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D5.2 Communication, Dissemination, Exploitation, Liaison and Clustering Report

Strengthening the Research Capacity of Turkey
in Innovative Business Models for the Hospitality Sector

DELIVERY DATE: December 25th, 2025

FILE NAME: D5.2 Communication, Dissemination,
Exploitation, Liaison and Clustering Report

WORK PACKAGE: WP5 Dissemination, Communication,
Exploitation and Outreach

LEAD ORGANISATION OF DELIVERABLE: ULE

AUTHOR NAME(S): Elif Yücel, Yasemin Ertan

APPROVED BY: General Assembly and Executive Board

STATUS: Delivered

DISSEMINATION LEVEL: PU-Public



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Project Information

Project Acronym:	REMODEL
Project Title:	Strengthening the research capacity of Turkey in innovative business models for the hospitality sector
Call Identifier:	HORIZON-WIDERA-2021-ACCESS-03
Grant Agreement No:	101079203
Project Starting Date:	1 January 2023
Project Duration:	36 Months
Project End Date:	31 December 2025

Document History

Version	Date	Description	Author(s)/Reviewer(s)
V0.1	November 28th, 2025	Draft deliverable sent to EB for feedback	Elif Yücel Yasemin Ertan
	December 5th, 2025	EB feedback received	Executive Board Member
V0.2	December 15th, 2025	Sent to GA for final feedback	Elif Yücel
	December 22th, 2025	GA feedback received	General Assembly Members
V1.0	December 25th, 2025	Finalized and uploaded to CRM	Aylin Poroy Arsoy

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LIST OF ACRONYMS

ATU	: Atlantic Technological University
BMI	: Business Model Innovation
BMI Lab	: Business Model Innovation Laboratory
BUU	: Bursa Uludag University
CA	: Consortium Agreement
CS	: Civil Society
DEC	: Dissemination, Exploitation and Communication
EC	: European Commission
EPALE	: Electronic Platform for Adult Learning in Europe
EU	: European Union
GÜMTOB	: South Marmara Touristic Hoteliers and Operators Association
IN-BP	: Industry and Business Partners
IO	: International Organisations
IP	: Intellectual Property
KER	: Key Exploitable Result
PM	: Policymakers
REA	: European Research Executive Agency
RSC	: Research and Scientific Communities
R&I	: Research and Innovation
SMEs	: Small and Medium- Sized Enterprises
TÜRSAB	: The Association of Turkish Travel Agencies
ULE	: Universidad de Leon
WP	: Work Packages

1. EXECUTIVE SUMMARY

This Deliverable, “D5.2 - Communication, Dissemination, Exploitation, Liaison and Clustering Report”, provides a comprehensive overview of the results of the dissemination, communication, and exploitation (DEC) activities conducted by the REMODEL project during the period of January 2023 to December 2025. It offers an evidence-based evaluation of how the scientific outputs from the project were systematically communicated to key stakeholder groups, including policy makers, the scientific community, industry actors, and civil society. Similarly, it provides an overview of the capacity-building initiatives, collaborative partnerships, and business model innovation activities conducted in the project and how these contributed to the long-term valorisation of KERs.

During the project, the consortium pursued a multi-layered DEC strategy laid down in the D5.1 Communication & Dissemination Plan. The project website received over 8,500 views and almost 3,000 unique visitors and has become the focal access point for research outputs. Social media channels achieved significant outreach, notably on LinkedIn, with 23,100 impressions and 4,379 individual accounts reached, showing good engagement from higher education, research services, and industry professionals. More than 175 posts were shared on all media, supplemented by 6 newsletters, 4 brochures, 3 booklets, 4 factsheets, 2 infographics, 6 videos, and 38 leaflets.

The project also produced significant scientific visibility with 21 conference papers, 3 poster presentations, multiple journal articles published and accepted, and open access to all materials provided via the Zenodo platform. In parallel, REMODEL has developed extended institutional networks through sister projects, liaison activities, and clustering initiatives that include membership in the INNEXA Alliance, participation in the Horizon Europe Widening INFODAY, and the selection of four REMODEL KERs to enter the WiderAdvance Facility for strategic development.

From an exploitation perspective, the project advanced 14 KERs, ranging from the BMI Lab framework to academic writing platforms, mobility structures, doctoral monitoring systems, and field-based tools for SMEs. These results were operationalised through policy dialogues, SME pilots, staff exchange mechanisms, and new EU-funded projects directly derived from REMODEL, including PEARL, VERNE, and Eco Smart Hospitality.

Overall, D5.2 concludes that REMODEL has not only met its DEC and exploitation objectives but also overperformed them, creating measurable scientific, institutional, and sectoral impact. Long-term sustainability is outlined in a roadmap, which provides for the continuation and scaling up of project outputs for at least four years after the end of the project, positioning the REMODEL consortium as a reference point in sustainable tourism, business model innovation, and R&I capacity building.

2. INTRODUCTION

This deliverable, D5.2, provides the final overview and evaluation of all dissemination, communication, and exploitation activities undertaken within the REMODEL project. It complements and operationalizes the principles as set forth in the Communication, Dissemination and Exploitation Plan, D5.1 (Version 2.0, June 2023), through documentation of the implementation, performance, and outcomes of DEC actions throughout the entire lifetime of the project.

The REMODEL project was designed to enhance the R&I capacity of Bursa Uludağ University and its partners with specific actions like capacity-building trainings, staff exchanges, summer schools, methodological development, scientific publishing, and establishing the Business Model Innovation Laboratory (BMI Lab). Central to these efforts was a structured engagement strategy involving SMEs, policy makers, tourism bodies, chambers of commerce, higher education institutions, and other relevant stakeholders at regional, national, and European levels.

This deliverable analyses the effectiveness and reach of the project's communication activities through quantitative indicators (website analytics, social media data, attendance lists, publication metrics) and qualitative evidence (feedback, testimonials, institutional responses). It also provides an integrated account of the exploitation processes, detailing how REMODEL's fourteen KERs have been mobilised to generate added value by means of institutional reforms, new collaboration opportunities, policy dialogues, and EU-level clustering activities.

It also provides an overview of the sustainability long-term measures set up in the consortium: maintenance of the BMI Lab, incorporation of REMODEL outputs in academic structures, exploitation pathways through new EU-funded initiatives, multi-year roadmap for sustaining the strategic momentum of the project beyond 2025.

The deliverable structure follows Horizon Europe reporting conventions and includes the following elements:

- Synthesis of exploitation objectives and strategies;
- Partner-level exploitation achievements;
- Liaison and clustering actions; and
- A full monitoring and evaluation section reporting on performance against DEC indicators.

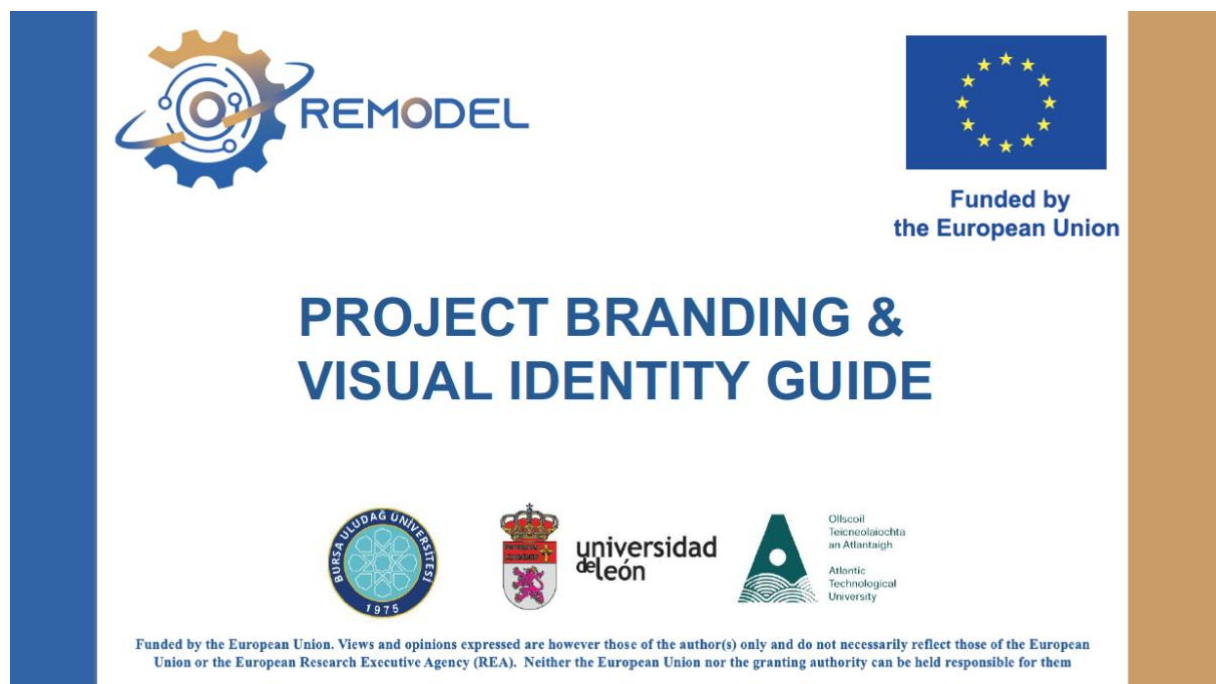
D5.2 serves both as a final performance assessment and as a forward-looking framework that ensures the continued visibility, uptake, and institutional embedding of the REMODEL results. The report concludes with strategic recommendations and a sustainability roadmap that outline how REMODEL's achievements will continue to produce value beyond 2025.

3. DISSEMINATION AND COMMUNICATION ACTIVITIES

3.1. Visual Identity and Branding

The visual identity of the REMODEL project was prepared in the first month of the project and presented to all partners for their feedback. The “Project Branding and Visual Identity Guide,” which was finalized with a common agreement, is also included in Annex D5.1. This guide has been used consistently in all communication materials throughout the project.

Figure 1: Project Branding and Visual Identity Guide



This guide aims to give correct instructions and examples of logo and TYPOGRAPHY usage. In this guide the template of the documents or powerpoints and the informations about EU acknowledgement can be found. In addition poster, brochure and roll-up banner examples are given in this guide for explaining the visual design.

The REMODEL logo is designed to reflect the fusion of business and innovation. The colors are chosen in the most harmonious eye-catching shades of yellow and blue, which are innovation colors. This logo has been used in both digital and printed media in its vertical and horizontal versions. In addition, in some documents, a monochromatic version of the logo was preferred due to printing constraints. The guide also includes explanations regarding the use of the project partners' logos and the EU

logos. For both documents and presentations produced within the project, the template based on the project's colour palette and defined in the Guide has been used.

Arial has been chosen as the typeface and its use has been ensured by all partners. Arial is a corporate typeface that plays an important role in transmitting energy and enthusiasm. Also, the typeface to be used in conjunction with the EU emblem is Arial.

All partners, in line with the European Commission's visibility principles, have used the EU emblem and the phrase "Funded by the European Union" in all materials they have produced. In addition, the "acknowledgment" text defined by the European Commission has been included in all printed and digital documents. These practices have strengthened REMODEL's corporate integrity and ensured professional visibility at both national and international levels.

3.2. Target Audience Engagement

In the REMODEL project, the engagement of the target group has been addressed not only as an informative process but also as a strategic key enhancing the project's capacity for dissemination, participation, and sustainable impact. Special value has been placed on maintaining continuous interaction and cooperation with stakeholders for the effective dissemination of the project. In this respect, regular stakeholder meetings have been held and feedback has been collected through surveys.

In the performed evaluations, stakeholders' interests in regard to the project objectives and potential conflicts of interest are considered. Based on the definition in D5.1, five main target groups of the project—Policy Makers (PM), Research and Scientific Communities (RSC), International Organisations and Institutes (IO), Industry and Business Partners (IN-BP), and Civil Society (CS)—have been mapped in a systematic way, and their levels of engagement were measured by both quantitative and qualitative data.

Furthermore, the different stakeholders in the REMODEL project have been mapped in relation to each other in order to plan potential ways of collaboration. The following is the DEC cycle applied during the entire project:

- Mapping of the target groups
- Ensuring message–channel alignment
- Collecting evidence on communication performance
- Feedback and improvement

3.2.1. Mapping and Measurement Tools

The target audience mapping process was based on a multi-layered methodology. First, in line with the stakeholder mapping matrix proposed in D5.1, all stakeholder groups were classified according to their level of interest, degree of influence, and participation potential. Through this stakeholder mapping, the effectiveness of the dissemination of project results and the additional efforts needed to reach the target audience were evaluated. The table below was prepared to report the stakeholder information of the project and was completed by all partners as an internal project

document. In this way, all partner institutions were able to carry out their communication and dissemination activities for their respective stakeholders in an organised manner.

Table 1: Stakeholder Table

Partner institution	Stakeholder Name	Internal or External Stakeholder	Contact Person	Behaviour (Unaware, Resistant, Neutral, Supportive, or Leading?)	Impact -How much does the project impact them? (Low, Medium, High)	Influence - How much influence do they have over the project? (Low, Medium, High)	What does this stakeholder need?	What is important to the stakeholder?	How could the stakeholder contribute to the project?	How could the stakeholder block the project?	Strategy for engaging the stakeholder

Following this table, the main tools used for positioning and measuring the REMODEL target audiences are:

- **Website metrics:** The project website was developed using the WordPress platform-an open-source content management system. This system also gives access to website metrics. During the project, these metrics have been monitored to understand which news items draw more attention and which activities of interest related to the project are followed more closely by the website users.
- **Social Media Analytics:** Impressions, reached members, and audience composition were tracked on LinkedIn Insights; reach, views, and media/text distinction on Instagram and X; and views and engagement tracked in YouTube Studio throughout the project. Posts, therefore, reflected the target audience's preferences. An example is the fact that as the interest drawn to visual posts increased, text-only posts were brought to a minimum.
- **Content evidence:** Included event participation forms, attendance sheets, and photo and video recordings; the number of printed materials indicated how broadly the project managed to reach its audience.
- **Open Science Indicators:** The DOI / Zenodo downloads and views of open-access materials, combined with lists of publications and conference papers, allowed tracking of those outputs playing an important role in the dissemination of project results.
- **Feedback Mechanisms:** At the end of each training and workshop, participants were asked to fill in a questionnaire, and their feedback comments were collected. Besides, minutes of all meetings were prepared and shared transparently among project staff via the project's Teams account. By this means, areas open to improvement were more easily identified.

3.2.2. Target Audience Segments

REMODEL, target audience engagement was carried out in line with the strategies defined in D5.1, using clear messages, appropriate channels, accessible formats, and measurable calls to action for each target group. In accordance with the established framework, stakeholders were mapped according to their level of interest, capacity for influence, and potential contribution. The target group refers to the individuals or organisations that the project aims to benefit directly or to influence, and different DEC tools were defined for each target group within the REMODEL project. The table below summarises the target groups defined in D5.1, their roles, the key messages conveyed, and the engagement tools used.

Table 2: Target Mapping

Target Audience	Core Message & Role in the project	Engagement Tools / Communication Channels
<p>Policy Makers (PM): These are local, regional, national, and international institutions and individuals responsible for the formulation, amendment, and implementation of policies and regulations. Informing the authorities about the project results and receiving feedback have contributed to the improvement of the outputs. Throughout the project, a high level of interaction was maintained with policymakers, and the REMODEL outputs were linked to sustainable tourism policies.</p>	<p>Core Message: Evidence-based business model innovation and sustainable transformation for SMEs.</p> <p>Role in the project: Alignment of REMODEL results with national and regional sustainable tourism policies.</p>	<ul style="list-style-type: none"> • Collaborations with Bursa Provincial Directorate of Culture and Tourism • Local municipalities of all partners • Influential associations and organizations in the tourism sector, such as GÜMTOB and TURSAB • Signed protocols, social media posts, project booklets, brochures, and factsheets for the policy makers. • REMODEL Policy Brief
<p>Research and Scientific Communities (RSC): The scientific community, consisting of academics, researchers, students, and practitioners, represents the main users of the project outputs. This group accessed the tools, materials, and training activities provided within the scope of the project to develop innovative business models and improve methodologies. The interaction with the scientific community was conducted based on a “co-creation and knowledge-sharing” approach.</p>	<p>Core Message: Open access science, methodological development, and research capacity enhancement.</p> <p>Role in the project: Scientific validation, knowledge transfer, and dissemination of research results.</p>	<ul style="list-style-type: none"> • Scientific publications, open-access deliverables, trainings, staffexchange activities, summer schools, workshops and videos on the project website • Social media posts for the scientific activities, e-newsletters, • Conference presentations, growing number of publications, • Academic Writing Platform, open access results on website and Zenodo.
<p>International Organizations and Institutes (IO): By establishing communication with international organizations such as EU institutions and EU-funded projects, the visibility</p>	<p>Core Message: Promoting REMODEL as a reference project for innovative and sustainable hospitality research in Europe.</p>	<ul style="list-style-type: none"> • Collaboration with sister projects • 2 joint sister-project events (online & in-person) • Participation in INNEXA network and Horizon Europe events

of project activities and results has been enhanced.	Role in the project: International visibility, policy coherence, and cross-project knowledge exchange.	<ul style="list-style-type: none"> • Publication on CORDIS and Horizon Results Platform • Listed on EU research portals and visibility among international research networks.
Industry and Business Partners (IN-BP): Within the scope of the project, the BMI Lab developed has created a significant opportunity for SMEs in the accommodation sector. Through the dissemination of project outputs, the adoption of REMODEL across the sector has been promoted.	<p>Core Message: Enhancing competitiveness and sustainability through innovative business models.</p> <p>Role in the project: Implementation of BMI Lab pilots and sectoral transfer of innovation.</p>	<ul style="list-style-type: none"> • BMI Lab pilot studies • SME mentoring and staff training, • D4.1– Analysis of The Hospitality Sector in Turkey • Delivirfield visits to SMEs • Infographics, social media posts, reels/videos, SME mentoring and voucher schemes.
Civil Society (CS): To raise awareness of the objectives and tools of REMODEL, project activities have been published as open access, ensuring the project’s widespread and sustainable adoption.	<p>Core Message: Promoting sustainable tourism awareness and cultural heritage preservation.</p> <p>Role in the project: Community engagement and awareness raising on sustainable tourism.</p>	<ul style="list-style-type: none"> • Easily accessible website and social media content • Short videos /reels • E-newsletters • Local event dissemination.

This mapping demonstrates the comprehensive implementation of the audience-specific strategies defined in D5.1 and operationalized in this report. Through tailored messages, multi-channel engagement, and evidence-based monitoring, REMODEL achieved sustained visibility, cross-sector collaboration, and measurable impact across policy, academia, industry, and society.

3.2.3. Engagement Activities

Based on the stakeholder mapping, the engagement activities carried out throughout the project are structured in the table below.

Table 3: Engagement Activities

Engagement Activity	Purpose	Stakeholders Involved	Expected Output / Impact
Workshops and Focus Groups	To gather needs, expectations, and perspectives from key stakeholders for mapping and pilot design.	Policy makers, SMEs, academic staff, local communities.	Qualitative insights informing the design of BMI Lab pilots and training materials.
Expert Seminars and Training Sessions	To present research findings, train project staff, and exchange knowledge with	Academic researchers, staff exchange participants, PhD students, industry mentors.	Enhanced research capacity, shared methodologies, and integration of new

	international experts.		business model frameworks.
Development and Testing of the BMI Lab Platform	To integrate all pilot activities and educational resources, ensuring usability and practical relevance.	BUU, ULE, ATU staff, SMEs, local authorities.	Fully functional, user-oriented BMI Lab platform validated by stakeholders.
Pilot Applications and On-Site Consultations	To implement, observe, and evaluate innovative business models in real-world settings.	SMEs, local enterprises, municipal actors.	Documented pilot results; data for Deliverables D4.2–D4.3; increased adoption of sustainable practices.
Dissemination Events and Multiplier Meetings	To promote project visibility, foster collaboration, and reach a broader European audience.	Academics, policy makers, industry partners, sister projects.	Over 1,000 participants reached through conferences, summerschools and local events; visibility at EU level strengthened.
Participation in International Networks and Projects	To align REMODEL outcomes with EU research and innovation priorities and exchange practices.	Sister projects (EQUBUSINESS, SDS4HEI, VERNE, ECOSMART), INNEXA, Horizon Europe Cluster meetings.	Active inclusion in INNEXA network; shared communication campaigns; publication on EPALE etc. Platform; WiderAdvance Facility; Horizon Europe Widening INFODAY
Guidance and Educational Materials for SMEs and Students	To support long-term knowledge transfer and ensure accessibility of results.	SMEs, students, VET institutions, university staff.	38 educational leaflets, 6 newsletters, 6+ training videos; dissemination through project website and social media.
BMI Lab Pilot SME Engagement (10 Enterprises)	IN-BP (Hospitality SMEs), PM, RSC	To test and validate BMI Lab methodologies; collect field-based insights; introduce project aims; disseminate results; build long-term collaboration with local enterprises	On-site visits, business model analysis sessions, co-creation workshops, feedback interviews, pilot reporting, results presentation meetings

These activities created a continuous feedback and engagement loop, ensuring that the outputs of REMODEL were aligned with stakeholder needs, politically relevant, and scientifically sound. These engagement activities have formed an integrated pathway from needs analysis to long-term collaboration: at the outset, workshops and focus groups enabled the consortium to capture the expectations, constraints, and priorities of key stakeholders; the insights gathered in these sessions directly informed the design of the BMI Lab pilots and the tailoring of the training content. Expert seminars and training sessions then translated research findings into concrete capacity-building opportunities for academics, PhD students, participants of staff exchanges, and industry mentors, strengthening the methodological foundations on which the pilots would be built. In parallel, the development and testing of the BMI Lab platform

provided a shared digital and methodological space where these insights could be operationalised, while pilot applications and on-site consultations in SMEs and local enterprises ensured that innovative business models are validated and refined under real-world conditions. Dissemination events and multiplier meetings amplified this work to a broader European audience, positioning REMODEL as a reference point for business model innovation in sustainable tourism and opening up doors for new collaborations. Participation in international networks and projects - including sister projects, INNEXA, and WiderAdvance-related activities - has further embedded REMODEL into the EU research and innovation ecosystem, creating structured opportunities for knowledge exchange and joint initiatives. Finally, the systematic production of guidance and educational materials for SMEs, students, and VET/university staff has ensured that the knowledge generated through all these activities remains accessible, reusable, and scalable beyond the lifetime of the project, thus closing the loop between stakeholder engagement, knowledge production, and long-term impact.

Also, the engagement activities carried out with the 10 pilot enterprises within the scope of the BMI Lab represent one of the most important interaction points between the REMODEL consortium and the hospitality sector. During the piloting process, each enterprise was informed about the objectives and methodology of the project, took part in business model analysis sessions, and collaborated in co-creation activities that provided feedback on the refinement of the BMI Lab framework. This enabled the consortium not only to gather insights through fieldwork but also to serve as a dissemination channel since the preliminary and final project results were made available to enterprise owners and managers. Such pilots will consolidate trust, enhance innovative business model awareness among SMEs, and also form a basis for future cooperation beyond the life of the project through positioning BMI Lab as a practical tool for sustainability, competitiveness, and strategic transformation of the hospitality industry.

3.3. Online Communication and Dissemination Activities

REMODEL's digital visibility has been continuously strengthened through the project website and social media platforms.

3.3.1 Project Website

The official website of the REMODEL project has been published at <https://projectremodel.eu> and has been designed as the central digital platform for all communication, dissemination, and visibility activities of the project. The site has been structured in full compliance with the European Commission's "EU Visibility and Communication Guidelines". As planned in the project, the website was launched and became fully operational in the third month of the project. Since then, it has been updated regularly. The website includes the sections shown below.

Figure 2: Project Website



About section: The "About" section of the website is an information hub that introduces the overall structure, objectives, and organizational framework of the REMODEL project. The five sub-sections under this heading - namely, Project, Work Packages, Consortium, Project Management, and Project Team - present the conceptual, operational, and institutional dimensions of the project in a holistic way.

The "Project" sub-section describes the aim, vision, mission, values, and target stakeholders of REMODEL, underlining its focus on developing the research capacity of BUU and innovative business models in the accommodation sector of Turkey. The "Work Packages" sub-section explains the work packages that constitute the structure of the project, the objectives, and expected outputs of the work packages, and offers a brief overview of the lead partner and main activities of each work package. The "Consortium" section, on the other hand, introduces the project partners - namely BUU (coordinator), ULE, and ATU - and describes the fields of expertise and roles that each has played within the frame of the project. The "Project Management" sub-section provides information about project coordination, while the "Project Team" page introduces the core project team of academics and their responsibilities. In this respect, the "About" section emphasizes that REMODEL is not only an academic project, but a strong model of international research cooperation and project management.

News Section: In this section, news items concerning the project are archived. Therefore, website visitors can easily obtain information concerning the activities undertaken since the commencement of the project.

Training Section: This section presents the main capacity-building activities of the REMODEL project under three headings. The first is "Capacity Building Training". Announcements and summaries of online and face-to-face trainings on scientific writing, innovation, data analysis and sustainability, organised for academics,

researchers and PhD students, are provided here. The second sub-section contains information about the Summer Schools. The themes, speakers, programme flow and visuals of the annually organised summer schools are shared in this part, reflecting the project's aim of building an international learning community.

The third sub-section covers Staff Exchange activities. The staff exchange programs implemented at BUU by the partner universities (ULE and ATU) together with course contents, participant profiles, and experience stories are presented here. This setup makes REMODEL's mission of academic capacity building visible in the digital environment and allows access to activities by stakeholders.

Results Section: This section represents the project outputs and progress and is organized into three sub-sections. First is Deliverables. Under this heading, the reports completed within the project have been published on the website in order according to their work package. However, due to the sensitive nature of some reports, only their completion has been indicated. Public reports have been uploaded to the site and made available as open access.

The second sub-section is Milestones. This section presents the key milestones of REMODEL together with the project timeline. The last sub-section is Project Materials. Brochures, posters, factsheets, and visual promotional materials are presented here, creating a communication archive in line with EU visibility standards. This section documents the scientific and operational progress of REMODEL in traceable format.

Networking Section: This section will highlight the project's networking activities and multi-stakeholder collaborations at the European level. It is divided into two sub-sections. The first describes the sister projects established within the scope of REMODEL. Links to the websites of EQUBUSINESS, SDS4HEI, VERNE, EPIBOOST, 6SAVA, SECRETOUR and GEMSTONE — EU projects with which REMODEL engages in knowledge sharing and synergy building — are provided to facilitate access to these projects.

The second sub-section is Interaction with Organisations and Institutions. Here, this section contains information on institutional relations, protocols and policy collaborations established with national and international stakeholders. Through this page, one can understand that REMODEL is not just an academic project; it also contributes to the sustainable tourism research community.

Academic Writing Platform Section: This is the space for scientific production and sharing created within the dissemination activities of the project. It consists of three sub-sections. The first sub-section will briefly introduce the academics who contribute to the scientific work of the project, who are also part of the REMODEL project team.

The second subsection includes a list of articles, conference papers, and book chapters published or accepted within the scope of the project. The last sub-section contains videos of workshops on academic scientific writing. These videos include online workshop recordings on academic writing and publishing processes. This

platform is a concrete reflection of REMODEL's aim to enhance research quality and support the publication output of early-career researchers.

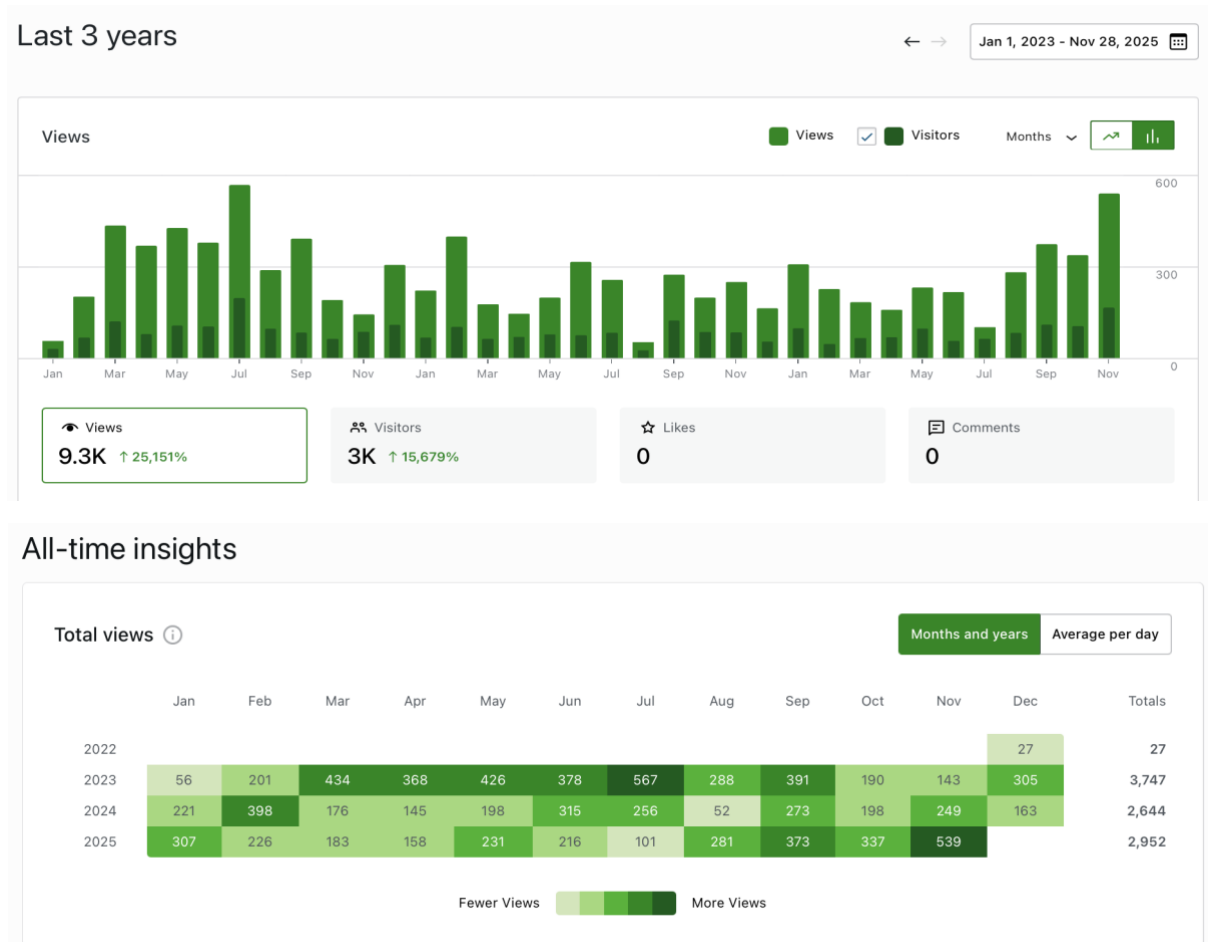
Contact Section: The last section is the Contact page, where there is a contact form provided to post comments and reviews by any user of the website; the project's email address and social media links are also attached.

Table 4: Website Metrics

Platform	KPI (D5.1)	Achieved (Dec.2025)	Description	Target
Website	> 30 News > 2000 Visitors	50 News 2.840 Visitors	Proje başlangıcınının 3. Ayından itibaren aktif olarak faaliyet göstermiştir.	PM, IN-BP, IO, RSC, CS

As can be seen in the table above, in line with the targets set in D5.1, more than 30 news items have been published on the website to date, and the site has reached over 2,000 visitors. Below are the metrics related to the use of the project website.

Figure 3: Website View Data

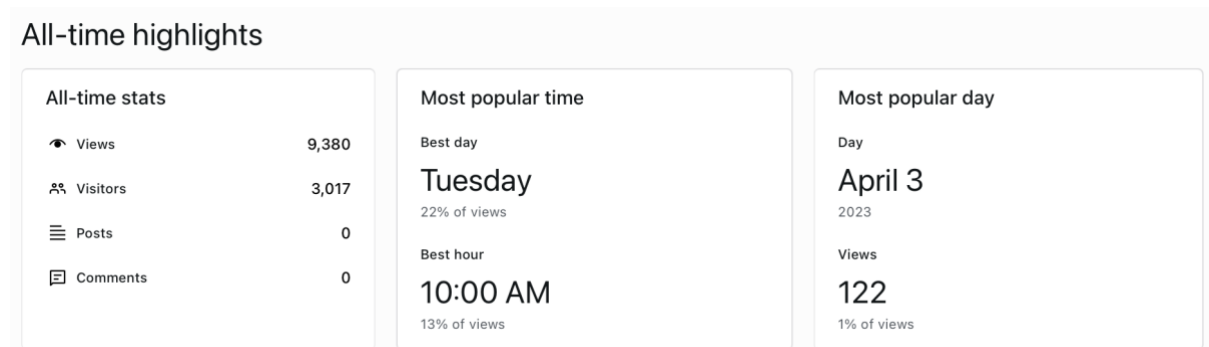


When we examine the three-year pageview data of the website shown above, an overall trend of steady growth becomes apparent. In particular, a visible upward trend started in March 2023, when the website was launched. In 2023, the highest number of pageviews was recorded in April. The communication activities implemented from the very beginning of the project played an important role in this outcome.

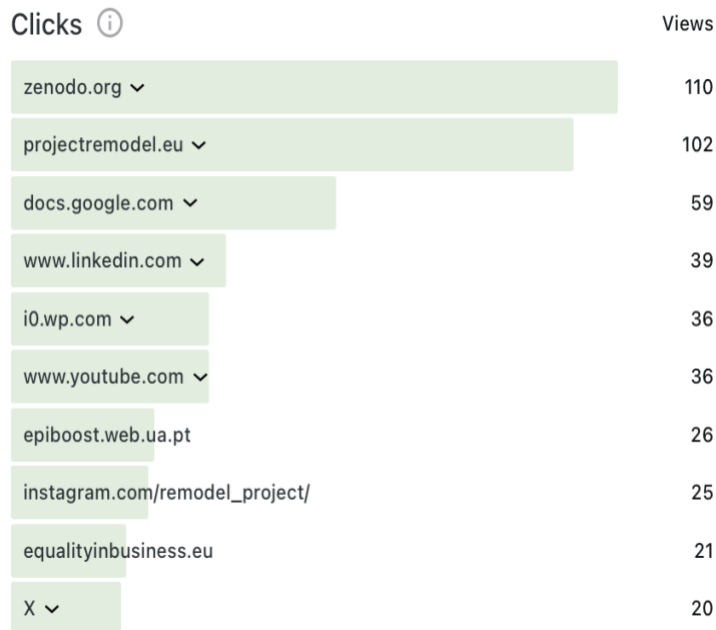
In 2024, although there were periodic fluctuations in traffic volume, notable increases were observed in February and July. This situation is related to the training content shared during those periods. In 2025, a renewed upward trend was seen especially in September, largely driven by the summer school organised by BUU. However, a general decline was observed during the summer months. This suggests that user behaviour is influenced by seasonal effects or dynamics related to the academic calendar.

The data for the last three years confirm a clear acceleration in site performance. A total of 9,380 pageviews and 3,017 visitors were recorded, corresponding to growth rates of 25.15% in 2024 and 15.63% in 2025. This increase may be directly related to project events, social media integrations or content updates that have enhanced the visibility of the website. The website has continued to operate as a permanent tool for engagement with the target audience.

Figure 4: Website Visitor Data



All-time statistics show that the site has been successful in reaching a specific target audience and has built a regular user base. The fact that the day with the highest engagement is 3 April 2023, with 122 pageviews recorded on that date, is linked to the intensive communication strategy pursued in March, when the website was launched. In addition, the finding that visitors are most active on Wednesdays and that peak traffic occurs at 12:00 indicates that users access the site during working or academic hours. This suggests that strategically scheduling the publication of content to coincide with these time slots could further increase reach.

Figure 5: Website Clicks Data

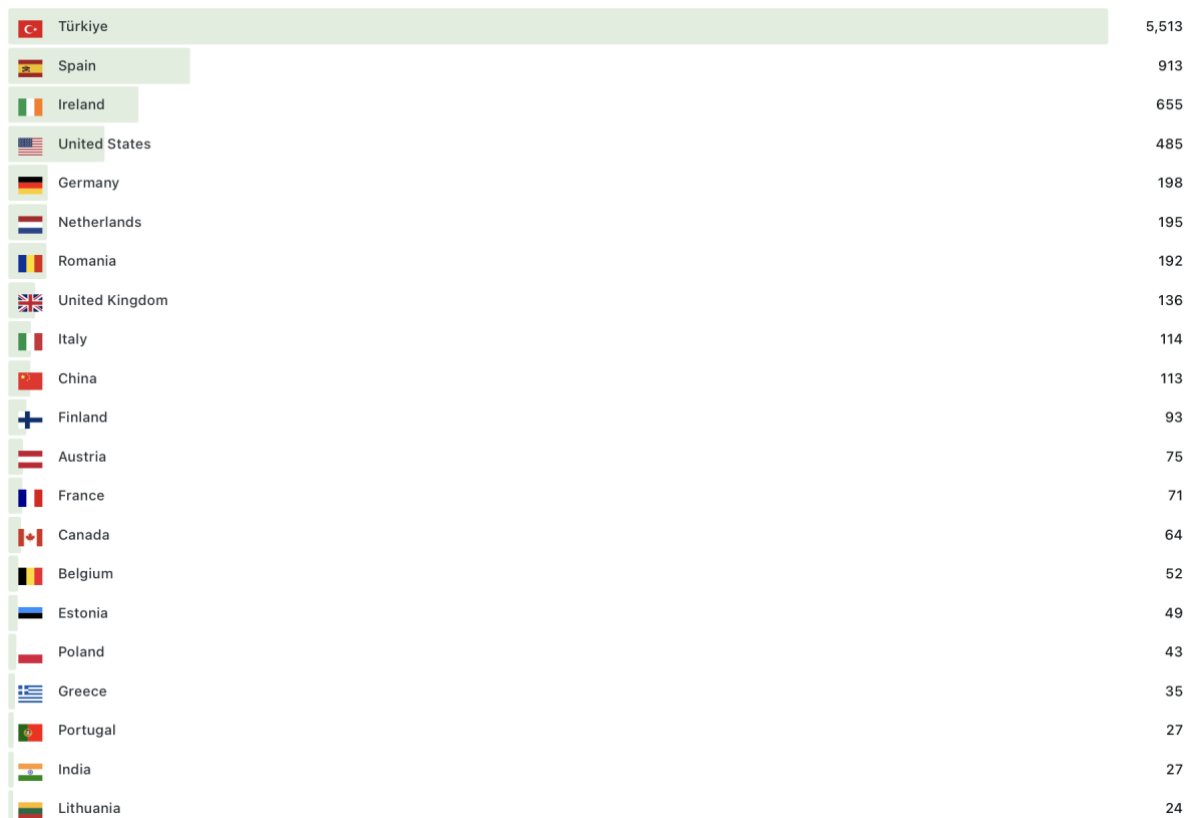
Detailed analysis of click and download statistics for the website show that the most accessed content within the project are the articles and conference papers published on Zenodo. This would therefore indicate that REMODEL is followed not only by the project partners themselves but also by a wider scientific community, with a particular demand for its academic outputs. After the publications hosted on Zenodo, the second most accessed content group involves project

deliverables. Interest in these deliverables reveals that REMODEL's outputs have provided not only theoretical work but also practice-oriented guidance and reference material and have thus been regarded as reusable sources of information by policy makers, researchers and practitioners.

Participation forms for the trainings rank third in this respect: it thus emphasizes the fact that the website is not just a passive medium of information transfer but also a working "interaction platform" for event registration, participant management, and the organisation of capacity-building activities.

Moreover, the website has been able to work effectively as a bridge in taking users to the social media accounts of the project. Users access LinkedIn, Instagram, and X from the website to engage in longer-term and multi-channel interactions within REMODEL's digital ecosystem.

Eventually, the links to the websites of sister projects show that the REMODEL website also plays a clustering and networking role: visitors can reach projects with a similar theme and participate in knowledge and experience sharing at the European level. Taken altogether, these findings suggest that the REMODEL website has become a strategic digital hub enhancing the visibility of scientific content as well as strengthening the project's network.

Figure 6: Distribution of Website Visitors by Country

On the other hand, from a geographical distribution point of view, a significant number of visitors come from Türkiye with 5,055 pageviews, demonstrating that this website has a good level of local or regional visibility in the country of the project coordinator. The remarkable traffic contributed by Spain with 818 and Ireland with 645 also reflects the contribution of the other project partners to the dissemination of the project. Accesses from several regions, including the United States, Germany, and the United Kingdom, also show that the website maintains high potential for international reach.

Overall, website performance is positive in both content access and the diversity of its visitor base. The temporal analysis of user behaviour provides valuable insights for shaping access strategies: posts shared on Wednesdays and during lunchtime generate higher levels of engagement. Besides, the high number of clicks on project- and research-based links support the fact that the website serves as a knowledge-centred interaction space. These findings suggest that, based on timing, content type, and target group-oriented planning, the potential of the website regarding access might be further improved in the future.

3.3.2. Social Media Engagement

Social media accounts, through their regular updates and active use, played a significant role in engaging the community and enhancing the visibility and access of the REMODEL platform. Those channels were mainly used to inform stakeholders about the project activities and results, raise public awareness, encourage discussions

on needed transformations within the industry, and actively involve target groups in the planned actions. Each partner used different social media platforms to effectively reach specific audiences. The official social media channels of REMODEL included: LinkedIn, Instagram, Twitter, and YouTube.

The chief aim of the social media strategy has been, on one hand, to increase the visibility of the project outputs and, on the other, to establish the brand REMODEL as a lasting actor within the research and innovation ecosystem across Europe. A common language was created in social media posts by predominantly using the following hashtags:

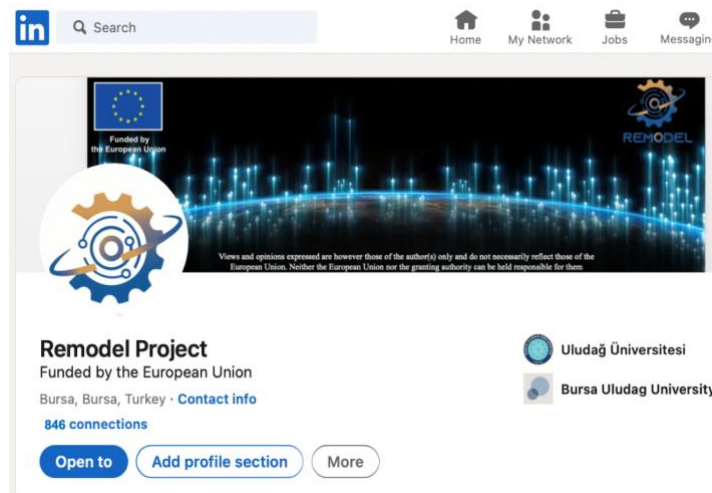
As shown in the table below, the social media strategy of the REMODEL project has been implemented according to the targets set in D5.1 and all the performance indicators foreseen by the end of the project have been successfully achieved.

Table 5: Social Media Platforms Used and Performance Indicators

Platform	KPI (D5.1)	Achieved (Dec.2025)	Description	Target
LinkedIn	50 post 500 followers	115 post 845 followers	It was the most active social media platform within the project.	PM, IN-BP, IO, RSC, CS
Instagram	50 post 500 followers	115 post 500 followers	Announcements on project activities, visual content and reels videos stood out.	PM, IN-BP, IO, RSC, CS
X (Twitter)	50 post 200 followers	95 post 613 followers	Project news, event announcements and partner interactions were shared.	PM, IN-BP, IO, RSC, CS
YouTube	6 video 100 View >40 comments	6 video Ortalama 180 izlenme/v	Promotional and training videos received high engagement.	PM, IN-BP, IO, RSC, CS

3.3.2.1 LinkedIn

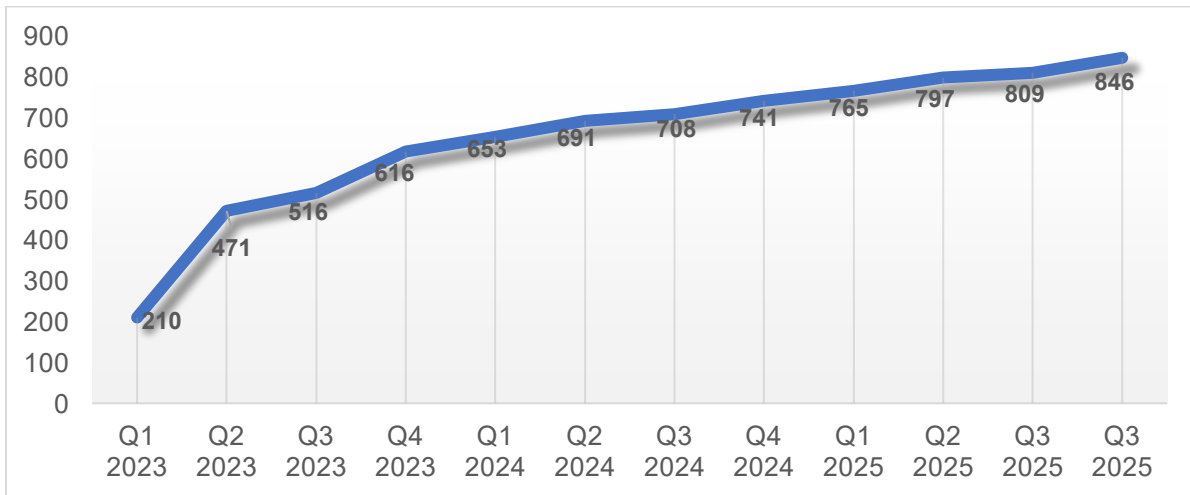
Figure 7: Project LinkedIn Account



The LinkedIn platform has been the most active and effective social media tool of the project. The LinkedIn account of the REMODEL project was used for announcements regarding project activities, meetings, visits, and similar events, which were shared to increase the visibility and awareness of REMODEL. The REMODEL LinkedIn account is presented in the Figure 7.

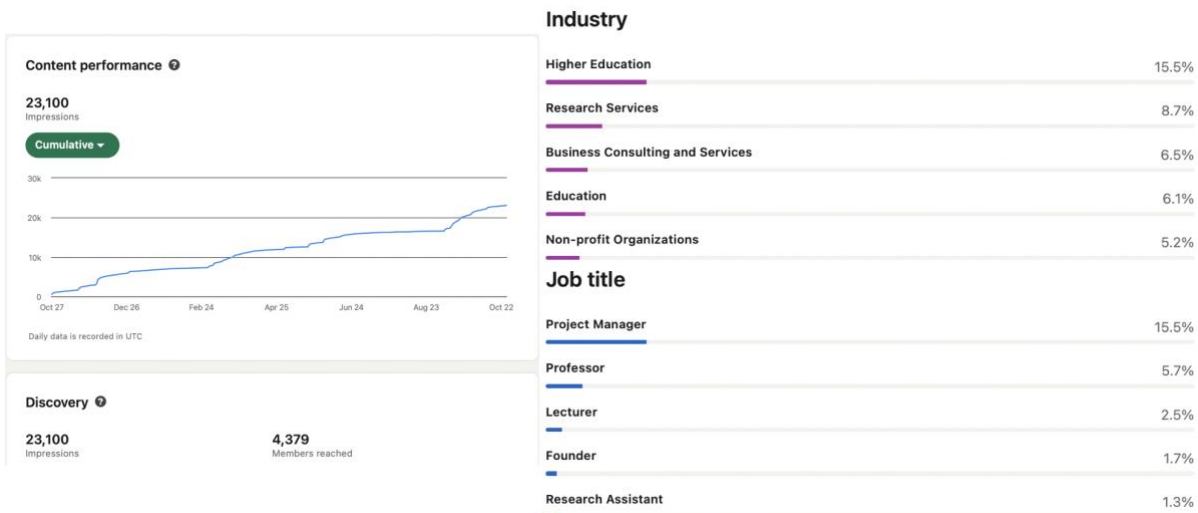
On the REMODEL LinkedIn account, 115 posts were shared and 846 followers were achieved by the end of the project. LinkedIn, which is the project’s social media account with the highest number of followers, reached 210 followers within the first three months of the project. The graph below shows the number of followers in each quarter.

Graph 1: Followers Growth Chart for LinkedIn



Through the project’s LinkedIn account, a considerably wide audience has been reached. REMODEL posts were viewed 23,100 times in 2025 alone, reaching a total of 4,379 accounts. In this respect, the follower base reached via LinkedIn is quite extensive, in line with the targets set in D5.1. The sectoral and professional distribution of REMODEL LinkedIn followers is presented in the figure below.

Figure 8: LinkedIn Account Metrics

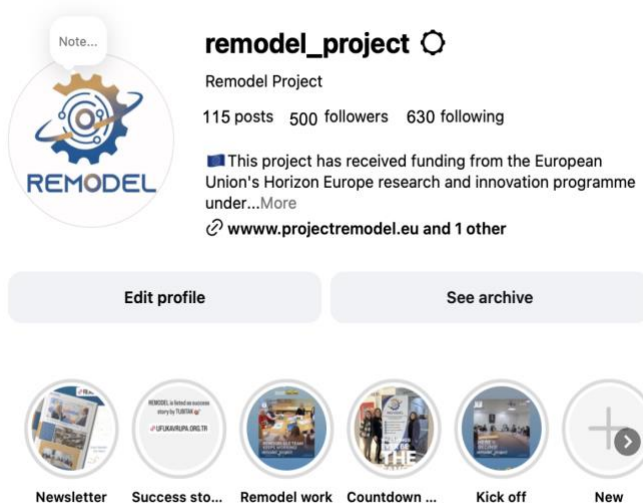


This figure shows that the REMODEL LinkedIn account has achieved steady, continuous growth in visibility, reaching 23,100 impressions and 4,379 unique

members. The audience is concentrated in Higher Education, Research Services, Consulting, and Education, with leading job titles such as Project Manager, Professor, Lecturer, Founder, and Research Assistant—clear evidence that the content is reaching the intended academic and project-management-oriented target groups.

3.3.2.2 Instagram

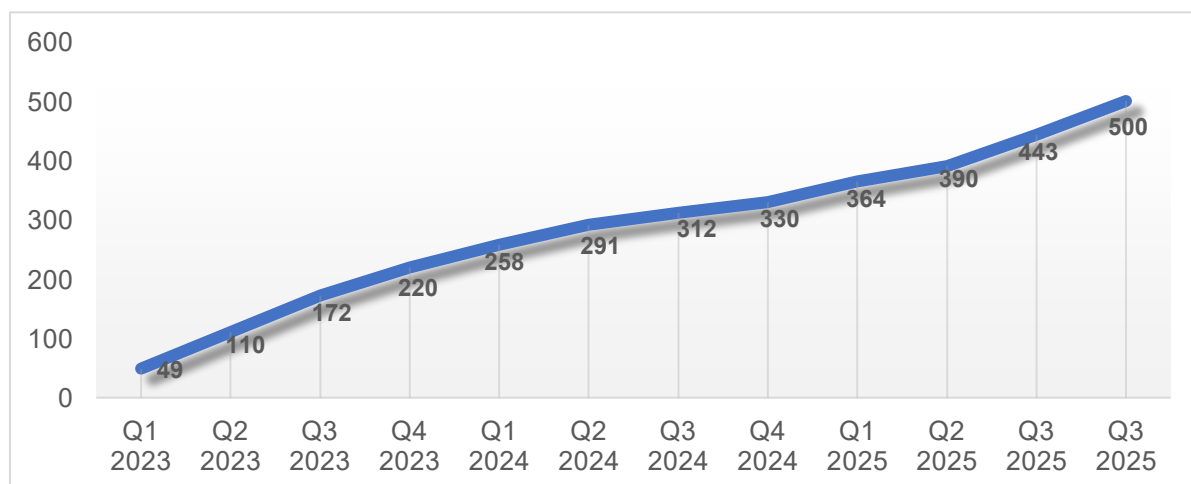
Figure 9: Project Instagram Account



The Instagram account was also used for announcements regarding project activities, meetings, visits, etc., which were shared in order to increase the visibility and awareness of the REMODEL project. On this REMODEL Instagram account, 115 posts were shared and 500 followers were achieved by the end of the project. The REMODEL Instagram account was presented in Figure.

The number of followers of the project’s Instagram account has steadily increased since the start of the project, reaching the follower target set in D5.1. The graph below shows the number of followers in each quarter.

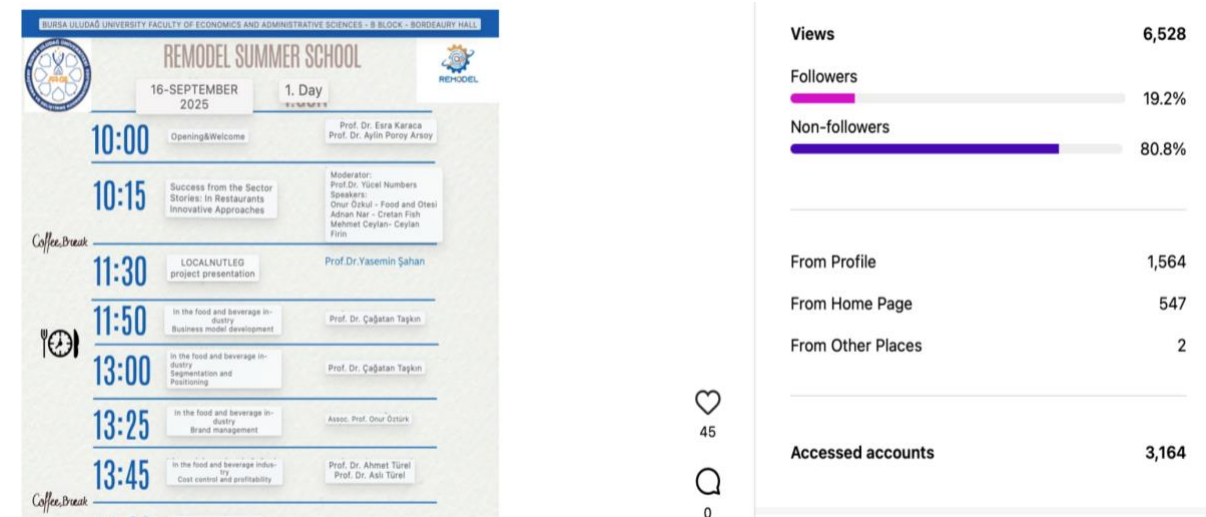
Graph 2: Followers Growth Chart for Instagram



Posts shared on the project’s Instagram account generally have significantly higher view rates than the number of followers. The average number of views per post is around 800, and this figure is even higher for posts related to events organised in collaboration with other partners.

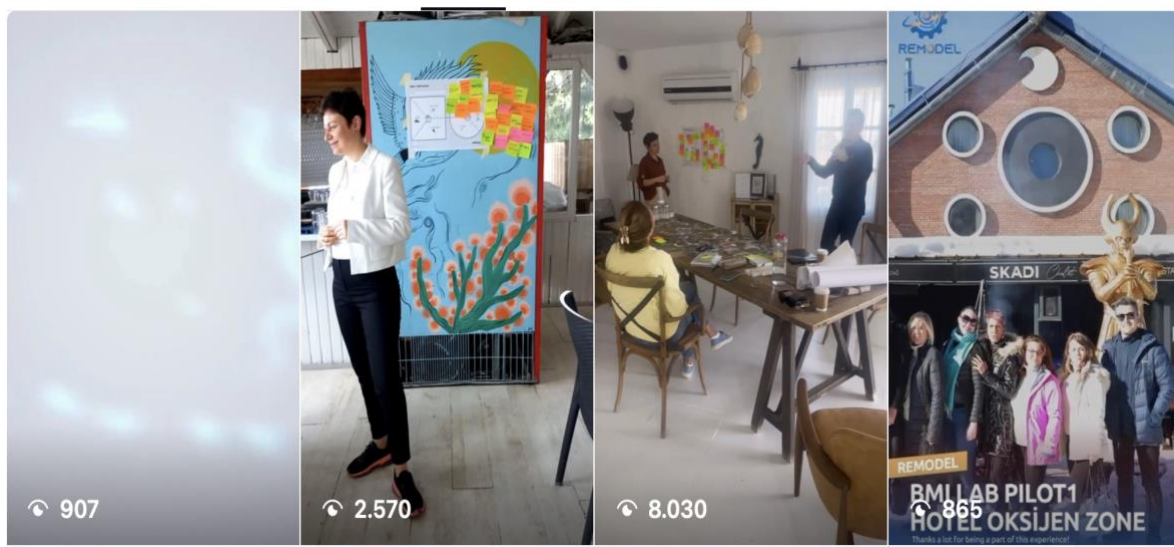
Among all posts shared over the three-year period, the one with the highest number of views is the announcement of the summer school organised by BUU, with a total of 6,528 views. This clearly shows the contribution of these posts to reaching a wide audience for the summer school.

Figure 10: Most Viewed Post on Instagram Account



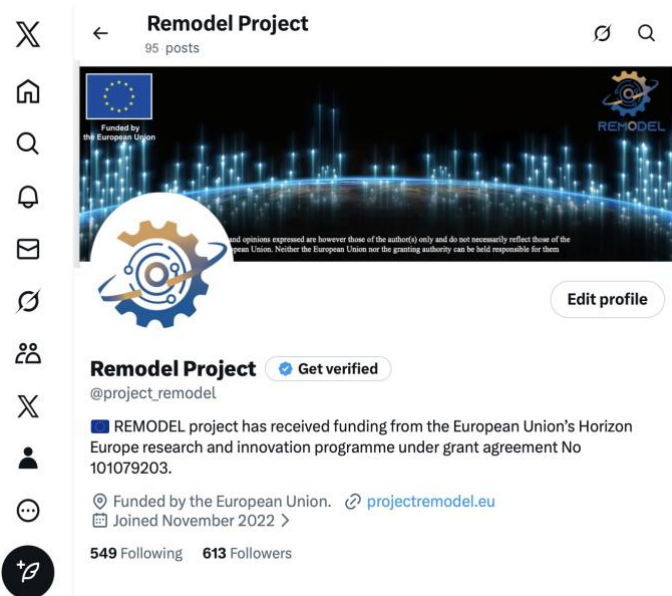
In addition, 24 reels videos were shared on Instagram. These reels were also the most popular posts. Over three years, these posts reached a total of 23,956 views, with an average of 998 views per reel, while the most viewed reel was watched 8,030 times. The videos related to BMI Lab activities attracted the greatest interest, indicating that these videos successfully reached the hospitality sector.

Figure 11: Reels on Instagram



3.3.2.3 X Platform (Twitter)

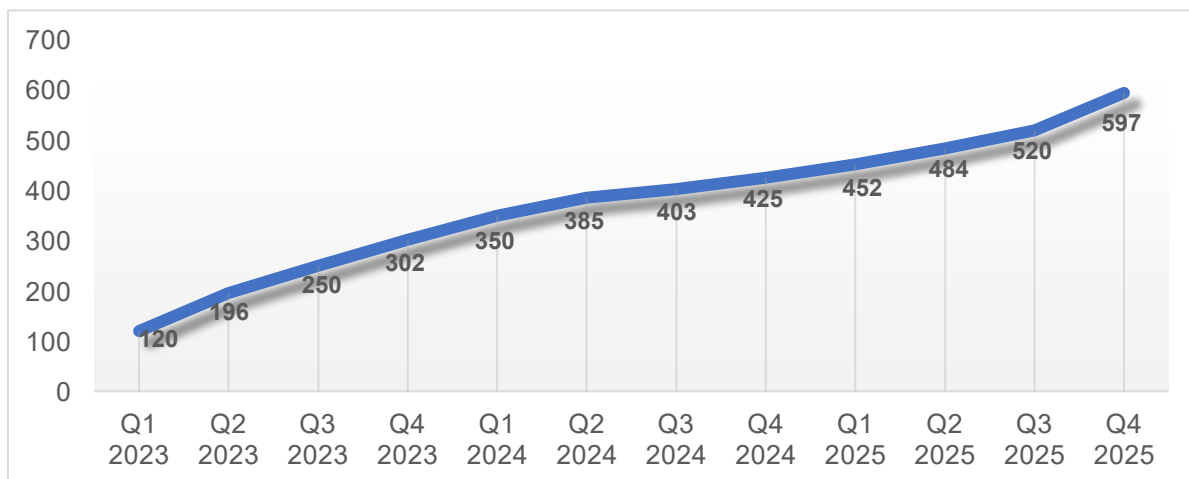
Figure 12: Project X Account



The X account of the REMODEL project which was launched at the beginning of the project and has been active for three years, was used for announcements regarding project activities, meetings, visits, etc., which were shared in order to increase the visibility and awareness of the REMODEL project. On this REMODEL X account, 92 posts shared and 597 followers achieved by the end of the project. The REMODEL Twitter account is presented in Figure

The number of followers of the project's X account has steadily increased since the start of the project, and it has exceeded the follower target set in D5.1. The graph below shows the number of followers in each quarter.

Graph 2: Followers Growth Chart for X Platform



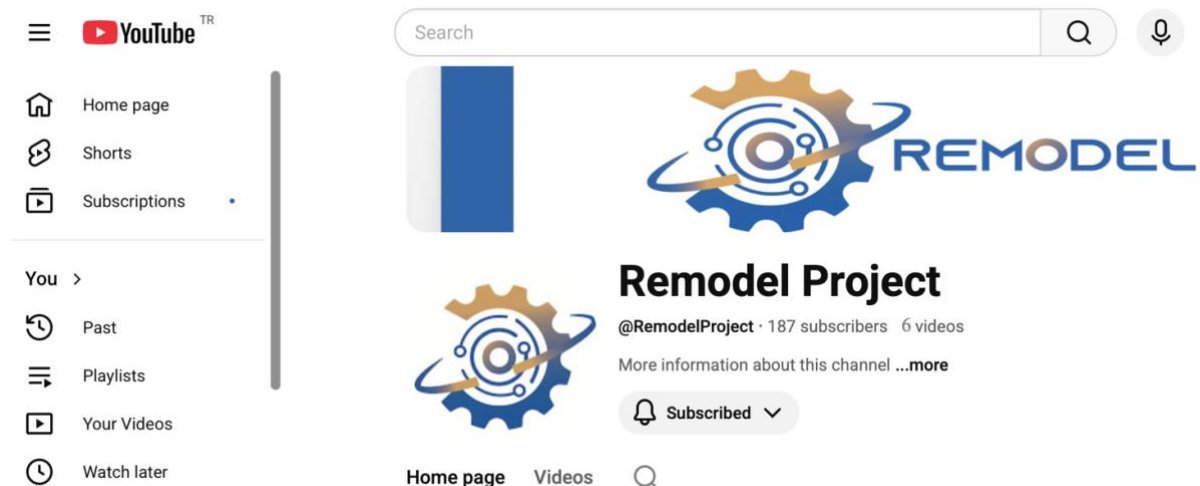
A more detailed analysis of the project's X (Twitter) account shows that 78% of the posts shared contain media (65% photo, 13% video), and that these visual posts attract significantly more interest than text-only content. While media posts receive an average of 245 views, the average drops to around 85 for posts consisting only of text.

Figure 13: Most Viewed Post on X Platform

The most engaging posts, with an average of 320 views, have been the announcements of capacity - building events organised within the scope of the REMODEL project, which indicates that the project has successfully reached its researcher target group. To date, the most viewed post has been the news shared about the stakeholder meeting, which has reached a total of 996 views and therefore a large audience that includes hospitality sector businesses and policymakers.

3.3.2.4. Youtube Videos

The YouTube account of the REMODEL project was used as an online video repository for all videos produced throughout the project. In addition, the team considered and successfully explored the possibility of organizing live streaming sessions with experts to enhance engagement and visibility.

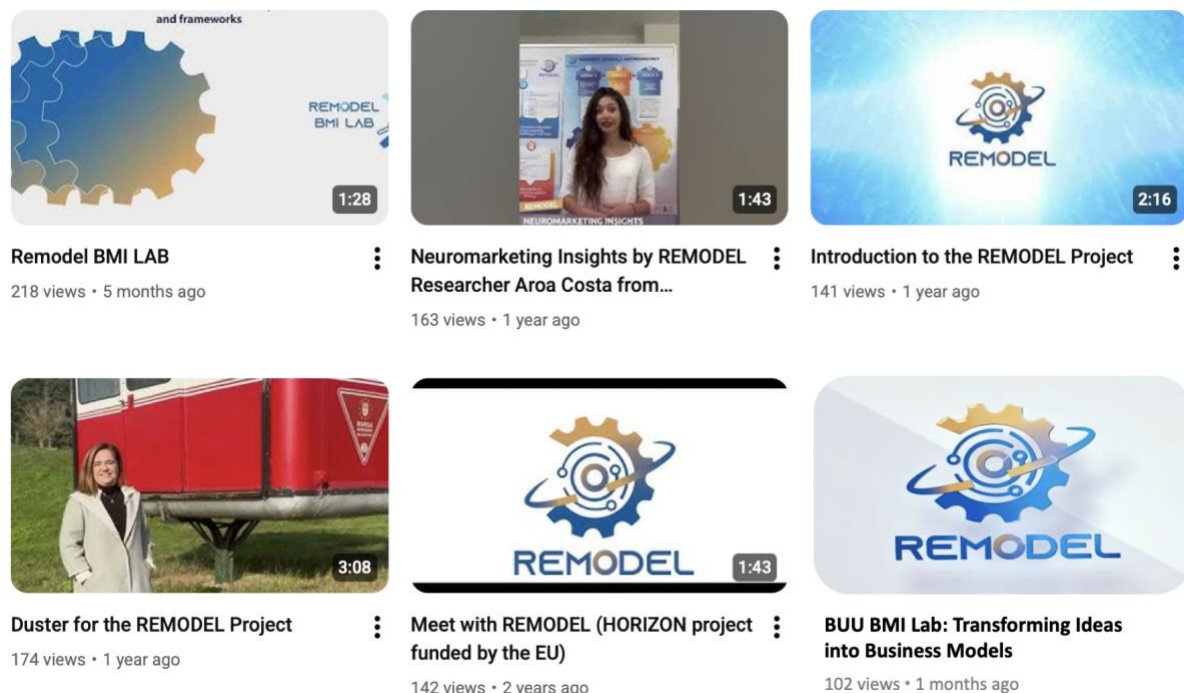
Figure 14: Project Youtube Account

During the project's implementation, one promotion video and five short videos were uploaded to the REMODEL YouTube channel, each aiming to reach a minimum of 100 views by the project's completion. The REMODEL YouTube account, followed by 187 subscribers and illustrated in Figure, was hosted at the following address:

<https://www.youtube.com/channel/UCXpCS9SeHELOebX37QaR3TQ>

As defined in the D5.1 DEC Plan, within the scope of the REMODEL project, one promotional video and five short videos were produced. After completing the first year of the project, BUU prepared a promotional video in animation format. This 2-minute and 15-second video introduced the REMODEL project partners and summarized all the main activities. The video was viewed 151 times and received 40 comments.

Figure 15: REMODEL Project Youtube Videos



In addition, throughout the project, short videos in the form of animations or interviews were produced in collaboration with SMEs in the hospitality sector within the WP4 activities. In this way, the BMI Lab studies and other project activities were presented in a simple and comprehensible manner. The videos were prepared to suit all target groups of the REMODEL project and were published on the project's YouTube channel. As planned, all videos achieved over 100 views and received at least 40 comments, demonstrating their effectiveness. The six videos produced were also presented on the project's official website.

The first short video produced within the scope of the project was created in the 7th month by BUU, featuring REMODEL project staff evaluating the project activities. This video also introduced the BMI Lab visits and trainings carried out within the project, as well as the staff exchange activities. The video was viewed 150 times and received 40 comments.

The second short video was the "Questions for the REMODEL Project" video, produced with the participation of almost the entire REMODEL staff. Prepared by BUU and designed in an entertaining format, this video presented the team's thoughts about the project while introducing the concepts of Business Model Innovation and the BMI

Lab, explaining the scope of BMI Lab activities and areas of work. This video received 176 views and 41 comments.

The third video, prepared by BUU and inspired by the neuromarketing lab at the partner institution ULE, explained the concept of neuromarketing and provided information about its effects on businesses. The video mainly featured an interview with Assistant Professor Aroa Costa-Feito from ULE. It was viewed 167 times and received 40 comments.

The fourth video, prepared by ATU, was an animated presentation explaining the establishment process, purpose, and scope of activities of the REMODEL BMI Lab. Produced in English and presented with Turkish subtitles to ensure accessibility in the coordinator country's native language, this video was the most popular, with 218 views and 54 comments.

In addition, as mentioned earlier, 28 short videos (reels) were shared on the LinkedIn and Instagram accounts. Some of these were viewed by thousands of users. The most viewed reel reached a total of 8,030 views.

3.3.3. E-Newsletter

As foreseen in D5.1, a total of six e-newsletters were published within the scope of the REMODEL project between 2023 and 2025, at a frequency of twice a year. These newsletters were prepared in line with Horizon Europe communication principles and were regularly issued to enhance the project's visibility, document its activities, and strengthen cooperation with the project's stakeholders. Each newsletter focused on activities reflecting critical milestones in the project's progress. In addition, at the end of each issue, project staff shared their reflections on the project.

Table 6: E-Newsletters Performance Indicators

Category	KPI (D5.1)	Achieved (Dec.2025)	Description	Target	Tool/Metric
E-Newsletter	6	6	REMODEL activities	PM, RSC, IO, IN-BP	Website & Social Media Accounts

Through this online bulletin, the REMODEL target groups were kept informed about project activities. All newsletters were designed in accordance with EU visual identity rules, using the project's corporate colour palette. Published in English on the project website and announced via social media accounts, these newsletters were delivered to a stakeholder network of approximately 500 people. Detailed information on the newsletters is provided below.

Figure 16: REMODEL E-newsletters



Newsletter 1 – Introducing REMODEL: Published in the 6th month of the project, the first newsletter introduced the overall objectives of the project, the structure of the consortium, and the main work packages. The kick-off meeting was particularly featured in this issue. Furthermore, first staff exchange activities and capacity building trainings, the visit to ATU Dice Lab, the initial steps taken for collaborations, completed deliverables and accepted and to-be-presented conference papers were briefly presented.

Newsletter 2 – Building the Foundations: The second newsletter was published in December at the end of the first year and documented in detail the main milestones of REMODEL's first year. By presenting the visit to ULE's Neuromarketing Lab and the subsequent development of BMI Lab plans at BUU, REMODEL's first online summer school with about 70 participants from 16 countries, the online capacity-building trainings, the first two modules of the Business & Leadership Programme, the panel held at the 2nd Bursa Gastronomy Festival, ongoing collaborations, and conference

papers presented by project staff, the newsletter strengthened the project's visibility in both academia and the business world.

Newsletter 3 – Expanding Horizons: This issue was published in the 18th month of the project and reflected the strengthening of international collaborations and field applications. REMODEL staff exchange activities, the Business & Leadership Programme, capacitybuilding trainings, the summer school on “Sustainable Rural Tourism” hosted by ATU, new collaborations, the first pilot implementation for the BMI Lab, and various conference presentations were featured in this newsletter. The issue underlined the reinforcement of REMODEL's scientific capacity and the first moves regarding the establishment of the BMI Lab.

Newsletter 4 – Collaborating for Sustainable Impact: The fourth newsletter, published at the end of the second year, covered the period that corresponded to the maturity phase of REMODEL, when sustainability-oriented collaborations were on the rise. Once more, the issue covered the continuous activity of staff exchange, the Business & Leadership Programme, and the capacity-building trainings. Conference papers were presented, along with hotel visits where innovation activities were carried out within the BMI Lab with the participation of ATU and ULE, as well as collaborations with Gököz Natural Park and Artıç Hotel for the pilot studies of the BMI Lab, and other institutional collaborations. This edition helped REMODEL's local policy impact and field applications gain recognizability at an EU level.

Newsletter 5 – From Research to Real-World: This fifth newsletter, which was issued during the 30th month of the project, concentrated on the BMI Lab outputs. In addition to information on the final staff exchange activities, conference papers presented at different symposia, and completed publications, this issue briefly described the activities of the BMI Lab carried out in hotels and restaurants. It showed how REMODEL had developed into a model project at the European level by connecting scientific knowledge production with practical solutions.

Newsletter 6 – REMODEL Impact: The final issue, which was published in December right after the final meeting of the REMODEL project, is the most comprehensive edition documenting the ultimate impacts of the project. This newsletter presented the summer school organized by BUU with a high number of participants, activities carried out within the scope of the BMI Lab, completed publications, and details about the REMODEL Final Conference.

The REMODEL newsletter series grew over three years into an integral communication tool that captured the evolution of the project—from idea to infrastructure, from infrastructure to the field, and from field applications to lasting impact. All along this progression, the newsletters have served not only as a means of passing on information but also as a knowledge-sharing platform that stimulated stakeholder participation and enhanced REMODEL's academic and sectoral branding.

3.4. Printed and Digital Dissemination and Communication Tools

REMODEL project's visual promotional materials were prepared in a consistent way that reflects the project identity. The coordination of these materials was carried out by BUU, the WP5 leader. ULE and ATU also provided support in the preparation of the materials. The completed materials are as follows:

3.4.1. Brochures

In all 4 brochures prepared during the project, the main objective was to present the most essential information about the project in the most effective way. The brochures prepared by the BUU team were designed to enable stakeholders to access the most concise and striking information about the project. Between 150 and 250 copies of each brochure were printed, and all of them were distributed to the target group.

Table 7: Brochure Metrics

Category	KPI (D5.1)	Achieved (Dec.2025)	Description	Target	Tool/Metric
Brochures	4	4	REMODEL Introduction (Turkish-English)	PM, RSC, IO, IN-BP, CS	250 Printed - Website
			Capacity building training 2024	RSC	150 Printed - Website
			BMI Lab (process)	PM, RSC, IN-PB	200 Printed - Website
			Results REMODEL	PM, RSC, IO, IN-BP, CS	250 Printed - Website

Figure 17: REMODEL Introduction Brochure



REMODEL Introduction Brochure: At the beginning of the project and prior to the kick-off meeting, an introductory brochure was prepared and printed by BUU in both Turkish and English. It was printed three times throughout the project period and distributed during various events to introduce the project to all target groups.

Capacity Building Training Brochure: At the beginning of the second year of the project, in February, a brochure was prepared and printed exclusively in English through the partnership of BUU and ULE. The brochure was primarily distributed to Research and Science Communities and promoted the trainings conducted during the project.

BMI Lab Process Brochure: This brochure was prepared in English in cooperation with ATU and BUU in December 2024 to present the activities of the BMI Lab, which was established within BUU. It was distributed to Research and Science Communities as well as Industry and Business Partners.

REMODEL Results: This brochure was prepared in English at the end of the project to highlight its outcomes. It was distributed to all target groups in partner countries through all project partners, ensuring the dissemination of the REMODEL project results.

3.4.2. Booklets

Booklets are of particular importance in the project's DEC strategy, as they provide more detailed information about the project compared to other tools. In order to inform project stakeholders, 3 booklets were prepared during the project period. Each booklet was printed in 200 copies and all of them were distributed to the relevant target audience.

Table 8: Booklet Metrics

Category	KPI (D5.1)	Achieved (Dec.2025)	Description	Target	Tool/Metric
Booklets	3	3	REMODEL Introduction for stakeholders	PM, RSC, IO, IN-BP, CS	200 Printed
			Business and Leadership Program	RSC	200 Printed
			Summer Schools	PM, RSC, IN-PB	200 Printed

REMODEL Introduction Booklet: Completed in Turkish by BUU in April 2023, this booklet was printed and used to promote the project to all target groups in Türkiye, including Policy Makers, Research and Science Communities, International Organizations and Institutes, Industry and Business Partners, and Civil Society.

Business & Leadership Program Booklet: Prepared in English by ATU in October 2024, this booklet was printed by both ATU and BUU and was mainly distributed to Research and Science Communities.

Summer Schools Booklet: This booklet, prepared by ULE, provided information on the summer schools implemented during the project. It was distributed by all partners to Research and Science Communities and Industry and Business Partners.

3.4.3. Banner (Roll-Up) and Posters

Figure 18: Remodel Project Banner



At the very beginning of the project, a banner was prepared for use at the coordinating institution BUU, and this banner was used at all events held at BUU. This banner, which includes the project logo, the logos of the project partners, the EU logo and the acknowledgement, also features links to the social media accounts and the QR code of the project website so that event participants can easily access further information. The banner was designed in line with the project's Branding and Visual Identity Guide. Throughout the project, the banner served as the visible face of REMODEL.

In addition, 6 posters were prepared during the project. All posters, with their eye-catching designs and clear messages, successfully attracted the attention of the target audience. In this respect, they are among the most effective DEC tools of the project. Initially, four posters on the REMODEL overall methodology, REMODEL work packages, BMI Lab and Capacity Building Training were prepared by the BUU team prior to the kick-off and presented to different target groups in all face-to-face project activities. These posters have been

published on the project website since its launch. At the end of 2024, the 5th poster explaining the BMI Lab methodology was prepared with the contribution of ATU and printed by BUU. This poster, in particular, attracted great interest from participants during the summer school held in Türkiye in September 2025.

The final poster was prepared by BUU before the final meeting. Summarising the REMODEL key exploitable results, this poster was presented at the final meeting and during the subsequent visits to policy makers. The poster, which received significant interest from all stakeholders, was also published on the project website.

Figure 19: Posters of REMODEL



In the 4th month of the project, two foam boards featuring the project logo were produced by both ATU and BUU. These foam boards were used especially during project meetings and trainings in order to increase the visibility of the logo.

Figure 20: REMODEL Foam Board

The metrics related to the banners and posters that were produced in printed form within the scope of the project are summarised in the table below.

Table 9: Posters ve Banner Metrics

Category	KPI (D5.1)	Achieved (Dec.2025)	Description	Target	Tool/Metric
Posters	6	6	<ul style="list-style-type: none"> Remodel overall methodology Remodel workpackages Capacity Building Training BMI Lab BMI Lab Methodology REMODEL Results 	PM, RSC, IO, IN-BP, CS	1 Printed & presented 500 > attendance > 150 Web Sitesi
Banner	1	1	REMODEL Project	PM, RSC, IO, IN-BP, CS	1 Printed & presented Attendance > 500 Web Sitesi
Foam Board	1	2	REMODEL Logo	PM, RSC, IO, IN-BP, CS	2 printed foam board Attendance > 100

3.4.4. Factsheet and Infographics

Throughout the REMODEL project, four informative and interaction-oriented factsheets were prepared. These materials were designed as key communication tools to support the delivery of information to target groups at different stages of the project.

Each of them was prepared in English in line with EU visibility standards and was published both on the project website and on social media accounts, thereby reaching a broad audience. The metrics regarding the target groups for the factsheets and infographics are summarised in the table below.

Table 10: Factsheets an Infographics Metrics

Category	KPI (D5.1)	Achieved (Dec.2025)	Description	Target	Tool/Metric
Factsheets	2	4	Factsheet 1 – Project Overview and Objectives	PM, RSC, IO	Website Social Media > 1.000 impressions
			Factsheet 2 – Capacity Building Trainings	RSC	Website Social Media > 450 impressions
			Factsheet 3 – Hospitality Sector Analysis in Türkiye	PM, IN-BP	Website Printed > 250
			Factsheet 4 – The Results of Scientific Studies	RSC, IO	
Infographics	2	2	Infographic – BUU BMI Lab Created by REMODEL	PM, IN-BP	Website Printed > 250
			Infographic – BMI Lab: Pathways to Sustainable and Innovative Business Models	PM, IN-BP	Website Social Media > 500 impressions

Within the REMODEL project, a total of four informative and engagement-oriented factsheets were prepared. These materials were designed as the main communication tools to support the dissemination of information to target groups at different stages of the project. Each of them was prepared in English, in line with EU visibility standards, and was published both on the project website and social media accounts, reaching a wide audience. The metrics for the target groups of the factsheets and infographics are summarized in the table below.

Prepared by BUU were three factsheets covering general project introduction, training activities and sectoral assessment and scientific results. The fourth was prepared by ULE. The factsheets were designed to present key project aspects and their interlinkages in clear, visually appealing schematic format that would help the stakeholders get an easier understanding of the project.

Factsheets about the project introduction and training activities were completed by the end of the first year. The third factsheet, focusing on the hospitality sector in Türkiye, was published at the end of the second year. The last factsheet, linked to the scientific

results of the project, was prepared at the end of the project. All factsheets have been shared both on social media and the website of the project.

Factsheet 1 - Project Overview and Objectives: The first factsheet, which came out at the beginning of the project, introduced the general structure of the REMODEL project, including objectives, work packages, and its governance structure. It included the project's objectives, the structure of the work packages, management organigram, and basic financial information. The main target groups that this factsheet wanted to reach were PMs, RSCs, and IOs. This factsheet established REMODEL as the strategic capacity-building action for innovative business model research in Türkiye by clarifying the institutional identity of the project. More visibility has been achieved among EU institutions, and the LinkedIn posting has received more than 1,000 interactions.

Factsheet 2 – Capacity Building Trainings (WP2): This factsheet informed about the capacity-building activities in WP2. It provided detailed information about ULE and ATU training programs, such as schedules, duration, and trainer profiles. The main target group was RSC. This factsheet strongly supported the professional promotion of the trainings and considerably contributed to academic visibility. Social media posts got around 500 views. This factsheet directly supported the “knowledge transfer and capacity building communication” objective outlined in D5.1.

Factsheet 3 – Hospitality Sector Analysis in Türkiye (WP4): The third factsheet was produced in the implementation phase – M24–M30 – and provided extensive data on the current state of the hospitality sector in Türkiye, including tourism revenues, visitor profiles, accommodation infrastructure and sectoral dynamics. The primary target groups were PM and IN-BP. The factsheet raised awareness among policy makers and business actors by disseminating field data. It was published on the project website and presented in meetings with policy makers in printed form. The data included in this factsheet also formed reference material for deliverables D4.2 and D4.3, based on WP4 analyses.

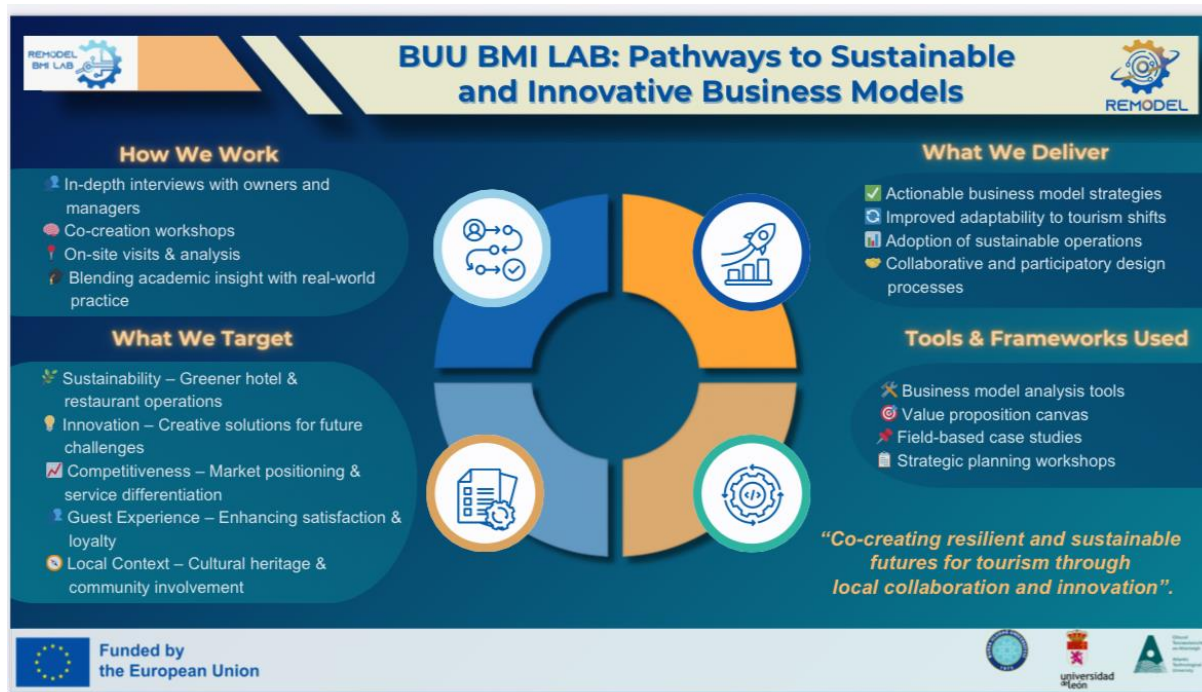
Factsheet 4 - The Results of Scientific Studies (WP3): The fourth factsheet, prepared by ULE during the end of the third project year, was to emphasize REMODEL's scientific output. It acted as a "scientific showcase" and summarised the academic as well as practical impact of the research results of the project. It presented the articles produced within the project, conference presentations, and published books, book chapters. The main target audiences were RSC and IO. After being published on the website and social media channels, close to 500 views were reached. It allowed access to knowledge in a simple, visual, and accessible format for academic communities and professionals in the sector.

The factsheet series was part of the concrete, measurable elements of the three-year communication strategy of REMODEL. These tools were used not only to share information but also to communicate with target groups, representing the practical application of the "multi-channel communication approach." Accordingly, REMODEL

established itself as not only a research project but also as a platform that transforms scientific output into public communication.

Infographics, by contrast, are presentation tools designed to make data more comprehensible with the help of graphic-supported visualization. This format is way more memorable and effective since one receives a great deal of information in a very short time without feeling bored or monotonous. Simplifying complex and dense information, infographics were used during the promotion and dissemination of project activities for the REMODEL project. For academic and professional audiences alike, infographics were tools that “facilitate learning and support visual memory,” adding to the visibility of the project. Both infographics were prepared digitally in September 2025 and published on social media and the project website.

Figure 21: Infographic about Activities of the BMI Lab



Infographic 1 – BUU BMI Lab Created by REMODEL: Prepared by project partner ATU, this infographic visually summarised the BMI Lab methodology and value-creation processes for SMEs. Its main theme emphasised the need for holistic business model changes to strengthen competitiveness and value creation in small and medium-sized enterprises. Under the theme “Setting a foundation for innovation,” it introduced innovative tools designed to help companies analyse their operating environment and external factors. This infographic became a milestone in REMODEL’s sectoral communication. Targeting IN-BP and PM, it was published on the website and LinkedIn, receiving nearly 500 interactions.

Infographic 2 – BMI Lab: Pathways to Sustainable and Innovative Business Models: The second infographic was prepared by project coordinator BUU and presented the functioning, goals, methodological tools and outputs of the BMI Lab. By creating a visual narrative that blended academic knowledge with field implementation,

it highlighted REMODEL’s principle of “co-creation.” Summarising the key questions of the BMI Lab: “How We Work, What We Target, What We Deliver, Which Tools & Frameworks Are Used, the main message of the infographic was: “Co-creating resilient and sustainable futures for tourism through local collaboration and innovation.”

Developed primarily for IN-BP and PM, this infographic was published on the website and LinkedIn, reaching more than 500 users. Serving as a visual summary of the BMI Lab methodology, it showcased the innovative dimension of the project and supported the understanding of its field-based learning approach

3.4.5. Leaflets

A total of 38 training and event leaflets were prepared during the REMODEL project as an essential component of the project’s communication and dissemination activities.

These materials were created both to highlight the academic capacity-building activities and to document the learning processes carried out throughout the project.

All leaflets were published on the REMODEL project website (projectremodel.eu) and on the project’s official social media accounts (LinkedIn, Instagram and X), and were made publicly available in line with the open-access principle. In addition, selected leaflets were distributed in printed format during several project meetings and seminars to reach the target groups.

Table 11: Leaflet Metrics

Category	Number of Leaflets	Description	Target	Tool/Metric
Capacity Building Trainings	14	Promotion of the online capacity-building trainings delivered by ULE and ATU.	RSC	Website Social Media > 500 impressions
Business and Leadership Programme	9	Presentation of the Business and Leadership Programme offered to REMODEL staff by ATU in both face-to-face and online formats.	RSC	Website Social Media > 500 impressions
Staff Exchange Activities	12	Sharing information on the visit schedules and course contents of guest lecturers from ULE and ATU.	RSC	Website Social Media > 1.000 impressions
Summer Schools	3	Providing details on the programme flow, speaker profiles, session themes and registration information of the summer schools organised in 2023, 2024 and 2025.	RSC, IN-BP, PM	Website Social Media > 1.000 impressions

Each leaflet was designed in accordance with the REMODEL Branding and Visual Identity Guide. Since the leaflets mostly focused on training activities, researchers

constituted the primary target audience. Only the summer school leaflets were additionally designed to target businesses operating in the hospitality sector and relevant policymakers. Each leaflet reached an average of 500 users directly through LinkedIn and Instagram. The leaflet with the highest reach—1,761 views—was the one presenting the staff exchange activity conducted by George Onofrei from ATU. The leaflets, which were also published on the project website, were further shared across the social media accounts of various stakeholders.

These materials not only served the purpose of sharing information but also made the modular structure and progress of the project's training activities visible. As tools that created initial awareness among participants, the leaflets documented the project's capacity to produce communication and training outputs in line with EU standards, thus directly contributing to the objective of "enhancing the visibility of training outcomes" stated in D5.1. The 38 leaflets produced within the REMODEL Project have been regarded as an exemplary open-access communication practice that strengthens the project's learning component, enhances interaction with target audiences and supports knowledge dissemination.

3.4.6. Podcasts

Within the scope of the D5.1 Dissemination and Communication Plan, two podcasts were planned to expand the reach of the REMODEL project to wider audiences. Podcasts serve as an important digital communication tool designed to present the project's objectives, core activities and emerging results in an accessible format for the academic community, industry stakeholders and the general public.

Podcast 1 – The overview of the project's objective: The project's first podcast was published by Televisión de Castilla y León. Being produced by one of Spain's autonomous public media organisations significantly strengthened the international visibility of REMODEL. It was also published on Spotify. This podcast presented the general aims of REMODEL, the functioning of the BMI Lab and the international collaboration model established within the project. Particular emphasis was placed on the research and capacity-building dimensions of the Turkish–Spanish–Irish partnership.

Podcast 2 – The Impact of WIDERA and REMODEL: The second podcast of the REMODEL project was prepared by ATU that includes an interview with John Andy Bonar – ATU Vice President for Global. The interview focuses on the institutional, local, regional and national impact of WIDERA and REMODEL. This podcast was published on REMODEL Spotify channel and also it can be reach on REMODEL X account.

3.4.7. Articles and Press Release

BUU Press Release 1 – "REMODEL: Strengthening Türkiye's Research Capacity in Innovative Business Models for the Service Sector": This announcement, published on the official website of the Horizon Europe Agency, highlighted REMODEL's vision to enhance the capacity of Turkish higher education institutions

and the service sector in developing innovative business models. The release stated that the BMI Lab to be established within the scope of the project would be the first of its kind in Türkiye; that BUU's research and innovation capacity would be strengthened through its partnership with ULE and ATU; and that a new business model development platform would be created for SMEs. This publication increased REMODEL's visibility at both national and European levels and reinforced its recognition among academia, SMEs and policymakers. Also the succession of REMODEL published on local newspaper and magazines like IHA, Bgazete and Ekometre.

ULE Press Release 2 – Academic Year Report (Memoria Académica 2024–2025):

In Universidad de León's 2024–2025 Academic Year Report, REMODEL is presented as one of the university's key EU-funded projects. The section summarises essential project information, objectives and the structure of the consortium. In this context, the report positions REMODEL within ULE's official communication channels as an EU project that strengthens the university's institutional research capacity.

Figure 22: ULE Press Release 2



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Investigadores del proyecto europeo REMODEL se reúnen desde hoy en la Facultad de Económicas

10 Jul, 2023

Actualidad

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- ▶ Bolsas de trabajo
- ▶ Becas
- ▶ Cursos
- ▶ Sugerencias de difusión

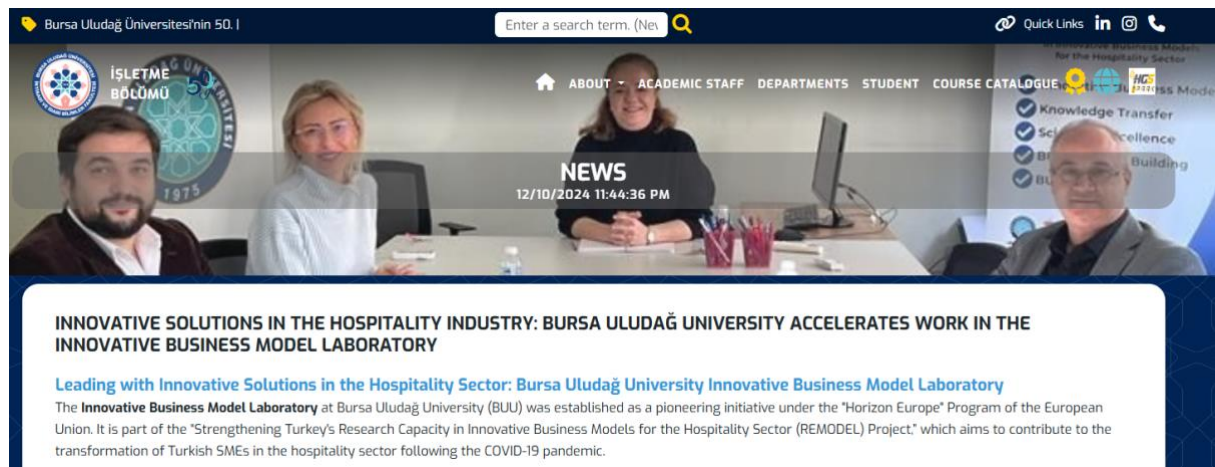
El rector Juan Francisco García Marín, ha recibido esta mañana en el iLab a los representantes de las universidades de Bursa (Turquía), Atlantic Technological (Irlanda) y León que participan en este consorcio cuyo objetivo es fortalecer las habilidades de Investigación e Innovación para avanzar en modelos de negocio en Turquía.

ULE Press Release 3 – REMODEL Consortium Meeting (10 July 2023): The press announcement titled “Investigadores del proyecto europeo REMODEL se reúnen desde hoy en la Facultad de Económicas”, prepared in Spanish, informed the public about the first working meeting of the REMODEL consortium held in León and presented the project's objectives. The release clearly emphasised the overall aim of the project, the strengthening of BUU's R&D capacity through the expertise of ULE and ATU, the establishment of the BMI Lab and the development of innovative business models for ten Turkish tourism SMEs. This bulletin increased awareness of

REMODEL particularly among the academic community, students and the local press, and made the project more visible within the news published on ULE’s website.

BUU Press Release 4 – “Innovative Solutions in the Hospitality Industry”: Published in both Turkish and English on the BUU Department of Business Administration webpage, this press release focuses on innovative solutions in the hospitality sector and introduces the REMODEL/BMI Lab activities within this context. By highlighting REMODEL’s key themes—such as business model innovation, sustainability and customer experience in hospitality enterprises—the bulletin communicated the project’s potential sectoral impact to a broad audience. Its publication in English further strengthened access to both national and international stakeholders.

Figure 23: BUU Press Release 4



BUU Press Release 5 – “BUU BMI Lab: New Collaborations”

This press release, published in English by BUU, introduces the new collaborations that the BMI Lab has developed with local and sectoral stakeholders, including public institutions, tourism associations and businesses. The announcement highlights the joint activities carried out within the scope of REMODEL, field projects and hotel/restaurant pilot implementations, thereby positioning the BMI Lab as a central hub for university–industry–public cooperation. This bulletin has served as an important information tool particularly for sectoral stakeholders and local decision-makers.

Table 12: Press Release Metrics

Category	Link	Content	Target	Tool/Metric
Press Release 1	https://ufukavrupa.org.tr/en/node/3347 https://www.ihacom.tr/bursa-haberleri/-4113089 https://www.bgazete.com.tr/haber/12102610/bursa-uludag-	Succession of REMODEL	RSC, IO	Ufuk Avrupa Resmi Web sitesi

	universitesinin-remodel-projesine-horizon-europedan-odul https://www.ekometre.com/bursa/buunun-horizon-europe-proje-basarilari-artarak-devam-ediyor-298794#google_vignette			
Press Release 2	https://www.unileon.es/ficheros/consejo_direccion/secretaria_general/memoria_academica202425.pdf	ULE Akademik yıl Raporunda REMODEL Projesi tanıtımı	RSC	ULE Web Sitesi
Press Release 3	https://www.unileon.es/noticias/investigadores-del-proyecto-europeo-remodel-se-reunen-desde-hoy-en-la-facultad-de	ULE Web sitesinde REMODEL Konsorsiyum Toplantısına İlişkin tanıtım	RSC	ULE Web Sitesi
Press Release 4	https://www.uludag.edu.tr/en/isletme/innovative-solutions-in-the-hospitality-industry-bursa-uludag-university-accelerates-work-in-the-in-74626	Innovative Solutions in the Hospitality Industry”	RSC, IN-BP,PM	BUU İşletme Bölümü Web sitesi
Press Release 5	https://www.uludag.edu.tr/en/isletme/buu-bmi-lab-new-collaborations-88926	BUU BMI Lab: New Collaborations	RSC, IN-BP, PM	BUU İşletme Bölümü Web sitesi
Article 1	https://epale.ec.europa.eu/en/blog/transforming-business-landscapes-remodel-projects-innovative-business-model-laboratory-turkey	Transforming Business Landscapes: The REMODEL Project's Innovative Business Model Laboratory in Turkey	RSC, IO	EPALE
Article 2	https://epale.ec.europa.eu/en/blog/rethinking-sme-growth-business-model-innovation-remodel-bmi-lab-turkiye	Rethinking SME Growth: Business Model Innovation at the REMODEL BMI Lab at Bursa Uludağ University, Türkiye	RSC, IO	EPALE
Article 3	https://epale.ec.europa.eu/en/blog/research-impact-key-exploitable-results-remodel-project-capacity-building-and-innovation	From Research to Impact: Key Exploitable Results of the REMODEL Project for Capacity Building and Innovation	RSC, IO	EPALE

As shown in the table, three articles have been published on EPALE (Electronic Platform for Adult Learning in Europe) within the scope of the project. The first article was about “Transforming Business Landscapes: The REMODEL Project’s Innovative Business Model Laboratory in Turkey.” This article addresses the transformative potential of the REMODEL Project—aimed at developing innovative business models for SMEs in Türkiye’s service sector—through the newly established BMI Lab, and targets a wide audience including research and scientific communities as well as international organisations and institutes. The publication contributed to the recognition of the Project as an “exemplary” initiative at the European level and supported the wider dissemination of the BMI Lab and the REMODEL business model innovation approach among the public.

The second article was about “Rethinking SME Growth: Business Model Innovation at the REMODEL BMI Lab at Bursa Uludağ University, Türkiye”. This article summarizes the BUU BMI Lab process, tools, techniques, and frameworks. Also this article includes the BMI Lab infographic.

The third article was titled as “From Research to Impact: Key Exploitable Results of the REMODEL Project for Capacity Building and Innovation”. This article presents the four KERs that were created within REMODEL and emphasizes how they work together to support sustainable development, innovation, and institutional capacity building in higher education and the hospitality industry. The KERs form an integrated framework that integrates research, academic mobility, and business model innovation.

3.5. Scientific Publications and Conferences

Within the scope of the REMODEL project, consortium members conducted scientific publication activities at both national and international levels in order to disseminate project results to the academic community. The publications produced under REMODEL were planned in alignment with D3.1 Strategic Research Agenda for REMODEL Partnership, which had been carefully developed from the early stages of the project, and were implemented throughout the project period. As explicitly stated in the D5.1 Dissemination and Communication Plan, the publication strategy was structured in accordance with Open Access principles. Accordingly, all outputs produced within the Project were also published on Zenodo under the REMODEL Community.

Due to the lengthy preparation, review and publication processes required by scientific journals, the initial objective of publishing six open-source peer-reviewed articles and presenting at eight conferences may not be fully achieved. Prioritising quality over quantity and ensuring alignment with the project’s structure, we revised the targeted scientific outputs to: two journal articles, two book chapters, three peer-reviewed conference papers (with DOI) and one paper focusing on the implementation of BMI in the hospitality sector in Türkiye. While REMODEL partners will continue striving to produce a higher number of publications, we believe that reducing overly ambitious targets will ultimately enhance the overall quality of the outputs.

3.5.1. Conference Papers and Posters

The consortium partners participated in various national and international conferences to share the results of REMODEL with scientific and sectoral stakeholders. These events strengthened both the broad dissemination of the project and its scientific engagement. As foreseen in D5.1, the project aimed to deliver presentations at a minimum of eight conferences throughout its duration. Additionally, D3.1 requires the production of three peer-reviewed conference papers (with DOI).

During the project period, a total of 21 conference papers were presented at leading academic events—five in 2023, five in 2024 and eleven in 2025. Furthermore, three poster presentations were delivered: one in 2024 and two in 2025. The papers and posters presented across numerous countries between 2023 and 2025 not only enhanced REMODEL’s visibility at the European level but also contributed to discussions on innovative approaches within the sector.

Table 13: Conference Papers and Posters

Year	Title	Conference	Number of Views/Downloads on Zenodo
2023	Future research themes for the hospitality sector: A bibliometric analysis	Tourism Economics Business Education Conference (TEBEC), Online	113/85
2023	The impact of innovative activities on the financial performance of businesses in the tourism sector: BIST application	International Conference on Economics, Finance and Business, Prague	76/67
2023	Hotel managers’ perceptions of sustainable tourism certification systems: Insights from Turkish and Irish professionals	11th International Conference on Sustainable Development, Rome	91/69
2023	Internet of Things and Artificial Intelligence in Tourism and Hospitality: A Bibliometric Analysis	XV. International Tourism Congress, Portugal	79/123
2023	Investigating the Efficiency of Internal Control System in Accommodation Industry: A research on Bursa Hotels	17th SCF International Conference on Sustainable Development in a Global Perspective, Online	99/67
2024	Impact of Innovation on Hotels Sustainability and Overall Performance	5th Conference on Managing Tourism Across Continents (MTCO’24), Istanbul	52/56
2024	The Elitist Vision of Spain and Turkey: Luxury Tourism Analysis Through a Network Approach	AIRSI 2024, Zaragoza	129/67
2024	A machine learning approach to tourists’ willingness to revisit hotels	8th International Conference on Applied Economics and Business (ICAEB), Munich	34/50
2024	Investigation of Accounting Manipulation using the Beneish Model in Hospitality Sector: A Research on Borsa Istanbul	International Conference on Advanced Research in Management, Economics and Accounting, Online	62/56
2024	Evaluation of Global Innovation Performances with Integrated Multi-Criteria Decision Making Methods: EU Application	International Conference on Social Science & Humanities, Budapest	48/22
2025	The Influence of Time Invested on Initial Stages of The Customer Journey on Satisfaction with A Service Experience	International Marketing Trends Conference 2025, Venice	42/33
2025	A journey-centric approach to business growth: enhancing customer experience for competitive edge	International Marketing Trends Conference 2025, Venice	53/44
2025	Exploring the impact of searching and booking time investments on customer’s satisfaction with hospitality services	The annual eTourism conference 2025 (ENTER), Wroclaw	55/46

2025	Innovative Business Models in Cultural Tourism: The case of Cumalikizik	2nd Internacional Conference on Business Management and Leadership (ICBML), London	207/181
2025	Exploring Customer Reviews in Michelin-Starred Restaurants: A Machine Learning Approach	International Conference on Business Excellence (ICBE 2025), Bucharest	2/3
2025	Understanding Tourist Experience in Mountain Hotel Accommodation: A Qualitative Assessment of Online Reviews	8th International Conference on Tourism Research (ICTR), Jyväskylä	59/18
2025	Sustainability in the Hospitality Industry: Emerging Themes through Bibliometric Analysis	Research Innovations in Sustainable Marketing: A Global Symposium (RISM2025)	42/27
2025	Building Satisfaction: How Initial Customer Journey Efforts Shape Service Experiences	EMAC 2025, Madrid	53/38
2025	A methodological approach for a hospitality industry-university Business Model Innovation collaboration	24th European Conference on Research Methodology for Business and Management Studies, Ireland	42/34
2025	Digital transformation challenges of SME hotels in Türkiye	12th Advances in Hospitality and Tourism Marketing and Management, Faro	111/36
2025	The power of first steps: How initial customer effort influences service satisfaction	35th International Conference of the European Association for REsearch on SERvices, Rome	13/3
2024	Strengthen research & innovation capacity and skills through neuromarketing and artificial intelligence for improving Turkish SME's Performance (POSTER)	AEMARK 2024, Cuenca	12/3
2025	Empowering Turkish SMEs: Integrating consumer neuroscience and artificial intelligence in research and innovation (POSTER)	AEMARK 2025, Murcia	16/5
2025	Strengthening Turkish SMEs' Performance through Neuromarketing and Artificial Intelligence Tools (POSTER)	The 9th World Social Marketing Conference 2025, Alicante	13/6

3.5.2. Publications

During the project period, the publication of two journal articles and two book chapters was targeted. Table 13 presents the types, titles, and other relevant information of the publications produced within the scope of the REMODEL project. All publications generated under the project are open access and have also been published in the REMODEL community on Zenodo. Table 13 additionally includes the view and download statistics of the publications on Zenodo (excluding those under review and those accepted for publication but not yet published). These figures were identified as of 25.11.2025 and incorporated into the table. As shown in the table, one book has been published within the scope of the project, and one book chapter is currently in the publication process. These publications, as core outputs of the project's knowledge production, strengthen the communication, dissemination and exploitation dimensions simultaneously. During the project period, three journal articles were published in internationally recognised and indexed journals (such as SSCI and SCOPUS), and one article has been accepted for publication. In addition, three further articles are

currently under peer review. These publications—which make a significant contribution to the dissemination dimension of the project—also support communication activities through the Academic Writing Platform created on the project website (<https://projectremodel.eu/publications/>). The publications are listed in the Table 13 (for more detailed information, see D3.1).

Table 14: Publications

Type	Year	Title	Book/Journal	Index	Number of Views/ Downloads on Zenodo
Book	2024	Sustainable Business Model Innovation	Nobel Publishing		22/21
Book Chapter	2026	Sustainable Business Model Innovation: The Case of Cumalıkızık Restaurant	Harnessing Innovation for Personalized Tourism – IGI Publishig.		
Journal Article	2023	Travel and Tourism Development Index: The Impact of Travel and Tourism Sustainability on Tourism Receipts and Tourist Arrivals	International Journal of Social Inquiry	EBSCO	107/37
Journal Article	2025	Emerging sustainability themes in the hospitality sector: A bibliometric analysis	European Research on Management and Business Economics	SSCI	144/104
Journal Article	2025	Turizm Sektöründeki Yenilikçi Faaliyetlerin Finansal Performans Üzerindeki Etkisi: BİST Uygulaması	AURUM Journal of Social Science	PROQUEST	42/41
Journal Article	Accepted	Mapping the consumer journey in the hotel industry: guest segmentation and experience evolution	Consumer Behavior in Tourism and Hospitality	SCOPUS	
Journal Article	Under review	A Holistic Approach to Customer Journey Management: Driving Satisfaction and Competitive Advantage in Tourism	International Journal of Hospitality & Tourism Administration	SCOPUS	
Journal Article	Under review	The customer journey in hospitality: effects of search and booking time on satisfaction and the moderating role of emotional experience	International Journal of Hospitality Management	SSCI	
Journal Article	Under review	Enhancing luxury tourism analysis: a network perspective on elite reviews in emerging versus mature markets	Marketing Intelligence and Planning	SSCI	

4. EXPLOITATION ACTIVITIES

The exploitation strategy of the REMODEL project, as outlined in D5.1, aimed to ensure that the knowledge, tools, analyses and collaborations developed throughout the project would create lasting, accessible and reusable value beyond the project's lifetime. At the core of this strategy lies a dual approach: ensuring the effective short-

term operation of the BMI Laboratory, while simultaneously establishing a sustainable innovation system at both institutional and sectoral levels in the long term.

The exploitation plan defined in D5.1 was further strengthened during the D5.2 reporting period through short-term implementations and long-term institutionalisation measures. As a result, REMODEL has been positioned not only as a research project but also as a capacity-building initiative that generates lasting impact in the field of sustainable business model innovation.

4.1. Exploitation Objectives and Strategy

The approach of REMODEL to exploitation is designed not only to ensure the utilisation of knowledge, analyses, practical experience, and academic output which are produced throughout the project period but also to enhance BUU's research capacity, add value to regional stakeholders, and establish a sustainable position within international academic networks. Besides, the system of BMI Labs initiated at BUU will be made permanent within the Turkish hospitality industry and thus enable longterm use of knowledge, tools, and methodologies developed within the whole project.

The objectives of the short-term exploitation focus on the direct, rapid and practice-oriented utilisation of REMODEL outputs during the project period, mainly linked to activities that support institutional capacity-building and sectoral transformation:

- **Effective operation of the BMI Lab and implementation of pilot activities:** In the framework of the project, the infrastructure of the BMI Laboratory was completed, innovative business model tools were applied and business model innovation processes were carried out with the participation of pilot enterprises. In the short run, it is expected that the developed business models will be implemented in the pilot hotels and restaurants.
- **Introducing innovative business model tools to the SMEs:** The project made sure that the collaborating enterprises employed tools such as the Value Proposition Canvas and Business Model Analysis Tools. It is expected that this trend will continue.
- **Rapid strengthening of BUU's publication and research capacity:** The development of writing skills, setting up a common publication culture, and enhancement of academic capacity are amongst the main components of the D5.1 exploitation plan. During the project, scientific writing trainings, joint publication preparations, and conference participations were realized. Ongoing joint studies on the project results are expected to be published as soon as possible.

Moreover, during the implementation of this project, both BUU academics and sectoral stakeholders benefited quickly and directly from its deliverables; at the same time, the BMI Lab functioned as a dynamic bridge between research and practice.

The long-term goals of the exploitation are designed to ensure that REMODEL continues to create sustainable scientific and sectoral value well beyond the project

life. These objectives, set within D5.1 and strengthened by supporting actions during D5.2, include:

- Transforming the BMI Lab into a permanent self-sustaining innovation centre. In order to secure operations beyond the life of the project, a business model has been developed for the laboratory, training modules have been institutionalised and a voucher system designed and long-term sectoral links established. Over the long term, the goal is to embed the BMI Lab in BUU's strategic innovation infrastructure.
- Improving the long-term innovation capability of SMEs in Türkiye: It is envisioned that tools, analyses, and methodologies developed during the project will find further use in enterprises. The partnerships to be established and the dissemination of the voucher system should serve this objective.
- Ensuring the sustainability of BUU's international scientific publication capacity: As clearly defined in the D5.1 exploitation plan, the mechanisms for joint publications and the academic writing culture developed in the course of the project are expected to continue over the long term.
- Long-term scientific accessibility to the outputs produced by REMODEL: Theses, articles, conference papers, and other academic publications produced under the project have been made openly accessible, which allows future research in this field to build on these outputs.
- Establish a sustainable network effect at both national and European levels: The collaborations set up during the REMODEL project will assure continued integration with EU research networks beyond the lifetime of this project.

4.2. Key Exploitable Results – KERs

A total of 14 KERs were developed during the REMODEL project. These KERs present a multi-dimensional exploitation portfolio that encompasses both institutional capacity-building and sectoral transformation. They represent not only the outputs utilised during the project period, but also knowledge, processes and services that are reusable, scalable and institutionalised beyond the project's lifetime. Summary information on the KERs of the REMODEL Project is provided in the table below.

Table 15: REMODEL Key Exploitable Results

KER No.	KER Title	Primary Users	Domain / Impact Area
KER 1	BMI Laboratory (BUU BMI Lab)	SMEs, Universities, Municipalities	SME innovation, sectoral transformation
KER 2	BMI Lab Methodology & Pilot Tools	SMEs, Innovation Centers	Business model transformation, customer analysis
KER 3	Business Model Innovation Questionnaire	SMEs, Consultants	Diagnostic tool, strategy development

KER 4	Capacity Building Modules (15-module training package)	Academics, Staff, PhD students	Research capacity building
KER 5	Academic & Scientific Writing Platform	Academics, PhD students	Publishing capacity, Open Science
KER 6	Staff Mobility & Training Framework	Universities, International Offices	Cross-border learning, institutional development
KER 7	Strategic Research Agenda	Academics, Research Units	Long-term research planning, publication strategy
KER 8	PhD Thesis International Monitoring Mechanism	Doctoral Schools, Supervisors	Doctoral quality assurance
KER 9	Research Management & Administration Manual	Research Offices, Universities	Project management & administration
KER 10	Project Handbook (implementation guide)	Consortiums, R&D Units	Project operations, quality assurance
KER 11	Quality & Risk Management Guide	Project managers, institutions	Risk assessment & quality monitoring
KER 12	Dissemination & Communication (DEC) Management Sheet	Communication teams, EU project managers	Strategy tracking, evidence management
KER 13	Innovative Social Media Communication Strategy	Universities, SMEs, Dissemination Units	Youth engagement, social media performance
KER 14	Open-access Learning Assets (videos, factsheets, infographics, newsletters)	General public, SMEs, students	Open Science, public awareness

As shown in the table, the 14 KERs developed within the REMODEL project present a holistic portfolio of outputs that materialise the project's objectives in both institutional capacity-building and sectoral transformation. Broadly, the KERs can be categorised into three main groups:

- Products and services related to business model innovation;
- Knowledge and processes that enhance research management, academic development and institutional capacity; and
- Dissemination and communication tools that support open-access, multi-stakeholder knowledge sharing.

In this context, the first group of KERs corresponds to the components of business model innovation that create the sectoral impact of REMODEL. The BMI Lab, which was established at BUU, has become the first university-based business model innovation laboratory in Türkiye and now serves as a permanent structure offering consultancy, training, and data analysis services to SMEs. The methodological frameworks and pilot applications associated with the laboratory have generated an innovative approach that allows hotel and restaurant businesses to systematically analyze and redesign their value propositions, customer segments, and revenue models. The Business Model Innovation Questionnaire supports this approach as a practical tool enabling enterprises to self-diagnose their existing business models, identify strong and weak points, and define strategic areas for development. With these

concrete laboratory outputs and replicable methodologies, REMODEL directly contributes to strengthening the innovation capacity of SMEs at the sectoral level.

A second group of KERs refers to the institutional capacity-building and academic development dimension, which is at least as important as the sectoral one. The Capacity Building Modules created in the framework of the project involve a complex training program for academics, administrative staff, and postgraduate students; topics covered include research, innovation, sustainability, project management, and consumer analysis. This program is also a transferable model of capacity building relevant for universities in Widening countries. The Academic and Scientific Writing Platform offers a structured learning environment which comprises scientific writing videos, publication guides, sample papers, and researcher profiles, thus contributing to enabling BUU researchers and PhD students to enhance their capacity to generate international publications. Furthermore, the Staff Mobility & Training Framework presents a systemized model to plan, monitor, and evaluate short-term international mobility of academic and research personnel, allowing for the institutionalization of knowledge transfer within the consortium at the level of strategic planning. The Strategic Research Agenda serves as a roadmap which makes long-term research lines, thematic priorities, and publication targets clearer for faculties and research units. The International PhD Monitoring Mechanism, developed to be used for PhD-level research, introduces an international panel system, staged evaluation, and structured feedback processes which strengthen quality assurance while supporting the academic development of early-stage researchers. Taken together, this set of KERs shows that REMODEL has built a nascent "institutional learning architecture" where BUU's academic ecosystem has been empowered and can be maintained in the long run.

A third cluster of the KERs concerns the process of research management, project governance, quality assurance and risk monitoring. The Research Management and Administration Manual provides standardized procedures for all stages of a research project, from the development of an idea to budgeting, through ethical approval, contracting, monitoring and reporting, thus serving as a reference tool for the research offices and project managers. This Project Handbook, serving as an operational guide throughout the project, will define internal role distribution, communication rules, meeting formats, deliverable preparation procedures and internal quality control steps, thus constituting a management tool that can serve as a model for other projects. These are complemented by the Quality & Risk Management Guide, providing an integrated model showing the potential risks, monitoring indicators and corrective actions necessary to proactively manage quality and risks during the implementation of the project. These three KERs put together show that REMODEL is not only a 'content producing' project, but one which strengthens institutional research management capacity within universities.

Finally, the KERs related to dissemination, communication and open-access knowledge sharing represent the component of REMODEL that reaches broad audiences and makes the project's impact visible. The DEC Management Sheet went

beyond the traditional dissemination and communication plans through dynamic monitoring of all planned D&C activities, including timelines, responsible partners, target groups and performance indicators. This innovative social media communication strategy developed a communication model, refined and tested throughout the project duration, which uses short videos, reels format, visual storytelling and LinkedIn-oriented content design to reach both young and sector-specific audiences. Complementing these, the open-access learning outputs-which include videos, factsheets, infographics and a series of newsletters-ensured that the knowledge generated within REMODEL was delivered to a wide user base in accessible, visual, multilingual and reusable formats. This set of KERs illustrates that the project was designed to be in line with open science principles and therefore the knowledge produced was not an exclusive preserve of the project partners but was systematically shared to widen its impact.

Overall, this collection of 14 KERs illustrates how REMODEL has generated multi-dimensional, sustainable and scalable outputs across the dimensions of products, services and knowledge. The results are in full alignment with the exploitation strategy developed in D5.1, strengthening the institutional capacity of BUU and the innovation capability of SMEs in Türkiye, hence positioning REMODEL as an impact-oriented model beyond the duration of the project. These outcomes have not only been developed for the project period but also for long-term scientific, sectoral and institutional impact, underlining the lasting value of the REMODEL initiative.

4.3. Exploitation at Partner Level

The exploitation activities of the REMODEL project, while grounded in a common consortium-wide framework, have been shaped through action plans that differ according to each partner's institutional priorities and regional ecosystem. In this context, exploitation has extended beyond the mere sharing of project outputs and has been designed as a long-term learning process that transforms the institutional capacity, educational and research practices, and sectoral relations of BUU, ATU and ULE.

Table 16: Exploitation Activities

Exploitation Activity	Target Group	KPIs	Description /
To encourage new projects at both the national and EU levels	RSC, IO	Applying > 3 EU-Funded Projects	<ul style="list-style-type: none"> • Enabling VET to Promote ESG Awareness & ESG Risk Literacy in SMEs (PEARL) • The one-stop-shop of accessible circular solutions for sustainable tourism (VERNE) • ESG and AI for a sustainable and crisis-resilient tourism industry (Eco Smart Hospitality)
Collaboration with national, regional and local organisations, associations and administrations in	PM, IN-BP, CS	> 3 active continuations of collaboration in Turkey	<ul style="list-style-type: none"> • Bursa Provincial Directorate of Culture and Tourism • Bursa Metropolitan Municipality • South Marmara Touristic Hoteliers and Operators Association (GÜMTOB)

Turkey			<ul style="list-style-type: none"> The Association of Turkish Travel Agencies (TURSAB) South Marmara
Collaboration with the Chamber of Commerce of León	PM, IN-BP, CS	> 3 events organised together	The first meeting was held on February 19, 2024, at the Official Chamber of Commerce, Industry and Services of León, and future meetings are planned
Launching a Master's Degree Programme at BUU	RSC	7 students per year	Business Model Innovation – Management and Organisation Master's Degree Program in BUU (with contribution of ULE and ATU) – 15 student in 2025-2026
Producing doctoral thesis related to REMODEL project results	RSC	> 3 PhD thesis	<ul style="list-style-type: none"> Climate Change Reporting in the Context of Sustainability: A Research on BIST Sustainability Index Companies The Impact of Mega Sport Events On Destination Loyalty: the Case of Euro 2024 Sentiment Analysis with Deep Learning Models: Ecological Hotel Reviews in Türkiye
Maintaining and promoting the activities of the BUU BMI Lab. in collaboration with BUU TTO	RSC, IN-BP	Maintaining the effective activities of the BMI Lab for at least 3 more years after the end of the project	<ul style="list-style-type: none"> Reports regarding the BMI lab were presented at the meeting held with BUU TTO management. Voucher system was presented to Republic of Türkiye Ministry of Culture and Tourism
Meeting with academic staff	RSC	> 3 academic staff for each university > 5 students	Project results were presented to academic staff at meetings held at each partner university > 5 academic staff and students
Seminars and workshops	IN-BP	1 seminar or workshop	A workshop will be organised with the hotels that worked within the scope of the REMODEL project within 1 year after the project completion.
Support to REMODEL from all external stakeholders	IO, RSC	> 3 active continuations of collaboration	<ul style="list-style-type: none"> INNEXA – Alliance collaboration is continuing within 3 year after the project completion. WiderAdvance facility activities are ongoing within 1 year after the project completion. Horizon Europe INFODAY - Widening Work Programme 2026-2027
Collaborations in Ireland	PM, IN-BP		Donegal County Council

As shown in the table, exploitation for BUU—the coordinating institution—has progressed along three main axes:

- The institutionalisation of the BMI Lab,
- The strengthening of research and publication capacity,
- The development of long-term collaborations with stakeholders.

As the first university-based business model innovation laboratory in Türkiye specialising in service-sector SMEs, the BMI Lab was structured at BUU as a core institutional unit; the methodologies and field applications developed under WP4 formed the base of its service package. In the framework of the exploitation plan, several meetings were held by BUU with the BUU TTO, where reports on the BMI Lab were presented and preliminary work began to ensure the embedding of the laboratory

into the university-wide innovation strategy so that it would not be just a temporary, pilot intervention for the lifetime of the project.

The voucher system represents one of the primary tools designed to support the financial and operational sustainability of the BMI Lab, conceptualised not just as a theoretical proposal at REMODEL but rather as a policy instrument transferable and informed by existing good practices in Ireland and Spain. Similar mechanisms to vouchers were indeed examined in depth during the project, as these were already being used by partner countries in support of the access of SMEs to consultancy, training and R&D services through publicly funded innovation programmes. Contributions from programme administrators and relevant stakeholders provided insights into system design, application procedures, evaluation criteria and infrastructures. This knowledge base was used as the primary reference for the adaptation of the voucher framework to the Turkish context. The draft voucher framework prepared under BUU's coordination was presented to the Ministry of Culture and Tourism, together with the explanation of the REMODEL project and of the underlying logic supporting the use of vouchers. Two online meetings discussed extensively the applicability of a nationally or regionally funded voucher programme aimed at supporting the match between tourism SMEs and academic structures like the BMI Lab on business model innovation, digitalisation and sustainability. In this respect, REMODEL considered the voucher model not only as a technical tool for the laboratory's financial and operational sustainability but also as an example of policy learning transferred from Ireland and Spain to Türkiye as part of a future support mechanism fitting national tourism policies.

At the academic level, BUU framed the exploitation of the outputs of REMODEL around strengthening scientific publication capacity and quality of postgraduate education. Capacity-building trainings and staff exchange activities via the Academic & Scientific Writing Platform introduced many early-career researchers to international publishing standards in academia; the articles, conference papers and book chapters prepared within the scope of the project increased the visibility of BUU. Research lines developed throughout REMODEL were integrated into the curriculum of the "Business Model Innovation" course offered in the Management and Organisation master's programme of BUU, embedding thus the exploitation into an institutional structure. The course is foreseen to be conducted in a hybrid model in the next semesters, with the participation of faculty members from ATU and ULE. Moreover, three PhD dissertations currently undertaken at BUU are being jointly supervised by the REMODEL partners, ensuring continuity of the scientific production cycle during the post-project period. Detailed information on these PhDs is presented in the table below.

Table 17: REMODEL PhD Thesis

PhD Student - BUU	Thesis Topic	Supervisor BUU	Committee member ULE	Committee member ATU
Nagihan Altin	Climate Change Reporting in the Context of Sustainability: A Research on BIST Sustainability Index Companies	Aylin Poroy Arsoy	Rebecca Johnson	Anne Burke
İsmail Çakmak	The Impact of Mega Sport Events On Destination Loyalty: the Case of Euro 2024	Çağatan Taşkin	Carmen Rodriguez Santos	Ciaran Ohannrachain
Sedat Karakaya	Sentiment Analysis with Deep Learning Models: Ecological Hotel Reviews in Türkiye	Nuran Bayram Arli	Jose Alberto Benitez Andrades	Conor Mc Tiernan

BUU's exploitation activities at the regional level have been shaped through the collaborations established with the Bursa Provincial Directorate of Culture and Tourism, Bursa Metropolitan Municipality, GÜMTOB and TÜRSAB South Marmara Regional Office. In this respect, the hospitality sector analysis, the results of the pilot studies and the policy recommendations were shared with these institutions, thereby laying the groundwork for integrating the project results in local tourism policies and the regional development agenda.

Regarding international opportunities, the exploitation activities of BUU reached a new phase at the European level in 2025 due to BUU's selection for a one-year strategic development programme supported by the WiderAdvance Facility. Four key KERs were selected by WiderAdvance, namely the BMI Lab, the Academic & Scientific Writing Platform, the Mobility & Training Framework, and the International PhD Monitoring Mechanism, which entered the D&E Academy for the period 10/2025–01/2026, placing REMODEL's institutional outputs within a structured capacity-building process recognized across Europe. For this period, the BMI Lab will develop into an even more institutional innovation center that serves both the regional tourism sector and the European SME networks; the academic writing platform will be further developed in content and functionality terms toward bettering the publication capacity of BUU; the researcher mobility and training processes will be professionalized in line with the best European practices; and the PhD monitoring mechanism will be modernized in line with international standards. Additionally, WiderAdvance transforms exploitation into a broader transformation process - far beyond the simple use of project outputs - through comprehensive training modules for BUU researchers and project managers that systematically strengthen human resources and institutional competencies. According to such a perspective, WiderAdvance represents, for BUU after REMODEL, not only a technical support mechanism but also a strategic roadmap toward institutional modernization, sustainable growth, and transition toward research excellence.

Progress on the REMODEL project is reported regularly through ATU's research management structures, Faculty meetings, and wider academic and non-academic communication channels, including newsletters and internal forums. The project has significantly strengthened research capacity within ATU, particularly in relation to Horizon Europe and WIDERA participation. It has also contributed to staff professional development by providing opportunities for training, mobility, and exposure to new methodologies such as Behavioural Market Intelligence.

For ATU, the exploitation has taken a particular form around the Business & Leadership Programme, sustainable tourism-themed summer schools, and the adaptation of the BMI Lab methodology to the Irish context. ATU intends to achieve "pedagogical exploitation" by integrating the training materials and case-based learning approach developed within REMODEL into its undergraduate and postgraduate curricula. Well-documented through the Business & Leadership Programme booklet and a series of related leaflets, the trainings offered at ATU targeted not only REMODEL staff but also a wider academic and sectoral audience, thus enabling the program to become a repeatable and scalable management development model. The same model will continue into the future at ATU by aligning it with hospitality enterprises in Ireland and new EU-funded projects.

As an active REMODEL partner, ATU has constantly updated internal and external stakeholders of the project aims, objectives, achievements and ongoing developments. Internally, ATU faculty receive regular updates of project progress and upcoming agenda via a number of different communication channels including webinars, social media and emails. As the project resides primarily in the Donegal campus of ATU, REMODEL updates are shared at our monthly Faculty SIG Research meetings where key project aims including BMI Lab development and Masters programme development are discussed and collective insights are gathered to feedback to core project team. The dissemination strategy and related publication opportunities are highlighted, and wider faculty are encouraged to participate and contribute to same.

As suggested above, ATU faculty are encouraged to share REMODEL activities on social media such as LinkedIn to highlight ATUs contribute to the REMODEL project and showcase our international collaboration activities. Focused external engagement concentrates primarily on updating Fáilte Ireland colleagues of the projects progress, specifically the impacts of mandatory GSTC certification on the hospitality sector in Türkiye. In particular Fáilte Ireland are interested in our ongoing research relating to the perceptions of mandatory accreditation and the barriers and enablers to assisting the industry to meet such requirements. Briefings have also been provided to the Irish National Delegate and National Contact Point for Horizon Europe's "Widening participation and strengthening the European Research Area" (WIDERA) and the local Chamber of Commerce.

ATU has also undertaken activities to enhance the visibility of the REMODEL project within the Irish public-policy ecosystem. The meeting held in Ireland in June 2025 marked a significant milestone, demonstrating the project's potential for international cooperation and knowledge transfer at the level of local administrations. Prior to this, ATU had introduced REMODEL to Donegal County Council; following this preliminary briefing, a trilateral working meeting was held in Letterkenny with the participation of the REMODEL team, representatives of Bursa Metropolitan Municipality and officials from Donegal County Council. During the meeting, the objectives and outputs of REMODEL were presented, and future institutional cooperation opportunities were discussed — particularly in the areas of sustainable tourism, disaster and crisis resilience, digitalisation and innovative business models. Participants included the Mayor of Bursa Metropolitan Municipality and relevant departmental directors, as well as senior representatives from Donegal County Council: the Director of Economic Development, Emergency Response and Information Systems; the International Relations Officer; the Vice-Chair of the Letterkenny–Milford Municipal District; the Senior Chief Planner; the Senior Assistant Chief Fire Officer Michael Scott; and Caitriona Strain, representing ERNACT, the network managing EU projects with the municipality. The composition of this high-level delegation demonstrated that REMODEL has evolved beyond a purely academic initiative into a reference framework considered across policy fields such as regional development, security and crisis management, urban planning and EU project cooperation. At the end of the meeting, the parties agreed in principle to deepen collaboration on business model innovation and sustainability—developed under REMODEL—through future EU projects, reciprocal technical visits and good-practice exchange, thus establishing a long-term cooperation ground between Irish and Turkish local administrations facilitated by ATU. This engagement has created a pathway for:

- Potential cross-regional cooperation
- Knowledge exchange between municipal innovation teams
- New business and innovation opportunities for SMEs in the North-West region

The National Contact Point (NCP) for WIDERA in Enterprise Ireland has also been regularly updated on project achievements, ensuring alignment with national strategies for widening participation and strengthening Ireland's engagement in Horizon Europe.

Through the collaboration of the BMI Lab (Bursa), DICE at ATU, and the Neuromarketing Lab at ULE, REMODEL has created a transnational knowledge and research network. This network will continue to support:

- Entrepreneurship and innovation activities
- Applied research and industry-focused projects
- Capacity building for SMEs and public-sector organisations

Overall, REMODEL is generating sustained value beyond the project timeframe through enhanced institutional capabilities, strategic partnerships, and regional innovation impacts.

In ULE, the exploitation has advanced principally through scientific productivity and through the continued diffusion of the REMODEL activities at the international level. Among the main exploitation-related activities by ULE was the creation of the Strategic Research Agenda, showing the capability for scientific production of the project and connecting it with the research priorities of ULE. ULE will make use of the REMODEL experience as a reference model for its future Horizon Europe and national projects, especially incorporating this experience into the capacity-building parts of the Widening actions.

Aside from the scientific activities, ULE also sought to develop collaboration with local policy makers as part of its exploitation strategy for REMODEL. During a meeting with representatives of the León Official Chamber of Commerce, Industry and Services, ULE representatives presented the objectives, methodology, the BMI approach, and some first findings of the project in detail, which allowed the dual promotion of REMODEL-introducing the project to Chamber representatives and institutions representing hotels, restaurants, and service companies in the León region, with the establishment of a systematic institutional communication channel with the regional business community through the Chamber. Potential scenarios for applying REMODEL outputs with a view to enhancing competitiveness and a transformative agenda for regional SMEs were discussed, laying the foundation for future joint meetings, information sessions, and potential pilot applications. This undertaking proves that for ULE, REMODEL is now beyond an academic exercise: it has become an exploitation instrument connecting research with the regional commerce and services ecosystems, bringing forth new opportunities for collaboration and areas of application. ULE also increased visibility for REMODEL by showcasing the project in its reports for the academic year-an institutional good practice that will continue for its future EU projects. Furthermore, through the leadership undertaken in participating in the Horizon Europe Widening INFODAY, where REMODEL was showcased as a "success story", the consortium managed to reinforce its reputation within the Widening ecosystem and increased its attractiveness for future EU-funded projects.

The involvement of all REMODEL partners in the INNEXA Alliance and the participation in the INNEXA event to be held in Madrid in November 2025 itself will be a critical milestone in the project's exploitation strategy. INNEXA is an international innovation network congregating universities, public institutions, business-support organisations and NGOs-particularly those clustered around Horizon Europe and Erasmus+ funding. REMODEL's inclusion into this network will open the door to new collaborative projects and partnerships at the European level.

4.4. Long-Term Sustainability and Follow-Up Plans

The long-term sustainability plan for the REMODEL project has been designed over a four-year period beyond M36 (2026–2029) and is built on two main pillars: the continued use of project tools and the creation of new collaboration opportunities. In the medium to long term, BUU plans to maintain REMODEL exploitation through three main instruments:

- A voucher system to be operated within the BMI Lab (in cooperation with the Ministry of Culture and Tourism and local authorities),
- New Horizon Europe and Erasmus+ projects,
- Partner responsibilities and monitoring mechanisms.

4.4.1. BMI Lab's Sustainability

The sustainability of the BMI Lab is built upon three complementary mechanisms: the voucher system, the service portfolio and academic integration.

Voucher System: The Innovation Vouchers Programme provides a practical mechanism for businesses in Ireland and Northern Ireland to collaborate with publicly funded Knowledge Providers, including universities and research institutions, to help them resolve business problems and realize new opportunities. The Programme covers different activities focused on innovation, such as the development of new products, services, processes, or business models, service enhancement, customer engagement, the design of new digital experiences, and training in innovation management. For Hospitality businesses, the scheme is also available on product development, food technologies, sustainability solutions, and digital experience design. Innovation vouchers can be used to fund knowledge transfer projects with a provider of choice, giving direct access to specialized expertise and research capacity.

The voucher system, designed in cooperation with the Ministry of Culture and Tourism and local authorities, is intended to give a selected number of SMEs advantageous access to the services offered by the BMI Lab. While the model offers financial facilitation for SMEs, it also plays an important role in ensuring the long-term sustainability of the BMI Lab.

Diversification of the Service Portfolio: By the end of the project period, the service portfolio of the BMI Lab will be expanded and diversified. In addition to business model analysis and redesign, the Lab will offer consultancy packages like market and competition analysis, customer journey and experience mapping, sustainability and ESG assessments, digital transformation roadmaps, and crisis-resilience-oriented advisory services. These packages will be designed as modular structures that combine short-term “rapid diagnostic” studies for SMEs with longer-term mentoring processes supported by the expertise and business development capacity of the BUU TTO.

Academic integration: This integration represents the core foundation of long-term sustainability for the BMI Lab. The laboratory continues to serve as a “living lab” in terms of postgraduate theses, project-based undergraduate courses, summer schools and doctoral research. The “Business Model Innovation” course in the Master’s Programme in Management and Organisation will continue making use of the BMI Lab cases and datasets, which will include joint contributions by ATU and ULE faculty members for the next few years. In addition, three PhD dissertations initiated within REMODEL—on the topics of climate change reporting, mega sports events and destination attachment, and sentiment analysis in green hotel evaluations—will further deepen institutional learning by tapping into BMI Lab-related data and conceptual frameworks. In this manner, the BMI Lab is a permanent crossing point for the research–education–practice triangle

4.4.2. New Project Ideas and Policy Adaptation Opportunities

The REMODEL project operates not only as an independent project but also as a collaborative and capacity-building platform that has paved the way for the development and financing of new EU projects. The trust and collaborative working culture and methodological convergence developed among BUU, ATU and ULE during REMODEL have taken shape as an important dimension of the exploitation strategy, reflected in the successful development of new EU-funded projects. Three projects, in particular, have been accepted and launched as direct continuations of REMODEL:

First, PEARL-Enabling VET to Promote ESG Awareness & ESG Risk Literacy in SMEs (Erasmus+ KA220-VET, 2023 Call) is a critical exploitation example that transfers the SME-oriented sustainability perspective developed in REMODEL into the field of vocational education and training. Coordinated by BUU with ATU and ULE as partners, the consortium has reproduced REMODEL’s business model innovation and SME resilience perspective within a new axis focusing on ESG literacy and VET curriculum integration. PEARL demonstrates that the strengthened research and project management capacity built under REMODEL has been institutionalised through a new Erasmus+ collaboration, scaling the capacity-building and digital learning approaches established in the KERs into the VET sector.

Second, VERNE – The one-stop-shop of accessible circular solutions for sustainable tourism (HORIZON-CL6-2024-CircBio-01-4) was accepted as a larger-scale research and innovation initiative that extends REMODEL’s focus on sustainable tourism, circular economy, and business model innovation. With BUU and ATU as partners, the consortium intends to turn the BMI approach piloted in REMODEL – as well as its SME-oriented mindset – into circular and sustainable tourism solutions within a multi-stakeholder and multi-regional framework. VERNE therefore represents a tangible proof that the outputs of REMODEL have been transferred not only to institutional capacity-building but also to the European policy and implementation landscape.

Third, the project Eco Smart Hospitality – ESG and AI for a sustainable and crisis-resilient tourism industry, Erasmus+ KA220-VET, 2024 Call, coordinated by ATU, with BUU and ULE as partners, adapts the business model innovation and sustainability

perspective developed in REMODEL to the hospitality sector by means of a framework centred on ESG and AI-based digital transformation. This project creates new capacity by bringing together the field experience of REMODEL in the hospitality sector with VET and digital skills development components. Thus, the methodological foundations of REMODEL are repositioned around digital tools, ESG risk analysis, and crisis resilience of tourism SMEs.

Approval and execution of the described three projects represent tangible evidence of REMODEL's successful exploitation strategy: transferring the tools, research lines and partnership model developed during the project to new programmes and calls, the consortium has brought exploitation to the level of scaling through new EU projects.

In parallel, other jointly developed project proposals - such as ENGINE, JOURNEY and FASHION - had been submitted to relevant calls but were not financed in the first round. These proposals nevertheless show the potential of transferring REMODEL's thematic expertise in business model innovation, customer journey analysis, youth skills development and sustainable consumer behaviour to diverse fields. The consortium intends to re-submit these proposals after strengthening their content and better aligning them with call priorities, with a view to bringing REMODEL's thematic legacy into new initiatives in the medium term.

Finally, the proposal AI-CIRCLE – Excellence for digital transformation and business modelling solutions for the circular economy submitted under the European Excellence Initiative (EEI) should be acknowledged as an effort to scale lessons learned from REMODEL up to a higher institutional level. Submitted at the end of 2025 and currently under evaluation, AI-CIRCLE targets AI-driven digital transformation and circular business model innovation for higher education institutions in Widening countries, directly referring to the approach taken by the BMI Lab and the capacity-building model tested within REMODEL. Irrespective of any decision, the very submission of this proposal shows that the impact of REMODEL's exploitation has been brought to the level of institutional strategy and included in excellence-oriented initiatives.

4.4.3. Partner Responsibilities and Tracking Mechanisms

An adaptive and continuous governance model shall be embraced by the consortium for the post-project period, ensuring coordination and monitoring of the exploitation activities. BUU will be responsible for maintaining the BMI Lab as the coordinating institution, collecting data on the usage of REMODEL KERs in various application scenarios, while supported by the advisory and co-implementation roles of both ATU and ULE.

- At least once a year online or, where possible, face-to-face a “REMODEL Follow-Up Meeting” will be organised. These meetings will systematically review BMI Lab activities, voucher system implementations, KER usage scenarios, new EU project proposals and joint publications.

- BUU will keep an internal document called the “Exploitation & Sustainability Log” where examples of use for each KER, new collaborations, training and publication outputs and policy impacts are logged. Periodically, ATU and ULE will share updates from their institutions with regard to publications, trainings, mobility activities and new projects to allow the log to remain up to date.
- The REMODEL website and social media profiles will continue to be available for at least two more years beyond the project, into 2026–2027. Up-to-date news about the publications, events, and achievements of the project, and announcements relevant to the BMI Lab, will be regularly posted on these channels to ensure that visibility of the REMODEL brand in the digital ecosystem is maintained.
- Relationships developed during the project with sister projects and networks - such as the INNEXA Alliance - will be maintained, by encouraging the consortium to apply jointly to new calls, and to reuse REMODEL KERs in different contexts.

The underpinning governance structure will ensure that REMODEL is not a project that concludes at M36 but rather a dynamic collaboration and innovation platform, continuing to create value for the institutions, the sector, and the European research community well beyond 2025.

5. LIAISON AND CLUSTERING ACTIVITIES

5.1. Institutional Collaborations – Ministries, Local Tourism Boards and Associations

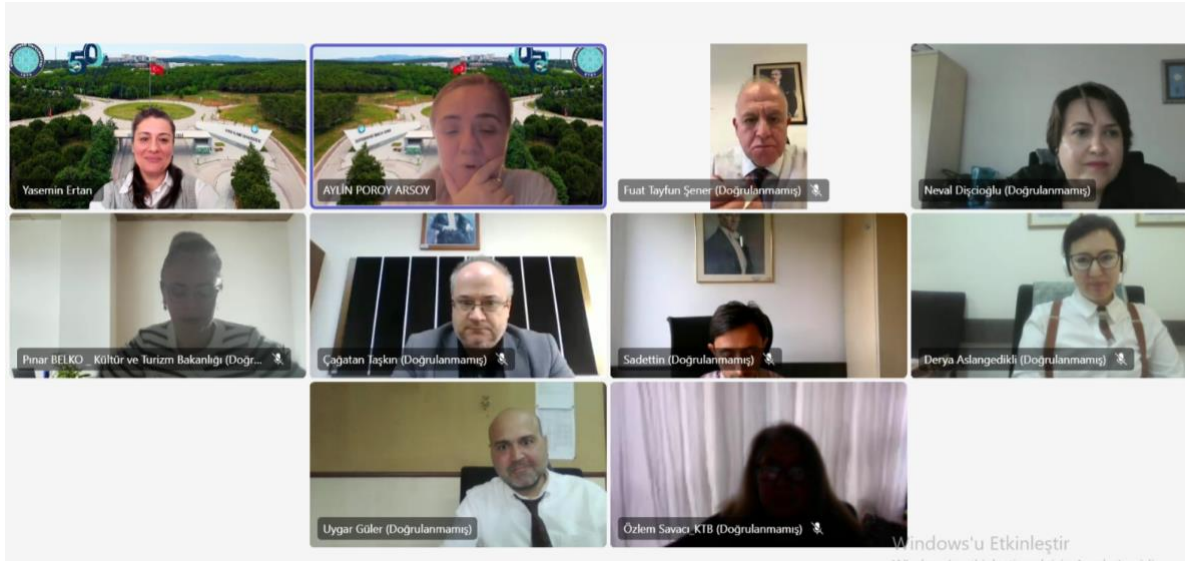
The REMODEL project has extended well beyond academic partnerships. With institutional collaborations, established in addition with ministries, local authorities, chambers of commerce, and sectoral associations, it has given a solid base to the translation of findings into policy, practice, and regional development processes. In line with the “policy–practice interface” approach outlined in D5.1, such collaborations represented strategic levers not only for the exploitation of the project results but also for post-project sustainability.

In the Turkish context, activities coordinated by BUU were institutionalised through relationships developed with the Ministry of Culture and Tourism, the Bursa Provincial Directorate of Culture and Tourism, Bursa Metropolitan Municipality and key regional sector associations, including GÜMTOB and TÜRSAB South Marmara. The aims of REMODEL, the approach of the BMI Lab and findings from the hospitality sector analysis were presented at meetings with the Ministry of Culture and Tourism, and policy options were discussed, relating to business model innovation, digitalisation and sustainability support for SMEs, including the draft voucher system adapted from Irish and Spanish models. In this way, REMODEL functioned as a policy-learning

instrument, contributing to the design of new national support mechanisms for tourism SMEs while reinforcing the long-term sustainability of the BMI Lab.

The two online meetings at the national level, held with the Ministry of Culture and Tourism, had a particular importance for the potential implementation of the voucher system. Strong interest in the project was expressed, and Ministry representatives stated their support for both BMI Lab activities and the voucher mechanism. Also during those meetings, the policy brief prepared within the project was presented.

Figure 24: Online Meeting with the Ministry of Culture and Tourism



Local-level coordination with the Bursa Provincial Directorate of Culture and Tourism, Bursa Metropolitan Municipality and regional tourism/hospitality associations was crucial in the design phase of the BMI Lab pilots, the dissemination process of summer school and training activities, and finally the dissemination of project findings. Outputs from the hospitality industry analysis, along with insights from the pilot enterprises, were shared with these institutions, creating a knowledge base capable of informing strategy documents about sustainable tourism, destination management, and SME competitiveness at the city level. REMODEL thus served as a collaborative learning platform reinforcing the university–municipality–industry nexus for local tourism governance.

In the Irish context, the collaboration effort led by ATU was developed essentially through engagement with Donegal County Council. First, ATU introduced REMODEL to the Council, followed by a trilateral meeting in June 2025 in Letterkenny between the REMODEL team, the Mayor of Bursa Metropolitan Municipality and relevant directors, and representatives of Donegal County Council. The participation of senior officials, such as the Director of Economic Development, Emergency Response and Information Systems, the International Relations Officer, the Vice-Chair of the Letterkenny–Milford Municipal District, senior planners, fire service managers; and an ERNACT representative, proved that it was not only a protocol-level meeting but rather a strategic exchange in several policy fields, like development, disaster resilience,

urban planning, and EU projects. The meeting marked the start of exploring REMODEL's business model innovation and sustainability approach as a basis for future joint EU projects, as well as reciprocal technical visits and good-practice transfers between Turkish and Irish local administrations.

In the Spanish context, the University of León's exploitation strategy was further entrenched through its institutional linkage with the León Official Chamber of Commerce, Industry and Services. In the first meeting, held at the Chamber on 19 February 2024, ULE presented the objectives of the project, the BMI approach, and preliminary findings to representatives of the Chamber, with some preliminary discussions about how REMODEL outputs could be used for enhancing business model innovation and sustainability transitions among enterprises in the hotel, restaurant, and services sectors in the region. Planned future meetings and possible pilot studies have turned REMODEL into an instrument that is not only an academic framework for ULE but also creates direct contact with the regional business community and thus fosters transformation processes among regional SMEs.

All these institutional collaborations taken together demonstrate that REMODEL's engagement with ministries, local tourism authorities, municipalities, chambers of commerce, and sectoral associations strengthened the exploitation capacity of the project on three levels:

- Enhancing the visibility of business model innovation and sustainable tourism concepts amongst policy-makers,
- Creating real pilot environments at local and regional levels for the application of the BMI Lab and related KERs
- Building a solid network infrastructure for new EU projects, voucher-based support mechanisms and joint action plans in the post-project period.

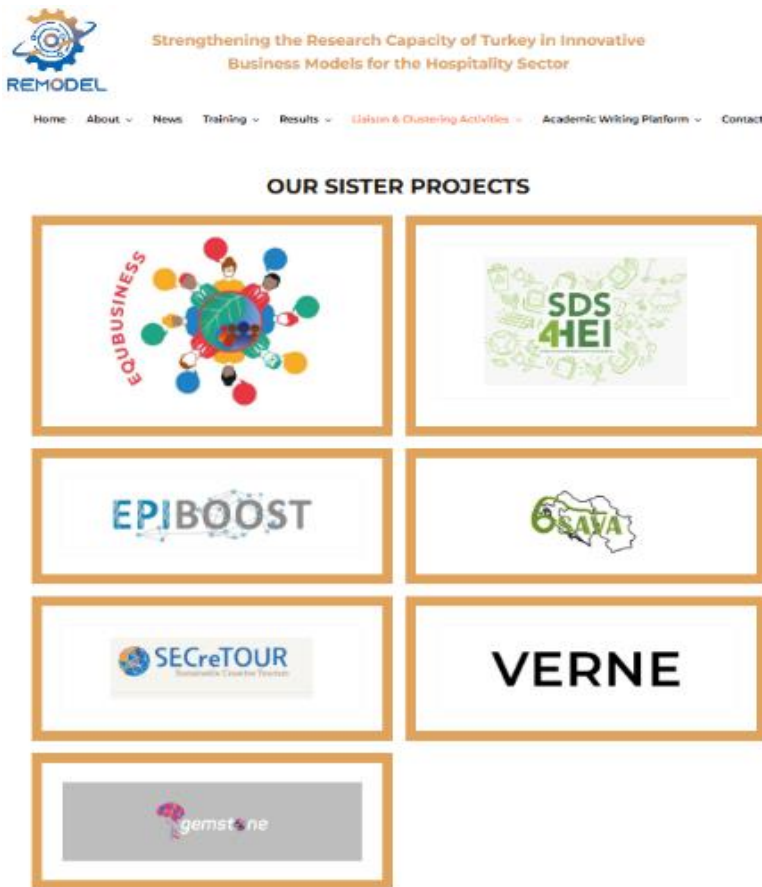
Thus, institutional collaborations have become a critical enabling element for the translation of all reported exploitation activities in D5.2 into tangible policy and implementation impacts

5.2. Sister Projects

In line with Horizon Europe's emphasis on networking, clustering and long-term impact, the REMODEL project has collaborated with a number of sister projects that share complementary objectives in the areas of sustainability, capacity building and innovation. These collaborations have enabled the wider dissemination of REMODEL's results and laid the groundwork for future joint projects to be implemented in the coming period.

5.2.1 REMODEL Sister Projects

Figure 25: REMODEL Sister Projects



From the very beginning of the REMODEL project, Horizon Europe and Erasmus+ projects were examined and those with common objectives with REMODEL were identified. Collaboration was proposed to these projects via emails sent to them. Cooperation agreements signed with the projects that accepted the collaboration proposal gave a formal structure to the sister project activities. The REMODEL project has seven sister projects. The list of sister projects can be accessed on The following section provides information about the sister projects.

Gender Diversity on Corporate Boards: A Road to Sustainability (EquBusiness):

An Erasmus+ project aimed at identifying and promoting internal corporate governance mechanisms that support gender diversity on company boards, and at finding common ground across countries.

Sustainable Development Strategies for Higher Education Institutions (SDS4HEI):

An Erasmus+ project whose purpose is to integrate the SDGs into the visions, missions, research, teaching, and campus practices of higher education institutions.

Boosting Excellence in Environmental Epigenetics (EPIBOOST):

A Horizon Europe project whose main objective is to enhance the research excellence and capacity of the widening partner in the field of environmental epigenetics, through intensive training activities.

6thSense Asset Valorisation Action (6SAVA): A Horizon Europe project implemented to commercialize and disseminate certain outputs of the H2020 SIXTHSENSE project, aiming to strengthen the regional innovation ecosystem.

Sustainable, Engaging and Creative Tourism (SECReTour): A Horizon Europe project aimed at preventing overtourism in rural areas, promoting alternative business

models, and ensuring the sustainability of cultural heritage while using it as a driving force for development.

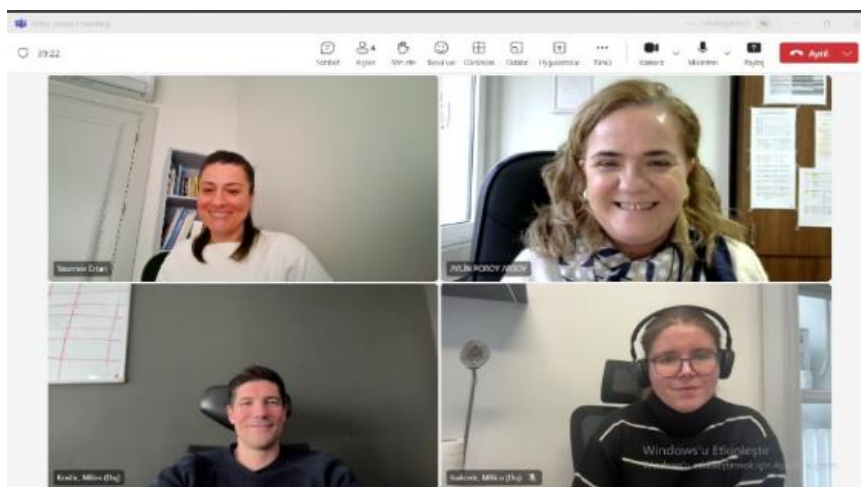
The One-stop Shop of Accessible Circular Solutions for Sustainable Tourism (VERNE): A Horizon Europe project that aims to develop circular economy–based systemic solutions to reduce the ecological footprint of tourism.

Genetically Engineering Experimental Models: Enhancement of Scientific and Technological Excellence and Innovation Potential to Study Neurodevelopmental Diseases (GEMSTONE): A Horizon Europe project in which Turkey is a widening partner, accepted in the same period as the REMODEL project, and aimed at enhancing Acıbadem University’s scientific research and innovation capacity in the fields of genetic engineering and neuroscience.

5.2.2 Joint Activities with Sister Projects

In the online meeting held on 20 January, REMODEL and 6SAVA presented the work packages and expected outcomes of their projects. During the meeting, it was agreed to continue cross-promotion of project activities and information sharing through web and social media channels.

Figure 26: Online networking and synergy meeting with 6SAVA



Within the scope of the REMODEL project, all sister projects were invited by BUU to the summer school titled “Innovative Business Solutions for the Food and Beverage Industry,” organized on the Bursa Uludağ University campus. On the second day of the summer school, Juanita Blue from Atlantic Technological University introduced the VERNE Project, and Antonella Fresa presented the vision of the SECReTour project. Thanks to this session, potential areas for future collaboration were identified. The participation of the sister projects in the Summer School also significantly enhanced the international visibility of the REMODEL event.

Figure 27: Meeting with SECreTour and VERNE at the REMODEL Summer School



Contribution to the GEMSTONE Policy Brief: In 2025, the GEMSTONE twinning project launched an initiative to prepare a joint policy brief underlining the importance of reopening Horizon Europe Twinning calls, particularly for Widening countries, and strengthening future Widening programmes. The resulting document was co-authored by a number of projects, including GEMSTONE, BAANG, EarthBridge, HybridNeuro, REMODEL, REMOTE XUAR, SMART4ENV and TwinVECTOR. The publication of the policy brief was also disseminated through REMODEL’s social media accounts.

5.3. EU-Level Networking

The REMODEL consortium has, throughout the project, deepened its liaison and clustering activities not only with EU projects directly implemented within its own framework but also via initiatives focused on collaboration and capacity building at the European level.

In this context, the acceptance of BUU, under a one-year strategic development programme supported by the WiderAdvance Facility as of 2025, marks an important milestone. Due to the application evaluated by WiderAdvance, four core KERs of BUU were selected for the D&E Academy for the period 10/2025–01/2026, integrating the institutional outputs of REMODEL into a development process recognized across Europe. This acceptance therefore concretizes the approach to ensuring the integration of the REMODEL project into the European Research Area. The one-year activity plan under WiderAdvance focuses on the consolidation of the four main axes of REMODEL:

- **KER 1:** The BMI Lab constitutes the core of innovative business model research at BUU, and its high accessibility and innovation potential were confirmed by the WiderAdvance assessment, which envisages that the Lab will be

transformed into a more institutional structure – a sustainable innovation hub - for both the regional tourism sector and SME networks at the European level.

- **KER 5:** Academic & Scientific Writing Platform is at the centre of the exploitation component aimed at enhancing BUU's publication capacity and academic visibility. The WiderAdvance Academy will take evaluation of this platform to the European level along the axis of "open science and scientific productivity" and provide a contribution to BUU in terms of content planning, scaling up publication outputs, reinforcing researcher profiles, and developing opportunities for international co-authorship. In this way, the academic writing ecosystem being launched inside REMODEL gets reinforced in content and methodology during the next year, making a sustainable contribution to the publication performance of BUU.
- **KER 9:** Mobility & Training Framework is a crucial tool for professionalization of the researcher mobility and training processes at BUU. Under the strategic development programme, this KER will undergo a comparative assessment against good practices in Europe and will be updated in order to transform the staff mobility at BUU into a more systematic, planned and quality-assured structure. This process will enable long-term institutionalization of the gains derived from REMODEL's staff exchange experience, thereby expanding BUU's capacity for international collaboration.
- **KER 11:** The International PhD Monitoring Mechanism represents one of the activities that generate the highest value in strategic terms within the WiderAdvance program. A harmonization will be achieved in the PhD monitoring mechanism, evaluation cycles, reporting system, expert panels, and quality assurance dimensions in an international environment for the modernization of the doctoral education system of BUU, in line with European universities. Not only will it be one of the institutional outputs of REMODEL, but also have the potential to achieve profound and lasting transformation at BUU's doctorate ecosystem level.

Correspondingly, the WiderAdvance plan includes a comprehensive training scheme developed for REMODEL researchers. These thematic modules in the program aim to consolidate at institutional scale the experience gained by BUU during the REMODEL process. Their trainings will directly contribute to BUU's long-term research management capacity by ensuring that exploitation activities focus not only on outputs but also on human resources and institutional capability development. Assessment and further development of four critical REMODEL KERs-the BMI Lab, the publication platform, the mobility framework, and the PhD monitoring mechanism-at the European level places the Project in a more visible place within the international academic ecosystem. Thus, WiderAdvance functions not only as a support service for REMODEL but also as a strategic roadmap toward sustainable growth and transition towards research excellence.

Another important activity is the membership of the REMODEL consortium within the INNEXA Alliance and the joint participation of all partners in the INNEXA event to be

held in Madrid on 4–5 November 2025. INNEXA is an international innovation network composed of higher education institutions, public bodies, business support organisations and NGOs, clustering especially around EU-funded projects. This network will help the REMODEL consortium to transform the KERs developed within the project into strategic assets useful not only for the consortium itself but also to feed new projects and collaborations at the European level.

The thematic sessions and B2B matchmaking meetings organized during the Madrid event generated value for exploitation on three levels. First, thanks to this event, the REMODEL team had the opportunity for direct contact with a plethora of institutions working in the fields of sustainable tourism, ESG, circular economy, and SME innovation, reinforcing the thematic framework and partnership structure of ongoing projects such as PEARL, VERNE, EcoSmart Hospitality, and AI-CIRCLE. The fact that a big portion of those projects have already secured funding indicates that INNEXA is not just a “network” for REMODEL but rather an exploitation channel that translates into concrete EU projects. Second, at the Madrid event, REMODEL had the chance to present the BMI Lab model, the training and mobility experience, and the scientific outputs. Moreover, this helped the project to be positioned as a reference good practice in the areas of sustainable tourism and business model innovation, providing the due visibility and trust for the adaptation of KERs in other regions in the future. Third, owing to the regular events and information flows of INNEXA, REMODEL partners will also be able to continue following new calls in the post-project period, repackage and present the KERs in different contexts, and sustain exploitation as a continuous process within the triangle of new project development, institutional capacity building, and network expansion. To this end, INNEXA membership is not perceived as a classical dissemination activity but rather a strategic liaison and clustering instrument for the integration of the project’s outputs into the European research and innovation ecosystem, converting them into new funding opportunities and scaling up the KERs.

Participation, under the leadership of ULE, in the Horizon Europe Widening INFODAY event, and the possibility to present REMODEL project results as a “success story”, was indeed a strategic step that has been contributing directly to the exploitation dimension of the project. Through this presentation, REMODEL - along with its KERs, such as the BMI Lab, capacity-building modules, academic writing platform, and PhD monitoring mechanism - has been positioned as reusable and scalable good practice within the Widening ecosystem. Thus, the project has become not only a model inside its own consortium but also a reference for research teams from different countries in their future Widening, Excellence, Teaming and Twinning applications. The participation in INFODAY has also raised the visibility of BUU, ATU and ULE as reliable, experienced and successful project partners in front of the Widening community and enhanced the consortium's attractiveness for future excellence-oriented initiatives. Novel contacts established and networks developed during the event have provided REMODEL partners with the opportunity to engage in an early stage with other projects under evaluation or in a design phase, develop partnerships,

and integrate REMODEL KERs into these initiatives. In this respect, the Widening INFODAY has gone beyond a classical dissemination event and has become an important instrument for reinforcing the strategic value of REMODEL in the European Research Area and strengthening the project's liaison and clustering impact.

6. MONITORING AND EVALUATION

REMODEL's DEC and exploitation activities have been systematically monitored and evaluated through quantitative and qualitative indicators, in line with the methodology defined in D5.1.

6.1. Summary of DEC KPIs

This section presents a synthesis of the monitoring process and documents which targets have been achieved, in which areas improvements have been made, and which lessons have emerged.

Website and online visibility

- The number of news items published on the project website exceeded the target level of ≥ 30 , with nearly 50 news/updates shared throughout the project.
- The number of unique visitors accessing the website surpassed the initial target threshold of 2,000, reaching more than 3,000 users and 9,380 page views. This indicates that the website has become a permanent hub of information and interaction for the project.

Social media performance

- **LinkedIn:**
 - Target: 50 posts / 500 followers
 - Achieved: 115 posts and approximately 845 followers; 23,100 impressions and 4,379 account reaches in 2025.
 - LinkedIn has been the strongest channel for REMODEL, creating above-expected impact in reaching researchers, PMs and IOs as key target groups.
- **Instagram:**
 - Target: 50 posts / 500 followers
 - Achieved: 115 posts and 500 followers; short videos (reels) and posts on the summer school/BMI Lab received particularly high engagement.
- **X (Twitter):**
 - Target: 50 posts / 200 followers
 - Achieved: around 95 posts and over 600 followers; posts containing media generated significantly higher views compared to text-only posts.

- **YouTube:**
 - Target: 6 videos, ≥ 100 views per video and ≥ 40 engagements
 - Achieved: 1 introductory video + 5 short videos published; each received more than 100 views, and the number of comments exceeded the initial target.

Printed/digital communication materials

- **E-newsletter:**
 - Target: 6
 - Achieved: 6 e-newsletters were published at regular intervals; each was distributed to a stakeholder network of approximately 500 people on average.
- **Brochures:**
 - 4 brochures (project introduction, capacity-building trainings, BMI Lab, project results) were produced; hundreds of printed copies were distributed in total and uploaded to the website.
- **Booklets:**
 - 3 booklets (general project introduction, Business & Leadership Programme, Summer Schools) were completed and delivered to the relevant target audiences (PM, RSC, IN-BP).
- **Posters, banners and foam boards:**
 - 6 posters, 1 banner and 2 foam boards were used extensively across different project events, providing visual and summarised information to hundreds of participants in total.
- **Factsheets and infographics:**
 - Target: 2 factsheets / 2 infographics
 - Achieved: 4 factsheets + 2 infographics; some of these reached impression/view numbers approaching 1,000.
- **Leaflets:**
 - Target: no numerical target was set; the main aim was to enhance the visibility of trainings and events.
 - Achieved: 38 leaflets created a modular visual archive promoting capacity building, the Business & Leadership Programme, staff exchanges and summer schools.

Scientific publishing and conference participation

- **Conference papers and posters:**

- The target of ≥ 8 presentations foreseen in D5.1 was exceeded; during the 2023–2025 period, 21 papers were presented alongside 3 poster presentations.
- **Publications:**
 - With 1 book, 1 accepted book chapter, 3 published articles and 1 accepted article, as well as several manuscripts under peer review, the targeted publication structure has largely been achieved.
 - All publications have been made open access and indexed under the REMODEL Community on Zenodo, which constitutes a strong indicator of the project's commitment to open science.

Exploitation, liaison and clustering

- A total of 14 KERs were identified and linked to exploitation plans at partner level.
- Formal collaboration was established with 7 sister projects; activities such as INNEXA Alliance membership, selection for the WiderAdvance Facility and participation in the Horizon Europe Widening INFODAY have increased REMODEL's visibility and exploitation capacity at EU level.

When considered collectively, these indicators demonstrate that REMODEL has achieved the intended level of impact in the DEC and exploitation dimension and has, in most areas, exceeded its initial targets.

6.2. Tools Used for Tracking

In line with the monitoring approach foreseen in D5.1, both digital tools **and** documentation-based evidence were used throughout the project. The multi-layered monitoring structure employed serves both the EU reporting requirements (evidence-based verifiability) and the internal learning cycle of the project. This toolbox has provided a reliable evidence base for both the interim reporting processes and the final compilation of D5.2. The tools used within the scope of the project are as follows:

- **Web analytics (WordPress statistics)**
 - The number of visitors, page views, most frequently visited content, country-based distribution and traffic sources were regularly monitored.
 - Clicks from the website (Zenodo publications, deliverables, sister project links and social media redirects) were measured in order to analyse the extent to which the site functions both as an “information hub” and a “gateway”.
- **Social media analytics**
 - *LinkedIn Insights*: Impressions, reach, engagement, follower growth charts per post; sectoral and occupational distribution statistics.

- *Instagram and X Analytics*: Views, reach, media/text distinction, and the performance of reels and short videos.
- *YouTube Studio*: Number of views per video, watch time, comments and subscription data.
- **DEC Monitoring Sheet (Excel)**
 - For all DEC activities, the date, type of activity, responsible partner, target group, tool used, related KPI and evidence links were compiled in this sheet.
 - Thanks to this documentary infrastructure, all activities could be retrospectively tracked and verified during the preparation of D5.2.
- **Attendance lists and signature forms**
 - Participation lists were kept for trainings, summer schools, workshops, seminars and policy meetings.
 - These lists enabled the documentation of both the participant profile (academics, students, PM, IN-BP, etc.) and the scale of events (local, national, international).
- **Screenshots, photos and digital records**
 - Website screenshots, social media posts, e-newsletter interfaces, event photos and short videos were archived as visual evidence, both to comply with EU visibility requirements and for quality assurance purposes.
- **Feedback surveys and evaluation forms**
 - Following capacity building trainings and summer schools, standardised surveys were used to assess participant satisfaction, relevance of content, trainer performance and learning outcomes.
 - This feedback was directly used, in particular, for revising the training content in the second and third years and for improving BMI Lab practices.
- **Zenodo and publication platform statistics**
 - For scientific outputs such as articles, conference papers and books/book chapters, view and download counts were monitored via Zenodo in order to measure the project's academic reach in the context of open science.
- **Internal communication within the project consortium**
 - All files that need to be monitored in the project are shared with project partners via Google Teams.

6.3. Evaluation of Effectiveness and Improvement Points

From an effectiveness perspective, REMODEL's DEC strategy seems to have worked consistently and in a well-balanced manner, considering both channel selection and outreach towards target groups. The project website has become the main reference point—particularly with regards to deliverables, scientific publications, and training-related content—and was positioned as a strong information hub in tune with the open-access approach. Among social media channels, LinkedIn proved to be the most effective medium for reaching researchers, project managers, and institutional stakeholders, while Instagram and X have given a more dynamic and visually oriented space of visibility to early-career researchers and sectoral actors. YouTube videos, by explaining the BMI Lab and REMODEL methodology in plain words, have contributed to wider understanding of the project's relatively complex concepts by wider audiences.

At the level of target groups, RSC and IO groups have been strongly supported through scientific publications, conference papers, the Academic Writing Platform and open-access materials; PM and IN-BP groups have been reached through factsheets, hospitality sector analysis, policy briefs, BMI Lab posters and infographics, as well as national/local meetings. On the other hand, CSOs and citizens were engaged with messages focused on sustainable tourism and cultural heritage through social media content, short videos, brochures and the project website. In the dimension of exploitation and clustering, the identification of 14 KERs and their linkage to partner-based exploitation plans demonstrates that the project outputs have evolved from one-off products into reusable strategic assets at the institutional and sectoral levels. The relationships developed with sister projects, membership in the INNEXA Alliance, the WiderAdvance Facility and the Horizon Europe Widening INFODAY have granted REMODEL credibility as a “good practice” at EU level; the funding of new projects like PEARL, VERNE and Eco Smart Hospitality stands as concrete evidence of this impact.

However, the monitoring process has also identified some areas for improvement:

- **Seasonality and Content Timing:** There has been a notable drop in digital engagement, particularly over the summer months. This would indicate that sensitivity of content calendars to the academic calendar, such as semester starts and ends, and to tourism seasons will assist in balancing the engagement profile for future periods.
- **Balance between language and accessibility:** While English-language content is essential for EU-level and international networks, producing summaries or subtitles in all partner languages more systematically would enhance accessibility to stakeholders in the partner countries. At best, a multilingual approach—especially for video and podcast style content—should be planned from the outset of the project.
- **More structured use of stakeholder feedback:** Feedback collected after trainings and summer schools has been helpful for improving the content. In ongoing and

future projects, such feedback can be more directly linked with KER-based improvement cycles to strengthen the adaptive learning process.

7. CONCLUSIONS AND RECOMMENDATIONS

D5.2 provides a comprehensive synthesis of the dissemination, communication and exploitation activities carried out during the first three years of the REMODEL project, evidencing that the project has generated significant impacts at both the level of outputs and in terms of processes, learning and capacity building. An overall assessment of REMODEL shows that the targets defined in D5.1 have been achieved and, in many areas, exceeded. The project website became the main reference point for deliverables, scientific publications, training materials, and events announcements; with almost 3,000 unique visitors and more than 8,500 page views, it has warranted access to both scientific and applied content. A multi-channel communication strategy was implemented through LinkedIn, Instagram, X, and YouTube, supported by rich materials such as 6 e-newsletters, 4 brochures, 3 booklets, 4 factsheets, 2 infographics, and 38 leaflets, enabling continuous engagement with a wide range of target groups—from researchers and policy makers, to SMEs and local communities.

Scientifically, with its 21 conference papers, 3 posters, and publications at the article and book(chapter) level, REMODEL has established a knowledge base aligned with open science principles, while leaving an indelible academic fingerprint through the Zenodo-indexed outputs. What is more, the project's outputs have evolved into strategic assets that can be reused at institutional and sectoral levels, rather than remaining isolated project results, as can be derived from the systematic identification of 14 KERs and their integration into exploitation plans at BUU, ATU, and ULE.

Within this framework, strategic recommendations for REMODEL's final phase and beyond emerge on three levels. First, the further institutionalization of the BMI Lab is of critical importance, ensuring its continuation through a structured business model built on a voucher system, service portfolio, and academic integration. The Lab should keep acting as a "living laboratory" through collaboration with new pilot SMEs as well as via graduate theses, courses, summer schools and doctoral research. Second, the synergy established with follow-up projects such as PEARL, VERNE, and Eco Smart Hospitality should be preserved; the KERs should keep on being actively referenced within these projects and the REMODEL experience visibly integrated into future calls (e.g., AI-CIRCLE and similar Excellence/Widening initiatives). Third, the networks created via the WiderAdvance Facility, INNEXA Alliance membership, and Horizon Europe Widening INFODAY should continue to be used systematically for new project ideas, partnerships, and policy learning; translation of the relations established with ministries, local authorities, tourism associations, and chambers of commerce into policy adaptation and field-level implementation should be pursued.

These elements come together in a holistic structure in the post-2025 sustainability roadmap. In the short run, until 2026–2027, the objectives include keeping the BMI

Lab active, maturing the voucher model, embedding the REMODEL-based Academic Writing Platform and training modules into BUU's permanent academic development programmes, introducing these modules to other institutional trainings and continuing with strong links to ongoing EU projects. In the medium run, during 2028–2029, there is the aim to adapt the BMI approach to new sectors, transform the relationships built with sister projects and networks like INNEXA into new Horizon Europe and Erasmus+ proposals, further consolidate the status of REMODEL as a “good practice” and evolve the triangle of university–industry–public sector collaboration to an even more institutional form. In the long run, REMODEL is not just a project for a certain period. It should be maintained as a reference framework defining the strategic positioning of the three HEIs, namely BUU, ATU and ULE, in business model innovation, sustainable tourism and institutional capacity development. Sustainability of the model will be ensured through the voucher system, new pilot collaborations increasing the diversity of SMEs and the wider adoption of the BMI Lab model in the other universities.

From this viewpoint, therefore, D5.2 acts as an assessment final document which records the progress made and the major accomplishments while providing a concrete, actionable roadmap to REMODEL's research, policy, and implementation agenda beyond 2025. This roadmap shows that REMODEL is not a "project completed at M36" but a continuous learning and innovation platform which will keep on yielding value to institutions, the sector, and the EU research community beyond 2025.

ANNEX

Dissemination, Exploitation and Communication Sheet

REMODEL DISSEMINATION, EXPLOITATION AND COMMUNICATION SHEET													
	LEAD	Jan. 23	Feb. 23	Mar. 23	Apr. 23	May. 23	June 23	July 23	Aug. 23	Sep. 23	Oct. 23	Nov. 23	Dec. 23
Roll-up	BUU												
Press Release 1	BUU												
Poster 1	BUU												
Poster 2	BUU												
Poster 3	BUU												
Poster 4	BUU												
Brochure 1	BUU												
Website	BUU												
Social Media Accounts	BUU												
Booklet 1	BUU												
Newsletter 1	BUU												
Project Factsheet	BUU												
Factsheet 2	BUU												

	LEAD	Jan. 24	Feb. 24	Mar. 24	Apr. 24	May. 24	June 24	July 24	Aug. 24	Sep. 24	Oct. 24	Nov. 24	Dec. 24
Promotional Video	BUU												
Video 1	BUU												
Newsletter 2	BUU												
Brochure 2	ULE+ BUU												
Factsheet 3	BUU												
Article 1	ULE												
Foam Board	BUU												
Video 2	ULE												
Newsletter 3	BUU												
Press Release 2	BUU												
Booklet 2	ATU												
Video 3	ATU												
Poster 5	BUU												
Brochure 3	ATU+ BUU												
Article 2	ATU												
Leaflets	BUU												

	LEAD	Jan. 25	Feb. 25	Mar. 25	Apr. 25	May. 25	June 25	July 25	Aug. 25	Sep. 25	Oct. 25	Nov. 25	Dec. 25
Newsletter 4	BUU												
Podcast 1	ULE												
Video 4	BUU												
Booklet 3	ULE												
Newsletter 5	BUU												
Infographic 1	ATU												
Infographic 2	BUU												
Press Release 3	BUU												
Poster 6	BUU												
Factsheet 4	ULE												
Video 5	BUU												
Brochure 4	BUU												
Podcast 2	ATU												
Article 3	BUU												
Newsletter 6	BUU												