



Facilitator Guide



Introduction

Purpose of the Facilitator Guide

About the programme

The REVALORISE+ Researcher Training is a 3-month European programme which will help you extend the reach of your Social Sciences & Humanities (SSH) research beyond academia. The programme will take place in a blended format with some activities taking place online and others in-person at your HEI.

What is the facilitator guide?

The Facilitator guide – step-by-step guide for the delivery of the HackTheResearch Valorisation Training Programme for researchers.

The HackTheResearch Valorisation Training Programme consists of 10 modules that will help trainers teach SSH researchers how to create societal impact from their work.

Each module contains details necessary for running the training. The programme will take place in a blended format with some activities taking place online and others in-person at your HEI.



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Module 1

Module 1

Introduction to the REVALORISE+ Training Program

Learning format Info session

Length of module 1h

Awareness pathway Compulsory

Valorisation pathway Compulsory

Online / offline Online

Topic Welcome to the participants, description of the training programme, its core elements, short intro into the project.

Guest speaker(s)

N/A

Learning outcomes

At the conclusion of this module, the participant will have:

- A clear understanding of the REVALORISE+ Training Program, the framework for the program, its aims, relevance, activities and timelines
- A clear understanding about the expectations of the program and what is necessary to successfully complete the program
- A clear understanding of delivery systems and shared tools that will be used in the program
- Comprehension about the different pathways through the program
- A clear understanding who is the relevant contact person at the national and international level.

Module components

This module will:

- Describe the REVALORISE+ Training Program, its aims, framework and expectations
- Introduce the project
- Explain the learning framework
- Highlight the program's delivery systems and shared tools Define the different 'pathways' in the program including the Awareness and Valorisation pathways.
- Name a relevant contact person at the national and international level

Module 1

Introduction to the REVALORISE+ Training Program

Module description

Objective(s): The primary objective of this module is to provide a comprehensive understanding of the REVALORISE+ Training Program, its aims, framework and expectations, participation pathways, the program's delivery formats and shared tools. During the sessions the facilitator will name relevant contact persons at the national and international level and provide motivation to the participants to want to complete the program.

In providing a clear understanding of what is required to complete the program, providing a common base of knowledge about the program will act as a foundation for their work within the programme. Ideally, this introduction would also provide motivation for the participant to want to complete the program.

Subject(s): The topics addressed by this module include:

- Describing the REVALORISE+ Training Program, its aims, framework and expectations
- Explaining the learning framework
- Highlighting the program's delivery system and shared tools
- Defining the different 'pathways' in the program including the Awareness and Valorisation pathways.
- Naming a relevant contact person at the national and international level.

Method and activities: Relevant material will be presented in an engaging format. The session will be recorded and provided to the registered participants. No live attendance is necessary, even though possible.

Tools

NOT APPLICABLE

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 05 min	Welcome and introduction
05 – 15 min	Description of the REVALORISE+ project <ul style="list-style-type: none">• Project introduction
15 – 35 min	Description of the REVALORISE+ Training Programme <ul style="list-style-type: none">• Learning framework explanation• Learning outcomes• Explanation of tools and delivery format• Define the different 'pathways' in the programme
35 – 50 min	Programme logistics <ul style="list-style-type: none">• Timing & schedule of the programme• Relevant contact persons at the national and international level
50 – 60 min	Questions and closing

Module 2

Module 2

Introduction to Research Valorisation

Learning format	Seminar	Guest speaker(s)	N/A
Length of module	1.5 hours	Sessions running order incl. description of how breakout rooms will be used in the delivery	<p>Session 1: Definition and Importance of Valorisation</p> <p>Group Exercise: Practical application of valorisation possibilities for different research data focusing on participants' own environment</p> <ol style="list-style-type: none"> 1. Divide participants into groups (2-3 participants) 2. Provide case studies (lighthouse stories) to participants 3. Provide participants with a set of questions to discuss in the group 4. Identify what types of valorisation possibilities would be most suitable for that specific case study and why <p>Session 2: Barriers and Drivers for Valorisation</p> <p>Group Exercise: Identification of barriers and drivers for valorisation in social sciences and humanities (SSH)</p> <ol style="list-style-type: none"> 1. Divide participants into groups (2-3 participants) 2. Provide case studies (lighthouse stories) to participants 3. Provide participants with a set of questions to discuss in the group 4. Identify what types of the barriers and drivers for valorisation participants can perceive in their environment <p>Questions and Closing Session</p>
Awareness pathway	Compulsory		
Valorisation pathway	Compulsory		
Online / offline	Online		
Topic	Seminar on the 'Introduction to Valorisation' with focus on providing basic knowledge on the valorisation in social sciences and humanities, necessary for understanding and conducting first steps for the valorisation of the research.		
Learning outcomes	The purpose of seminar is to (1) increase participants' understanding on the definition, importance and scope of valorisation in social sciences and humanities (SSH), (2) extent to which the knowledge is transferred to the society and market, (3) provide a comprehensive overview of valorisation activities and valorisation benefits, and (4) meet the participants with drivers and barriers for valorisation.		
		Module components	Relevant material for this seminar will be presented via PowerPoint slides and will include explanation of the theoretical background on valorisation, followed by interactive exercises with group work to review a case study for valorization in social sciences and humanities (SSH).

Module 2

Introduction to Research Valorisation

Module description

Objective(s): The primary objective of this module is to increase the participant's knowledge about the scope of SSH research valorisation, to what extent the knowledge is brought to the market and society, provide a comprehensive overview about the benefits of valorisation including the extent of various activities that are part of the valorisation per se, and facilitators and disablers for successful valorisation.

Subject(s): The topics addressed by this module include: This module will equip participants with knowledge to be able to recognise (1) different valorisation activities, (2) benefits of each valorisation type and possibility to apply it in practice.

Method and activities: Relevant material will be presented via PowerPoint slides and will include explanation of the theoretical background followed by interactive exercises with group work to review a case study for SSH valorisation. Participants will be asked to make a distinction between different valorisation activities and understand when each could be used.

Tools

Valorisation Canvas

Lighthouse stories

Case studies

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 05 min	Welcome and Introduction
05 – 25 min	Definition and Importance of Valorisation
25 – 50 min	Group Exercise on ' <i>Practical application of valorisation possibilities for different research data focusing on participants' own environment</i> ' <ol style="list-style-type: none">1. Divide participants into groups2. Provide case studies (lighthouse stories) to participants (2-3 participants)3. Provide participants with a set of questions to discuss in the group4. Group work: Identify what types of valorisation possibilities would be most suitable for that specific case study and why
45 – 65 min	Barriers and Drivers for Valorisation
65– 85min	Group Exercise on ' <i>Identification of barriers and drivers for valorisation in social sciences and humanities (SSH)</i> ' <ol style="list-style-type: none">1. Divide participants into groups2. Provide case studies (lighthouse stories) to participants – those they have used in the 1st exercise (2-3 participants) Provide participants with a set of questions to discuss in the group <ol style="list-style-type: none">3. On the example of case study identify what types of the barriers and drivers for valorisation participants can percieve in their environment
85 – 90 min	Questions and Closing Session

Module 2

Introduction to Research Valorisation

Relevant literature

The following sources are designated as recommended reading and materials for this module (use APA style):

1. Andriessen, D. G. (2005). Value, valuation, and valorisation. *Inspirerend innoveren; Meerwarde door kennis.*
2. Benneworth, P., & Jongbloed, B. W. (2010). Who matters to universities? A stakeholder perspective on humanities, arts and social sciences valorisation. *Higher education*, 59(5), 567-588.
3. Davey T., et al. (2021). The STEM-Valorisation Synthesis Report. <https://stemvalorise.eu/wp-content/uploads/2021/12/The-Valorization-Synthesis-Training-Investigation-Report-FINAL-VERSION-1-UPDATED-14Dec-1.pdf>
4. EU Commission (2020). Boosting the transformation of knowledge into new sustainable solutions. Directorate-General for Research and Innovation.
5. Hladchenko, M. (2016). Knowledge valorisation: A route of knowledge that ends in surplus value (an example of the Netherlands). *International Journal of Educational Management*, 30(5), 668-678.

Relevant literature

6. Lokhorst, L. G. (2016). What drives valorisation in the Humanities, Arts and Social Sciences?. Master's thesis.
7. REVALORISE Literature Review Report on Valorisation in SHS. <https://revalorise.eu/mission/investigation/>
8. Van De Burgwal, L. H., Hendrikse, R., & Claassen, E. (2019). Aiming for impact: Differential effect of motivational drivers on effort and performance in knowledge valorisation. *Science and Public Policy*, 46(5), 747-762.
9. Van Geenhuizen, M. (2010) Valorisation of knowledge: preliminary results on valorisation paths and obstacles in bringing university knowledge to market. Proceedings of the Eighteenth Annual High Technology Small Firms Conference, University of Twente, Enschede, the Netherlands, May 27-28 2010.

Module 3

Module 3

Valorisation of SSH Research

Learning format	Workshop
Length of module	3 h (2x 1,5 h sessions)
Awareness pathway	Compulsory
Valorisation pathway	Compulsory
Online / offline	Online
Topic	A comprehensive explanation of the SSH valorisation cycle, different valorisation pathways, actors important for SSH valorisation, the definition of success, and understanding those definitions of valorisation success and understanding why researchers may fail to valorise. The module will also provide an introduction to intellectual property rights as an important part of the valorisation process.

Guest speaker(s)	Tatiana Schofield, Yann Dietrich, Group Head of Intellectual Property at Atos (France)
Learning outcomes	Participants will gain (1) an understanding of which actors are important for valorisation, (2) knowledge of different stages of the cycle and valorisation process, and (3) knowledge about the importance, benefits and side effects of the intellectual property rights for valorisation of research data.
Module components	<ol style="list-style-type: none"> 1. Explain the role of SSH actors in valorisation process 2. Provide an overview of different pathways of valorisation 3. Provide a comprehensive outline of cycles of valorisation of research data 4. Provide practical exercise on how to recognize stages in valorisation process 5. Provide overview on intellectual property rights in valorisation process 6. Provide case studies of good practices for valorisation

Module 3

Valorisation of SSH Research

Module description

Objective(s): The primary objective of this module is to increase the participant's knowledge about the valorisation process, utilization of different pathways for valorisation, understand the roles of SSH actors in valorisation and provide participants with initial knowledge on intellectual property rights.

Subject(s): This module will equip participants with knowledge to be able to (1) recognise different stages of valorisation process that focuses on the innovation process (Stage Gate), (2) understand the valorisation cycle framework for the research data and (3) understand when intellectual property rights should be claimed, transferred and the effect it has on valorisation opportunities

Method and activities: Relevant material will be presented via PowerPoint slides and will include explanation of the theoretical background, followed by an interactive exercise with group work to review a case study for SSH valorisation.

Tools

PowerPoint slides

Speaker notes

Case studies

Questions for group work

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 05 min	Welcome and introduction
05 – 25 min	Definition and importance of valorisation, actors & their roles
25 – 50 min	Focusing on actors important for valorisation <ul style="list-style-type: none">Practical exercise - How to define what actors are important for valorisation. [BREAKOUT ROOMS] – Group exercise (2-3 people)
50 – 80 min	Explanation of process and cycle of SSH valorisation
80– 110 min	Identification of stages in the valorisation process <ul style="list-style-type: none">Practical steps – focussing on defining stages in valorisation process and phases of valorisation cycle, [BREAKOUT ROOMS] – Group exercise (2-3 people)
110 – 115 min	Questions
115 – 130 min	Break
130 – 160 min	Definition and importance of intellectual property within the valorisation process
160 – 175 min	Identification of the need for IP for the data selected for valorisation (exercise) <ul style="list-style-type: none">Practical exercise– do we need to claim IP for the selected valorisation of data [BREAKOUT ROOMS] – Group exercise (2-3 people)

Valorisation of SSH Research

Relevant literature

The following sources are designated as recommended reading and materials for this module (use APA style):

1. Benneworth, P., & Jongbloed, B. W. (2010). Who matters to universities? A stakeholder perspective on humanities, arts and social sciences valorisation. *Higher education*, 59(5), 567-588.
2. COMMISSION OF THE EUROPEAN COMMUNITIES (2008). COMMISSION RECOMMENDATION on the management of intellectual property in knowledge transfer activities and Code of Practice for universities and other public research organisations, No. C(2008)1329. . https://ec.europa.eu/invest-in-research/pdf/ip_recommendation_en.pdf
3. Cooper, R. G., & Kleinschmidt, E. J. (2001). Stage-gate process for new product success. *Innovation Management U*, 3, 2001.
4. European Commission (2020). Valorisation Channels and Tools Boosting the transformation of knowledge into new sustainable solutions. Directorate-General for Research and Innovation. <https://www.evropskyvyzkum.cz/cs/storage/85fb8a12de69311d8747f381bb61e78f258d0d61?uid=85fb8a12de69311d8747f381bb61e78f258d0d61>
5. Galan-Muros, V., & Davey, T. (2019). The UBC ecosystem: putting together a comprehensive framework for university-business cooperation. *The Journal of Technology Transfer*, 44(4), 1311-1346.

Relevant literature

6. Galleron, I., Ochsner, M., Spaapen, J., & Williams, G. (2017). Valorizing SSH research: Towards a new approach to evaluate SSH research value for society. *Journal for Research and Technology Policy Evaluation*, 44, 35-41.
7. Hladchenko, M. (2016). Knowledge valorisation: A route of knowledge that ends in surplus value (an example of the Netherlands). *International Journal of Educational Management*, 30(5), 668-678.
8. Olmos-Peñuela, J., Benneworth, P., & Castro-Martinez, E. (2015). Are 'STEM from Mars and SSH from Venus'? Challenging disciplinary stereotypes of research's social value. *Science and Public Policy*, 41(3), 384-400.
9. Weingart P., Schwedheimer H. (2007). Conceptualizing and Measuring Excellence in the Social Sciences and Humanities. *Global SSH*.
10. WIPO (2021). IP Policies for Universities and Research Institutions, Key issues and core concepts. https://www.wipo.int/about-ip/en/universities_research/ip_policies/faqs/index.html

Module 4

Module 4

Entrepreneurial Mindset & Entrepreneurial Behaviour

Learning format	Workshop
Length of module	1,5 h
Awareness pathway	Compulsory
Valorisation pathway	Optional
Online / offline	Online
Topic	<p>Importance of entrepreneurial mindset and behaviour for academics. Introduction to the entrepreneurial mindset, thinking & acting, principles of entrepreneurial behavior, difference between entrepreneurial academic and academic entrepreneur. The module will introduce examples of entrepreneurial academics/academic entrepreneurs in SSH and explore how entrepreneurship could be relevant for SSH valorisation as a potential pathway to impact.</p> <p>Skills and knowledge identified as needs through research WP:</p> <ul style="list-style-type: none"> • to begin developing an entrepreneurial mindset / to begin thinking and acting entrepreneurially • to know how to identify and leverage opportunities • to know how to start thinking creatively and originally • to be able to find/conceive alternative solutions to challenges • to be aware of importance of the ability to take on and solve ambiguities and problems

Guest speaker(s)

Anssi Tuulenmäki, CEO, Mindustry Oy
Innovation activist

Learning outcomes

At the conclusion of this module, the participant will have:

- be able to identify entrepreneurial thinking & activities
- be able to see opportunities / innovation needs in own work
- learn how to plan and execute small agile experiments related to valorisation of your project

Module components

This module will:

- provide participants with the introduction to the entrepreneurial thinking and acting entrepreneurially
- showcase the case examples on entrepreneurial academic and academic entrepreneur mainly in SSH
- equip participants with tools on how to foster rapid innovation and agile experimentation

Module 4

Entrepreneurial Mindset & Entrepreneurial Behaviour

Module description

Objective(s): The primary objective of this module is to go through the main subjects listed below, inspire participants to think out-of-the-box and act entrepreneurially.

Subject(s): The topics addressed by this module include:

- entrepreneurial mindset & entrepreneurial behaviour
- entrepreneurial academic and academic entrepreneur
- experimental culture and innovation at the intersection of the ideas
- social entrepreneurship

Method and activities:

- Group discussion
- Keynote
- Workshop

Relevant material will be presented in an engaging and interactive format.

Tools

We will introduce the rapid innovation framework (presumption-experiment-learning-scaling-vision).

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 05 min	Welcome
05 – 25 min	Introduction - objectives and learning outcomes <ul style="list-style-type: none">• Importance of the topic• Defining entrepreneurial mindset & entrepreneurial behaviour• Defining and differentiating between entrepreneurial academic and academic entrepreneur & case examples
25 – 50 min	Core content - case examples; including questions and answers <ul style="list-style-type: none">• Introduction to rapid innovation (experimental culture)• Presenting the rapid innovation framework
50 – 80 min	Participatory work and group discussion <ul style="list-style-type: none">• Practical exercise in breakout rooms on entrepreneurial mindset – designing a draft of an agile experiment
80 – 90 min	Wrap-up <ul style="list-style-type: none">• Remarks from the practical exercise & social entrepreneurship as a tool for supporting implementation of the agile experiment

Module 4

Entrepreneurial Mindset & Entrepreneurial Behaviour

Relevant literature

Design Council (2007). Eleven lessons: managing design in eleven global brands: A study of the design process. [https://www.designcouncil.org.uk/sites/default/files/asset/document/ElevenLessons_Design_Council%20\(2\).pdf](https://www.designcouncil.org.uk/sites/default/files/asset/document/ElevenLessons_Design_Council%20(2).pdf)

European Commission (2021). Building an economy that works for people: an action plan for the social economy.

Korpela, M., Pienonen, T. (2020), "Handbook: Hackathons as a catalyst for university-business-cooperation.

Sarasvathy, S., D. 2001. Causation and effectuation_ Toward a theoretical shift from economic inevitability to entrepreneurial contingency. Academy of Management Review, 26(2)_ 243-263.

SITRA Fund. (2014). Experimental Culture. <https://www.youtube.com/watch?v=mgaGVyDNQyQ>

Timmons, J.A. (2004). New venture creation: Entrepreneurship for the 21st Century

Tuulenmäki, A. and Välikangas, L. (2011), "The art of rapid, hands-on execution innovation", Strategy & Leadership, Vol. 39 No. 2, pp. 28-35.

Module 5

Module 5

Collaboration with External Partners in SSH Valorisation

Learning format	Workshop
Length of module	3 h (2x 1,5 h sessions)
Awareness pathway	Compulsory
Valorisation pathway	Compulsory
Online / offline	Online
Topic	<p>Introduction into University-Business/Society/Community Cooperation and related concepts. Description of what collaboration with external partners in SSH includes.</p> <p>Detailed view on University-Business/Society/Community Collaboration Ecosystem (activities, barriers, drivers, support mechanisms) with focus on contextual factors relevant for SSH. Tips on relationship management and trust building using case studies relevant to SSH.</p>

Guest speaker(s)

N/A

Learning outcomes

At the conclusion of this module, the participant will:

- have a more holistic understanding of the University-Business/Society/Community Cooperation environment and its challenges
- gain deeper knowledge about the elements contributing to University-Business/Society/Community Cooperation success including understanding of drivers and barriers
- have clarity about the primary areas of UBC with the focus on SSH valorisation
- gain deeper knowledge of how to understand the motivations and needs of potential collaboration partners and how to approach collaboration
- have clarity about the mechanisms supporting cooperation in SSH valorisation
- gain insights on relationship management and trust building

Module components

- This module will include various elements:
- A focus on the UBC Ecosystem model
- A description of the UBC activities to impact pathway
- A description of the factors inhibiting and driving cooperation in SSH valorisation
- Information about the mechanisms supporting cooperation in SSH disciplines
- Relationship management and trust building

Module 5

Collaboration with External Partners in SSH Valorisation

Module description

Objective(s): The primary objective of this workshop is to describe the context of collaboration with external partners. This workshop will present the University-Business Collaboration (UBC) Ecosystem Framework. It will give a clear & common picture of the most important elements in engagement and collaboration (inputs, activities, outcomes, impacts, influencing factors and supporting mechanisms) and their interrelations with the focus on SSH disciplines. It will provide a vital framework for researchers enabling them to apply the framework in their own valorisation efforts, including tips on relationship management & trust building using case studies relevant to SSH.

Subject(s): The module seeks to describe the ecosystem that acts as a base for the act UBC in SSH as well as the complex relationships that exist between the different elements of the ecosystem to provide a conducive or limiting environment for external cooperation in SSH research valorisation.

Method and activities: Relevant material will be presented in an interactive format. Participants will evaluate their own specific UBC ecosystem and identify potential actions to develop UBC in their environment. The UBC Ecosystem will be a common framework also for other modules within the program.

Tools

An assessment framework for the UBC ecosystem will be provided as well as a workbook.

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 05 min	Welcome and introduction
05 – 35 min	Introduction to the University-Business/Society/Community Cooperation Ecosystem
35 – 75 min	Collaboration activities <ul style="list-style-type: none">• Activities overview and external stakeholders• SSH focussed case studies• Activities self-assessment [discussion of the results of the self-assessment]
75 – 90 min	Barriers and drivers <ul style="list-style-type: none">• Barriers & drivers overview• Self-assessment [discussion of the results of the self-assessment]• SSH focussed case studies
90 – 100 min	BREAK
100 – 115 min	Motivators <ul style="list-style-type: none">• Motivators overview• Self-assessment [discussion of the results of the self-assessment]• SSH focussed case studies
115 – 135 min	Recommendations for trust & relationship building
135 – 160 min	Supporting collaboration in SSH <ul style="list-style-type: none">• Overview of support mechanisms• Exercise [discussion of the results of the self-assessment]
160 – 170 min	Collaboration culture
170 – 180 min	Q&A and closing

Collaboration with External Partners in SSH Valorisation

Relevant literature

The following sources are designated as recommended reading and materials for this module (use APA style):

1. D'Este, P. & Perkmann, M. 2011. Why do academics engage with industry? The entrepreneurial university and individual motivations. *Journal of Technology Transfer*, 36(3): 316-339.
2. Davey, T., Meerman, A., Galán-Muros, V., Orazbayeva, B., Baaken, T. (2018) *The State of University-Business Cooperation in Europe*. Belgium. European Commission, DG Education & Culture. ISBN: 978-92-79-80971-2
3. Edmondson, G. (2012). Making industry-university partnerships work. Science/Business Innovation Board AISB.
4. Galán-Muros, V.; Davey, T. (2017) The UBC Ecosystem: Putting together a comprehensive framework for university-business cooperation. *Journal of Technology Transfer*, 44(4), 1311-1346, 10.1007/s10961-017-9562-3
5. Perkmann M, Salandra R, Tartari V, McKelvey M, Hughes A et al., 2021, Academic engagement: A review of the literature 2011-2019, *Research Policy*, Vol: 50, Pages: 104114-104114, ISSN: 0048-7333
6. Perkmann, M., & Salter, A. (2012). How to Create Productive Partnerships With How to Create Productive Partnerships With Universities. *MIT Sloan Management Review*, 53(53417).

Module 6

Module 6

Evaluating your SSH Research and Capturing Impact

Learning format	Workshop
Length of module	1,5 hours
Awareness pathway	Excluded
Valorisation pathway	Compulsory
Online / offline	Online
Topic	Workshop on understanding, capturing and assessing the value and impact of research beyond traditional indicators. A short introduction to different types of impact in SSH will be presented along with 2-4 good practise (LH) examples. The participants will identify which indicators can be applied to capture impact, both in the provided examples and in their own research projects. Participants will share their work on impact indicators with the group and receive peer feedback.

Guest speaker(s)	No guest speakers are considered, but we are planning to make small videos showing good practise examples.
Learning outcomes	<p>At the conclusion of this module, the participant will have:</p> <ul style="list-style-type: none"> • A clear idea of the types of indicators which can be used to capture impact in SSH research in general and an insight into the conditions and approaches which can be applied to assess them. • A clear idea of impact indicators that can be applied specifically to their own valorisation project. • Obtained knowledge + experience + feedback on identified impact indicators for their own research project.
Module components	<p>Provide a deeper insight into types of impact (academic, cultural, economic, environmental, health, public policy, social welfare etc.), their conditions and assessment approaches (ex. defining broadly, using flexible and dynamic indicators to assess, assessing collective efforts etc.)</p> <p>Present good practice examples (LH) and facilitate a discussion to find their inherent impact indicators</p> <p>Help participants develop impact indicators for their own valorisation projects</p> <p>Offer the participants a chance to give / receive feedback from their peers on the impact indicators created during the workshop.</p>

Module 6

Evaluating your SSH Research and Capturing Impact

Module description

Objective(s): The primary objective of this module is to expand participants understanding of which indicators can be used to capture impact in SSH research. They will work on identifying impact indicators specific to their own valorisation project along with making a basic, preliminary impact plan.

Subject(s): The topics addressed by this module include:

- **Impact-indicators** that go beyond traditional academic indicators.
- Identifying impact indicators and planning impact for **own valorisation projects**.
- **Communicating** these impacts through storytelling and spreading of exciting success stories.

Method and activities:

Guided by the facilitator participants will identify a range of indicators that can be applied to measure impact in 2-4 valorisation 'good practise' (LH) examples. Based on the familiarization with impact indicators participants will explore how they can set up indicators for their own valorisation projects. The participants will get the chance to exchange experiences and give/receive feedback on their own research projects.

Tools

N/A

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 20 min	(Facilitator + videos): Short introduction (recap from module 2+3) and overview of impact types, their conditions and assessment approaches. Run through of 2-4 good practise (LH) examples.
20 – 30 min	(Break out rooms): Identify impact indicators in good practise (LH) examples provided and upload on virtual whiteboard.
30 – 35 min	(Facilitator) Quick run through of impact indicators listed on virtual whiteboard.
35– 50 min	(Individual): Develop impact indicators for your own research project.
50 – 75 min	(All): Share your impact indicators with the group and receive peer feedback.
75 – 90 min	(Facilitator): Wrap up and tap into the importance of communicating impacts to the public (storytelling)

Module 6

Evaluating your SSH Research and Capturing Impact

Relevant literature

Benneworth, P., Muhonen, R., & Olmos-Peñuela, J. (2017). Approaches to Assessing Impact in the Humanities and Social Sciences

Hannon, D., Dewaele, A., De Smet, E., & Buysse, A. (2019). Guide to impact planning. Retrieved from Ghent: <https://biblio.ugent.be/publication/8653733/file/8653734>

Module 7

Module 7

How to Scan Your Environment

Learning format Workshop

Length of module 1.5h

Awareness pathway Excluded

Valorisation pathway Compulsory

Online / offline Online

Topic This workshop will provide a step-by-step guide on how to analyse your internal environment and identify core assets (core strengths that can lead to or help achieve competitive advantage). It will further outline the process of external asset mapping to identify key stakeholders and determine to what degree your environment can be utilised and supports SSH valorisation efforts and which internal assets can be used to develop valorisation actions.

Guest speaker(s) N/A

Learning outcomes This module will:

- Provide practical steps on how to identify core strengths and assets of an individual researcher
- Provide practical steps on how to identify core strengths and assets of an individual researcher within the university
- Provide practical steps on how to map an external ecosystem
- Provide case studies of good practices
- Guide participants through a scanning and mapping exercise

Module components This module will:

- Provide practical steps on how to identify core strengths and assets of an individual researcher
- Provide practical steps on how to identify core strengths and assets of an individual researcher within the university
- Provide practical steps on how to map an external ecosystem
- Provide case studies of good practices
- Guide participants through a scanning and mapping exercise

Module 7

How to Scan Your Environment

Module description

Objective(s): The primary objective of this module is to guide participants to an understanding and ability to carry out internal and external analysis of their environment, in order to map internal assets and that of the external ecosystem that can be utilised to support the development of SSH research valorisation activities.

Subject(s): This module seeks to provide knowledge about scanning and mapping of (1) external and (2) internal environments.

Method and activities: Relevant material will be presented in an engaging and interactive format. Participants will be asked to map their own internal and external ecosystem. A range of case studies will be presented.

Tools

Scanning templates will be provided as tools.

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 05 min	Welcome and introduction
05 – 25 min	Importance of understanding your environment <ul style="list-style-type: none">• Explaining the framework – 3 dimensions incl. individual, organisation and ecosystem• How to scan and map? – explain the methodology
25 – 45 min	Focussing on you – individual level <ul style="list-style-type: none">• Types of assets – know your strengths• Individual exercise – MURAL template will be provided
45 – 65 min	Internal asset mapping – organisational level <ul style="list-style-type: none">• Types of assets – focussing on the university• [BREAKOUT ROOMS] – Group exercise (2-3 people) – MURAL template will be provided
65 – 85 min	External asset mapping – ecosystem level <ul style="list-style-type: none">• Types of assets – focussing on the university• [BREAKOUT ROOMS] – Group exercise (2-3 people) – MURAL template will be provided
85 – 90 min	Questions and closing

How to Scan Your Environment

Relevant literature

1. The Benefits of Mapping Your Startup & Innovation Ecosystem <https://jeff-bennett.medium.com/the-benefits-of-mapping-your-startup-innovation-ecosystem-cc49a53453cf>
2. Davey, T., Galan Muros, G. (2020). Understanding entrepreneurial academics - how they perceive their environment differently, Journal of Management Development, <https://doi.org/10.1108/JMD-09-2019-0392>
3. Hoffecker, E., & Wenig Rubenstein, M. (2019). Understanding Innovation Ecosystems: A Framework for Joint Analysis and Action. MIT Practical Impact Alliance Reichert, S. (2019). The role of universities in regional innovation ecosystems. Brussels: EUA.
4. Talmar, M., Walrave, B., Podoynitsyna, K. S., Holmström, J., & Romme, A. G. L. (2018). Mapping, analyzing and designing innovation ecosystems: The Ecosystem Pie Model. Long Range Planning, 101850.

Module 8

Module 8

Value proposition and impact model generation for SSH valorisation

Learning format	Workshop
Length of module	1,5 hour
Awareness pathway	Excluded
Valorisation pathway	Optional
Online / offline	Online
Topic	Workshop on social value proposition and impact model generation for SSH valorisation. Starting with the value proposition created in the previous workshop, participants will familiarise themselves with the different component of the SSH Impact Model Canvas. Using the Canvas, participants will learn how to design an adequate impact model for their own SSH valorisation outcomes and how to sustain it in time.

Guest speaker(s)

Guest speakers are not considered, we are considering playing short videos in which entrepreneurs talk about their impact models

Learning outcomes

At the conclusion of this module, the participant will:

- to be able to generate an impact idea from one's SSH research
- to know how to create an impact model suitable to one's SSH research
- to be aware of ways of sustaining the business model

Module components

This module will:

- Present the elements of the SSH Impact Model Canvas
- Provide examples of good practices
- Provide practical steps on how to build one's Canvas
- Guide participants through the design of their Canvas
- Offer the participants peer and expert feedback on their Canvas

Module 8

Value proposition and impact model generation for SSH valorisation

Module description

Objective(s): The primary objective of this module is to explain all the elements of the SSH Impact Model Canvas and use it to build an impact model for their research outcomes.

Subject(s): This workshop is focused on the SSH Impact Model Canvas.

Method and activities: The Impact Model Canvas will be presented in an engaging and interactive way. Participants will be asked to map their own SSH Impact Model Canvas. A range of examples will be presented.

Tools

Tools: A template of the SSH Impact Model Canvas

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 05 min	Welcome and introduction
05 – 10 min	Share your research impact and measurement
10– 30 min	The SSH Impact Model Canvas <ul style="list-style-type: none"><input type="checkbox"/> Explaining the elements of the SSH Impact Model Canvas<input type="checkbox"/> Provide practical examples about each of the elements
30– 45 min	Individual work in the Canvas
45– 65 min	Discussion of the Canvas in Small Groups (3-4 people) (BREAKOUT ROOMS)
65– 85 min	Presentation of the SSH Impact Model Canvas <ul style="list-style-type: none"><input type="checkbox"/> A selected group of participants present their Canvas and receive feedback from their peers and the facilitator
85– 90 min	Questions and closing

Module 8

Value proposition and impact model generation for SSH valorisation

Relevant literature -

Module 9

Tools and Methods for Products and Service Development

Learning format	Workshop
Length of module	1,5 hour
Awareness pathway	Excluded
Valorisation pathway	Optional
Online / offline	Online
Topic	<p>A design-based approach to market research to identify and understand target audience and develop relevant product/service development processes (drawing on tools from design thinking, service design and strategic foresight with best practice examples) with the purpose to valorise your research.</p> <p>Skills and knowledge identified as needs through research WP: to be aware of and apply practical tools and methodologies to SSH valorisation process focusing on product or service design</p>

Potential guest speakers N/A

Learning outcomes At the conclusion of this module, the participant will have:

- Familiarity with basic design tools that help you set up product/service development processes
- Understanding of how to set up agile market research for product development purposes
- Understanding how to detect, compile and analyse change signals in external environment and map potential future market needs
- Insight into product/service development processes
- Familiarity with participatory co-creation sessions

Module components This module will:

- Explore the playground: identify your go-to-market purposes to map users' needs and provide the right valorisation strategies
- Map the playground: identify the research domains you want to investigate to learn more about the external environment
- Plan and execute valorisation strategies

Module 9

Tools and Methods for Products and Service Development

Module description

Objective(s): The key objective is to equip participants with tools to identify possible audience needs/behaviour and position their research in the external environment.

Subject(s): The topics addressed by this module include:

- Design thinking tools to identify user needs and behaviours
- Service design tools to map external stakeholders and understand complex systems
- Strategic foresight tools to detect change signals and market drivers in the environment

Method and activities: Relevant material will be presented during the module and a list will be provided for further readings. Activities: 1) process design, how to set up an agile approach to market research, 2) scope exercise, to open the exploration of the external market, 3) introduction to horizon scanning for market research.

Tools

Tools: We will introduce the double diamond framework, STEEPV framework, Scope wheel, scan cards, Horizon scanning. Use of Miro during the workshop

Sessions running order

incl. description of how breakout rooms will be used in the delivery

0.00 - 0.10	Introduction to the module and the facilitators
0.10 - 0.25	Process design (design thinking, service design)
0.25 - 0.45	Introduction to scope wheel
0.45 - 1.10	Introduction to horizon scanning
1.10 - 1.20	Best-practice example Q&A
1.20 - 1.30	Check-out

Module 9

Tools and Methods for Products and Service Development

Relevant literature

The following sources are designated as recommended reading and materials for this module (use APA style):

- Tim Brown (2009) *Change by Design - How Design Thinking Transforms Organizations and Inspires Innovation* (Harper Collins), chap 1: "Converting need into demand, or putting people first"
- Simeone & D'Ippolito (2022) The potential of design-driven foresight to support strategy articulation through experiential learning. *Long Range Planning*, [102181]. <https://doi.org/10.1016/j.lrp.2021.102181>
- Harvard Business Review "*The Explainer: What Is Design Thinking?*" YouTube video: <https://www.youtube.com/watch?v=-Wl3B54m6SU>
- Vox "*How to solve problems like a designer*" YouTube video: <https://www.youtube.com/watch?v=wOrmr5kT-48>

Module 10

Module 10

SSH research valorisation communication

Learning format	Workshop
Length of module	1,5h
Awareness pathway	Excluded
Valorisation pathway	Compulsory
Online / offline	Online
Topic	Making your research understandable outside of academia using story telling techniques to develop and advance your communication activities, including pitching your ideas to different target groups (specific approach, vocabulary...). How to communicate your SSH research results and SSH valorisation activities to different audiences: societal stakeholders, potential business partners, government, general society.

Guest speaker(s)	N/A
Learning outcomes	<p>At the conclusion of this module, the participants will have:</p> <ul style="list-style-type: none"> • Clarity about their audience and their communication goals • Understanding how story telling tools work • A first draft of their communication strategy
Module components	<p>This module will</p> <ul style="list-style-type: none"> • Include Information on story telling techniques • Present Tips to overcome writer's block • Show examples from outside academia (Pixar 22 storytelling rules) • Show examples of innovative and inspiring communication activities of SSH research • Include time to work on own communication strategy in a structured way • Enable the participants to use story telling techniques for outreach activities on their SSH valorisation projects • Enhance the communication skills of the participants and thus enhance the visibility of their valorisation activities

SSH research

valorisation communication

Module description

Objective(s):

The primary objective of this module is to give participants tools to build their communication strategy and to be able to pitch their ideas and research to different audiences. That means

- to be able to articulate the value of one's SSH research to different groups
- to be able to communicate with non-academics
- to be able to communicate across disciplines
- to be able to understand which communication channels are relevant for your audience

Subject(s):

The topics addressed by this module include:

- Story telling
- Communication strategy
- Audience definition

Method and activities:

Interactive workshop format incl. input sessions, hands on approach, working on own communication goals with storytelling canvas, discussion in breakout groups, consultation with experts, presentation of best practice examples

Tools

Storytelling canvas

Sessions running order

incl. description of how breakout rooms will be used in the delivery

00 – 10 min	Welcome, Introduction to storytelling, icebreaker, Show Examples for communication measures to non-academic audiences (Instagram channel, Twitter thread, podcast, press text, interviews etc.), tips to overcome writer's block (introduction of concept "your 1st shitty draft": the first draft doesn't have to be perfect, not even good, it's just the base and the most important thing is to write ANYTHING rather than nothing)
10 – 20 min	Everyone works on their own on their 1st shitty draft of describing their research to a non-academic audience (no need to show this draft to anyone else)
20 – 50 min	Introduction of storytelling canvas row "subject, goal, audience", explanation that when working on the canvas they should do it with a specific communication tool in mind; introduction to 22 Pixar rules for storytelling and on the topic of "how to build tension, what's a good story", introduction lower part of canvas ("Before, Set the Scene, Make your point, Conclusion, After")
50 – 75 min	2nd exercise: look at your 1st draft and re-do it referring to the storytelling canvas
75– 85 min	Sharing round in break out groups
85 – 90 min	Questions + conclusion

SSH research valorisation communication

Relevant literature

- Lamott, Anne. Bird by bird: Some instructions on writing and life. Anchor, 1995.
- Tim Brown - Change by Design_How Design Thinking Transforms Organizations and Inspires Innovation (2009, Harper Collins), chap 2: "Converting need into demand, or putting people first"
- PIXAR 22 rules of storytelling:
<https://www.slideshare.net/powerfulpoint/pixar-22rulestophenomenalstorytellingpowerfulpointslideshare>
- Youtube series of scientists explaining their research in 5 different levels of complexity:
<https://www.youtube.com/playlist?list=PLibNZv5Zd0dyCoQ6f4pdXUFnpAIIKgm3N>

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