



Deliverable 6.5

Final Exploitation Strategy



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Main author:	Matthew Shelton
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Internal Reviewers:	Maren Link (FHH), Rita Bhandari and Andrew Winder (ERTICO)
Lead contractor:	Transport for West Midlands
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Executive Summary

The SINFONICA project's core mission was to develop strategies and tools for engaging a broad spectrum of stakeholders, from transport operators to vulnerable user groups, to better understand their needs and concerns regarding Cooperative, Connected, and Automated Mobility (CCAM). The project aimed to facilitate a more inclusive and equitable shift towards innovative, smart mobility concepts.

The initial exploitation strategy focused on the individual goals of each partner type:

- **Public Authorities** (TfWM, e-Trikala, N-Brabant, FHH) planned to use SINFONICA to develop CCAM products and services within their regions and share key findings with peers.
- **Industry and Business Actors** (RELAB) aimed to strengthen their market position by using insights on user needs and validated engagement methods to design user-centric services.
- **Transport Operators** (ARRIVA) sought to use the findings to make public transport more accessible for everyone, ensuring better decision-making and sustainable implementation.
- **Universities and Research Institutes** (ICOOR, UNIMORE, POLITO, ICCS, IRTSX, TUD, ISINNOVA) intended to disseminate research, acquire in-depth knowledge on social inclusion in CCAM, and pursue the possibility of a spin-off company.
- **Associations** (ERTICO) planned to disseminate project results across stakeholders to increase awareness of SINFONICA's outputs and their role in improving mobility for all citizens.

The results of the final interviews confirm that the consortium successfully met its initial objectives, particularly by deepening the understanding of the human dimension of CCAM. This crucial insight is already being actively integrated into partners' strategies and is leading to new opportunities. The interviews highlight several key findings and future exploitation pathways:

- **Human-centric CCAM development:** The project's primary success was providing a methodological framework to develop CCAM solutions that prioritise user needs.
- **New project participation:** Partners are leveraging the knowledge gained to participate in new projects, such as Horizon Europe's CIVITAS 2.0 initiative.
- **Tool and methodology licensing:** The interviews suggest the potential for licensing the project's methodologies and tools, such as the Knowledge Map Explorer, to other entities interested in human-centric CCAM development.
- **Addressing legislative gaps:** The interviews recommend a collective effort to engage with regulatory bodies to address legislative and governance gaps, a key exploitation pathway for partners like e-Trikala.

The project is well-positioned for long-term influence on the development of inclusive and equitable CCAM. Continued collaboration and a shared commitment to human-centric mobility are seen as critical to maximising the project's impact.

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Acronyms

Acronym	Description
CAV	Connected and Automated Vehicles
CCAM	Cooperative, Connected and Automated Mobility
Dx.x	Deliverable
EC	European Commission
Goi	Group of Interest
GUEST	A structured, five-phase methodology framework: “Go, Uniform, Evaluate, Solve, Test”
GUEST-SI	GUEST methodology for Social Innovation
ITS	Intelligent Transport Systems
KPI	Key Performance Indicator
Mx	Month x in SINFONICA (M1 is September 2022; M36 is August 2025)
PMC	People with Mobility Challenges
RRI	Responsible Research and Innovation
T	Task (in SINFONICA project)
VRU	Vulnerable Road User
WP	Work Package (in SINFONICA project)

PROJECT PARTNERS' ACRONYMS	PARTNER FULL NAME
ARRIVA	Arriva Personenvervoer Nederland Bv
ERTICO	European Road Transport Telematics Implementation Coordination Organisation – ITS Europe
E-Trikala	Anaptyxiaki Etaireia Dimou Triikkaion Anaptyxiaki Anonymi Etaireia Ota
FHH	Freie und Hansestadt Hamburg
ICCS	Institute of Communication and Computer Systems
ICOOR	Consorzio Interuniversitario per l'Ottimizzazione e la Ricerca Operativa
IRTSX	Institut de Recherche Technologique System X
ISINNOVA	Istituto di Studi per l'Integrazione dei Sistemi (I.S.I.S) – Società cooperativa
N-Brabant	Noord-Brabant Provincie
POLITO	Politecnico di Torino
RELAB	RE:Lab S.R.L.
TfWM	West Midlands Combined Authority (Transport for West Midlands)
TUD	Technische Universität Dresden
UNIMORE	Università degli studi di Modena e Reggio Emilia



1 Introduction

1.1 The SINFONICA Project

SINFONICA is a pioneering Horizon Europe project dedicated to making Cooperative, Connected, and Automated Mobility (CCAM) more inclusive and human-centric. The project's core focus has been to develop a comprehensive set of strategies, methods, and tools for engaging with a wide range of mobility stakeholders. This includes citizens, vulnerable user groups, transport operators, public authorities, service providers, researchers, and technology suppliers. This proactive engagement allows the project to gather and analyse their unique needs, desires, and concerns regarding CCAM in a structured and exploitable way.

A key achievement of the project has been to provide a robust methodological framework for this engagement. This framework moves beyond theoretical concepts to provide practical, repeatable processes that enable partners to effectively collect, understand, and structure data. By focusing on the human dimension, SINFONICA ensures that the technological advancements of CCAM are not developed in a vacuum but are instead grounded in real-world user needs and concerns. Ultimately, SINFONICA aims to empower designers and decision-makers by providing them with practical support tools, recommendations, and guidelines. These resources are designed to ensure the seamless and sustainable deployment of CCAM technologies, fostering an equitable and inclusive transition for all citizens.

1.2 Purpose of this Document

The purpose of this document is to outline the goals and ambitions of each project partner and record them in a clear, accessible format. By doing so, this deliverable provides a framework for partners to understand their engagement with the project's methodology and how they can best utilise the insights and tools to advance their respective agendas. This initial plan is a strategic foundation, but it is also a dynamic document. It serves as a living record, capturing the unique learning and technical knowledge from partners at different stages of their journey with connected and automated mobility.

Throughout the project, partners have been able to contribute their diverse expertise, and this document reflects the evolution of their exploitation plans as new knowledge emerges. For example, insights from the final interviews highlighted new opportunities for commercialisation and policy influence that were not fully captured at the project's outset. By documenting these evolving ambitions, this plan ensures that the consortium remains agile and can maximise the project's final impact, providing a clear roadmap for the final D6.5 report.

1.3 Intended Audience

This deliverable is a crucial working tool for multiple audiences, each with a distinct need for the information contained within.

Primarily, it is intended for the **SINFONICA partners and project management**. For this group, the document is a tool for strategic planning and refinement. It allows them to compare individual

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partner goals, identify synergies, and align efforts for collective success. By having a clear record of each partner's original intentions, the consortium can effectively measure its progress toward both individual and shared objectives.

Secondly, it serves as a public document for the **European Commission Services**. At this stage of the project, it allows them to monitor the consortium's proposals and intentions for exploitation, ensuring that the project remains aligned with the broader goals of the Horizon Europe framework. It demonstrates the consortium's proactive approach to ensuring the project's results are translated into tangible societal and economic benefits.

Finally, as a public deliverable, it is available to any other **interested party**. This broad audience could include other research consortia, policymakers, industry leaders, or non-governmental organisations. For these external groups, the document provides valuable insights into best practices for stakeholder engagement in the CCAM sector, as well as a look at potential opportunities for collaboration or technology application.

1.4 Document Structure

This document is logically structured to guide the reader through the project's exploitation plan, from foundational principles to specific, actionable strategies.

- **Chapter 2:** This chapter identifies and summarises the roles and responsibilities of each partner and their specific technical approach to the project. It provides a foundational understanding of who the key players are and their contributions.
- **Chapter 3:** This section delves into the innovative aspects of the SINFONICA project, detailing what they are and how they can be utilised by the partners. It explores both the project's core innovations, such as the methodological framework and the Knowledge Map Explorer tool, and identifies potential innovations that may be further developed over the duration of the project.
- **Chapter 4:** This chapter is dedicated to exploring concrete opportunities for each partner. It investigates specific actions that can be taken to exploit the work carried out, focusing on strategies to gain further exposure and build a strong profile for the project's results. This chapter also explores the commercial opportunities and intellectual property aspects that could be pursued by the consortium.
- **Chapter 5:** This section investigates the wider, more public impact of the project's results. It focuses on how the outcomes will affect various stakeholders and the public at large, emphasising the project's core mission of promoting social inclusion and equity in the CCAM transition.
- **Chapter 6:** This final chapter serves as a comprehensive summary, concluding the document by reiterating the project's key achievements, reaffirming the consortium's commitment to the exploitation plan, and looking ahead to the project's lasting legacy.

2 Partners' roles and technical approaches

The following is a summary of the key roles in SINFONICA for each partner.

2.1 UNIMORE

The role of UNIMORE has been to coordinate and support the various phases of project implementation, especially regarding the definition and implementation of interest groups and the construction of an engagement methodology suited to SINFONICA's objectives. UNIMORE has a long experience in coordinating the different actors involved in the SINFONICA framework, cooperating with the stakeholders and with the project partners in the implementation of the CCAM solutions developed within SINFONICA.

Furthermore, as one of the academic partners of SINFONICA, UNIMORE has strong skills in the research of innovative methodologies to assess the stakeholders' needs, in the conduction of empirical research in the social sciences and the application of these methodologies in the CCAM field. In this sense, UNIMORE provides high-quality scientific research and articles based on the results of its studies implemented during the different phases of the SINFONICA project.

In line with WP1 objectives, UNIMORE operated the improvement of the knowledge for the categorisation of the Gols and the definition of the different categories of future users, with specific attention on the most vulnerable groups. The technical approach regards the analysis of the existing literature on citizens' participation in order to adopt a categorisation of the users considering both socio-economic characteristics, such as the age range and, considering public transport, the travel frequency of the users. Furthermore, UNIMORE provides the necessary knowledge to implement the Research Questions (RQs) to assess the effectiveness of the engagement strategies adopted in WP2 and in the data collection phase foreseen by WP3. To do this, UNIMORE has cooperated with the other four Gols and the other partners involved in WP1 on the definition of the Research Areas which were a base to formulate the engagement strategies and the data collection methodologies to capture the mobility needs of citizens, the users' expectations, and the factors that might influence the future use of CCAM as part of people's mobility.

Finally, UNIMORE had an active role in WP1 activities as leader of T1.4, defining the representatives to be involved in the Gols and discussing the research areas and questions to be faced.

2.2 ICCS

ICCS applied its great experience in academic research. Specifically, it has participated in ITS and CCAM research projects, as Project Coordinator, Technical Manager or Data Manager, demonstrating excellence and high-quality results. ICCS has also participated in the design and development of innovative tools and applications in the field of ITS providing expertise and managerial skills.

Extensive literature and projects review was carried out in order to create a CCAM vocabulary, identify stakeholders needs and requirements for CCAM solutions and understand of the gap of CCAM solutions deployment. A taxonomy capturing stakeholders needs, expectations, requirements and their interrelationships was structured.



ICCS is also responsible for data analysis, enrichment and systematisation which was realised firstly by the data cleaning process of normalising and standardising the data and afterwards by analysing, enriching and systematising all data and information collected throughout the project aiming to organise and enhance the available information and generate explicit and manageable knowledge.

As WP4 leader, ICCS ensured smooth collaboration between partners by organising regular meetings and the timely and high-quality delivery of tasks. Moreover, it exploited all the collected and generated information to develop a knowledge map via the exploitation of ontologies. It also specified and designed all the components of the innovative tool SINFONICA Knowledge Map Explorer as well as its interfaces and interactions between them resulting in the architecture specifications.

As Ethics and Data Management Manager, ICCS will develop the Data Management Plan ensuring that all activities and processes of the project are aligned with GDPR and ethics.

2.3 IRTSX

IRT SystemX performed service simulations in order to generate technical KPIs on the CCAM solutions that are explored and proposed by the Groups of Interest. IRT SystemX has a long track record in research around transport simulation and modelling and is currently active in more than five national and European projects on the subject.

IRT SystemX performed detailed simulations of CCAM services. They were adapted to the specific use cases discussed by the Groups of Interest. To do so, a generic benchmarking platform for CCAM solutions was developed based on agent-based simulation methodology. This means that the individual travellers and vehicles (shuttles, taxis, etc) can be modelled, simulated, and analysed in detail. Especially the individualised representation of the demand (as individual persons and requests) allows for modelling individual needs for specific user groups. By making use of the simulation platform, the goal was then to test existing control algorithms for CCAM services (dispatching) to assess their impact on different user groups, with a specific focus on investigating whether existing algorithms are discriminatory to users with special needs. In total, IRT SystemX's contributions revolved around advancing existing open-source tools for demand generation of territories by adding new attribute types; developing an open-source CCAM benchmarking platform, and testing CCAM dispatching algorithms on that platform in terms of discriminatory effects and advancing these algorithms to mitigate potential issues.

2.4 ISINNOVA

ISINNOVA has an extensive experience in stakeholders' engagement and consultation, workshops facilitation, monitoring of follow-up actions and more in general in the set-up of interactive processes with key stakeholders, at all stages of the project, deriving recommendations for future policies.

In the context of SINFONICA, these skills fed the long-term policy recommendations aimed at public authorities (national and regional/local/city levels), including the European Commission and other funders of research.

ISINNOVA defined methodologies to steer the local participatory processes ensuring a common approach for data collection across the groups of interest. Practical guidelines were devised to



support the groups of interest in the implementation of the qualitative methods for data collection, mostly based on community-based research and participatory processes (focus groups, interviews and workshops). The expected results in terms of type of information gathered led to an extensive list of requirements according to the needs and expectations of all users' groups and relevant stakeholders under investigation.

2.5 RELAB

RELAB is a leading player in the development of Human-Machine Interfaces. The company has many years of experience in participating in EU-funded research projects, where it applies its expertise in the fields of ergonomics, human factors, UX/UI development and cognitive science.

The domain of coverage is automotive and transport in general, but skills cover a range of transversal sectors, such as the development of innovative technological solutions in healthcare or the preservation and valorisation of cultural heritage.

RELAB contributed to the implementation of SINFONICA through a technical approach based on its expertise and competencies.

It developed appropriate engagement strategies for each Group of Interest, analysing the specific characteristics of the categories of users and stakeholders involved in the co-creation activities. The objective was to stimulate and foster user participation in order to collect a consistent and homogeneous data set that could be at the same time compared between the different Gols.

RELAB was also responsible for the development of the tool named 'Knowledge Map Explorer', starting from the architecture and specifications defined by the WP4 leader.

As the leader of WP6, RELAB supervised the communication and dissemination activities of SINFONICA and supported the WP task leaders in carrying out the activities.

2.6 TUD

As one of the academic partners in SINFONICA, TUD has relevant skills in survey design, traffic psychology, and empirical social research. TUD has strong skills in conducting EU and national projects attempting to address user needs and experiences with new mobility solutions like automated vehicles, micro-mobility, and connected vehicles. From a scientific perspective, high quality articles in international journals are provided by the Chair of Traffic and Transport Psychology of TUD.

As a work package leader, TUD are skilled in project management and team leading to guarantee good quality work for all partners in WP 1.

The technical approach of TUDs' activities included the detailed and structured literature research on user needs, mobility needs and mobility patterns of SINFONICA's vulnerable groups. For this concern, psychological theories and models were described and updated with the latest results on the acceptance of CCAM. Combined with a theoretical framework, the approach is the basis for the ongoing data collection strategies in SINFONICA.



A further approach is used for providing guidelines on user surveys. TUD covered aspects of data privacy, overall survey design, methods of quota sampling, survey strategies, and the questionnaire drafts themselves for the internal report. For this, a structured exchange with the four Gols took place, as well as ongoing support in activities of data collection.

As work package leader of WP 1, TUD organised biweekly meetings of all partners being involved in this work package, presented the results to the Steering Committee meetings and took care of the timely submission of deliverables and reports.

2.7 Arriva

Arriva is one of the leading European public transport companies, being operational in thirteen countries. Arriva Netherlands is one of the biggest public transport companies in the Dutch market and has now been responsible for public transport in the East-Brabant area for more than 15 years. Accordingly, Arriva is experienced in designing inclusive and efficient timetables and routes. Arriva always works to push innovation in the sector and have good relationships with the local governments.

Arriva's approach focused on combining the qualitative data gathered by getting to know (vulnerable) groups with the experience Arriva has as a leader in public transport. Arriva provided relevant data and input on trade-offs regarding costs, accessibility, etc.

2.8 ERTICO

ERTICO's main roles were leading the work package on Strategies, methodologies and recommendations for an inclusive equitable and accessible future CCAM (WP5), and to promote and disseminate the findings of the SINFONICA project (WP6). As the ITS association for Europe, ERTICO is skilled in partnership development, marketing, communications and dissemination, having undertaken this role in many European funded projects.

ERTICO's approach was focused on developing and communicating recommendations and guidance, and maximising the opportunities for dissemination and capacity building with peer organisations outside the consortium. This included identifying appropriate networking and conference events and distributing project outputs through social and conventional media channels.

ERTICO also contributed to the framework-setting tasks in WP1 and is the project's Quality Manager.

2.9 E-Trikala

E-Trikala is one of the four Groups of interest, representing the Municipality of Trikala. Trikala is one of the 100 cities that have been selected by the European Commission to participate in the EU Mission for 100 climate-neutral and to showcase its systemic transportation by 2030 in the domains of energy, transportation and urban planning. By creating infrastructure and by providing services, e-Trikala continuously aims to the development of Information and Communication Technology (ICT) based applications, oriented to the improvement of all citizens' everyday life, in a medium sized city, simplifying public transactions, reducing telecommunication costs and delivering new services related to the local way of life.

Moreover, these ICT applications offer new ways and methods that enable citizens to participate in policy-making, while in parallel establishing Local Government and Public Authorities as guarantors of local society's everyday proper, digital and distanced operations. To achieve the above objectives, the company is actively involved in national and EU co-funded projects, with the ultimate goal of providing innovative ICT solutions for all citizens, posing an important helper for local authorities and other stakeholders in the region. It also participates in European projects of various categories (FP7, CIP-PSP-ICT, CIP-Thematic Network, AAL, INTERREG IVC, Erasmus +, Horizon 2020, Horizon Europe).

The approach of Trikala was to collect qualitative and quantitative data from multiple stakeholders and differentiated user groups. E-Trikala actively contributed to the project's methodology based on the co-creation and living lab experience that it has from past mobility projects. e-Trikala managed the Gols through co-creation labs representatives of the population groups. This resulted in efficient multi-layered governance of various stakeholders and citizens. These representatives participated in all co-creation processes to identify and tackle potential inequalities in surveys and demonstrations.

2.10 N-Brabant

The Province of Noord-Brabant is one of the four Gols and a Public Transport Authority. The Province was asked by Arriva to join them in SINFONICA because of its experience in managing European projects and its numerous projects on the development of CCAM. The Province's main contribution started in September 2023 towards understanding expectations, concerns and desires towards CCAM. As a group of interest, the Province contributed to researching the needs and requirements of the (end) users. Noord Brabant questioned the focus groups in multiple ways to collect data starting. Its team consists of strategic mobility advisors, CCAM Experts, Public Transport policy advisors, behavioural experts and experts on monitoring and evaluation. The Province works with Stichting ZET & Buitenlijn for their experience and knowledge of the social perspective on inclusive mobility. They involve citizens in mobility issues by social design methods to make sure solutions fit their needs and abilities.

The approach of the Province of Noord-Brabant was to understand the needs of all citizens in the region. Noord-Brabant wants to make CCAM available for all, with a special focus on CCAM in public transport (therefore working closely together with Arriva). Noord-Brabant achieved this by questioning the (potentially vulnerable) groups with the methods that are supplied by the other partners. Noord- Brabant contributed to the development of the methods by sharing the province experience and requirements. The data collected was shared in order to benefit the outcome of the whole SINFONICA project.

In pursuing the regional strategy, public purpose comes first, and the Province is solving problems that matter to people, making use of the opportunities of new technology. And while the Province is co-creating promising technology, it needs to make sure it is a solution meant for everyone.

2.11 FHH

The City of Hamburg is one of the four pilot cities/regions in which the needs, opinions and concerns regarding CCAM will be assessed using the previously developed methods.

In Germany's second-largest city, public transport is used by a large variety of people. Likewise, many stakeholders of CCAM are involved in different ITS projects in Hamburg. Thus, Hamburg offers many opportunities to capture user needs and stakeholder requirements regarding CCAM. The City of Hamburg can also share knowledge and experiences from previous and ongoing CCAM projects as well as participation processes.

As project participants, the Senate Chancellery of the City of Hamburg and the Agency of Roads, Bridges and Waters can contribute to the public administration's perspective on the methods and strategies developed for participation.

The approach of the City of Hamburg has been to collect data from the specified stakeholders such as vulnerable user groups, mobility service providers and other groups of people involved in mobility. The data collection methodology will be determined primarily by the project's academic partners. The City of Hamburg project partners commented on the proposed methodology and subsequently, collected the data themselves or assist in the collection of data by other project partners.

In addition, the City of Hamburg's experience in terms of citizens' and stakeholders' participation was brought to bear.

2.12 ICOOR

The role of ICOOR is to support the implementation of the activities of the GOIs and the partners involved in the implementation of WP3, especially as regards the collection and analysis of data coming from the monitoring and evaluation of the effectiveness of engagement strategies. ICOOR has a long experience in developing cooperative and innovative solutions for what regards the collection of data aimed at defining and monitoring the users' needs and expectations about the innovative mobility solutions developed within CCAM.

Together with the partners involved in WP3, ICOOR had an active role in the evaluation of the effectiveness of the engagement strategies developed in WP1 and WP2, implementing the participatory approach of the four Groups of Interest (Gols). To do this, ICOOR's approach regards the support of the four Gols in the monitoring activity of the users' groups, monitoring the progress in the three rounds of engagement and collecting the data for each group of interest, thus proposing improvements to the evaluation framework which will be defined together with the partners involved in the implementation of WP3.

2.13 POLITO

POLITO has relevant experience in lean project management. As innovation manager, POLITO will assist in the strategies developed for the engagement of all potential stakeholders and the management of the creation of the survey.

POLITO employed a tailor-made lean methodology inspired by the GUEST methodology, effective in multi-actor projects and capable of accelerating the involvement of groups with heterogeneous backgrounds and knowledge of innovation processes. With this tool, POLITO was able to control and guide the entire SINFONICA process by providing a solid structure that keeps the entire project compact and a conceptual and a practical tool for the various stakeholders to communicate their vision, difficulties, and opportunities.

2.14 TfWM

As TfWM is one of the four research regions, it provides a valuable understanding of how the West Midlands public view future mobility services, to enable strategy development in this area. The academic partners on the project worked with TfWM's internal Human Intelligence Team to develop a methodology. TfWM can also share knowledge and best practice with the other partner cities/regions from their previous schemes involving Connected and Autonomous Vehicles.

TfWM has strong links with local and national industries and understand their needs. A particular focus for engagement is how to move from small-scale pilots to sustainable commercial models.

TfWM's approach involved the collection of data from the specified GoIs such as the public, transport operators and vulnerable users. The data collection methodology was primarily defined by the academic partners and TfWM carried out the research, with the ability to comment on and review the proposed methodology and advise on the implications of the research findings within the West Midlands context.

TfWM's other role on the project was the coordination of the exploitation of the project. This included leading and feeding into the exploitation plan (initial plan and this document), holding meetings with interested stakeholders and attending conferences/proposing papers. This provides an opportunity to raise the profile of the West Midlands throughout Europe and worldwide.

3 SINFONICA Innovations and Partner Opportunities

The SINFONICA project's innovations are directly linked to the exploitation opportunities for each partner. The following is a summary of the core innovative aspects and how each partner plans to leverage them.

3.1 UNIMORE

- **Innovation 1:** A key innovation is the project's robust and replicable **management framework**. This framework ensures the efficient coordination of a diverse consortium, including effective data collection from the Groups of Interest (Gols) and rigorous impact assessments. This model can serve as a blueprint for future complex, multi-partner research projects.
- **Innovation 2:** A deeper, more nuanced understanding of the needs of different users—and non-users—in the development of CCAM is a profound innovation. This is made possible through the SINFONICA Knowledge Map Explorer and specialised simulation tools. These tools provide a clear, visual representation of how social factors influence mobility.
- **Opportunity:** By implementing the guidance and recommendations derived from the project, UNIMORE and other academic partners can accelerate the deployment of CCAM solutions. This will directly support academic research and innovative CCAM projects, ensuring that they are built on a foundation of genuine user requirements.

3.2 ICCS

- **Innovation 1:** The primary innovation for ICCS is the **SINFONICA Knowledge Map Explorer**. This tool is a first-of-its-kind, pioneering the use of semantics and rule-based reasoning to support decision-making. It goes beyond simple data visualisation to create a dynamic, interconnected knowledge base.
- **Innovation 2:** The tool's most significant innovative aspect is its ability to capture the social dimensions of CCAM. It is a powerful instrument specifically designed to help stakeholders understand how their decisions impact equitable, inclusive, and accessible CCAM solutions.
- **Opportunity:** While no direct commercial activities are planned, the development of the Knowledge Map Explorer provides a strong foundation for future research and collaborations. It positions ICCS as a leader in creating tools that bridge the gap between technical CCAM development and its social impact.

3.3 IRTSX

- **Innovation 1:** The simulation platform developed for SINFONICA is an advancement in the field of CCAM service management. It is designed to handle heterogeneous requests with individual requirements, a complexity that is often overlooked in current research.
- **Innovation 2:** The innovative use of **close-to-real-time and heuristic approaches** allows the simulation platform to be applied to large-scale use cases. This is a significant leap forward from existing solutions that only work on small samples, making the SINFONICA platform highly practical for real-world scenarios.

- **Opportunity:** The simulation tools developed by IRT SystemX will be published as open-source software. This ensures that the innovations are not confined to the project but are available to the wider research community, allowing for continued development and application in new contexts.

3.4 ISINNOVA

- **Innovation 1:** The project's participatory methods are innovatively enhanced by the application of the newly released **Co-creation Toolkit from the Liv-in project**. This toolkit provides a structured approach to stakeholder engagement that has been proven to yield valuable, actionable insights.
- **Innovation 2:** The use of this toolkit addresses a key challenge in research by ensuring that innovation is accountable for Responsible Research and Innovation (RRI). This provides a framework for tracking the social, ethical, and environmental impact of the project's outcomes.
- **Opportunity:** The methodologies and insights gained from using the Co-creation Toolkit will be used to enhance ISINNOVA's future work in social innovation and research projects, strengthening its position as a leader in responsible and ethical research.

3.5 RELAB

- **Innovation 1:** The development of highly specialised engagement strategies tailored for CCAM users, with a particular focus on Vulnerable Road Users (VRUs) and People with Mobility Challenges (PMC), is a core innovation.
- **Innovation 2:** The application of expertise in **human factors, ergonomics, and cognitive psychology** to create these unique methodologies provides a scientific foundation for the project's approach.
- **Innovation 3:** RELAB's contribution to the **SINFONICA "Knowledge Map Explorer"** is a major innovation. The ambition is to create an instrument that provides quick and tailored information for the development, implementation, and deployment of CCAM solutions.

3.6 TUD

- **Innovation 1:** TUD's innovation lies in the application of well-established psychological theories to the unique challenges of the CCAM domain. This scientific approach provides a deeper understanding of user behaviour and perception than traditional methods.
- **Innovation 2:** A core innovative aspect is shifting the research focus from single elements of CCAM to understanding the **entire system from a user's perspective**. This holistic approach is new and provides a more comprehensive view of user experience and acceptance.
- **Opportunity:** The valuable data from deliverable D1.1, which serves as a foundational basis for all partners' ongoing activities, is a key opportunity. It provides a common ground for research and ensures that the entire consortium is working with a shared understanding of user needs.

3.7 Arriva

- **Innovation 1:** The project represents a significant step forward for Arriva. It moves them from simply operating autonomous vehicles to adopting a comprehensive CCAM approach that considers the broader ecosystem.
- **Innovation 2:** Using the research insights from SINFONICA is a key innovation for the company, as it will inform and improve their future autonomous vehicle operations, making them more efficient and user-friendly.
- **Opportunity:** Participating in the SINFONICA consortium provides Arriva with valuable knowledge and expertise in the CCAM domain, enhancing their strategic decision-making and positioning them as a leader in the field of autonomous public transport.

3.8 ERTICO

- **Innovation 1:** As a partnership organisation, ERTICO's core innovation is its extensive, multi-channel approach to promoting project outputs. This involves leveraging its network of over 120 partners and its extensive "City Moonshot" network of more than 300 cities to ensure the project's findings reach a broad and influential audience. Learnings and results from SINFONICA will further improve the guidance ERTICO can give its partners and ensure that societal and user aspects are appropriately included in future ITS research and innovation projects, including CCAM.
- **Innovation 2:** The project's outputs, particularly the recommendations and guidance, will be integrated into the European CCAM knowledge base (<http://connectedautomateddriving.eu> – formerly managed by the FAME project and now under the CCAMBassador project, both coordinated by ERTICO). This creates a valuable feedback loop, sharing SINFONICA's innovations with other CCAM projects and initiatives.
- **Opportunity:** Participating in the SINFONICA project reinforces ERTICO's position as a prominent smart mobility organisation. The knowledge and expertise gained from this project, especially in the area of social innovation, helps ERTICO to retain its existing members and recruit new partners who are interested in the human dimension of CCAM.

3.9 e-Trikala

- **Innovation 1:** E-Trikala will actively contribute to the project's methodology based on its experience with co-creation and living labs from past mobility projects. This expertise allows them to manage the Groups of Interest (GoIs) through co-creation labs and identify and tackle potential inequalities in surveys and demonstrations.
- **Innovation 2:** As a public authority actively involved in national and EU-funded projects, E-Trikala's innovation lies in their continuous effort to develop ICT-based applications that improve citizens' everyday life in a medium-sized city. This also includes using these applications to enable citizen participation in policy-making.
- **Opportunity:** A key exploitation pathway for E-Trikala is to engage with regulatory bodies to address legislative and governance gaps in the CCAM domain. This allows the Municipality to use the project's findings to influence policy, ensuring that the development of smart mobility solutions is grounded in real-world user needs.

3.10 N-Brabant

- **Innovation 1:** The project's focus on the combined **social and technological aspects of CCAM** is a significant innovation for the province. It addresses human factors and public expectations that are often overlooked in purely technical developments.
- **Innovation 2:** SINFONICA allows the province to research CCAM solutions that are relevant for both today and the immediate future, not just a distant, long-term vision. This practical approach is highly valuable for planning and implementation.
- **Opportunity:** The knowledge gained from the project will be directly applied to inform the province's own CCAM, digitisation, and automation strategies, ensuring that its public infrastructure evolves in a user-centric manner.

3.11 FHH

- **Innovation 1:** The key innovation for FHH is the ability to gain critical insights into citizens' wishes, needs, and concerns regarding CCAM. This addresses a significant gap in the current landscape of CCAM projects in Hamburg, which tend to focus on technical feasibility rather than human factors.
- **Innovation 2:** The application of SINFONICA's social insights to inform ongoing and future public transport projects is a core innovation. This ensures that new mobility solutions are developed with the end-user in mind, increasing their likelihood of success and adoption.
- **Opportunity:** The project's outcomes will be used to further develop the city's overall mobility strategy. This will ensure that Hamburg's future transport system is not only technologically advanced but also grounded in citizen feedback, promoting a more inclusive urban environment.

3.12 ICOOR

- **Innovation 1:** The project's most significant innovation for ICOOR is the refinement of techniques for evaluating the effectiveness of stakeholder engagement strategies. These techniques go beyond simple surveys to incorporate a more holistic approach, measuring their impact on a city's transport and energy systems, governance, and overall social well-being.
- **Innovation 2:** ICOOR's central role in coordinating the application and testing of these new engagement strategies in real-world settings is a key innovation. This allows for the investigation of citizens' mobility needs and future expectations towards CCAM across diverse regions, providing a robust dataset for analysis.
- **Opportunity:** The developed and tested engagement strategies and the corresponding evaluation methodologies will be made available as a comprehensive toolkit for other public administrations and urban planners. This provides a clear, repeatable process for any city that wishes to understand its citizens' needs regarding CCAM.

3.13 POLITO

- **Innovation 1:** POLITO's primary innovation is the customisation of the GUEST methodology to create **GUEST-SI (GUEST for Social Innovation)**. This new tool is tailored specifically for social innovation contexts, providing a robust framework for assessing value and requirements.
- **Innovation 2:** The methodology's rigorous focus on correctly defining end-user segments, needs, and engagement strategies is a key innovation. This ensures that project objectives are met and that the final solutions are genuinely aligned with user requirements.
- **Opportunity:** GUEST-SI is designed to be a replicable, measurable, and scalable methodology. This positions POLITO to implement the full methodology in future social impact projects with partners in both academia and industry.

3.14 TfWM

- **Innovation 1:** SINFONICA provides TfWM with a unique opportunity to directly evaluate and understand how the public perceives **new, untested CAV/CCAM technologies**. This real-world insight is a critical innovation that will directly inform their strategic decision-making.
- **Innovation 2:** The project's outputs will guide the future integration of CAV into the wider public transport ecosystem. By understanding public perception and needs, TfWM can strategically deploy these technologies to maximise their positive impact.
- **Opportunity:** The knowledge gained from the project will be used to inform the organization's overarching transport strategy. This is a non-commercial opportunity that aims to reduce private vehicle usage in the West Midlands region, helping to create a more sustainable and efficient urban mobility system.

4 Expected Outcomes

Based on the project's final interviews, SINFONICA is no longer simply about "potential" but has delivered a clear and expected impact on those outside the consortium. The project has laid a solid foundation for understanding stakeholder needs and the existing gaps in CCAM deployment, and the final interviews confirm that these insights are already being translated into tangible benefits.

The consortium's primary expected outputs have been fully realised:

- A comprehensive CCAM Vocabulary has been created to facilitate communication and understanding among partners and stakeholders, serving as a reference point for future research.
- A taxonomy capturing stakeholders' needs and requirements has been structured, which serves as the foundation for the SINFONICA Knowledge Map. The interviews confirm the project has successfully gathered the necessary data to build this.
- The SINFONICA Knowledge Map Explorer, an innovative tool using semantics and rule-based reasoning, has been developed to support the decision-making process for equitable, inclusive, and accessible CCAM solutions. The interviews confirm this tool is a key output with potential for external licensing.

The project's benefits are further evidenced by the successful outcomes of the Groups of Interest (Gols). The interviews with project partners confirmed that they have successfully:

- Understood public attitudes towards autonomous vehicles, moving from a theoretical to a practical understanding.
- Identified concrete opportunities to improve existing services and introduce new ones using automated vehicles.
- Considered how new services can be inclusive, a core deliverable that has been validated.
- Established a framework for collaboration between regions, states, businesses, and operators.

The project's outputs are being shared through a robust network including the CCAM Partnership, the EU Expert Group on Urban Mobility, and ERTICO's vast network of partners and City Moonshot cities. The interviews confirmed these channels have been used to raise awareness of the project and its best practices. This dissemination has already begun to help other EC-funded projects meet user needs and to facilitate the commercialisation of CCAM activities. The Knowledge Base—including the vocabulary, strategies, and recommendations—is no longer a theoretical concept but a reality that is being integrated into the SINFONICA Knowledge Map Explorer.

Ultimately, the partners' initial hope for the project's impact has become an expectation, with final interviews confirming that the results are applicable not only to future CCAM but can be used tomorrow. The project has helped stakeholders make CCAM a tool for true inclusion, not exclusion or segregation, which is a significant and lasting expected impact.

5. Final Partner Interviews

5.1 Introduction

This section serves as an update and enrichment to the SINFONICA D6.2 Preliminary Exploitation Plan (v1.0), which was originally submitted on March 13, 2023. Written on July 25, 2025, it incorporates key insights and developments from interviews with consortium partners conducted approximately two and a half years after the project's inception.

The original plan outlined the initial ambitions and strategies for the exploitation of project results. This updated perspective reflects the evolution of partners' understanding, strategic shifts, and concrete exploitation activities undertaken or planned as the project approaches its conclusion. The information presented herein provides a more mature view of each partner's engagement with **Cooperative, Connected and Automated Mobility (CCAM)** and their specific contributions to and benefits from the SINFONICA project. It also highlights emerging opportunities and the continued relevance of the project's human-centric approach to CCAM deployment.

5.2 Partner Summaries

5.2.1 UNIMORE

Summary of Evolution: UNIMORE's initial strategy to integrate technical and social sciences in CCAM research has been successfully reinforced by SINFONICA. The project enabled them to consolidate a new, multidisciplinary team, significantly enhancing their competencies in user engagement, evaluation, and understanding user expectations. While not pursuing commercial exploitation, UNIMORE is actively seeking to apply the methodologies developed within SINFONICA to future research initiatives and funding opportunities, particularly focusing on the social elements and public interaction with autonomous vehicles. They have already participated in at least one new CCAM project since SINFONICA began.

5.2.2 ICCS

Summary of Evolution: SINFONICA has strategically expanded ICCS's research scope to encompass user-centric systems, societal adaptation, and safety protocols within CCAM. Although direct financial exploitation of SINFONICA's outputs has not yet occurred, their strategic direction has shifted towards these human-centric aspects. ICCS is exploring the exploitation of the SINFONICA Knowledge Map Explorer for future CCAM projects and is actively involved in subsequent initiatives, including the CCAM Ambassador project, which promotes CCAM. They are more likely to participate in future CCAM projects, emphasising the combination of technological innovation with user-centric design.

5.2.3 IRTSX

Summary of Evolution: IRTSX's commitment to open-source software and enhancing their service modelling platform has been reinforced by SINFONICA. The project has led to a stronger and more complete modelling solution, increasing their capacity to provide services. While commercial opportunities are still being fully assessed and are expected to materialise after September 2025, IRTSX believes SINFONICA has been the main driver for these emerging opportunities. They have

already engaged in three new CCAM projects and are more likely to participate in future national and European projects, focusing on Operational Design Domain, service modelling at scale, cyber security, and CCAM architecture.

5.2.4 ISINNOVA

Summary of Evolution: ISINNOVA's core strategy has remained consistent, but SINFONICA has provided significant validation and positive experience with methodologies involving citizen and stakeholder participation. They are keen to continue engaging with these qualitative approaches in future endeavours. While not actively seeking exploitation opportunities at the time of the interview, they acknowledge future potential, believing that their enhanced reputation in the CCAM space, combined with market growth, will lead to more commercial opportunities. Their primary interest for future CCAM projects lies in the human elements, particularly public perception and increasing mobility for vulnerable groups.

5.2.5 RELAB

Summary of Evolution: SINFONICA has significantly improved RE:LAB's knowledge and insight into CCAM solutions, design, and production, particularly by introducing the social dimension to their previous technology-focused work on human-machine interfaces. This experience will be integrated into their future technological developments in the mobility sector. While they are not pursuing commercial exploitation of SINFONICA's outputs directly, they are actively seeking funded projects and collaborations that allow them to apply this expanded knowledge, especially in the social aspects of CCAM. They are more likely to participate in future CCAM projects, aiming to contribute through optimal technological development while also considering the social dimension.

5.2.6 TUD

Summary of Evolution: TUD's strategy has remained focused on non-commercial, research-driven ideas, with an increased emphasis on open-access materials and knowledge transfer. SINFONICA has significantly expanded their national and international network, leading to increased participation in conferences and academic publications (3 papers, 5 conferences). The project has also opened more avenues for research funding. TUD is actively exploiting opportunities through data sharing and knowledge transfer, and their participation in SINFONICA has directly led to an EU Horizon grant and a national project with Audi. They are highly likely to participate in future CCAM projects, prioritising user-centred design, human factors, behavioural research, and the development of theoretical foundations, alongside advocating for open data.

5.2.7 Arriva

Summary of Evolution: Arriva's initial CCAM goals were too narrow, and their involvement in SINFONICA has led to a wider understanding of CCAM across the organisation. They now recognise the crucial role of operators in ensuring accessible public transport and are in the process of developing a formal CCAM strategy. SINFONICA has shifted internal perceptions, with initial sceptics becoming more positive. Arriva is actively reviewing their role and seeking involvement in more CCAM pilot projects, including a planned shuttle pilot in North Brabant and discussions with a local municipality. They are more likely to participate in future CCAM projects, with a strong focus on accessibility and continued collaboration with European partners.

5.2.8 ERTICO

Summary of Evolution: ERTICO's overarching strategy for CCAM, a core focus area, has not changed, but SINFONICA has enriched their approach by introducing a human-centred perspective, which was new to their previous infrastructure-focused experience. Knowledge from SINFONICA is being actively transferred and utilised in other projects (e.g., Cultural Road, Power Move) and may feed into the Ertico Academy and the new CCAM Ambassador project. While direct commercial returns are not their aim, the project strengthens their position as a prominent smart mobility organisation, helping to attract and retain partners. They remain highly committed to CCAM and are interested in all its elements, including how it integrates with broader mobility systems beyond road transport.

5.2.9 e-Trikala

Summary of Evolution: SINFONICA has helped e-Trikala identify new operational opportunities, leading to more municipal services embracing CCAM and data sharing. They have built stronger connections with other CCAM stakeholders and now see clearer possibilities for the commercialisation of automated vehicles, recognising that CCAM is not solely technology-specific. E-Trikala is actively seeking further exploitation opportunities and is currently running three CCAM projects in parallel, with another in the pipeline. They are more likely to participate in future CCAM projects, focusing on legislative/governance frameworks, social readiness, public acceptance, and stakeholder engagement, while acknowledging the need for further legal development in Greece.

5.2.10 N-Brabant

Summary of Evolution: Provincie Noord Brabant's strategy continues to focus on understanding future CCAM requirements and integrating autonomous vehicles into public transport, with a strong emphasis on accessibility and affordability. SINFONICA has significantly increased CCAM awareness across the organisation and among colleagues, leading to presentations at conferences. They are actively using the tools and outputs from SINFONICA for internal planning, stakeholder engagement, and a wider public transport accessibility study. PNB sees more funding opportunities now, driven by both market growth and their participation in SINFONICA. They are more likely to engage in future CCAM projects, supported by a dedicated CCAM resource and broader government interest, focusing on human behaviour, public perception, operational integration, accessibility, and affordability.

5.2.11 FHH

Summary of Evolution: FHH's overall CCAM strategy, set by the city of Hamburg, remains unchanged, primarily focusing on infrastructure projects. However, SINFONICA has positively influenced the city's broader interest in CCAM by providing valuable insights into citizens' wishes, needs, and concerns. Knowledge from SINFONICA's Work Package 3 outputs has been shared with stakeholders, and FHH is keen to facilitate further knowledge transfer. While not pursuing commercial opportunities, they are actively involved in numerous national and EU CCAM projects, continuing their focus on infrastructure, autonomous railway systems, and improving mobility for vulnerable groups. SINFONICA has reinforced their commitment to incorporating user perspectives into ongoing and future public transport initiatives.

5.2.12 ICOOR

Summary of Evolution: ICOOR's role in SINFONICA has significantly expanded its expertise in user-centric and participatory methodologies, complementing its existing strengths in transport systems modelling and data analysis. Through the project, ICOOR deepened its understanding of how

qualitative insights can inform simulation and planning tools, especially in the context of CCAM deployment. The experience fostered stronger interdisciplinary collaboration and helped integrate societal aspects into the development of scalable modelling frameworks. While not oriented toward direct commercial exploitation, ICOOR plans to transfer and adapt the SINFONICA methodologies to other projects and research activities focused on inclusive, data-informed mobility solutions. The project has strengthened their positioning for future Horizon Europe and national funding calls involving citizen engagement and advanced mobility planning.

5.2.13 POLITO

Summary of Evolution: POLITO's initial non-commercial and IPR-neutral stance has been maintained. The GUEST methodology was successfully adapted for social innovation (GUEST-SI) throughout the project, a development directly attributed to SINFONICA. While they haven't yet utilised the knowledge in new projects, they intend to. POLITO now has a greater awareness of the social impact of CCAM and a better understanding of relevant stakeholders. They are more likely to participate in future CCAM projects, leveraging their engineering background for stakeholder engagement and technical aspects, while also continuing to work in the social impact area of CCAM.

5.2.14 TfWM

Summary of Evolution: TfWM's priority remains investigating the feasibility of CCAM as a public transport mode. SINFONICA's outputs and experience have been highly beneficial, allowing TfWM to push an agenda with the central government funding body (CCAV) to prioritise Human Factors, accessibility, and safety in CCAM development. The project's success and reputation have elevated TfWM's prominence in Europe, providing an advantage in securing European funding. They are actively using SINFONICA's outputs in other Horizon Europe projects (e.g., CulturalRoad) and have engaged in multiple new CCAM projects, including the deployment of automated shuttles. TfWM is more likely to participate in future CCAM projects, with a strong focus on Human Factors and Operational services.

5.3 Recommendations

The interviews conducted almost three years after the initial SINFONICA Exploitation Plan reveal a consistent and positive trajectory for the consortium partners. The project has largely succeeded in its aim of deepening understanding and engagement with the social and human-centric aspects of CCAM.

5.3.1 Key Themes and Successes

- **Enhanced Understanding of Human Factors:** Nearly all partners, regardless of their initial primary focus (technical, research, operational, or public administration), reported a significantly enhanced understanding of the human and social dimensions of CCAM. This includes user needs, perceptions, acceptance, accessibility, and the specific requirements of vulnerable groups. This shift is a direct testament to SINFONICA's core objective.
- **Strategic Reinforcement and Evolution:** For many, SINFONICA did not necessitate a complete overhaul of their CCAM strategy but rather provided crucial validation, refinement, and expansion. It allowed partners to integrate social science perspectives into previously technical approaches, or to deepen their existing focus on inclusive mobility.

- **Increased Collaboration and Networking:** The project has fostered strong relationships among partners, leading to intentions for continued collaboration and expanded networks across Europe, which is vital for future project participation and knowledge exchange.
- **Growth in Funding and Opportunities:** Several partners, particularly research institutes and public authorities, reported an increase in funding opportunities and a greater likelihood of participating in future CCAM projects, directly attributing this to their involvement in SINFONICA and the project's reputation.
- **Knowledge Transfer and Dissemination:** There is clear evidence of active knowledge transfer, with outputs being shared internally, with stakeholders, and presented at conferences and in academic papers. Tools like the Knowledge Map Explorer are seen as valuable assets for future exploitation.
- **Shift Towards Practical Application:** While early stages focused on understanding, many partners are now moving towards practical application and deployment of CCAM solutions, with a strong emphasis on ensuring these are accessible and equitable.

5.3.2 Recommendations for Future Exploitation

1. **Formalise Knowledge Transfer Mechanisms:** While knowledge transfer is occurring, formalising mechanisms beyond individual initiatives (e.g., dedicated workshops, online repositories of best practices, joint publications) could maximise impact and reach.
2. **Leverage the "Human-Centric" Brand:** The project's success in highlighting human factors and social inclusion should be a cornerstone of future exploitation efforts. Partners should collectively promote SINFONICA as a leading example of human-centric CCAM research and development.
3. **Cross-Consortium Project Development:** Encourage and facilitate the formation of new project consortia directly from SINFONICA partners, building on the established relationships and shared understanding.
4. **Target Policy Makers and Funding Bodies:** Continue to actively engage with national and European policy makers and funding bodies, using SINFONICA's findings to advocate for policies and funding calls that prioritise social inclusion and human factors in CCAM.
5. **Showcase Real-World Impact:** As pilot projects and deployments mature, actively document and disseminate the real-world impact of SINFONICA's methodologies and findings on actual CCAM services and user experiences.
6. **Explore Commercialisation of Methodologies:** While many partners are non-commercial, the *methodologies* developed (e.g., engagement strategies, evaluation frameworks, simulation platforms) could potentially be offered as services or licensed to other entities interested in human-centric CCAM development.
7. **Address Legislative and Governance Gaps:** For partners like e-Trikala, whose future participation is linked to legislative frameworks, a collective effort to engage with regulatory bodies at national and EU levels could be a valuable exploitation pathway.



6 Conclusions

Research into human perception of autonomous vehicles is a valuable endeavour with the potential to significantly improve the safety and usability of these vehicles, inform public policy, and positively shape public acceptance. This document, which is based on insights gathered from interviews with consortium partners, confirms that the SINFONICA project has successfully achieved its initial objective of fostering a deeper understanding of the human dimension of Cooperative, Connected and Automated Mobility (CCAM). The project has successfully laid the groundwork for future exploitation of its valuable findings.

The project has shown that most partners are dedicated to engaging with the public, particularly those who may be vulnerable to exclusion. A key finding is the consortium's willingness to work together to understand the best methodologies and interview techniques to achieve this. The Groups of Interest (Gols) aspire to use this information to inform regional-level decisions regarding CCAM, while also sharing best practices with other groups. Educational institutions will use the findings from the Gols to build their knowledge on public perception of CCAM and disseminate this information to various audiences at continental conferences and events, ensuring the project's impact extends beyond its initial scope. Other partners, such as ERTICO, plan to use the knowledge gained to promote the project and its findings among their own partners, who may then choose to integrate it into later projects, creating a ripple effect of influence.

The interviews confirm that partners have not only absorbed this knowledge but are actively integrating it into their strategies, seeking new opportunities, and participating in subsequent projects. The preliminary exploitation plan laid a solid foundation, and this updated perspective confirms that the consortium is well-positioned to continue influencing the development and deployment of CCAM toward a more inclusive and equitable future. The continued collaboration and shared commitment to human-centric mobility will be key to maximising the long-term impact of SINFONICA's valuable contributions.

As none of the partners have an interest in exploiting the information for commercial or monetary gain, the project can be considered successful if they meet their objectives of educating themselves and using the information to further their pursuits, whether commercial or otherwise. However, this does not diminish the potential to promote and expose the project and its findings to a wider audience. The findings contained within this document are from the early stages of the project, and it is expected that over the duration of the work, some opportunities may present themselves while others may fall away. The focus of the work packages and the deliverables have been identified, and the consortium is satisfied that the objectives set within the project are achievable. This document will serve as a guide for what the partners are trying to achieve, forming the foundation for the final exploitation plan to be produced toward the end of the project. This final plan will be a testament to the project's success in meeting its goals and will provide a clear roadmap for the continued impact of SINFONICA's work.



For more information

SINFONICA Project Coordinator

UNIMORE – University of Modena and Reggio Emilia

Via Giovanni Amendola, 2 42122

Reggio Emilia, IT

sinfonica@sinfonica.eu

www.sinfonica.eu



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