D7.2 – FIRST VERSION OF DISSEMINATION AND COMMUNICATION PLAN INCLUDING STAKEHOLDER'S ENGAGEMENT STRATEGY

Lead Partner: Sustainable Innovations Europe (SIE)

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Project title			
Supporting new Opportunities for Waste Heat And cold valorisation Towards EU decarbonization			
Project acronym	SO WHAT	**Start / Duration**	June 2019 (36 months)
Coordinator	RINA-C		
Website	www.sowhatproject.eu		

Deliverable details			
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Work Package	7		
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[1]   PU = Public

CO = Confidential, only for members of the consortium (including Commission Services)

	Beneficiary
Deliverable leader	Ana Martinez (SIE)
Contributing Author(s)	
Reviewer(s)	All partners
Final review and quality approval	Francesco Peccianti (RINA-C)

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28/11/2019	6.0	Donato Zangani (RINA-C)	Add events dates and potential partners attending

Acronyms and abbreviations

AC: Academia
AS: Associations
CF: Consulting firms
DHC: District Heating and Cooling operators
EA: Energy agencies
EC: European Commission
EU: European Union
GP: General Public
HRE: Heat Recovery
IP: Industrial parks
IS: Industrial sites
LCT: Life-cycle-thinking
PA: Public authorities
PM: Policy makers
RES: Renewable Energy Sources
TM: Trade media
WH/R: Waste heat recovery technologies
WH/C: Waste Heat and Cold

EXECUTIVE SUMMARY

This document contains a detailed Dissemination and Communication Plan that outlines the project's audiences, key messages and communication channels for the dissemination. It also answers the questions WHO? WHAT? WHEN? HOW? and provides an integrated, accurate and efficient dissemination strategy. In addition, it highlights the key messages, potential audiences, roles and responsibilities and methods of communication to be used for the SO WHAT tool promotion.

Task 7.2 aims at proactively promoting the SO WHAT project and its final results by providing targeted information to various audiences. The promotion activities will be part of the dissemination and communication plan, and this document presents the first step in achieving the partial objective.

A responsive website structure and design has been developed to be accessed from any device. The content and messages incorporated in the SO WHAT website have been defined with the purpose of reaching different audiences, including: general public, scientific community, industry, and policymakers with the objective to benefit project results.

The design of the website has been developed by SIE with the collaboration of the whole consortium; it has been streamlined and presented in a way that is accessible by wide range of stakeholders. This document presents a detailed description of the website communication strategy, responsive design, look and feel, navigability, and content development process. SO WHAT website will be constantly updated during the project's execution to communicate and disseminate the results achieved.

This document, the Dissemination and Communication Plan, will be updated at M18 for an intermediate version, taking into account the project's development and a final version will be issued at the end of SO WHAT project (i.e. M36).

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1 OBJECTIVES

The objective of the communication and dissemination activities of the SO WHAT project is to ensure information about the project's objectives and results are effectively disseminated to relevant audiences and to promote the use of project results by the relevant industry stakeholders.

The Communication and Dissemination plan identifies the goals and approaches for providing information about the SO WHAT project to the target audiences at local, national and EU level. This will include defining key messages and selecting appropriate tools and channels (including relevant conferences and events) to effectively disseminate the outcomes of the project.

The purpose of this document for the SO WHAT project is to formalize dissemination and communication actions, as well as to provide guidelines on the approach. Marketing media, the press, magazines, broadcast news, television, radio and Internet;

The main objectives of the Dissemination and Communication Plan are:

- To document undertaken and proposed dissemination and communication activities through a detailed and updated plan.
- To ensure the project results reach the relevant stakeholders for a wider waste heat and cold (WH/C) exploitation promotion.
- To raise interest in the proposed technology, of potentially interested parties across relevant stakeholders.
- To promote WH/C recovery projects, along with the benefits they can provide, toward potential target end-users/adopters to speed up renewables (RES) energies adoption and take-up in industrial process.

2 TARGET AUDIENCES

Table 2.1: Target groups & contents

Target group / Stakeholder	Targeted results/content
Industrial sites (IS)	Promote a wider use of life-cycle-thinking (LCT)-based tools among process industry for regular decision-making. Raise awareness on the potential of recovering WH/C and RES integration.
Public authorities (PA)	Support usage of auditing tools among organizations new to sustainability evaluations
Energy agencies (EA)	Support the transition to a greener paradigm including the WH/C recovery. Improve data availability and interoperability. Simplify data handling & management
DHC operators (DHC)	Tools for high throughput calculations of scenarios
Consulting firms (CF)	Improve quantitative economic approaches and monetization aspects
Academia (AC)	Data-mining methods for generic life-cycle inventories; Modelling methodologies for waste heat recovery technologies (WH/R) and thermal energy storage; Promote a whole system-level thinking (technological, economic, environmental) for integration of WH/R technologies; Improve data availability on waste heat and waste cold availability and recovery potential

Industrial parks (IP)	Simplified flexible tools adapted to: - different contexts - different levels of assessments - improved visualization capabilities
Associations (AS)	Support data exchange and cross-sectoral collaboration between industries
Policy makers (PM)	Improve assessment methods handling modelling of aspects related to circular economy, energy efficiency and renewable heating and cooling.
General Public (GP)	Awareness campaigns regarding the positive impact this project can take in terms of employment and improvement on sustainability methods.
Trade media (TM)	Awareness campaigns regarding the positive impact this project can take in terms of employment and improvement on sustainability methods.
Heat Recovery (HR) equipment vendors (HRE)	Specific approach for companies devoted to manufacture and sell all the HR "iron" (i.e. heat exchangers) regarding the possible positive impact on the HR equipment sales figures

SO WHAT has identified a significant list of stakeholders to which the dissemination and communication materials and tools will be directed to, as outlined in Table 1., such as ERRIN (The European Regions Research & Innovation Network), SPIRE, RHC Renewable Heating & Cooling - European Technology Platform, EHPA; IDAE and KAPE.

Several trade media have already been identified as well: Renewable Energy Magazine, Energy Efficiency, Foresight Climate & Energy, Data Center Dynamics and Environmental Leader.

Likewise, similar European projects have been identified to search for synergies: EMB3Rs, CELSIUS 2.0, ReUseHeat, CATALYST, LightCatcher, ENSMOV, HACKS, REPLACE, ODYSSEE-MURE and HotMaps.

Conferences and trade fairs of interest identified for the SO WHAT project are as follows:

Table 2.2: Target groups & contents

EVENT	DATE & PLACE	PARTNER ATTENDING
Smart District Heating in Antwerp	December 11 and 12, 2019, Antwerp, Belgium	All
BAUEN & ENERGIE WIEN-	February 20 – 24, 2020, Vienna, Austria	TBC
European Energy Efficiency Conference	March 4 – 6, 2020, Wels, Austria	TBC
ENERGYMED	April 2-4, 2020, Napoli, Italy	RINA/ TBC
RENEXPO	May 13 and 14, 2020, Belgrade, Serbia	TBC
EU Sustainable Energy Week	June 22-26, 2020, Brussels, Belgium	TBC
World Energy Week	October 5-9, 2020, Beirut, Lebanon	TBC
25th World Energy Congress	TBC, 2022, St. Petersburg, Russia	TBC

3 KEY MESSAGES

Through 5 technical work packages (+ the WP6, SO WHAT impact analysis and maximisation of lessons learnt, + WP7 SO WHAT tool promotion and exploitation + WP8 Project Coordination and Management), SO WHAT will generate a significant volume of information with interest to different

stakeholders related to energy efficiency and SPIRE Industries as well as other interested parties. Therefore, it is necessary to identify what outputs and messages can be provided from the activities developed throughout the various WPs. The key messages to be disseminated can be supported by different tools/channels (see below), including printed materials, online platforms, publications, events and others. Table 4.1 identifies the most relevant proposal outputs (key messages) for each WP. Furthermore, it identifies the main (but not limited to) target group(s) and tool to communicate the identified messages. Moreover, when deemed appropriate, the consortium will disseminate other project specific messages, such as the general objectives of the project and the participation of the partnership at events in which the project should be presented.

Table 3.1: Key messages / target group / key tools

Work Package	Key messages to disseminate	Target Group	Tools
WP1	Industrial demo-sites visited. Algorithms and sub-models database developed for the accurate prediction of WH/C. H/C recovery/storage technologies and renewable technologies to be included in the tool. Mapping local RES potential for suitable industrial installations in the area and local surplus RES recovery also in combination with WH/C.	IS, EA, DHC, IP	Conferences, peer reviewed papers, patents, website, workshop/webinars, scientific publications.
WP2	Technical requirements for the SO WHAT tool for the cost-benefit simulations and tool functionalities.	IS, EA, DHC, CF, IP	Conferences, peer reviewed papers, patents, workshop/webinars, scientific publications.
WP3	Socio-economic costs and benefits from making use of industrial waste heat/cold.	IS, PA, EA, DHC, CF, AC, IP, AS, PM, GP, TM	Conferences, workshop/webinars, tradeshows, newsletters, website, social media, press releases.
WP4	Promotion of the SO WHAT tool as a user-friendly software that will model an industrial environment with sufficient detail to enable reliable and accurate decision making, including a dashboards for Non-Experts and Business and Financial Directors.	IS, PA, EA, DHC, CF, AC, IP, AS, PM, GP, TM	Conferences, workshop/webinars, scientific publications, tradeshows, newsletters, websites, social media, press releases.

WP5	Validation of the SO WHAT tool in real demo cases. Outline of pathways for rapid replication across the EU.	IS, PA, EA, DHC, CF, AC, IP, AS, PM, GP, TM	Conferences, workshop/webinars, scientific publications, tradeshows, newsletters, websites, social media, press releases.

4 TOOLS AND CHANNELS

Different tools and channels will be used to disseminate and communicate SO WHAT activities and results. Each tool and channel will be used appropriately to address different target groups at different stages of the proposal implementation, thereby increasing the efficiency of the Dissemination Plan. The relationship between the tools and channels, the target groups and the expected results are presented in results Table 5-1.

Table 4.1: KPI, means and objectives

Channels	Tools	Target groups	Impact & results
Offline	Brochure Leaflet Poster	Industrial sites (IS) Public authorities (PA) Energy agencies (EA) DHC operators (DHC) Consulting firms (CF) Academia (AC) Industrial parks (IP) Associations (AS) Policy makers (PM) General Public (GP) Trade media (TM)	Create awareness for the new technologies and promote the impact of the project
Online	Project website Newsletters Social Media	All the target groups	Demonstration of technical progress, better performance and cost reduction as well as inform on the day-to-day of the project and its milestones achieved.
Publications	Articles Papers Press Releases	All the target groups	Information and scientific approach beyond the state-of-the-art technology and

			establishment of the performance
Events (Organised by SO WHAT)	Workshops Webinars	Industrial sites (IS) Energy agencies (EA) DHC operators (DHC) Consulting firms (CF) Industrial parks (IP) Policy makers (PM)	Co-Design and engagement of end users.
Events (Attended by SO WHAT)	Meetings with European Energy companies, Energy Authorities, stakeholders Conferences Tradeshows	All the target groups	Awareness of the project goals and informing about the project benefits. Disseminate results on the project. Raise interest on the stakeholders. Replicating SO WHAT in other member states.

The tools and channels used include the project website, articles targeted at both a lay and a technical audience, press-releases, e-newsletters, scientific papers and leaflets, social media presence, and participation in workshops/conferences.

Any dissemination activities and publications in the project, including the project website, will specify that the project has received funding from the European Union's Horizon 2020 programme, as well as display the European emblem. When displayed in association with a logo, the European emblem will be given appropriate prominence. All publications will reference the grant agreement number.

The communication activities within the project are both periodic (management group meetings, newsletters, project group meetings and reporting to commission) and online (project restricted area on the website).

Communication activities to stakeholders outside the project group are based on the dissemination plan presented in section 2.2.1 of the Grant Agreement. The journal articles are primarily intended to communicate the recent findings to the scientific and academic communities. However, the project will also publish in trade journals and magazines important to the industry to disseminate new relevant solutions to other possible end users. Project presentations at technical conferences are intended to reach the same audience.

4.1 PROJECT IDENTITY

A recognisable project identity has been developed to build a visual brand and ultimately, offers a package of templates that will facilitate the building of notoriety progressively through the project. This includes creating a project logo and an accompanying style guide. These will be consistently used for the project website and all other communication templates, such as PowerPoint, Word, posters

and EC Report and can be downloaded from the project website: https://sowhatproject.eu/documents/#downloads

Image 4.1: SO WHAT brand guidelines
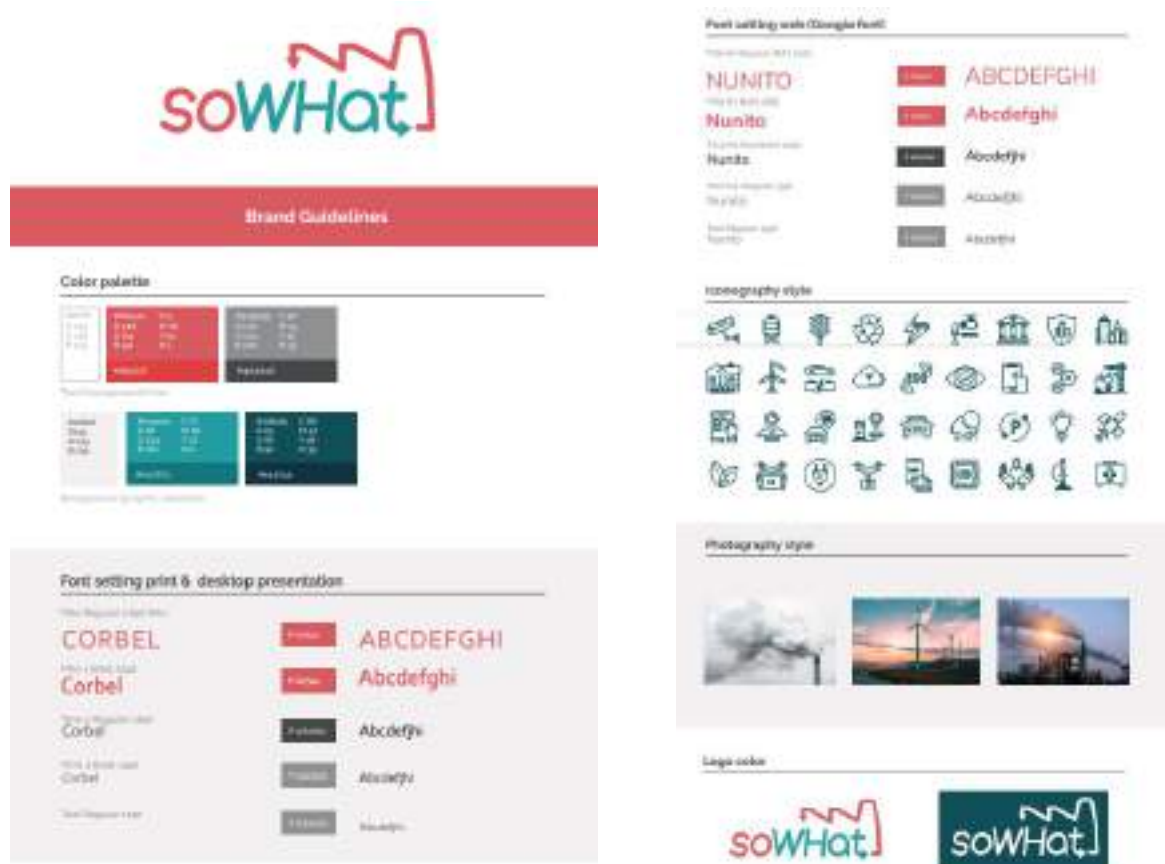
4.2 PROJECT WEBSITE

SO WHAT has developed and kept updated an user-friendly project website https://sowhatproject.eu/ . The URL name was reserved in the very beginning of the project and for 5 years. Since all the promotion, communication and dissemination will be centred around the brand name "SO WHAT", it was crucial to secure this easy-to-find URL.

The website will be the primary source of information for external parties, providing updates on project activities and achievements to all target audiences. The aim is to inform stakeholders and associated industries about project developments, but also to present the project's achievements and the SO WHAT tool to the public.

All partners will contribute to the website by providing relevant project information. All communication efforts by project partners and social media will always be redirected to the SO WHAT website. Traffic to the website will be increased by creating mutual links between the partners' websites and other relevant websites.

The project website will contain:

- Latest news about the project progress and results
- Details about the project partners

- Electronic materials (newsletter, infographics, articles)
- A training and e-learning section
- Events and contact information
- Social media links
- At least two videos (embedded from YouTube). The first one will explain the main objectives and scope of the project. The last one will serve as training material for stakeholders and will be produced by the end of the project.

The project website was set-up and will be managed, maintained and hosted for the duration of the project and for a further 2 years after the completion of the project. Statistical data will be collected about the website visitors that subsequently will be analysed by Google Analytics software and included in the project reports. The website will be responsive to work on a variety of devices and screen sizes, such as smartphones.

4.3 CONTENT MANAGEMENT SYSTEM

The website also includes a link to the consortium private share folder (based on Zoho solution), which serves as private area for project partners and EU officials where presentations and deliverables, as well as working materials can be accessed and downloaded. This private area is secured and can only be accessed when entering a login name and password.

4.4 SOCIAL MEDIA

The project will have a social media presence on Twitter (https://twitter.com/sowhat_project) and LinkedIn (https://www.linkedin.com/company/so-what-project/) to ensure wider dissemination to different age groups and target audiences. Social media should be used as a tool to announce project developments, but most importantly drive traffic to the project website.

Twitter and LinkedIn accounts have been established and content related to SO WHAT has been posted regularly beginning M1 to increase outreach. When the project has video material, it will be embedded on the website using YouTube.

For the first phase of the project, the social media accounts will share posts related to the project scope and post on events where SO WHAT is to be presented to build a community of interest, creating an audience for when SO WHAT has project results to share. Social media posts will also be posted by SIE https://twitter.com/SustainableInnE   that shares information on the latest developments on project news. It would be also good for partners to share this content on their company network.

List of milestones suitable to be communicated

Table 4.4.1: Project Milestones

Milestone number	Milestone title	WP number	Lead beneficiary
MS1	Pilots analysis finalised	WP1	IESRD
MS5	Presentation of SO WHAT tool workflow	WP2	RINA-C
MS8	SO WHAT tool simplified version for quick decision making on project website	WP4	IESRD
MS9	First prototype of SO WHAT tool detailed	WP4	IESRD

	version		
MS12	SO WHAT tool presented/ used in 5 additional pilot	WP5	RINA-C
MS14	Release and presentation of the E-Handbook	WP6	CAR
M16	Training resource available	WP7	ENVI

Online media platforms will be monitored to provide information on the numbers, sources, types of content and individuals/organisations that promote or disseminate project messages, allowing optimisation and targeting of communication to ensure maximum outreach of news or results. These results will also be included in interim reports and the final dissemination report. The social media accounts will be managed by SIE with support from the partners.

4.5 PRINTED MATERIAL

A project poster, a roll-up and a brochure have been developed for distribution to partner networks and at conferences, exhibitions and other events. The first project poster and brochure version contain general information about the research activities, participants, and expected results. Additional poster and brochure will be prepared later in the project, to disseminate the results. Both of them will be written in accessible language to reach the widest possible audience.
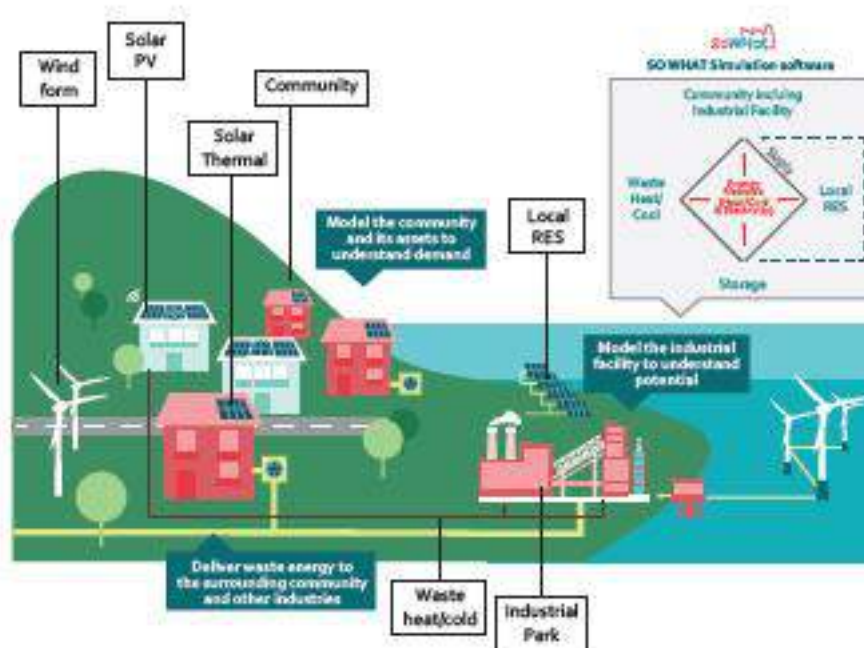
Image 4.5.1: SO WHAT general brochure

Image 4.5.2: SO WHAT poster

Image 4.5.3: SO WHAT roll up

4.6 NEWSLETTER AND PRESS RELEASES

Electronic newsletters will be prepared every 3 months, and will include project updates, announcements, interviews and other information related to SO WHAT, to be distributed to stakeholders and partner networks and posted on the project website. Moreover, project updates may appear in partners' respective newsletters, which is distributed electronically to their own contacts within their specific industry.

Press releases will be published to announce newsworthy developments during the course of the project. They will be written in English and sent to the European press and national journalists, with the help of the project partners.

4.7 SCIENTIFIC JOURNALS

The project's results will be published in international scientific/technical literature, such as Energy, Applied 1Thermal Engineering, Applied Energy, Energy, ASME and ELSEVIER journals, as well as in relevant scientific/technical literature at national level mainly in the member states where the partners are established.

The highest impact open access journals within the relevant sector will be identified. The project will be also supported by DHC+ to promote SO WHAT tool to its members. All publications will be collected within the project website for open access/download.

4.8 TRADE MEDIA

A series of trade magazines have been identified for the project to publish information on the advances and milestones achieved: Renewable Energy Magazine, Energy Efficiency, Foresight Climate & Energy, Data Center Dynamics and Environmental Leader.

4.9 PARTICIPATION AT CONFERENCES, WORKSHOPS AND EVENTS

Project partners will attend sector related events, conferences, workshops, to meet target groups, other stakeholders, public authorities and scientific community and to raise awareness about the project objectives and results. These events provide access to target audiences at local, national, European and international level. Particularly emphasis will be made at promoting the project at the demo-sites at local level.

Conferences and trade fairs of interest identified for the SO WHAT project are as follows:

- Smart District Heating in Antwerp.
- RENEXPO- International Fair and Conference on the Topics Renewable Energies and Energy Efficiency (IERC/TFC)
- European Energy Efficiency Conference (IERC/LIT/TFC)
- BAUEN & ENERGIE WIEN- International Fair for Healthy and Ecological Building, Modernization, Financing and Energy Saving (ITEC)
- ENERGYMED- Trade Fair for Renewable Energy, Energy Efficiency and Environmental Technologies (ITEC/ SIE)
- WORLD EFFICIENCY SOLUTIONS (IERC / LIT)

In addition, two workshops (M6 and M30) will be devoted to the definition of end users' requirements via a participatory approach (the first) and the presentation of SO WHAT tool potentialities to

stakeholders via a comparison between the tool output and the results of detailed feasibility studies (the latter).

The results of the project will be promoted during a dedicated stakeholder's final event where the SO WHAT tool will be extensively promoted also via validation and feasibility studies performed in the project pilots.

A list of events will be updated on a constant basis in collaboration with partners to guarantee the project's presence on dissemination events.

5 STAKEHOLDERS ENGAGEMENT

On the one hand, and at the beginning of the project, stakeholders will be addressed on a personalized basis with the help of all the partners. Each partner will reach out to the number of stakeholders identified in their relevant networks, to inform them and increase the reach of the project.

On the other hand, stakeholders will be also reached through all the channels and tools mentioned above during the entire duration of the project.

A list of 30 stakeholders showed interest in the project through letters of support. They will be contacted by the partners and invited to participate in the first workshop. In addition, they will be invited to subscribe to the newsletter of the project so that they can follow news and updates.

6 INDICATORS & TARGETS

The successful implementation of this component of the Dissemination and Communication Plan will be quantified by the achievement of specific targets for a number of different indicators (Table 6.1).

Table 6.1: KPI, means and objectives

Means / channel	Objective, target and quantifiable indicators	Expected Audience	Monitoring Tool
SO WHAT e-handbook	Lessons learnt from the project (both technical and nontechnical) will be redacted and promoted within the end of the project in order to collect relevant results in the form of data and observations from the validation phase, thus giving comprehensive evidence of the advantages of SO WHAT tool analysis.	>100 downloads by the end of the project	number of downloads <25 = poor; 25-75 = good; >75 = excellent
Scientific/technical publications	The project's results will be published in the international scientific/technical literature, such as Energy, Applied 1Thermal Engineering,	1 conference paper in year 1; 3 conference papers and 1 journal paper in	Number of conference and journal papers accepted:

	Applied Energy, Energy, ASME and ELSEVIER journals as well as in relevant scientific/technical literature at national level mainly in the member states where the partners are established.	year 2; 4 conference papers and 4 journal paper in year 3	3 = poor, 3-5 = good, >5 = excellent;
Oral/poster presentations at conferences, symposia, seminars, workshops, etc.	Results will be presented at relevant conferences, symposia, seminars, workshops, and other events, either through oral or poster presentations. The project will furthermore promote its results at the national level in the various Member States of the partners also promoting particularly the demo-sites at local level.	>7 conference presentations	Number of conference presentations: <3 = poor, 3-7 = good, >7+ = excellent
Training Plan	A specific training plan to a wider community of stakeholders will be initiated in M12 and will go through all the project technical and market outcomes.	>100 attendees at 1 or more training events	<20 = poor; 20-60 = good; >60 = excellent
Liaison/ collaboration with relevant European communities	The consortium will seek liaison with the most relevant European communities involving potentially interested stakeholders, including the relevant European Technology Platforms (ETPs), such as RHC Platform, DHC+, EHPA, -	Collaboration agreement with >7 organisations	Collaboration agreements with relevant associations <3 = poor, 4-6 = good, >7 = excellent
Liaison / collaboration with relevant projects	Presence of H2020 experienced partners (IESRD, CAR, RINA-C) guarantees that the consortium will seek liaison and collaboration with other H2020/FP7 projects that could complement project activities and synergies, and at the same time enhance dissemination of the project results to a specialized audience.	Collaboration agreements with >10 EU projects	<4 = poor, 5-8 = good, >9 = excellent
Project visual identity and public image	A common public image / branding for the project allows an easier identification by the	Reach at the project end: 1500 followers on Twitter;	Twitter and LinkedIn own Analytics.

		300 on LinkedIn	
	public and ensures visibility and recognition. SO WHAT will adopt a captivating project logo and a common graphics for any project template (e.g. presentation, template, report, etc.) and any published or publicly presented material (e.g. brochures, leaflets, flyers, posters, etc.). A project motto may also be elaborated.		
Project website	A captivating website will be developed to provide visibility to the project besides giving public access to relevant non-IP sensitive results via a summary page on progress and achievements, downloadable publishable periodic activity reports and other publishable documents. A private area will be moreover developed for internal use (centralized access to all materials generated by the project).	1500 unique visitors per year; 1000 downloads per year; An average of 2.5 min stay	Visits: <5000 = poor; 5000-10,000 = good; >10,000 = excellent Material downloads: <50 = poor; 50-100 = good; >100 = excellent
Project promotional materials (brochure/ leaflet, flyers, poster and banners…	A promotional project brochure/leaflet and/or flyers for the large non-specialist community as well as the community of relevant stakeholders (i.e. to be also used for dissemination purposes) will be developed and distributed to stakeholders and in events. A project poster along with banners/roll-ups will also be developed in order to be used for events and exhibitions., while a first leaflet/brochure shortly after the beginning of the project, oriented to raise awareness and provide visibility to the project - Brochure/leaflet distribution: <500 copies = poor; 500-1,000 copies = good; >1,000 copies = excellent	200 downloads per year from the website 1,000 printed copies distributed	Brochure/leaflet distribution: <500 copies = poor; 500-1,000 copies = good; >1,000 copies = excellent

Project video And interviews	A project video and/or video-interviews also with a storytelling video approach will be created under SIE support, which will present the project's objectives, its outcomes, etc.	800 views in total	YouTube statistics;
Project media presentations	The opportunity to present the project on generalist and/or specialised media, such as local or national press, magazines, radio or TV programmes will also be sought.	3 large regional/national media presentations	-
Periodic e-newsletter	A 3-monthly e-newsletter will be created with the support of SIE in order to provide to relevant audiences up-to-date information. The newsletter will be sent particularly to Letter of Support signer/stakeholders. It will also be uploaded on the project website.	>1,000 recipients in the e-newsletter distribution list by end of project.	Monitoring of number of recipients
Liaison / collaboration with relevant projects	Presence of H2020 experienced partners (IESRD, CAR, RINA-C) guarantees that the consortium will seek liaison and collaboration with other H2020/FP7 projects that could complement project activities and synergies, and at the same time enhance dissemination of the project results to a specialized audience. Collaboration agreements with related EU projects <4 = poor, 5-8 = good, >9 = excellent	Collaboration agreements with >10 EU projects	Collaboration agreements signed

7 LEVELS OF DISSEMINATION

Key targets groups operate at different geographic levels, which will influence communication tools and media to be employed.

7.1 EUROPEAN LEVEL – EC

The European Commission will be informed about the results via the periodic reporting of the project (mid-term review, minutes of periodical meetings, updates of this document) in order to modify

related regulations if necessary and to propose collaboration with other ongoing projects on dissemination activities.

7.2 INTERNATIONAL LEVEL – INDUSTRY, SCIENTIFIC COMMUNITY

The relevant international organisations will be informed of the results. Scientific knowledge can be translated into practical information, guidelines and regulatory policies. Direct email to specific organisations and groups, based on the target audiences, will be used to distribute electronic media resources to raise public awareness. Technical journals, conferences and workshops at both national and international level, industry meetings, and participation in industrial forums will also be used for the dissemination of knowledge both at research and industrial levels.

8 METHODOLOGY

To ensure that the results of the SO WHAT project are efficiently and effectively communicated to the project partners, stakeholders and broader audiences, the following internal and external communication activities will be undertaken during and after the project.

8.1 INTERNAL COMMUNICATION

Effective internal communication is key to sharing information and ensuring that the deliverables are met. Therefore, regular face-to-face meetings and conference calls will take place to exchange project information, update progress and share results. Consortium and technical meetings will take place two times a year, while GoToMeeting and/or teleconferencing services will be used to facilitate collaboration within WPs.

Apart from specific emails, taking advantage of the project monthly conference call, SIE will ask partners for their support on the upcoming dissemination and communication activities and events to update the Communication & Dissemination Plan and streamline a content curation process. This will allow the partners to take a more focused and systematic approach, strengthening actions taken to communicate and report on the project. A delegate from all consortium partners of SO WHAT will attend this meeting.

To facilitate efficient communication among partners, the website also includes a link to the consortium private shared folder (based on Zoho solution), which hosts project materials for internal use, including regular updates on the project development, a project calendar, meeting documents (agendas, minutes, and presentations), manuscripts in progress, and project reports. The platform has a content management system, allowing all partners to upload content themselves.

This private area is secured and can only be accessed when entering a login name and password.

8.2. EXTERNAL COMMUNICATION

Every effort will be made to publicize the work of the consortium via the media, publications, conference presentations, trade fairs and workshops, as well as through the Commission and industry bodies. Results of the project will be disseminated via reports, scientific papers and articles. All public communication and scientific publications will be made open access to facilitate scientific exchange.

All project partners are expected to support dissemination, to ensure that stakeholders will be engaged throughout the lifetime of the project. Partners' activities may include but are not limited to: engaging with relevant national and local media (print, radio, television, web-based), contributing to SIE's inputs on social media, proactively sharing information with SIE about project results, listing

their own communication activities in a shared file, and providing SIE with translations of lay materials in their local language. Where possible, partners will translate press releases into their national languages and keep SIE informed about plans, by creating lists of national media channels they will try to reach.

9 TIMELINE

9.1. PHASE I: PRE-DEVELOPMENT

During the first phase of the project, the Pre-Development phase, and as the results are being generated, the project communication activities will mainly focus on raising awareness about the SO WHAT project. This will be done by developing and making use of a common project identity that includes the project logo and graphical visual identity; promoting the project website among stakeholders; and distributing communication and dissemination material such as the project's brochure.

The project and its preliminary results will be officially launched during a specific Stakeholder Event (M6) towards the collection of relevant insights from stakeholders about business models (WP3) and wishes/needs useful for tool development (WP1-2).

In collaboration with project partners, SIE will extract key messages and highlight interesting findings in short, easy-to-read articles that will be posted on the SO WHAT website. The communication of the project outcomes will be further supported by social media campaigns to generate traffic to the project website.

9.2. PHASE II: DEVELOPMENT

After the first phase, the Development Phase will focus on the exploitation-oriented dissemination of results and on disseminating the project's results once they will be mature enough to clearly show the benefits that the SO WHAT tool can provide to relevant potential end-users/adopters, as well as all the knowledge generated about innovative business models. Activities within this phase include the publication of papers and articles in journals, the participation at relevant conferences, workshops, events, the organization of workshops at which target stakeholders will be invited, etc. The validation of the tool in SO WHAT 11 demo-sites will especially strongly contribute to validate findings prior to a wider exploitation-oriented dissemination of the results beyond these initially restricted communities also involving Engineering students visits and Open-Day for non-technical community visits in the SO WHAT pilots. Training activities will start in this phase.

9.3. PHASE III: REPLICATION

Finally, there will be a final phase, the Replication phase, focused on the overall results beyond the project. This phase has a strong focus on disseminating the complete project results, stimulating replication of the concept and the engagement of potential clients also thanks to the SO WHAT e-handbook, SO WHAT tool manual, SO WHAT training material, SO WHAT positioning paper.

The results of the project will be promoted during a dedicated stakeholders final event where the SO WHAT tool will be extensively promoted also via validation and feasibility studies performed in the project pilots.

Peaks in the timeline of SO WHAT communication activities will correlate with the public deliverables and events, where the target audiences are expected to be present. SIE and the other partners of the consortium will keep SO WHAT in the public eye with both regular and special event activities that will run throughout the lifetime of the project. Communications activities will include announcing events and providing summaries and digital content after the event has taken place.

10 ACTIONS IN M1-M6

In the first phase of the project, a visual identity for SO WHAT was created. It included the logo of the project, and the brand guidelines (typography, colours).

In M3, the website was launched with essential information of the project that will be updated constantly with progress and news from the project and partners.

The LinkedIn account: https://www.linkedin.com/company/so-what-project/ and the Twitter account: https://twitter.com/sowhat_project were created and updated with content on a regular basis.

The first newsletter of the project was released and published on the project website (h https://sowhatproject.eu/2019/08/21/first-so-what-newsletter/) and the first brochure, poster, factsheet and roll-up were produced (also available online on https://sowhatproject.eu/documents/#downloads).

11 ANALYTICS IN M1-M6

11.1 TWITTER

We started the activity on Twitter on June 5th, for the Kick Off meeting. In this period, we've published 10 tweets and we achieved 27 followers. Our publications reached a total of 1.186,388 impressions.

Figure 11.1: SO WHAT Twitter account

11.2 LINKEDIN

We also begun the activity on LinkedIn on June 5th, for the Kick Off meeting. In this period, we've published 10 tweets and we achieved 189 followers.

Figure 11.2: SO WHAT LinkedIn account

11.3 WEBSITE

Google analytics have been active since June 18. Since then, we had 253 users visiting the website 499 times and staying for over 5 minutes in average. Most of the traffic comes from Spain, being the rest of it from the US, Italy, Portugal and the UK.

Figure 11.3: SO WHAT Website analytics