COMMUNICATION PLAN

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Deliverable D8.1
COMMUNICATION PLAN

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Document History

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Executive Summary

Developing an adequate information and communication strategy is one of the fundamental requisites for the success of the project. For dissemination to be effective, it must evolve in parallel to project development. HuMan results will be disseminated to a broad audience including private and public organisations, research community, industries, through activities such as workshops, conferences, journal publications and the internet. This deliverable is also critical to align appropriately the interests of all parties within the consortium as the external communication strategy depends on well-organized internal coordination.

This document is the first output of this WP and has the aim to:
- Outline the dissemination and communication strategy within HuMan.
- Define templates, in order for the partners to have a common image for the project.
- Identify how to select the target audience
- Establish the dissemination channels, communications tools and relevant indicators.

The communication plan is a dynamic instrument for the entire duration of the project **and will be updated at each milestone (i.e. every 6 months)**

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Acronyms

Acronym	Explanation
CDTI	Centro para el Desarrollo Tecnológico Industrial
INNOVAWOOD	The European Network of R&D, Training and Education for the Forestry, Wood and Furniture
IVACE	Instituto Valenciano de Competitividad Empresarial
PLATECMA	Technological Platform for traditional manufacturing sectors
REDIT	Network of Technological Institutes of the Valencia´s Region

1. Communication objectives

The Communication and Dissemination Plan is essential to build awareness of a project's results and maximize its commercial exploitation potential. The objective of this Communication and Dissemination Plan is to lay down the foundations for effective external communication of HuMan concept and potential benefits to the interested stakeholders at an international level.

The primary objective is therefore to create synergy between the different tools available in order to:

- promote the HuMan project, at both European and global levels;
- inform potential end users;
- find stakeholders.

Communication is in fact the most important visiting card through which the project presents itself: attending to it is the first step in setting up effective relationship with other stakeholders and to maintain them over time.

2. Strategy

In order to launch the project successfully and maintain interest in it for the entire duration, it is necessary to identify the milestones that are most interesting for the different target audiences and to publicise them using all the communication tools available.

To reach, provide understanding for, and involve every audience is the heart of communication.

The actions identified can be contextualised in given specific directions that make it possible to organise certain macro-activities, which in turn can be broken down into individual actions.

In the following figure, the main steps that constitute the communication and dissemination approach of HuMan can be reviewed.
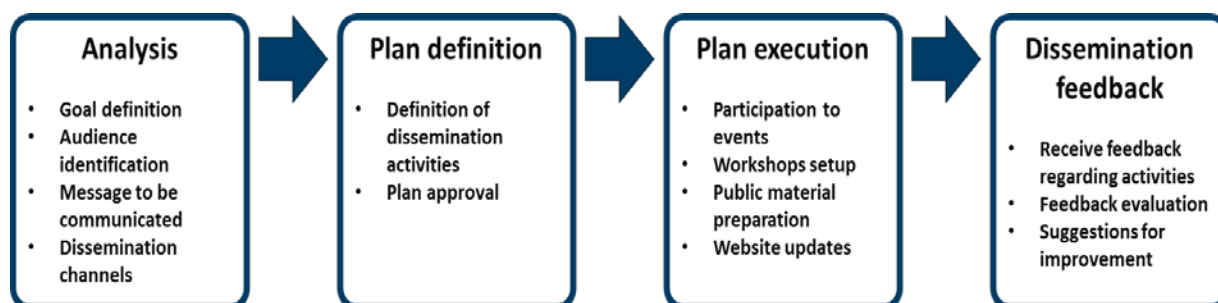

Figure 2.1 - HuMan dissemination steps

Dissemination Analysis

- *Goal definition:* In order to establish a successful dissemination plan the definition of the consortium goals must be carried out defining the consortium objectives and the mission.
- *Audience identification:* After the goals have been defined it is important to identify the audience that should be targeted with dissemination activities. This is highly important since it will guide the selection of the appropriate means to communicate with the audience.

There are different types of audience or groups of interest that could be interested in the developments of HuMan. External (to the project) audience may include academia members and industry while internal (to the project) audience may include students or teams/units of the HuMan companies.

• *Message to be communicated:* The messages to be communicated are closely related to the project's goal and objectives. They should be designed taking into account the different groups of interest identified and the phase of the project.

• *Dissemination channels:* Dissemination activities will focus on the use of websites, publication of papers, newsletters, and face-to-face contacts through meetings and targeted dissemination events, conferences and exhibitions. These events should be public and timely advertised to convey a large audience.

Dissemination Plan Definition

Following there is the official plan approval by the consortium of the Dissemination and Communication Plan proposed. The approval phase is required for both the initial and revised versions of the plan. The dissemination plan consists of a set of dissemination activities planned for specific dates, target specific audience, communicating some message(s), contribute to the project objectives.

Dissemination Plan Execution

The execution of the activities implements all the activities described in the Dissemination and Communication plan. For each dissemination activity, a main leader (key-partner) is identified for leading the preparation and execution of the activity. From the beginning of the project dissemination phase and in coordination with the exploitation objectives all project partners must contribute to the execution of the activities depending on their field of expertise and interests.

Dissemination Feedback

Following a dissemination activity, feedback should be provided by the partner(s) that have performed the activity. The success of dissemination activities should be measureable through objective.

Of course, the dissemination elements (goals, audience, messages etc.) that are identified are monitored and updated regularly also by utilizing the feedback from dissemination activities. This ensures that the activities will a considerable impact.

A summary of the main activities of the plan per objective is displayed in Table 2.1.

	Objectives		
Strategy	Promote the HuMan project;	Inform potential end users	Find stakeholders
Create a recognisable format for identifying and managing the project's **coordinated image (p.9)**	X		
Identify the **target audience (p.11)** to whom the project is communicated across-the-board.	X	X	X
Construct **communication tools (p.**Error! Bookmark not defined.**)** for establishing synergies with the main stakeholders.		X	

<p align="center">**Table 2.1 - Strategy items per objective**</p>

The main objectives of this dissemination plan are to specify the necessary steps and a preliminary set of activities that will contribute to:
- Build awareness around the project.
- Communicate research findings and to stimulate ongoing interest in the work of HuMan.
- Lay the foundations for establishment and reinforcement of a wide network of potential users (customers).
- Maximize exploitation opportunities of the HuMan solution throughout and beyond its development. The project is not 'shut down' at the end of the project; its results and products are planned to be further exploited and marketed.

3. Coordinated Image

A visual identity will be constructed around the project, closely connected to the HuMan project values in order to make it perfectly recognisable.
As Sintef has already produced some graphic material (logo and a Power Point presentation), it is suggested that this material be used to create a complete coordinated image.
Such relevant material can be found in the e-room of the project.
(*https://project.sintef.no/eRoom/indman2/HUMANProjectno723737*).

Other formats are proposed in the following pages for:
- Press ReleaseNewsletter
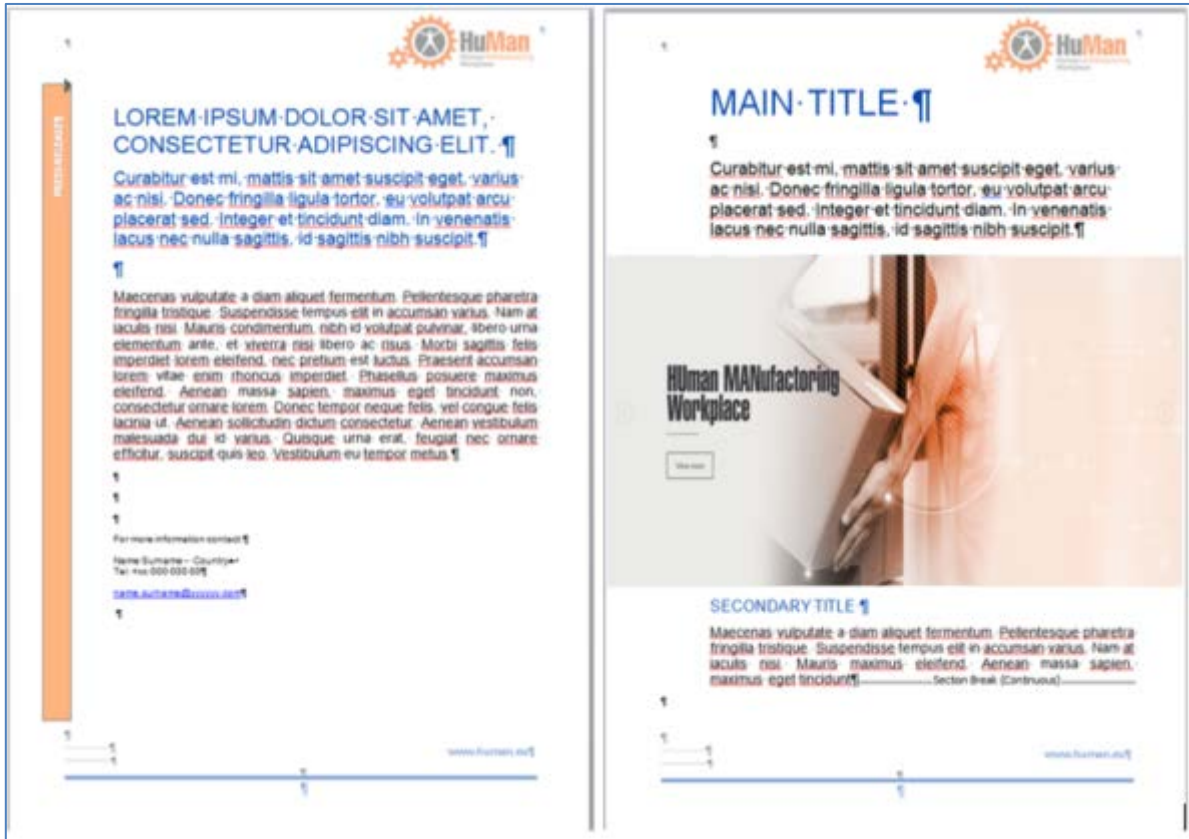- Specification sheet for Brochure (see also section 5.3)

Figure 3.1 - Press Release and Newsletter Templates

Figure 3.2 - Brochure Template

4. Target audience

The work will be carried out on two different levels; a more "specific" level, consisting of focussed communication for a technical target, and a more "general" level, aimed at informing and sensitising the general public.

Information must therefore be provided on at least two levels, through differentiated messages and adequate means: some information must be aimed at interested parties who are partially informed, while other information must be provided for a target that is unaware of the project, and that has not been sensitised.

These groups must be chosen on the basis of indications supplied by the different Partners.

Interested parties will be:

- potential end users;
- public opinion;
- institutions with expertise within the area;
- public/private economic entities belonging to the research and business worlds;
- opinion leaders;
- media;
- stakeholders.

All partners must identify and provide advance notification of potential targets (names of individuals, agencies, magazines…) stating timescales and in which ways they intend to approach them.

Below a table to be filled in by all partners before M4 (exmples provided). Every time a partner identifies a new opportunity, this needs to be communicated to the team. **The table will be reviewed and updated at each milestone**.

	Potential End Users	Public Opinion	Institutions	Public/Private economic entities	Opinion Leaders	Media	Stakeholders
SINTEF							
AIDIMME	Industrial companies in metal and wood/furniture sector Associations AEMMA, ACEBM, ASEBAN, ASEMAD, AREMA, ANIEME, IAPRI,… Federations:FEVAMA, FECOMVAC, CEI-BOIS, EFIC, UEA, FEFCO, EFPRO,…		INNOVAWOOD REDIT FTP - Forest based sector Technology Platform			AIDIMME´s e-magazine Sectorial e-magazines AIDIMME´s blog (http://www.noticiashabitat.com/) Press Radio	
AIRBUS							
COMAU	FCA		Politecnico of Turin			Radio	
HIGHSKILLZ							
HOLONIX	Manufacturing companies in general – can be approached through direct commercial contacts and sector fairs.			Association of industrial companies, sectorial associations - can be approached through direct contacts and events.		Social medias specific groups and pages – through active usage of social medias.	
IUVO							
LMS							
SUPSI							
SSSA							
UCL							
ROYO	ROYO	Holding ROYO GROUP		Polytechnic University of Valencia, EDEM Businessmen School, IVACE, PLATECMA, CDTI	Valencia Chamber of Commerce		Social Media, web, press.

Table 4.1: Target Audience summary table, template with examples.

The names of the contacted targets have to be stored inside the eRoom. To proper fill in the table, the description of the type of audience is summarised in table 4-2

Type of audience	Motivations
Academic and research community	This group targets all research communities interested in the HuMan project's developments, results and innovation, which can be beneficiary for their own research activities. Scientific contributions of HuMan are particularly interesting for researchers working in the field of digital human modelling, digital factory, exoskeletons in industry, sensors for human motion recognition and process tracking.
Industrial target group	An Industrial Interest Group will be created in order to disseminate the most promising results and to provide early commercial uptake. It is expected that they will provide valuable feedback on the project, introduce challenging requirements to be considered and have a major impact on the project's sustainable development.
General public	The general public should be aware of HuMan scope and objectives, owing the innovative character of the developed technologies.
EU or national, regional projects working on a similar domain	HuMan is expected to investigate of possible co-operations with other projects working on the same domain in order to: • Co-create the roadmap to promote future research in the domain based on experiences gained from the project implementation. • Promote the research results towards SMEs and web entrepreneurs. • Provide feature articles in the news alerts that will be circulated through the mailing list and/or posted online in the community portal and social media. • Publish position papers to the annual Enterprise Innovation Magazines. • Participate to jointly organized events and liaise with the other projects in order to exploit synergies through joint working groups.
Internal audience	Ensuring effective internal communication and dissemination among the Consortium partners represents an important key success element for the HuMan. Partners´ organizations are important for dissemination for two reasons. First, they are potential users of HuMan project results themselves and at second they represent "influencers" because of their huge impact on the associated industrial sectors. Particularly HuMan consortium partners comprise important market players in various segments and this constitutes a natural channel for the dissemination of the project and its results to other potential customers. In this respect, the dissemination activities rely on the effort and the possibility of each partner in exploiting opportunities to present project and its result. Therefore, it is important to communicate information about HuMan project and its results to partners' management, consultants and people responsible for their marketing and sales. Additionally, it is necessary to encourage them to share this information further to their customers and business partners. The internal communication strategy also pursues the objective to maintain all partners fully informed about planning, work in progress and existing or potential problems. Besides the requested EC and Internal reporting, all partners are invited to actively communicate with WP Leaders about technical progresses and issues, as well as WP Leaders are invited to keep PC and PM updated about the activities. All partners are invited to inform PM and PC of any Administrative and Legal issues arising. PM and PC are at the partners disposal respectively for any technical and administrative information/issue.

Table 4.2 - Type of audience description

5. Communication Tools

The communication tools will be used for the purposes of informing, sharing and diffusing opportunities, publicising the results and motivating the community. Dissemination activities will focus on the use of websites, publication of papers, newsletters, and face-to-face contacts through meetings and targeted dissemination events, conferences and exhibitions. These events will be public and timely advertised to attract a large audience. To define the various contributions among the partners, the communication activities have been split in two main groups:

Group 1 – Project communication, related with each milestone:

- o Newsletter: A newsletter with new issues will be regularly released in the portal and send via email to newsletter subscribers. The objective of the newsletter is to increase awareness and stimulate interest to the project activities.
- o Brochure: A project brochure will bee prepared that communicates key-facts for the objective, structure etc. of the project. The brochure will be publicly available on the portal and will be printed in high quality paper in several copies, so as to be provided to people interested in HuMan (aimed at both technical and non-technical/research audience) during events that HuMan participates.
- o Website: The HUMAN Portal will provide the prime online access point to the project. The public space of the portal is useful for dissemination of the knowledge of the project or publishing news and information about the project and the beneficiaries of it or communication between the coordinator with everyone who is interested in the project.
- o Videos: The task will design and produce videos, of varying production quality depending on the purpose and audience targeted.

Responsibility for issuing new materials and/or update existing documents is shown in table below:

Milestone	Means of verification	Beneficiary	Due Date (month)	Newsletter	Brochure	Inputs to Website	Video
MS1	HUMAN concept is specified	SINTEF	6	X		X	
MS2	Architecture and methodologies for realizing the concept are available	SINTEF	12	X	X	X	X (collection)
MS3	Integrated HUMAN platform prototype is tested	HOLONIX	18	X	X	X	X (collection)
MS4	Prototype is demonstrated and evaluated in pilot use cases	AIDIMMA	24	X	X	X	X (collection)
MS5	Key documentation is ready	COMAU	30	X	X	X	X (final)

Table 5.1: Partner responsibility to update materials related at each milestone

Group 2 – On-going communication:

- o Contacts with the press,
- o Organizing coverage in the media,
- o Participation at events,
- o Social Media: Multiple social networks, namely LinkedIn, Facebook and Twitter will be used to promote HuMan activities to users of those media. See section 5.2 for further considerations on the subject.
- o Industrial workshops: Series of workshops will be organised at the industrial partners premises to transfer the knowledge produced in this project and most importantly to capture the industrial feedback on the project developments.

Each partner needs to fill in the following table indicating which fairs, exhibition, conference or events he intends to participate in 2017, where to publish advertisements or articles and any other opportunity to promote HuMan project. **The table will be updated every year end**. Examples provided.

2017	Fair	Exhibition	Events	Scientific Conference	Advertisement	Articles	Others
SINTEF							
AIDIMME	International Trade Fair (Valencia, September 2017) Technological Fair TRANSFIERE (Málaga, February 2017)		Workshop in AIDIMME jointly with ROYO		In sectorial and-magazines		
AIRBUS							
COMAU	Hannover 2017						
HIGHSKILLZ							
HOLONIX							Publication about the HUMAN project on the company website. Publication about the HUMAN project in the Holonix December newsletter.
IUVO							
LMS							
SUPSI							
SSSA							
UCL							
ROYO	CERSAIE 2017		Workshop in AIDIMME			Generic Press, Specialized press of the sector	LinkedIn, Facebook, Twitter

Table 5.2: List of events and published materials, template with examples

The table above is a high level summary. Details on what will be presented at the various events (leaflet, brochures,..) have to be reported by fillinmg in tha table in section 7 (Detailed Dissemination Plan).

Specific and constant PR activities must be directed towards opinion leaders, stakeholders and the media, with persistent sensitisation on the main steps of the communication initiatives, to build a community.

5.1 WEBSITE

The website is a fundamental tool for bringing the project to the attention of the target audience and at the same time for showcasing to the general public. The website and traditional communication work together in synergy and interact continually. As well as providing basic information on the project, the website will be the HuMan point of reference, containing a whole range of useful contents, organised in specific sections, in order to give a better understanding of the actions, objectives and the players involved.

The website will be created using the Open Source Wordpress platform and will be in English only. The website will be responsive so it can be seen by everyone and on all support's type. The technical side of the site will be taken care of by the Main Contractor (SINTEF) but all partners must provide input and the content needed to populate the site. As well as this more general type of content, the partners must also provide content (in English) for their own area of expertise to ensure the site is constantly kept updated. A proposed architecture can be seen in Figure 5.1.1

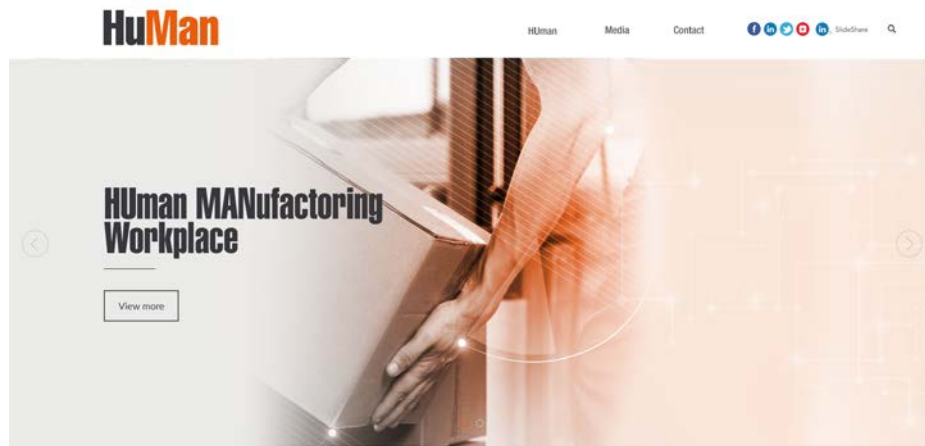| HOME	HuMan	MEDIA	CONTACT
	✿ Concept	✿ News	
	✿ Vision	✿ Events	
	✿ Technology	✿ Press Material	
	✿ Results	✿ Gallery	
	✿ Pilot Cases		
	✿ Consortium		

Figure 5.1.1 - Website Architecture

The areas of the website continually being updated (based on the site architecture proposed above) will be:

- Results
- Pilot Cases
- News
- Gallery
- Community

The proposed layout for the website is as follows:

Figure 2.1.2 - Proposed layout of HuMan website

Website will be updated frequently, with input from all partners. Standard available and free tools (e.g. Google analytics) will be used to measure number of visitors, unique visitors, average session duration, number of downloads, page views, demographics.

The following targets are proposed. They will be reviewed and changed as more data are available.

Monitored data	Target
Number of visitors	100/month (TBC)
Geographic area of visitors (TBC if free)	All continents (TBC)
Time/length of visit	3 minutes (TBC)
Bounced rate	30% (TBC)

Table 5.1.1 - Proposed dissemination targets for the HuMan website

5.2 SOCIAL MEDIA

There is the idea to add a profile on social networks, namely Facebook, Twitter, LinkedIn. However, these social networks are based on continuous interactions. It will be very difficult at early stage to provide good feedback and interest, as most of the questions will have a generic reply.

At the beginning of the project it is suggested that no social networks will be made available for the project and to reconsider to introduce them after milestone 1 or even 2, based on project status and data from monitoring the website.

As general remark, constant control is necessary to check presence and remove publication of violent or scandalous materials, or materials coming from competitors or false information on the project.

5.3 MEDIA RELATIONS

To disseminate the HuMan project the following need to be developed:

- **media relations** in synergy with the communication strategy, aimed at making news;
- topics for producing **interviews and editorials** in the **leading national newspapers and periodicals**;
- support activities to **identify stakeholders** and for organising ways to meet: visits to editorial offices; coffee breaks; lunches.

Press releases, articles, press reviews and interviews will be put on the website and also promptly communicated through the project's stakeholders.

5.4 BROCHURES

A brochure will be prepared and printed containing key Information about the HuMan project. Depending on the temporal distribution of the HuMan milestones and in order to introduce updates as the project progresses, the brochure will be structured in modular form. There will be a standard threefold leaflet containing different cards that can be interchanged (according to the reference target) and substituted when updates are produced. The inside of the folder will outline the project in a non-technical language while the cards will present the products, progress and results. There will also be a QR CODE leading to the website.

Figure 5.3.1 - Proposal of brochure layout

5.5 DIRECT E-MAIL MARKETING

During the project development contents are constantly updated and newsletters' contents will be commonly agreed and released as per timing shown in the Detailed Dissemination Plan.

5.6 VIDEO

The videos prepared for HuMan will work on a **dual communication level**:

o **non-technical**, aimed at the general public;
o **technical**, aimed at a specific target and sector.

The videos will illustrate the aims, methods, results and benefits of the project and will be accessed via hypertext links published on the HuMan website and through the social media/web distribution channels. Videos will be on YouTube channel so it can be linked straight from the website to show any public videos made for the project

They will also be used in workshops and at conferences, trade fairs etc.
Videos will be of two types:

- o **Project Results videos**
  Timing: for the entire duration of the project
  The purpose of these videos is to explain the components of the project, these will be for example demos or explanatory videos. Project result videos may be made (filmed and edited/post-production) by the various local partners.

- o **Final** to relate the whole project.
  Timing: at the end of the project

5.7 CONFERENCES, SCIENTIFIC AND TRADE FAIRS AND INTERVENTIONS

Substantial participation in conferences, fairs and other interventions (national and international) is envisaged, namely:
- symposiums, workshops, discussion panels, periodic meetings in the territory;
- in-depth conferences.

The list is shown in Detailed Dissemination Plan and will be updated every year or when each partner has an opportunity for non-planned events or publications. The material supporting these activities will be:
- project documentation;
- brochures;
- the project final report;
- demos and videos;
- case studies prepared and taken from the evaluation reports to promote dissemination of the results of the project, good practices, strengths and weaknesses, and the opportunities and threats within the context of real application cases.

6. Guidelines for individual communication tasks

For effective communication, all members of the project team must contribute to the various activities in a consistent and coordinated manner, following a well-defined workflow. The following guidelines for the individual communication tasks are proposed.

Task	Approved by	Remarks
Copy approval: ○ News ○ Press releases ○ Contents for Website and social networks	SINTEF	Whoever takes charge of this task must make sure that texts are circulated 1 week before the date of publication and they are written with full rights to publish them (on the web).
Sourcing and using images: ○ News ○ Press releases ○ Website and social networks	None	Whoever takes charge of this task must make sure that images are acquired with full rights to use them (on the web).
Protection of privacy: ○ Direct emailing ○ Cookies	SINTEF	Whoever takes charge of this task must ensure that we have complied with the privacy laws towards those receiving the communications.
Representing HuMan projects at events and in Media relation: ○ Spokesperson	SINTEF	Whoever takes charge of this task must ensure that the spokesperson has the proper knowledge and communication material about the project
Website: ○ Creating and building the website interface ○ Website development and uploading contents ○ Generating non-specific contents (text and images)	SINTEF	N.A.
Brochure: ○ Generating non-specific contents ○ Generating specific contents	SINTEF	N.A.
Video: ○ Project results videos ○ Final video	SINTEF	N.A.
Social media: ○ Facebook ○ Twitter ○ LinkedIn ○ You Tube	TBD	

Table 6.1 - Internal Communication Guidelines

We also propose that after every dissemination event, the main participant would file a report of the following proposed layout, in order to provide valuable feedback from the audience to the rest of the

partners. The report can also be used for statistical analyses that can be carried out to provide information about the dissemination progress of the project. Amongst others the report will contain information about the event, the size and type of audience, the material used for dissemination and any comments received from the audience.

Figure 6.1 - Dissemination report proposed layout

NOTES:
All approved materials will be uploaded on the website.
Materials already approved are not subject to the approval cycle.

7. Detailed Dissemination Plan

The Detailed Dissemination plan includes specific actions and expected tangible outcomes that can be reported in the table below. This Dissemination Plan will be maintained by the dissemination leader based on continuous input from the project partners. Currently the table includes actions foreseen in the Description of Work (DoW).

Type of activity	Main leader	Title	Planned Date / Period	Place	Type of targeted audience	Countries addressed
Leaflet		Project leaflet v1		Portal	All	All
Leaflet		Project leaflet v2		Portal	All	All
Poster		Project poster v1		Portal	All	All
Poster		Project poster v2		Portal	All	All
Brochure		Project Brochure				
Newsletter		Newsletter issue 1		Portal	All	All
Video				Portal		
Workshop	LMS	HuMan open industrial workshop 1	1st year	TBD	Industry	Europe (mainly), international
Workshop	LMS	HuMan open industrial workshop 2	1st year	TBD	Industry	Europe (mainly), international
Conference/Poster						International
Exhibition/Poster						International
Workshop	LMS	HuMan open industrial workshop 3	TBD	TBD		Europe (mainly), international
Workshop	LMS	HuMan open industrial workshop 4	TBD	TBD		Europe (mainly), international
Workshop	LMS	HuMan open industrial workshop 5	TBD	TBD		Europe (mainly), international
Workshop	LMS	HuMan open industrial workshop 6	TBD	TBD		Europe (mainly), international
Workshop	LMS	HuMan open industrial workshop 7	TBD	TBD		Europe (mainly), international
Workshop	LMS	HuMan open industrial workshop 8	TBD	TBD		Europe (mainly), international
Report	SINTEF	Deliverable D1.3	M15	Portal	All	International

Type of activity	Main leader	Title	Planned Date / Period	Place	Type of targeted audience	Countries addressed
Report	HX	Deliverable D1.4	M12, M30	Portal	All	International
Report	SSSA	Deliverable D2.3	M18	Portal	All	International
Report	SUPSI	Deliverable D3.2	M15	Portal	All	International
Report	HX	Deliverable D6.1	M12	Portal	All	International
Report	LMS	Deliverable D6.3	M24	Portal	All	International
Report	AIDIMME	Deliverable D7.2	M24, M36	Portal	All	International
Report	COMAU	Deliverable D8.1.1	M3	Portal	All	International
Report	COMAU	Deliverable D8.1.2	M3	Portal	All	International
Report	COMAU	Deliverable D8.1.3	M14	Portal	All	International
Report	COMAU	Deliverable D8.1.4	M24	Portal	All	International
Report	COMAU	Deliverable D8.2	M36	Portal	All	International
Report	LMS	Deliverable D8.4	M36	Portal	All	International
Report	SINTEF	Deliverable D9.1	M1	Portal	All	International
Final Report		Final Periodic Report	M36	Portal	All	
Final Video			M36	Portal	All	International

8. Conclusions

This document constitutes the first step in the definition framework for the communication, dissemination and spreading excellence of HuMan main achievements and results. It sets the roots for the joint effort in dissemination of the HuMan consortium. Publication of the project results, their dissemination through the HuMan portal and other appropriate scientific media channels, along with the organization of the workshop events with the Industrial Interest Group will help us reach a wide spectrum of audience, and spread the word about HuMan. A revised version of this plan will be presented in the next WP8 deliverables, summarised below:

- **D8.1 – Communication Plan. Due date: Month 3.**

The deliverable will consist of a communication plan, outlining the strategy, impact indicators and supporting tools, including templates

- **D8.2 – Website. Due date: Month 3.**

The deliverable corresponds to the project website. Although there will be no follow-up deliverable, the website will be periodically updated.

- **D8.3 : Brochure Due date: Month 14.**

The deliverable is the brochure of the project including the template for internal pages

- **D8.4 : Videos Due date: Month 24.**

The deliverable is the collation of the videos uploaded to the relevant communication channel

- **D8.5 : Supportive Climate Analysis Due date: Month 36.**

The deliverable reports the supportive climate achieved by the end of the project, documenting the partnerships established

- **D8.6 : Business Models Due date: Month 36.**

The deliverable documents the resulting business models to exploit the results of the project

- **D8.7 : Dissemination Events Due date: Month 36.**

The deliverable documents the dissemination events organized during the project