



Project IST-034144: SToP
Stop Tampering of Products

Deliverable 6.1

Dissemination and Exploitation Strategy

Leading Partner: ORIA

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Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Table of Contents

Project Details	I
Version History	I
Table of Contents	II
Table of Figures	III
1. Executive Summary	1
2. Introduction	2
3. Methodology for Developing a Dissemination and Exploitation Strategy	3
4. Dissemination and Exploitation Approach	4
5. Dissemination Strategy	5
5.1. Goals.....	5
5.1.1. Realization of Technical Objectives	5
5.1.2. Project Visibility and Quality.....	5
5.1.3. Internal Communication.....	5
5.2. Target Groups.....	6
5.3. Stakeholders	7
5.4. Communication	8
5.5. Dissemination Instruments/Channels.....	9
6. Dissemination Strategy Monitoring & Control.....	11
6.1. Measures of success	11
7. Dissemination Material	12
8. Exploitation Strategy.....	13
8.1. Commercial Opportunities for Consortium Members	14
8.2. Opportunities for Industry and Trade.....	15
8.3. Scientific Exploitation.....	15
8.4. Relationship to the Relevant Environment.....	15
8.4.1. Relationship to Standardization	15
8.4.2. Collaboration with Other Research Projects	16
8.5. Individual Exploitation Plans.....	16
8.5.1. University of St.Galen (HSG) Exploitation Plan for WP 1.....	17
8.5.2. University of St.Gallen (HSG) Exploitation Plan for WP 2	19
8.5.3. SAP Exploitation Plan for WP 3	20
8.5.4. Spacecode Exploitation Plan for WP 4 and 5	22
8.5.5. Richemont Exploitation Plan	24
8.5.6. Novartis Exploitation Plan	26
8.5.7. ORIA exploitation plan	27
9. Documentation	29
10. Conclusions	29
11. References	29

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Table of Figures

Figure 1: Overview of dissemination and exploitation approach	4
Figure 2: Overview of the solution development and integration.....	22

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

1. Executive Summary

This document is a first outline of the strategies for dissemination and exploitation of the results of the SToP project. We elaborate on the development of these strategies and discuss the major impacts of the project within its field of application.

Dissemination activities comprise everything that aims at the information and education of stakeholders, and for distributing the project results within the relevant communities. These comprise, for the SToP project, in particular the scientific communities that are concerned with security, object identification and tracking, and the economy of the (anti-)counterfeiting business. Additionally, there are standardization bodies, mainly in the RFID area, and all affected industries that shall be made aware of the project and its progress.

Business opportunities for the consortium members in particular, but also for other parties, are presented and summarized under the exploitation strategy. Those opportunities and individual exploitation plans will be further refined during the course of the project. Exploitation activities will aim at the identification of exploitable results, and how the results achieved in the frame of the project could contribute to the practical application in anti-counterfeiting measures. For this matter partners plan activities for the transfer of research results into actual developments, products and services. They also plan to continue incorporating ideas and tools from research and also newly developed solutions in order to develop a commercial-grade authentication solution. For the successful exploitation of results there are also crucial activities for gaining the feedback on economic benefits and impact on the research project, which are extremely hard to measure because the economic harm of counterfeiting is mostly unknown and existing estimates are disputable.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

2. Introduction

This working document presents the dissemination and exploitation strategy for the SToP project. It was a clear intention of the SToP project to start early to consider dissemination and exploitation activities and their planning. In order to achieve dissemination and exploitation aims and reach target communities that should be aware of objectives and outcomes of the project according to the dissemination and exploitation methodology, three phases of dissemination are defined, where different information exchange instruments are applied.

During the 1st phase (M1 – M3) of the project, besides introducing the project to the public via brochures and its web site, especially important is the internal information exchange and the communication within the partner organizations. This enables the creation of a common understanding of issues addressed within the project between project partners and creates a basis for work alignment and future collaboration.

The second phase (M4 – M18) will be mainly devoted to the introduction of first SToP outcomes to the research community and to the relevant industries. In order to achieve this aim, the SToP consortium will participate in various conferences through special sessions, workshops, and presentations. The elaboration of exploitation plans (general and individual) will be emphasized. Moreover, in this period the main focus will be also put on the creation of awareness of SToP technologies for industry users.

The third phase (M18 – M30) will be mainly about addressing industrial users that could benefit from research outcomes and tools developed within the project. Therefore, in this period demonstration activities, industry workshops as well as individual exploitation plans development will be carried out.

Each phase has its own characteristics and different dissemination instruments to be utilised, however, instant dissemination activities via the webpage, dissemination activities at various events through posters, leaflets and presentations, will take place during the entire project lifecycle.

This document describes the dissemination and exploitation approach for the SToP project. The major objectives of all dissemination activities within SToP are:

- Ensure flow of information to internal and external stakeholders
- Ensure internal and external visibility
- Provide educational material to future researchers and industry experts
- Support the harmonization of standardization and legal activities
- Transfer of project results to academic and commercial communities
- Identify results suitable for exploitation and for the generation of new business opportunities

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

- Establish an information loop between the consortium members and external stakeholders

These objectives will be pursued by activities that fall into the following three categories:

- Communication within the project consortium
- Communication with external stakeholders (dissemination of results)
- Exploitation of results

The details of this approach are elaborated in the following chapters.

3. Methodology for Developing a Dissemination and Exploitation Strategy

One of the aims of the European Union’s Framework Programmes is strengthening European research by the establishment of networks between research institutes in order to enable specialization in the respective areas of expertise. In order to achieve this aim, when setting up projects, only partners that specialize in the fields that the project concern, should be invited, however this imposes that one has to be aware of past projects and research outcomes of the unit or projects they participated in.

Moreover, such an approach facilitates to build future projects on the results of the projects already finished utilising results from past research and conclusions from the implementation of research outcomes.

Taking this into account, an important group of activities to be carried out in order to fulfil the aims defined for the Framework Programmes and therefore for all projects, concerns dissemination of the project outcomes. However, not only strengthening European research is important, but also the application (exploitation) of research results. As [Kotler, 2003] pointed out: “results are important but diffusion of information on results is crucial for their future utilisation”. Therefore, the dissemination strategy should concern an efficient promotion of project results; through the expertise of the involved parties, the exploitation strategy should leverage the creation of links between the project and those industries to which the project’s results may be applied.

The following figure represents a conception of the coherence between the exploitation and dissemination areas.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

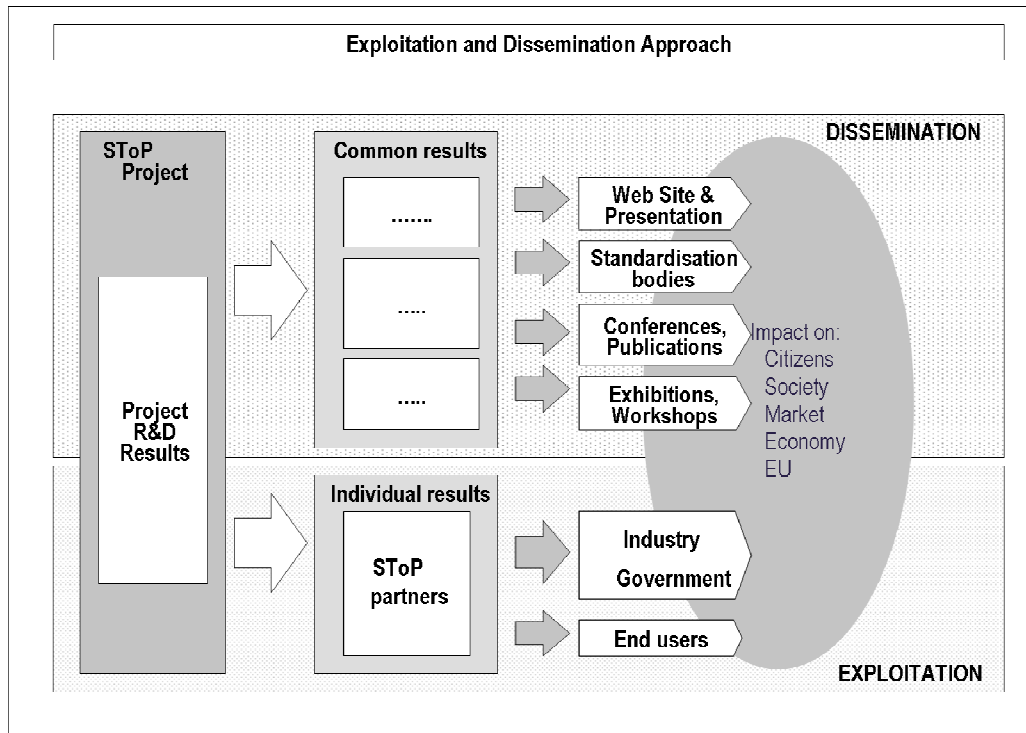


Figure 1: Overview of dissemination and exploitation approach

4. Dissemination and Exploitation Approach

According to [Rogers, 1976], the *three phases* of each new technology adoption are: awareness and interest, evaluation and understanding, trial and adoption.

The Awareness phase concerns building project's identity and profile within target communities. *Understanding* is about familiarizing groups that can benefit from the project with its outcomes. The last level of dissemination concerns *action – adoption of products* or approaches offered by the project. This phase can be influenced by groups external to the organisation by offering trials, demonstrations, etc. This level of familiarising with new technology is targeted at people that can influence change within their organisations.

According to this methodology SToP activities were also divided into three groups in order to provide different levels of understanding of SToP outcomes:

1. Provision of awareness

- a. Publications (journals, conferences, symposia, workshops)
- b. Co-organisation of/participation in conferences
 - i. Anti Counterfeiting Coalition (IACC) Conference
 - ii. RFID Live Europe, RFID Conference
 - iii. CeBIT, Systems, SAPPHIRE, TechEd, and others
- c. Discussions forums
- d. Participation in panels concerning SToP-related topics

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

2. Provision of understanding

- a. Dissemination activities at conferences:
 - i. Subject Presentations
 - ii. Poster presentations
 - iii. Demos
 - iv. Workshop participation
- b. Training activities
 - i. Tutorials
 - ii. e-Learning materials

3. Provision of action/adoption of SToP outcomes

- a. Demonstrators
- b. Contribution to standardisation activities through consortium members. Relevant standardization bodies include EPCglobal, GS1 HUG etc.
- c. Commercial exploitation and transfer into products and services

5. Dissemination Strategy

5.1. Goals

For a successful dissemination and exploitation strategy of SToP, clear, realistic, and measurable goals need to be defined. During the strategy development phase, the following main objectives were selected and prioritized.

5.1.1. Realization of Technical Objectives

The most important objective is to realize effective tools, mechanisms, and methods for the fight against counterfeiting and product tampering. This is a fundamental prerequisite for the implementation and exploitation of project results. It is also a precondition for qualified dissemination activities. The technical outcomes of the project need to be adapted for dissemination and exploitation activities with respect to the actual audience and target groups. This affects all levels of dissemination: from events of interest to the general public to highly specialized, industry-specific target groups.

5.1.2. Project Visibility and Quality

High visibility of the SToP project can help to extend the reach of the achieved results, provide the consortium members with valuable feedback from the public and the various stakeholders, and in general help to improve the SToP results themselves.

The SToP project should be easily recognized in various communities, especially in those concerned with business and scientific aspects of anti-counterfeiting. Information on the progress in research work should be broadcasted among them so that the targeted communities are aware of the project's performance and progress.

5.1.3. Internal Communication

One of the most important aspects of a project comprising diverse partners is to share information and knowledge within the consortium. Information sharing among project partners will be ensured through regular meetings and workshops, and by disseminating current developments within the project to all partners.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Internal communication between the consortium members is guided by the following principles:

1. Systematically share information between partners
2. Leverage on knowledge from ongoing and past projects in the field
3. Leverage on knowledge and state of the art within the industry
4. Conducting workshops and conferences
5. Document key findings, recommendations and agreements
6. Make documentation available on the Web Portal
7. Interlink with other initiatives relevant at corporate, national, and international levels

For communication within the consortium, the following tools have been established:

- A file sharing tool (cFolders), which provides access to all consortium members, incorporates a version control system, and allows structured storage of the available documents
- A project-wide mailing list over which general information is exchanged
- Work package-specific mailing lists over which specific information is exchanged
- A web-based contact and calendar tool, which provides an overview over the timeline of the project and which facilitates communication within the consortium
- The public web site is also considered as an internal collaboration tool, since it provides a general overview over the project and its goals and makes public information easily accessible, thereby also facilitating the dissemination and exploitation activities of the consortium partners within their organizations and communities

5.2. Target Groups

The project will disseminate information on its advancements to programme managers and policy makers, including to programmes outside of the immediate area, notably through the web-based communication tool and through the workshops. This will include information on programme management good practices as well as the results of work packages etc. carried out in the project. A “Links”-section will refer to appropriate Commission sites and other related areas. In addition, the project will provide a project synopsis and regular status reports, which may be published in total or in parts.

The dissemination activities are focused on the following target groups:

- International organizations
- Business associations
- Industries and companies
- Legislative bodies

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

- Regional authorities
- Consumers
- Academic community

According to the variety of the target groups, the materials and activities have to be prepared in a way that is best suited for the groups which are being addressed. They have to include enough competent and expert information that make them interesting to the knowledgeable public and also sufficiently informative and interesting to reach the general public. To achieve the best results in reaching the selected target groups, certain materials (articles, presentations) will be presented at events and through channels only for some of the groups mentioned above (and also designed in a way appropriate for the target group).

5.3. Stakeholders

With dissemination activities targeted on several organizations that have interest in exploiting results of the SToP project results, we aim at reaching higher awareness among the professional and general public. We are focussing on key stakeholders in industry and the public sector, with activities designed for target groups with a high level of information. The list of potential stakeholders consists of suggestions for potential stakeholders, which are divided into following groups:

1. International Organizations:

- NATO STANAG - NATO Standardization Agreements
- ISO - International organization for standardization

2. Business associations:

- EPCglobal – Electronic product code
- ATA - Air transport association
- TÜV Rheinland Group - a leading provider of technical services worldwide
- TPM – Trusted platform module
- NFC – Near field communication

3. Industries and companies

- Technology providers
- ORIA
- SAP Research
- SAP project team
- Richemont project team
- Novartis project team
- Bundesdruckerei project team
- SAP Research Management
- Spacecode
- Airbus
- Software/ERP companies
- Military

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

4. *Legislative bodies*

- Legal enforcement
- Government

5. *Regional authorities*

- EU Project Officer
- Standardization bodies
- Regulatory authorities

6. *Consumers*

- Counterfeiters
- Retailers
- Distributors
- Manufacturers
- Brand owners
- General public

7. *The Academic community*

- Auto-ID labs
- ETH/HSG Prof. Fleisch
- RFID experts
- NFC experts
- EPC experts

8. *Other EU projects*

- BRIDGE
- TRASER
- SMART

9. *Media*

- Conference organizers
- Journals
- Reviews

5.4. Communication

Communication is greatly facilitated if the project objectives can be summarized in a concise and clear manner. Some guidelines may be helpful in aligning external communication. We expect that the following core “messages” may be helpful in shaping future communication activities. They all relate to the core objectives of the SToP project:

- The promotion of RFID as a tool for anti-counterfeiting and, more generally, for product and consumer protection.
- The empowerment of consumers and other stakeholders in a product’s lifecycle through technical and organizational means for product authentication and the provisioning of product information.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

- The contribution of SToP for improving brand protection, consumer safety and assurance, compliance, and information.
- The relevance of SToP achievements in a various number of industries and their direct impact on use cases within these industries.

5.5. Dissemination Instruments/Channels

In order to reach the defined goals, several types of activities have to be undertaken. These actions are relevant for various target groups; however, many of them will be utilizing rather similar instruments. Several types of activities used in the dissemination strategy relate mainly to the organization of events, distribution of information and increasing of awareness via:

- **Industry events** for reaching out the potential user of RFID technology and in that way possible users and then in the later phase potential references and partners in further development of our result.
- **Conferences** such as European RFID convocation, Anti Counterfeiting Coalition Conference and other similar events. A list of sample conferences is provided in the table below. On this kind of conferences we will participate as participants and as well as speakers. We are aware that participating in conferences is also a great way of networking, meeting new people from the same field of work and exchanging the experiences.
- **Publications and Journals** where we will publish expert articles with information about work on the project. The list of relevant scientific journals is in the table below.
- **Information Portal – official webpage** where all information about the project consortium will be published, along with results of the work, news, publications and events where we participated.

Concrete Dissemination Activities and Events Overview over relevant scientific journals:

Event	Target Group	Place	Year
Anti Counterfeiting Coalition (IACC) Conference 2007	Event for practitioners	New York	2008: May 13 -15
Anti Counterfeiting Coalition (IACC) Conference 2007	Event for practitioners	Seattle	2009: May 13 -15
RFID Live Europe, RFID Conference	Event for RFID practitioners	Europe	2008 2009
RFID im Blick	Journal for technology experts	USA / International	2008, 2009
RFID Journal	Journal for technology experts	Germany	2008, 2009

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

CEBIT, Systems, SAPPHIRE,	End users, technology and	Germany,	2008 – 2009
The consortium will establish a public project web site hosted by ORIA	End users, technology and industry experts	Europe	2007 – 2009
Workshop on Privacy in the Electronic Society -WPES	Electronics and computer science researcher	USA / International	Takes place yearly in Q4
IEEE Symposium on Security and Privacy IEEE S&P 2008	Electronics and computer science researcher	USA / International	2008: May 18-21
European Conference on Information Systems	Computer science researcher	Europe	2008, exact date and place to be defined
ASIACRYPT 2007	Electronics and computer science researcher	MALAYSIA/ International	2007: December 2 – 6

The following list contains a number of highly renowned journals. Proposed articles undergo a competitive reviewing process with acceptance rates often below 10 percent. Dissemination activities involving these journals and conferences are intended but cannot be guaranteed.

Event / Journal	Target Group	Year
Advances in Consumer Research, publisher: Association for Consumer Research	Market researcher	Appears yearly in October
International Marketing Review, publisher: MCB University Press	Market researcher	Appears 6 times per year
International Conference on Smart Card Research and Advanced Applications Cardis	Electronics and computer science researcher	2008, exact date and place to be defined
Topics in Cryptology -CT-RSA	Electronics and computer science researcher	Appears yearly in Q1
Journal of Enterprise Information	Computer science and business	2008, exact date and place

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Management (JEIM)	administration researcher	to be defined
Wirtschaftsinformatik 2007 (WI'07)	Computer science and business administration researcher	Karlsruhe 28.02. 02.03 2007

Furthermore, the consortium will be also participate in other events and conferences, and will be publishing articles in other journals. Those unplanned and planned activities as well, will be published on official SToP website.

6. Dissemination Strategy Monitoring & Control

In order to achieve its goals, the dissemination strategy will be refined in the form of dissemination plans enumerating detailed activities for SToP dissemination according to the framework defined in the strategy. Therefore, monitoring and control will be performed on the level of these dissemination plans.

6.1. Measures of success

According to dissemination instruments, different measures of success (impact and output indicators) are defined, which are described in Chapter 5.4 of the DoW:

- Number of publications published within the scope of SToP
- Number of attended conferences and exhibitions
- Number of citations in the scientific literature
- Number of pilot projects
- Degree of the widespread use of the evaluated concepts
- Future European research projects continuing the work of SToP
- Evaluation of the concepts and the pilots by the participating end-user companies
- Cost effectiveness of the concepts
- Increased supply chain visibility and more secure supply chains
- Higher security of products within the European Community
- Impact on the extent of counterfeiting within the European market
- Positive impact on innovativeness and competitiveness due to the enhanced protection of intellectual property rights

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

7. Dissemination Material

In order to support the project dissemination and build a joint project identity, appropriate materials and items were created, such as a logo, templates, the project website etc. They are presented in detail in this section.

- **Project logo:** The project consortium has selected a logo that represents the project's identity, reflects the objectives of the project, and creates a recognizable symbol. The project logo should be included in all material that serves dissemination activities. The logo graphic files have been made available to the project consortium through the shared document repository (SAP cFolder).
- **Colour schema:** In order to create project material that provides a homogeneous look, a set of colours has been selected to be used as primary colours in presentations, on the web site, and in documentation. The colour schema is available as part of the PowerPoint presentation template.
- **Presentation template:** In order to facilitate the creation of project presentations with a homogeneous design, a PowerPoint template has been created and made available on the document repository. The project logo and the colour scheme are part of this presentation template. It is recommended to the project consortium to make use of this presentation template in all project-related presentations.
- **Press release:** An initial press release has been created to announce the commencement of the SToP project. It is intended to offer this press release to a selected set of online and print media for publication. It will also be provided on the website.
- **Newsletter:** It is intended to publish a regular newsletter about issues related to the SToP project, including project results. The newsletter will be made available through the website as well as through a mailing list directly targeted at interested stakeholders.
- **Final project workshop:** A workshop will be held that is intended to present the project results to a broad audience. The target group of this workshop will be further defined but includes the major stakeholders in the anti-counterfeiting business and related academic communities. The workshop will be held either as a single event or as part of a larger conference. A call for participation will be distributed in due time.

Additional material will be made available when necessary and appropriate. This potentially includes demos, graphical animations, flyers, interactive presentations.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

8. Exploitation Strategy

It is a clear intention of the SToP project to start early to consider exploitation activities and their planning. It also remains clear that at such an early stage in the project the individual exploitation plans must be in a provisional state and will be refined in the course of the project duration. Like other projects, SToP will provide a detailed exploitation document at the end of its duration. This plan will be updated periodically in order to make sure that it is always inline with the current project results and market needs. Hence, updated versions of this plan will be available after month 18 and month 30.

This integrated exploitation approach will be accompanied by the following activities:

- Transfer of research results into actual developments, products, and services
- Gain feedback on economic benefits and impact of the research projects especially through surveys and interviews
- Market examinations for the best use of research results and for creating new business opportunities
- Achieve a high exploitation through the large commercial user network of the consortium partners as well as within the public sector with special emphasis on customs authorities and related European and national organizations.

In general the goals of exploitation planning in a project like SToP are:

- Show how the results of SToP create a competitive advantage for the participating partners and European businesses
- Show how investments that have been made by the partners in the consortium as well as the EU can be justified and
- Outline the strategy how to sustainable exploit SToP project results

More specifically, SToP is pursuing the following approach to structure exploitation planning and ensure a sustainable exploitation:

- Identification of exploitable results: In a first step, SToP key results will be described. Furthermore, the partners will identify and describe their individual exploitable results in their individual exploitation plan.
- Value Proposition: Once the results are described, the value of each result or business idea will be elaborated to answer “what” the result or the new business idea is expected to do.
- Value Creation: The next step explains “how” the benefit described before will be created. This part describes the value creation process and all

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

involved parties. It typically includes steps of the value chain, involved partners and their roles, suppliers, distribution channels.

- Revenue Model: If appropriate - to be decided by each partner - the partners will describe how they expect money to be earned in the business. It therefore could answer the question on who pays how much to whom.

This approach will be fleshed out in the exploitation plan due at the end of the project.

8.1. Commercial Opportunities for Consortium Members

The SToP project provides a unique opportunity for the consortium members to contribute significantly to their anti-counterfeiting strategies (for the application-oriented members) and their product portfolios (for the solution providers).

The SToP project will help define the *requirements* in various use cases, for different industries. This is part of the project work and it will help the consortium members to better define the problem space and appropriate countermeasures against illicit trade. The project results will thus provide a framework within which anti-counterfeit solutions can be assessed on a scientifically and technically sound basis with respect to their economic and technical impact.

The results and experiences obtained during the execution of the SToP project will be used to shape the *standardization* of RFID and other anti-counterfeiting technologies. This in turn will help the industry to come up with viable, economically feasible and interoperable solutions.

The SToP project helps to achieve the *objectives* of anti-counterfeiting in various industries:

- In the aerospace industry, the problem of bogus parts will be addressed, which has the objective of eventually excluding all potentially bogus parts and material from the supply chain.
- In the pharmaceutical industry, it must be ensured that compliance to all relevant governmental regulations is guaranteed. Receivers of pharmaceutical products, including end-customers, should be able to verify the origin of these products and get reliable information on expiry dates, amicability, and other.
- The luxury goods industry should be able to provide customers with the ability to verify the authenticity of products at any time, and provide additional services around their products.
- For the software and solution providing partners in the consortium, the SToP project provides the opportunity to create novel applications and services, for example in the area of management of the product verification infrastructure.

The SToP research project supplements initiatives and strategies for development of a commercialisation framework of IP relevant content and services connected to future products. A number of real life operational pilots for different application scenarios

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

are planned to be started in parallel as soon as the technical infrastructure is at least partially available.

8.2. Opportunities for Industry and Trade

The deliverables of the project will describe a generally applicable approach of implementing an anti-counterfeiting strategy. This general solution will be customizable to the requirements of various industries and trading sectors that are prone to counterfeiting and product tampering. Target groups would be, for example, the food and machine industries. These groups comprise especially small and medium size enterprises, which should be enabled to benefit from the project outcome.

8.3. Scientific Exploitation

The SToP project addresses interesting scientific questions in the areas of automatic identification, physical goods security, authentication, information systems, economic impact of illicit trade, and others. It is expected that the project benefits from scientifically grounded work in these areas and will provide high-quality results on a scientific level. A number of international symposia, conferences, and journals have been identified that could serve as channels through which to contribute to the scientific community. The most important communities relevant to the objectives of the SToP project are in the following areas:

- Supply chain management
- Brand protection
- Computer security
- RFID technology

An extensive list of events has been already included in the project description of work.

8.4. Relationship to the Relevant Environment

While the dissemination strategy concerns the efficient promotion of project results, the exploitation strategy is more focused on the operational level. The most relevant results have to be refined and realized such that an added value to the respective business of the consortium members can be created. An important aspect in order to achieve this is to leverage the links between the project and industry.

8.4.1. Relationship to Standardization

We expect that the results of the SToP project will be relevant to some of the ongoing standardization activities related to various industries and within bodies such as EPCglobal, which is one of the major organizations concerned with the standardization of RFID technologies.

It is not intended to directly participate in standardization activities from the project's perspective, since this would overstretch the resources that are available for direct project work. Instead, we expect the consortium members, who are partly involved in such standardization bodies, to take on relevant project results and promote them within the framework of their own standardization efforts.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

For instance, SAP has been active in the CEN standardization workshop on Anti-Counterfeiting and has already contributed to the current draft of the respective business plan.

8.4.2. Collaboration with Other Research Projects

The organization of RFID-related projects within a cluster with regular meetings and information exchange provides an opportunity to reach a broad, competent audience and stay up-to-date with current developments in this area. The SToP project will therefore actively participate in cluster activities and keep the members of the cluster informed about project activities. SToP members have already participated in several workshops of CERP (Cluster of European RFID Projects).

The following projects have been identified to be most relevant to the SToP project:

TraSer – Identity-based tracking and web services for SMEs. An open-source system for tracking and tracing of products is being built, providing a low threshold for entry and therefore especially targeted at SMEs. This project matches the tracking and tracing capabilities offered by architectures like the EPCIS, which provides a potential structure for the back-end system of SToP.

BRIDGE – Building radio frequency identification solutions for the global environment. This is a comprehensive project covering all aspects of the EPC framework for RFID. Work package 5 of BRIDGE is concerned with using EPC technology for the protection against illicit trade, which is overlapping with the objectives of the SToP project. Since SAP is both the consortium lead of SToP and the lead of this BRIDGE work package, there is the opportunity for close collaboration within this thematic area. Both working groups at SAP are in close contact with each other and are regularly exchanging information.

SMART – Intelligent integration of supply chain processes. This project is investigating the processes that span the boundaries of enterprises and facilitate collaboration among them. This relates to the goals of SToP with respect to the verification of a product's authenticity, which may be based on the examination of a product's history.

We plan to establish and improve links to other research groups that are working in related fields. The AutoID centre at MIT (USA) and HSG (Switzerland) is deeply involved in the advancement of RFID, including the technology's applications to anti-counterfeiting. Several academic groups are working on aspects of anti-counterfeiting technologies, most notably in the area of security tagging, for example Prof. Wirnitzer at Hochschule Mannheim, Germany. Here, initial contacts exist that shall be further developed.

8.5. Individual Exploitation Plans

In the following sections we present the individual plans for the exploitation of results within the SToP project. These individual actions and plans reflect the different roles of the partners in the project. Naturally, not every partner contributes to each of the previously defined areas, but the sum of the individual plans correspond to the overall SToP approach.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

8.5.1. University of St.Galen (HSG) Exploitation Plan for WP 1

1. Identification of Exploitable Results

With Business and technical requirements analysis we plan to fulfil generic requirements in order to develop effective and as generic as possible authentication solutions for different kinds of products in various market segments. University of St. Galen activities for achieving those requirements are:

Empirical analysis and clustering of counterfeit producers: Each group of counterfeit producers has specific strengths and weaknesses brand owners can leverage. The impact of anti-counterfeiting technologies is likely to vary considerably with respect to each group.

Analysis of the role of counterfeit consumers: For non-deceptive counterfeit goods, the limited availability of imitation products is a major reason for not purchasing more counterfeits. The consumers' willingness and ability "to help" is limited. This implies that relying only on an end-user empowerment is not likely to be sufficient and supply chain security, i.e. the ability to prevent illicit goods from entering the licit supply, is crucial.

Model of the flow of counterfeit goods: The model describes the flow of counterfeit goods in so called illicit supply chain. An affected company can create an actual instantiation of the model to address characterization of the illicit actors, identification of frequently used paths and jeopardized intermediate markets, analyses of typical shipment strategies, and the potential role of customs.

The impact of seizures on the cost of counterfeit production: A model to understand an important part of effectiveness of technological countermeasures increases the understanding of how important product authentication is for anti-counterfeiting.

Business related and regulatory requirements: Collected from the end-user companies of the project, this set of requirements will first of all enable efficient solution development and trialling within the project. The results can be also generalized to respective industries, i.e. luxury goods industry, pharmaceutical industry, and aerospace industry, to enable the roll-out of effective technical anti-counterfeiting solutions.

Technical requirements of product authentication solution: Similar to the abovementioned set of requirements, the technical requirements are collected from the SToP end-user companies to represent the requirements of technical anti-counterfeiting systems, for the sake of the SToP project. These results can be also generalized to guidelines in the respective industries.

Definition and analysis of requirements for end-user privacy protection: These guidelines will benefit designers of Auto-ID and ambient intelligence based product authentication systems to enable best possible level of end-user privacy protection.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Identification of the ‘weakest points’ within licit supply chains: Understanding the problem helps companies and enforcement agencies to allocate the resources in an optimal way, for example by implementing sample investigations in high-risk trade routes.

Identification of the properties of the products which are most susceptible to tampering and counterfeiting: Knowing which products are likely to be tampered with or counterfeited allows companies to proactively establish more suitable anti-counterfeiting techniques, without going through the trial and error phase to see which products are illegally copied in the market and up to which extent.

Analysis of efficiency and effectiveness of existing countermeasures: The first step for a company that wants to implement countermeasures against illicit trade is to analyse the efficiency and effectiveness of countermeasures to decide upon the optimal investment. This analysis will reduce the work of individual companies by providing a complete analysis of existing countermeasures.

2. Planned Activities for the Transfer of Research into Actual Developments, Products and Services

The first measure is to publish all the research results in reviewed journals and conferences. Publishing the results in highly ranked journals and conferences is of primary importance for many researchers involved in the HSG / WP1. The possibility of patent submission is kept open for all technical inventions, and the technical development of anti-counterfeiting and product authentication systems is discussed with the project end-user companies in a frequent basis.

The results are also presented in various industrial and academic events where work package members participate and give presentations. In particular, HSG is organizing the first annual Internet of Things Conference in March 2008 (<http://www.internet-of-things-2008.org/>) and plan to give extra visibility for the results of SToP project there, when possible.

3. Planned Activities for Gaining Feedback on Economic Benefits and Impact on the Research Projects

The field trial phase of the project will test different approaches to authenticate products in real-world environments, and will be the primary way within the project to gain feedback on the impact of the research results. The economic benefits of anti-counterfeiting activities are extremely hard to measure because the economic harm is mostly unknown and existing estimates are disputable. Therefore the models of economic benefit of anti-counterfeiting activities that will be developed in WP2 will be used to assess the impact.

4. Planned Market Examinations for the Best Use of Research Results and for Creating New Business Opportunities

To evaluate the potential of commercializing the research results, namely technical anti-counterfeiting approaches, the RFID adoption rate and collaboration and information sharing rate among companies today will be studied to first evaluate the

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

feasibility of the studied and developed techniques in the real world. Problem analysis, solution development, and trialing in different industries (WP1 activities) enable identifying promising markets for ambient-intelligence based product authentication.

5. Planned Activities for Achieving a High Exploitation

In the frame of those activities University of St.Galen plans to demonstrate the developed techniques to customs officers in order to give them first hand experience of the developed techniques.

8.5.2. University of St.Gallen (HSG) Exploitation Plan for WP 2

1. Identification of Exploitable Results

The main exploitable result of WP 2 will be the design of a cost calculation tool that helps to assess both costs and benefits of a technical anti-counterfeiting solution. The tool is designed for being used by decision makers who are in charge of deciding how to best approach the problem of illicit trade. The tool assists them in their decision process by providing structure for a rather fuzzy decision situation.

2. Planned Activities for the Transfer of Research into Actual Developments, Products and Services

The main dissemination objective of HSG is to transfer the research done in SToP into scientific publications. From the results of WP2, these publications are planned:

- a) **Title:** Cost Structures of different Anti-Counterfeiting Technologies
Data Source: D2.2 / SToP use cases
Dissemination type: Scientific publication
Journal / Conference: TBD
Proposed dissemination time: IV / 2007

- b) **Title:** The Anti-Counterfeiting Cost Calculator - A scalable tool to assess anti-counterfeiting investments in different industries
Data Source: D2.4
Dissemination type: Spreadsheet calculation tool, maybe conference workshop contribution
Journal / Conference: Calculation tool made available to SToP partners, conference TBD
Proposed dissemination time: I / 2009

- c) **Title:** Calculation revenue losses and brand damage owing to illicit trade - A quantitative assessment model
Data Source: D2.1 & D2.3
Dissemination type: Spreadsheet calculation tool, maybe conference workshop contribution

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Journal / Conference: Calculation tool made available to SToP partners, conference TBD

Proposed dissemination time: III / 2008

d) **Title:** Do counterfeit products damage brand value?

Data Source: D2.3, consumer survey

Dissemination type: Journal paper

Journal / Conference: Journal TBD

Proposed dissemination time: III / 2008

3. Planned Activities for Gaining Feedback on Economic Benefits and Impact on the Research Projects

For assessing the costs of illicit trade as well as the benefits of anti-counterfeiting, interviews with the SToP partners have been done that were transcribed and included in D2.1. The structure of the system costs of an anti-counterfeiting solution stem from the review of available scientific literature and will be verified by discussions with the SToP industry partners.

8.5.3. SAP Exploitation Plan for WP 3

1. Identification of Exploitable Results

In WP3, SAP will contribute to the development of the Product Verification Infrastructure. The PVI comprises a software platform for the integration of various authentication methods that can be tightly linked with ERP software for which SAP is a leading solution and platform provider. The PVI is one of the central outcomes of the entire project and will form the basis for real product development in that business area.

Closely linked to the development of the PVI are the field trials with partners from very different industries. The trials will use constantly refined revisions of the PVI. The result will be “best practices” specific to certain industries from which SAP will benefit during the commercialization of results.

Several research publications, filed patents, appearances and showcases at industry events, as well as the active alignment with standardization bodies such as CEN will all contribute to better understanding the problem domain and shaping respective legislative and standardization actions and to raise awareness for SAP being a competent partner in this domain, so that a later commercialization of the PVI will be facilitated.

In addition to the PVI infrastructure as a whole, SAP is also working on individual program modules such as the Collaborative Product Authentication outlined in Deliverable D3.2, which are novel approaches to anti-counterfeiting in its own right. This authentication paradigm has a patent pending and a scientific publication accepted and will thus strengthen the image of SAP as a leading and innovative solution provider after a respective product has come to market.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

2. Planned Activities for the Transfer of Research into Actual Developments, Products and Services

SAP will aim for transferring the research prototype of the PVI in SToP to the internal product development in the SAP organization with the long term goal of bringing to market an authentication solution based on the experiences gained in the SToP project.

Within the SAP organization the problem field of Anti-Counterfeiting has already been acknowledged with initial products such as the Product Tracking and Authentication solution or the AutoID Infrastructure being on the market already. As can be gathered from the initial PVI functionality description in D3.2, the PVI advances the state of the art of these products significantly, so we estimate a great potential for actual product development based on the PVI.

There are SAP internal transfer activities already initiated and funded that bring together the Research Organization and the Product Development divisions in order to specify concrete transfer operations.

3. Planned Activities for Gaining Feedback on Economic Benefits and Impact on the Research Projects

The impact of the PVI in the planned trials with industrial partners (who are potential future customers) within the SToP project gives initial feedback on the impact of the PVI.

4. Planned Activities for Achieving a High Exploitation

Once the PVI will have been trailed and tested with the commercial partners, their case studies and experiences there will be exploited as references for comparable commercial customers within the same domains (pharma, luxury goods, aviation) who will be approached once the PVI is transferred into a commercially available product. Depending on the results of the trials within the SToP project, we will also aim for conducting further cooperation projects with partners from the consortium in order to refine and improve our authentication solution in parallel to the actual product development.

SAP is constantly being active in the Cluster of European Research Projects (CERP) to which SToP belongs, by contributing to working papers on future research needs and by being active in ensuring awareness among decision makers in Europe. For instance, in 2007, SAP demonstrated its authentication technologies to the European Commission in Strasbourg and to the attendees of the RFID conference in Berlin. SToP will also present a demo at the EU conference on “The next Steps Towards the Internet of Thing” in Portugal later in 2007, where we again estimate to create impact among European organizations.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

8.5.4. Spacecode Exploitation Plan for WP 4 and 5

1. Identification of Exploitable Results

Individual exploitable results from Spacecode will also be reliable, fully functional RFID hardware capable of ubiquitously addressing counterfeit prone customer requirements to provide a fully tested and scalable anti-counterfeiting solution capable of achieving requisite performance and form factors for respective product lines in a plug and play application.

2. Planned Activities for the Transfer of Research into Actual Developments, Products and Services

Spacecode defines that typical product development comprises 4 phases, 4 core components that generate solutions, which are commercialised in a staged approach – described below.

Component development: this is essentially the R & D phase of foundation technology

- Chips – focus on either standard or proprietary
- Tags – focus on form factor and performance
- Readers – focus on standard or proprietary, form factor, performance

Solution development and integration: Components are combined into self sufficient RFID hardware solutions that are also combined with requisite software (see the following figure).



Figure 2: Overview of the solution development and integration

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Phased rollout: typical industrialisation of developed solutions follows 3 stage approach as follows:

- prototype/feasibility: essentially proof of concept to demonstrate the solutions works as described
- pilot: live implementation and integration of the solution into customers products and processes
- roll out/scale-up: where solution becomes way of business for the customer

Commercialisation: full commercialisation occurs in close succession/in parallel to completion of first ‘test bed’ customer and comprises typical marketing, advertising, and sales force promotion.

3. Planned Activities for Gaining Feedback on Economic Benefits and Impact on the Research Projects

Qualitative and quantitative research will be obtained from users (SToP consortium as well as independent customers).

Qualitative input will be obtained via interviews and end of project reports. This information will be primarily related to user feedback ‘at the coal face’ i.e. those people tasked with implementing and using the system, and the impact on them, their work processes and their environment.

Quantitative feedback will be obtained from decision makers, logistics and financial personnel relating primarily to business case ROI and payback calculations.

Information from WP 1 and 2 will also be used for this.

4. Planned Activities for Achieving a High Exploitation

Consortium:

The final solution will provide a generic platform that can be customised for other potential customers. It is envisaged that the developed solution at the end of the project will provide 70% - 80% of any implementation, with the remaining 20% - 30% being customised for individual customers.

Each consortium implementation will be used as a reference case to prove and accelerate sales cycle with other companies in the industry.

Each reference case will also be used to promote description, impact and a business case to other potential customers; and will form an essential component of promotional material that will be disseminated via various means.

Vendor partners in the consortium such as SAP and SPACECODE will explore potential commercial partnership arrangements to provide the solution.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Public:

Online Dissemination: The project website will be important in supporting the dissemination of the research results. Key results will be published on the website, but also added-value services will be offered, such as newsletters, news or communication with project researchers. The SPACECODE company website will have a similar initiative.

Non-Digital Dissemination: Classical vehicles for the dissemination of the project will include journals, research papers, monographs, and publications in broadcast media specifically as they relate to the industries represented in the consortium. Those communication means focus on the dissemination of project results mainly to decision makers, experts and professionals.

Focussed Dissemination: Activities, which are focussed on key stakeholders in both industry and public sector, are designed for target groups with a high level of information need, involvement and use. Results will be presented by researchers in workshops, lectures, conferences, networking events, symposia, and trade fairs. This channel also provides information that is exactly tailored to the target group needs and has the highest impact on dissemination and exploitation.

Furthermore, the consortium will identify how it can contribute to the co-ordination of European, national and regional policies and activities

- by carrying out specific activities (e.g. discuss interactions between the project activities and national/regional initiatives or policies; explore possible mechanisms and areas of improved co-ordination over the next 5 years; promote the exchange of information and of best practices on the project research topics in close collaboration with national/regional authorities; etc);
- by presenting the results of these activities (deliverable) in a short report that describes experiences in the contribution of the project to the various national and regional policies and initiatives.

SPACECODE is and will actively contribute to the ongoing RFID public debate planned by the EC. Spacecode will also actively participate in the upcoming relevant workshops organized by the European Commission dealing with RFID relevant topics.

8.5.5. Richemont Exploitation Plan

1. Identification of Exploitable Results

Developed easy-to-use tool to verify the authenticity of products at any time, could be also used in the luxury goods industry.

The tool is foreseen to include a software application that can interface with a variety of authentication solutions (including RFID) along with guidelines for an efficient and successful implementation.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

Depending on the project progress and solutions yet-to-be developed, the project is expected to results within the project timeframe in demo, prototypes, pilots and/or practical implementation, together with the related recommendations and documentations.

The deliverables are expected to help all luxury goods companies in defining and implementing authentication solutions.

2. Planned activities for transfer of research into actual developments and products and services

The project is expected to results in a documented solution(s) for product authentication. This documentation will be made available publicly so that interested luxury goods companies and solution providers can use them in setting-up or improve their own authentication solution.

A goal of SToP partners is to continue incorporating ideas and tools either from research and newly developed solutions and tools from our participation, public deliverables and experience from trials in authentication framework. To facilitate this process, internal staff involved in the SToP Project is also involved in tracking and authentication, either from a project management, product development, Information Technology, Supply Chain or Intellectual Property perspective. Some ideas have already been implemented or are planned to be implemented.

In parallel to the SToP project luxury goods industry is running a “tracking and Authentication” initiative that aims at reviewing our Brand practices and developing common solution supporting Brands owned policies against counterfeiting and parallel market.

Deliverables of month #6 has contributed to evaluate the state-of-the-art related to RFID and other authentication-based solutions. Internal global awareness programs are influenced by the SToP project security concept and findings.

Richemont looks forward for SAP and others software vendors to develop a commercial-grade authentication solution that can be integrated within our IT/ERP framework. The development of such solution is strongly dependent of the software vendor perception that there is a viable market for such product. Richemont as interested user, plan to continue interacting though regular meetings with SAP and other vendors to develop and market such solution.

3. Planned Activities for Gaining Feedback on Economic Benefits and Impact on the Research Projects

Only Relevant to the Research partners of the SToP project. Richemont is not a research partner.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

4. Planned Market Examinations for the Best Use of Research Results and for Creating New Business Opportunities

For Richemont in this stage, while they do not foresee new business opportunities (such as new products) based on SToP research results, it may lead to new services that they may offer in time to their supply chain partners and/or customers.

5. Planned Activities for Achieving a High Exploitation

As a commercial company Richemont plan to disseminate project research results in the form of practical solutions and recommendations to selected luxury goods organisations and associations. At this stage, while no contact has been organised, it is foreseen to present them at the Comité Colbert (French association of 70 luxury “Maisons”) and the Federation Horlogère in Switzerland. Such presentations are foreseen to be made near the end of the project, when initial research is transformed into more detailed and practical tools and recommendations.

8.5.6. Novartis Exploitation Plan

1. Identification of Exploitable Results

The contribution of Novartis Pharma AG - Global Technical Operations will be directed to exchange know-how and results obtained from the practical application of anti-counterfeiting measures. The focus of Novartis will be towards internal dissemination of technologies and results.

Contribute to best practice sharing for product protection across different practitioners within the consortium.

Benefit: Implement best practice

Contribute to best practice sharing for product protection across other players within the Pharmaceutical Industry.

Benefit: Implement best practice, build coalition for common solution

Contribute product pedigree data for statistical analysis (e.g. process performance and reliability, system usage, etc.)

Benefits: Continuous improvement of solution

Analyse potential for system integration (hardware, software) of mass serialization and authentication applications (outcome WP3)

Benefits: Potential applicability for implementation of common solution

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

2. Planned Activities for the Transfer of Research into Actual Developments, Products and Services

Novartis planned activities for transfer of research results into actual developments, products, and services are:

- Regular update of research results to Technical Operations Management – Pharma Product Security Committee
- Regular update of research results to internal IT stakeholders to leverage own implementation plans

3. Planned Activities for Gaining Feedback on Economic Benefits and Impact on the Research Projects

The feedback on economic benefits and the impact of the research projects will also be gained thorough analysis with consortium partners (practitioners) to verify and compare economic benefits.

4. Planned Market Examinations for the Best Use of Research Results and for Creating New Business Opportunities

With planned market examinations we need to:

- Analyze Novartis strategy for product authentication and tracking vs. STOP solution and embed best practice
- Leverage solution for product authentication and tracking to increase efficiencies of supply chain operations.

5. Planned Activities for Achieving a High Exploitation

Novartis will achieve high exploitation via communication of SToP results on relevant conferences:

- internal (e.g. International PharmOps Management Meeting) and
- external (e.g. IQPC Pharma Secure Chain Conference)

8.5.7. ORIA exploitation plan

1. Identification of Exploitable Results

ORIA Computers which has many implementations of information systems that support SCM processes in different industries, will upgrade ORIA's main information system e-logis, to support PVI with track and trace data and allow e-logis users to verify whether products are authentic or not.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

ORIA's consulting services will benefit from SToP results. Consultants will have appropriate knowledge to direct customer's process in a way that they will be able to use and benefit from PVI.

2. Planned Activities for the Transfer of Research into Actual Developments, Products and Services

ORIA's software developers will contribute in development of PVI modules. Parallel to the development of the PVI, they will develop new e-logis modules that will be able to support and communicate with the PVI.

In past and current consulting and e-logis implementations processes ORIA uses and recommends the use of barcode. According to the findings of SToP project there will be a possibility to offer alternative technologies like RFID, micro wire, memory buttons, etc.

3. Planned Activities for Gaining Feedback on Economic Benefits and Impact on the Research Projects

While developing and executing trials, members' data about implementation costs and benefits of using the PVI will become verifiable. Then they will be compared with the results of the business model which will be defined in WP2.

4. Planned Market Examinations for the Best Use of Research Results and for Creating New Business Opportunities

ORIA Computers plans to compare feasible SToP project results with currently used technologies and processes of product identification and also track and trace possibilities. New business opportunities such as implementation of new technologies or new information systems can arise when SToP project results will be usable in real world practice.

5. Planned Activities for Achieving a High Exploitation

Throughout consulting services which will result in business process optimization in different industries, ORIA will encourage the use of the PVI and its benefits. ORIA will encourage different industry partners (automotive industry, pharmaceutical industry, commerce, etc.) to authenticate their materials and offer authentication of their final products.

This dissemination plan is to be updated continuously as the project progresses and as the actual completion of the deliverables is fostered.

Project Title (Acronym)	SToP Tampering of Products (SToP)	Project Number	IST-034144
Deliverable	Deliverable 6.1		
Title	Dissemination and Exploitation Strategy	Date	2008-03-12

9. Documentation

Dissemination and exploitation activities will be initiated, monitored, and documented within work package 6. The major outcomes for this are the deliverables of this WP:

- D6.1: Dissemination and exploitation strategy (this document)
- D6.2: SToP web site
- D6.3: Intermediate Dissemination and Exploitation Report
- D6.4: Final Workshop
- D6.5: Final Dissemination and Exploitation Report

10. Conclusions

In this document, we have tried to capture the dissemination and exploitation plan of the SToP project. All dissemination activities are closely linked to the technical progress of the project. The major contributions of the SToP project can be expected in the following areas:

- In the commercial area, we expect to contribute significantly to ongoing activities in countering illicit trading. First, from a conceptual perspective with regard to the economic and technical assessment of anti-counterfeiting approaches. Second, through the provisioning of prototypical, technical solutions that are tested in application trials.
- On the scientific level, we expect to create technical and economic frameworks that allow a better understanding of illicit trade and appropriate countermeasures.
- From a European perspective, we expect to contribute to the understanding of novel applications of developing technologies, such as RFID, and to the creation of innovative products and services in this area. In SToP, we will aim at this goal by showing how such technologies support companies and customers through novel services and improved product and brand protection.

The dissemination and exploitation activities are intended to ensure that the contributions of SToP will reach the relevant audience and have significant impact on the involved communities and industries.

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