels in LAPASSION attracted stakeholders and disseminated the message of the project to them. For example, the Opening Ceremony of the Multidisciplinary Projects for students appeared on the news primetime of the most important Television Channels from Brazilian TV (Globo and SBT) in 2019. News from another set of students projects also appeared in primetime in Globo TV.



Figure 16 – Students of LAPASSION@Uberaba being interviewed during the News of Globo MGTV, they are explaining a Project they develop proposed by a big enterprise of processed meat (BRF) for the sub-challenge “What to do with chicken feathers waste?”



Figure 17 – Students of LAPASSION@Uberaba being interviewed during the News of Globo MGTV, they are explaining a Project they develop proposed by a Dairy Products company (Taquira) for the sub-challenge “Development of a new dairy product”



Figure 18 - Carlos Ramos, coordinator of LAPASSION explaining LAPASSION@SãoLuís projects for students to SBT Difusora TV News



Figure 19 – Students of LAPASSION@SãoLuís during the Opennig Cerimony appearing in Globo Mirante TV News

4.8 Planning and Scheduling of the Dissemination

In the Workplan of the LAPASSION proposal it is shown the planning of the Dissemination concerning its scheduling for the activity A4.2 – Dissemination Strategy – from the Workpackage WP4. This Scheduling is different in Europe and Latin-America concerning the place where the main meetings and developments take place.

Even before the starting of LAPASSION Dissemination events occurred, at the beginning of October 2017 a session was organized in Pontevedra campus of UVIGO, the Rector of UVIGO and the Dean of the Campus and the coordinator of the project presented LAPASSION to Professors of UVIGO, and this session appeared in Spanish newspapers.



Figure 20 - PonteVedra Viva!com digital media announcing the starting of LAPASSION involving UVIGO Pontevedra Campus

Just at the beginning of the project Carlos Ramos was invited for a meeting table to present LAPASSION project in the session “Innovating Methodologies of VTE: Teacher Training and Curriculum” in the aims of the Meeting of the MERCOSUL Ministries of Education seminar on the topic of “Global and Regional Perspectives in Professional and Technological Education” held on 23 to 25 of October, 2017 in Brasília, Brazil. Carita Prokki and Virpi Heinonen from TAMK have been invited for this meeting too.



Figure 21 - Virpi Heinonen and Carita Prokki (TAMK) at the left side and Carlos Ramos (IPP) at the right side - Meeting of the MERCOSUL Ministries of Education of Latin America seminar on the topic of "Global and Regional Perspectives in Professional and Technological Education"

The following moments were considered as good opportunities for LAPASSION Communication:

- First Management Meeting in João Pessoa, Brazil, considering that the meeting is collocated with REDITEC'2017, the big annual event of the Federal Institutes of Brazil, with more than 1000 participants from all 41 institutions of the Federal Institutes network, covering all Brazilian States. Some printed material (prospects) were produced and a stand was available for the promotion of some IPP projects, including LAPASSION.
- Second Management Meeting, organized in Porto and Pontevedra at the end of February 2018, collocated together with the First Preparation Meeting and Training Session, here it was produced the first video of LAPASSION with images from these two meetings, involving declarations from Constanza Miranda (PUC) and Rodrigo Alvarez (DUOC) that will organize in the period April-June 2018 the first Development Multidisciplinary projects for students, and declarations of the 2 students from IPP selected to go to these project in Santiago de Chile.
- First Development Multidisciplinary Projects for students in Santiago de Chile, from April to June 2018. Several printed items (banners, posters, leaflets, flyers, pamphlets), gifts (bags, glasses) and institutional videos are envisaged, and the publication in a newspaper. During this period it will occur the Second Preparation Meeting and Training Sessions and the First Quality Meeting, both with presence of members of other partners outside Chile, also a good opportunity to involve them in the communication process of the project.
- All the following Management Meetings (Tampere in September 2018, Porto in June 2019, Montevideo in December 2019, and Salamanca in 2021).
- All the following Preparation Meetings (São Luís, Uberaba and Montevideo in November 2018, and Manaus, Goiania, Pelotas, and Santiago in November 2019), again an opportunity to produce some material, and have institutional news and videos

- Additional Preparation Meetings when covid crisis opened space for some intercontinental flights (preparation meetings of 2021 in Tampere, Porto and Florica-Uruguay)
- All the following Development projects (São Luís, Uberaba and Montevideo from March to May 2019, Manaus and Goiania, from March to May 2020, and Pelotas from September to November 2021), these are the main opportunities for the communication, in which it is more easy to have the promotion of LAPASSION in the television, radio and newspapers, besides institutional channels. Printed material and small gifts are expected in each institution receiving the project. The main opportunities for Communication are the Opening Ceremony and the Demo Day, it is important to notice that the Quality Meetings of LAPASSION are collocated in the last week of the project when the Demo Day occurs, allowing to guarantee some international presence in the event, something that is important for the media. Coronavirus impacted the Development projects of Manaus, Goiania, and Pelotas, but they were also a learning opportunity on how to proceed with communication in pandemic times
- Internationalization Meetings, like FAUBAI in Brazil
- Rectors and Institutional Managers Meetings like REDITEC from Federal Institutes of Brazil, with presential participations in 2017, 2018, and 2019, and online in 2020 and 2021
- Invitations to present LAPASSION in several meetings, workshops, and conferences
- events organized by EACEA, Erasmus+, and European Union like the 2021 CBHE Virtual Fair
- Meetings with Enterprises and/or Associations of Enterprises
- invitations to visit Governmental/Municipal bodies, like the invitation of the Maranhão State Governor Flávio Dino invitation to all students and professors of LAPASSION to visit the Governmental Palace to speak with him.



Figure 22 – Maranhão State Governor receiving students and professors in Governmental Palace (Palácio dos Leões)

5. EXPLOITATION STRATEGY EXECUTION

With the Exploitation Strategy (output of activity 4.2 from Workpackage WP4, OA4.2.2) we will be able to provide the valorisation, mainstreaming, multiplication, and sustainability of LAPASSION. End-users of LAPASSION resources, decision makers as well as other interested parties and stakeholders need to be involved, ensuring that the LAPASSION innovation-oriented network is relevant and meet their needs. It is important to distinguish the Exploitation from the Dissemination. For example, the Dissemination oriented to the stakeholders of the type Enterprise will be initially oriented to receive proposals of challenges for MP/I, and possibly some seed money for running one project or another. On the other hand, Exploitation is oriented to attract Enterprises understanding that involvement of international students is important for the success of the training of the students, even for the national students, possibly the future talented employees of the Enterprise. To do that Enterprises' decision makers will need to verify the success of LAPASSION MP/I.

This activity has impact on the indicators of the wider objective (IWO1: Multidisciplinary level; IWO2: Internationalization level; IWO3: Level of Interaction between HEI and E/O; IWO5: Impact on involved HEI; IWO6: Impact on other HEI).

5.1 Protection of the Intellectual and Industrial Property

One dimension of the Exploitation Strategy is the Protection of the Intellectual and Industrial Property. In the context of LAPASSION this protection may be very complex, since in the same students' team we involve students from different institutions and countries working together with coaches, professors, and researchers from the receiving institution, and staff from Enterprises or other organizations. It is a very complex scenario if the students' project opens a way for a possible register of a model, a software, a brand, or even a patent. Considering the short duration of LAPASSION multidisciplinary projects for students, 10-weeks, it is not expected that this happens with many projects. Authors and Rights are different things in intellectual and industrial protection field, that need to be negotiated carefully. LAPASSION approach is to motivate the Technology Transfer Offices of the HEI to connect external Enterprises and Organizations about the approach to use. It is important that part of the work is done before the starting of the project, in order to be clear to all involved participants.

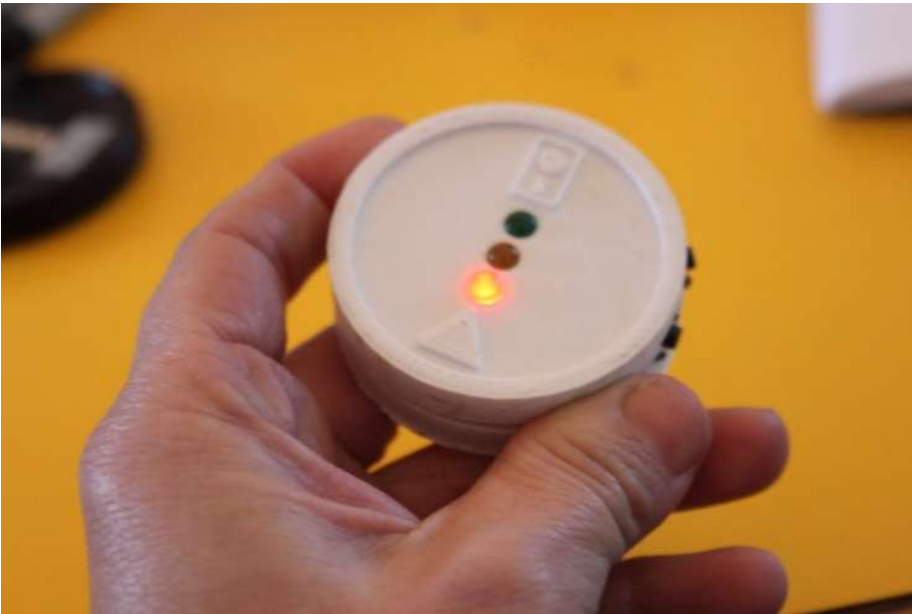


Figure 23 – In Chile the Project Coordinada Segura, an electronic device to help elderly people to go to safe places



Figure 24– Saki, the device that cut fruits developed at LAPASSION@Uruguay is a good candidate for Intellectual and Industrial Property protection

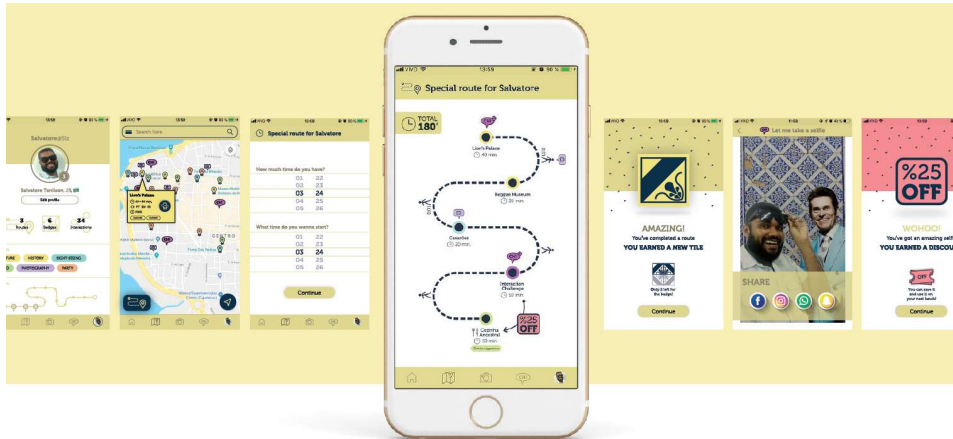


Figure 25 – Joga&Go from LAPASSION@SãoLuís has been registered as a Software in INPI – Brazilian Institute of Industrial Property

5.2 Exploitation from the point of view of involved HEI

It is undoubted that LAPASSION was a great project. However, it is important that the involved HEI are aware about their new abilities after the end of the project to manage Multidisciplinary projects like those in which were involved during LAPASSION. This gave HEI from Europe a good know-how and recognition to proceed with the connection with other HEI from Latin America or other geographical regions. The same is true for Latin America partners, being expected that other institutions from the same country or neighbor countries benefit from this experience of the Latin America partners of LAPASSION.

However, it must be understood that LAPASSION is a singular project of Erasmus+ Capacity Building Programme that cannot be continued by another project from the same Programme, so institutions already started to find a sustainable way for the development of LAPASSION, some already executed like the set of projects in Itumbiara-Goiás-Brazil, Células de Inovación in Uruguay, Interdisciplinary courses and projects in Concepción and Viña del Mar in Chile, Design factories multidisciplinary projects in Bogota and Cali in Colombia, and 3 editions of LAPASSION@Porto with many Brazilian students. Another challenge is the scale. How to go from an experience for dozens of students to hundreds or even thousands of students in the institutions. This will imply to find a way to develop a LAPASSION at low-cost approach (LAPASSION@LowCost).



Figure 26– With the know-how of developing LAPASSION projects for students UTEC has launched *Células de Innovación*, an initiative that joined students from Universities of Uruguay (UTEC, UDELAR, UTU) for LAPASSION-based projects with enterprises



Figure 27– After LAPASSION@Santiago DUOC has started to cooperate with the 2 Design Factories of Universidad Javeriana in Colombia (Bogota and Cali) and developed a multidisciplinary set of projects with 13 students from DUOC and 10 from Colombia



Figure 28– After LAPASSION@Santiago DUOC has developed Interdisciplinary projects for students basecon LAPASSION practices, for students from Santiago, Concepción and Viña del Mar and involving enterprises as counterparts

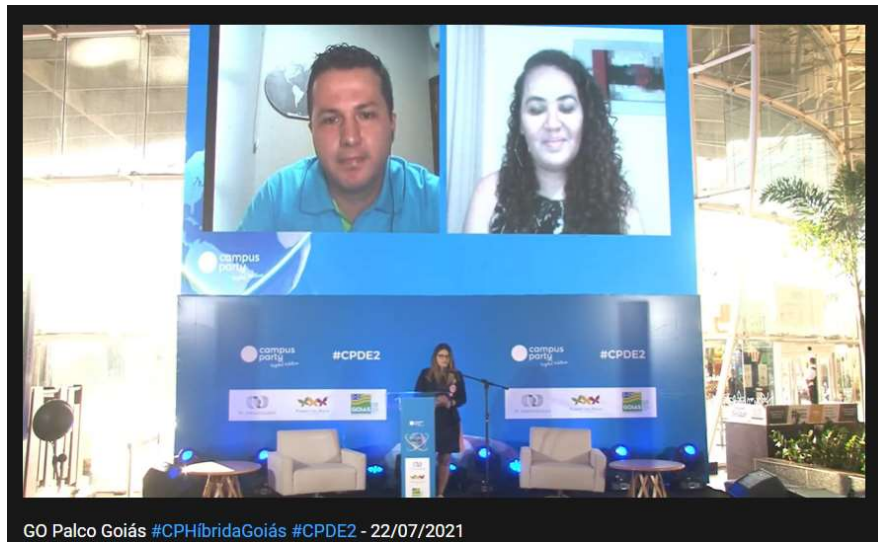


Figure 29 – After LAPASSION@Goiania IFG has started BRAMPSSOL in the city of Itumbiara, the project was developed in 2021 in IFMaker space and using practices trained during LAPASSION

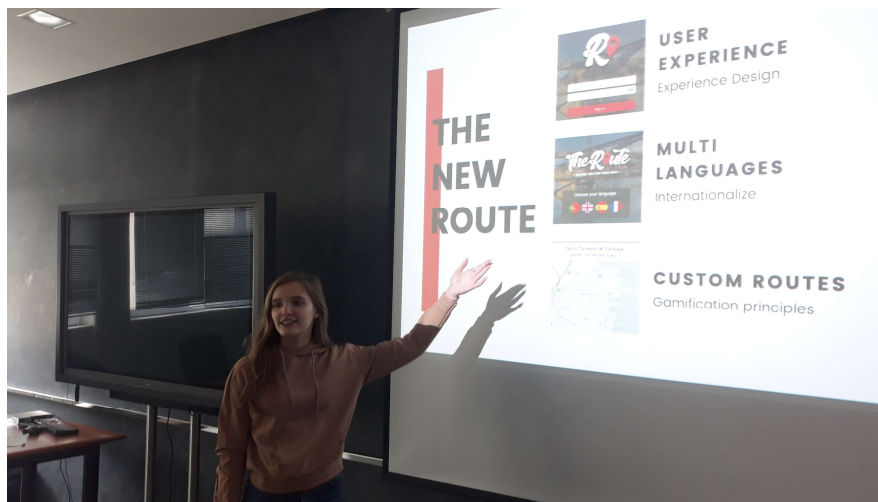


Figure 30 – Students from Brazilian Federal Institutes have participated in editions of LAPASSION@Porto, activities not funded by LAPASSION

5.3 Exploitation from the point of view of Students

The participation in a Multidisciplinary project like LAPASSION was an excellent added value that each student had in her/his Curriculum Vitae. Experience with Erasmus programme, and extensive studies made on top of millions of mobility processes, demonstrate that an international experience give to graduates a clear advantage in the labor market, what is expected in a global world where most of Companies and Organizations are faced to act globally. LAPASSION was oriented to train Soft Skills, clearly considered by Employers as the most important for Employees. According to Soft Skills 2025

students need a broader set of competences – including analytical thinking and innovation, active learning and learning strategies, complex problem solving, critical thinking and analysis, creativity, originality and initiative, leadership and social influence, technology use, monitoring and control, technology design and programming, resilience, stress tolerance and flexibility, reasoning, problem-solving and ideation. With the base of Design Thinking method, LAPASSION trained students for all these skills, with real application in the context of the development projects for 10 weeks. Thus Students, future graduates, had in LAPASSION an excellent opportunity for benefiting to participate in this amazing experience.

But how to conclude that? It will be important that institutions make a follow-up of their students involved in LAPASSION to have reliable information to support this conclusion. This will be a target of a study to be developed during 2022. But individual testimonies of students involved in LAPASSION makes clear this strong impact of LAPASSION in their lives.



Figure 31 – Chance Mulher and Joga&Go the projects of two teams from LAPASSION@SãoLUís were selected by InovaMaranhão contest for Statups, Chance Mulher ranked in the first place

5.4 Exploitation from the point of view of Human Resources of Enterprises/Organizations involved

LAPASSION Students' projects can be a good opportunity for Enterprises and other Organizations to find talented students to be hired later. This cannot be an immediate action, just after the 10-week development projects, since it is recommended that students complete their Programmes. It will imply some follow up of students after the end of the project.

5.5 Exploitation of the projects developed by students

Students' Multidisciplinary projects are amazing experiences intensively developed during the 10 weeks of the project. But, after the end of the Multidisciplinary projects, students return to their previous routines, in their countries and faculties. It is natural that they concentrate in on-going curricular units, examinations and works, and it is natural that the LAPASSION students' projects remain forgotten during some days, weeks, and months. It is here that Exploitation of the developed Multidisciplinary projects enters, since a strategy to continue the project beyond the end of the 10-weeks experience is very important. Local students need to take care of the projects, and Professors/Coaches need to establish a strategy for the continuation. A good example is to use the project in the final Program students' projects, involving other local students if necessary.

Several students teams' projects developed during LAPASSION have been put in practice in Enterprises and other organizations.

For example, Paula Mascarenhas, Mayor of Pelotas city in Rio Grande do Sul state in Brazil, has decided to continue the project associated to the challenge "How to build a cheaper sidewalk?", which would guarantee accessibility for users, since the responsibility for building the sidewalk is from the houses' owners and many do not have the financial means to carry them out. There is a concrete block construction factory in the Prison of Pelotas, and it is possible to combine sustainability and economy with a social project of great importance and reach.

THE MODELS

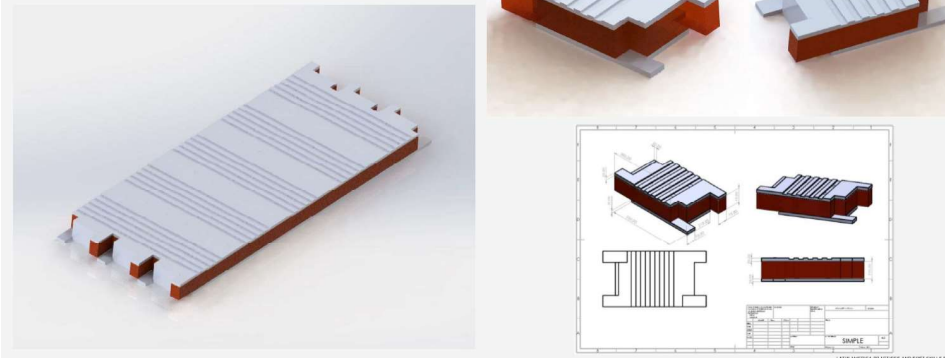


Figure 32 – The Design of the blocks for sidewalks

Another project put into practice was the new branding for Doces Joaninha sweets store in Araxá, Minas Gerais, Brazil.



Figure 33 – Today Does Joania new site and store uses the new branding proposed by LAPASSION students' team from LAPASSION@Uberaba

Another project developed in LAPASSION@Uberaba that is being developed after the 10-weeks LAPASSION experience is the project for the implementation of the effluent treatment process in potatoes processing in Bem Brazil enterprise. Bem Brasil is a 100% Brazilian manufacturer of pre-fried frozen potatoes and dehydrated potato flakes. The company is the leader in sales of pre-fried frozen potatoes in the country, producing more than 250 thousand tons of products per year. In addition, its mix includes more than 20 items aimed at food service and national retail. The rizofiltration process proposed by students' team is being considered by Bem Brasil as an excellent alternative for the effluent treatment.

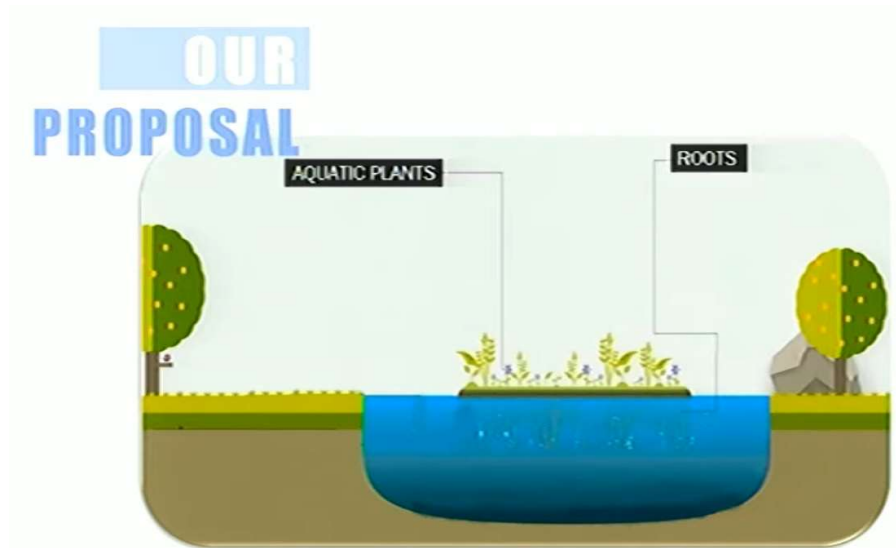


Figure 34 – Rizofiltration process

The Secretariat of State for the Environment of Amazonas in Brazil (SEMA) launched a booklet for riverside entrepreneurs residing in the Conservation Units of Amazonas. The booklet entitled "Forest Business" brings together the main guidelines for preparing a business plan, formalizing the enterprise, obtaining seals and certifications, in addition to access to credit lines and productive promotion. This booklet was one of the results of a students' team of LAPASSION@Manaus under the sub-challenge of "Insertion of sustainable productive chains of conservation units in the Market".



Figure 35 – Negócios da Floresta (Forest Business) booklet resulting from a LAPASSION@Manaus students' team