



Dissemination and Communication Strategy

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Table of Contents

1. Introduction.....	3
1.1 Project’s positioning	3
1.2 Project’s objectives	4
2. Communication objectives and dissemination ones	5
3. Primary and secondary groups.....	6
4. Message.....	8
5. Strategy	8
6. Communication and Dissemination Channels	11
6.1 Visual Identity and promotional material	12
6.2 Website	12
6.3 External communication forum	13
6.4 Events.....	13
6.5 Face to face activities.....	13
6.6 Mailing.....	14
6.7 Media	14
7. Feedback	14

1. Introduction

The experience and the daily work encourage the development of an effective conceptual framework for communication and dissemination.

Due to the need of communicating and disseminating to different types of target groups, a structured **Communication and Dissemination Strategy** has been designed in order to ensure a wider communication of the NCPs CaRE mission, and disseminate its results and activities among the beneficiaries (and also Partner Organizations), as well as among the target audiences of the network activities.

Dissemination is linked only to the results of the project which are often disseminated within the action's own community (e.g. presentation at scientific conferences, a peer reviewed publication). Promoting the action and its results on the other hand goes beyond that, as it means taking strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.

The plan will have a double function:

- a. the section dedicated to communication will define the communication goals, target audiences, main messages to be conveyed and the strategy to be adopted to overcome the barriers that could negatively affect the communication of NCPs CaRE and improve the engagement of the primary and the secondary target about the activities of the project..
- b. the dissemination section will optimise the visibility of the project's results: a spectrum of proper dissemination channels will be used and adapted to the targeted groups.

Both channels and groups will be listed in this **Communication and Dissemination Strategy**

1.1 Project's positioning

National Contact Points (NCPs) perform valuable services in guiding and supporting national applicants in preparing proposals for Horizon 2020 funding. We expect that through an enhanced cooperation and networking between these national entities, a higher quality of their consulting services and thus of proposals and projects can be achieved.

Therefore, the overall objective of NCPs CaRE is to form a joint cooperation network of experienced and less-experienced NCPs on Societal Challenge 5 (SC5) "Climate action, environment, resource efficiency and raw materials" which aims at pooling their resources and know-how to raise the overall quality of services provided to their clients. By involving 23 formally nominated National Contact Points across Europe, the NCPs CaRE project will significantly strengthen transnational cooperation. In addition, NCPs



CaRE will extensively involve the 27 NCPs that have decided to become a “Partner Organisation (PO)”, i.e. associated partner. To harness synergies is especially relevant to SC5 NCPs, since potential applicants within this challenge are very diverse with respect to their scientific or organizational background, level of experience, involvement in transnational networks. Specifically, activities of NCPs CaRE towards this goal include, amongst others, teaming and twinning schemes, the compilation of best practices handbooks and manuals, events, meetings and trainings both on-line and on a face-to-face basis, as well as a wide range of other communication and dissemination tools and platforms. These activities foreseen by NCPs CaRE will contribute to enhancing the impact of R&I in SC5 and ensure a more efficient use of resources and R&I developments by improving the workflow between NCPs, applicants, the European Commission (EC), and other parties with a stake in SC5. Tailor-made like they are for the SC5 clientele, these activities will make it easier for all those participating, and benefitting NCPs to enhance the number of proposals with regards to both quantity and quality.

1.2 Project’s objectives

Horizon 2020 aims to exploit the potential of Europe's talent pool and ensure that the benefits of an innovation-led economy and society are maximized. The NCPs responsible for SC5 are dedicated to make their contribution towards this goal.

Therefore, the overall objective of NCPs CaRE is:

- to strengthen the transnational network and professional capacities of all – experienced and less-experienced – SC5 NCPs with a view to provide the European research and innovation community with the highest level of support.

The NCPs CaRE consortium together with the Partner Organisations will aim at:

- pooling their resources and know-how to raise the quality of services provided to their clients
- preparing carefully designed and selected activities for improving the NCPs’ routines
- cooperating with important stakeholders from other advice services, policy groups and the EU Commission to work on new issues in Horizon 2020 like new applicant groups, innovation aspects or maximising impacts of projects.

In order to make the achievement of this overall objective measurable, it is broken down into seven specific objectives which are listed below.

The specific objectives of NCPs CaRE are to:

- I. Help newcomers and less-experienced NCPs rapidly acquire the necessary know-how to deliver adequate NCP services
- II. Raise the overall standard and professionalism of SC5 NCP services

- III. Provide potential SC5 applicants and other stakeholders with up-to-date, exhaustive and good-quality information on H2020
- IV. Help eco-innovative SMEs grasp Horizon 2020 opportunities
- V. Deliver joint and complementary activities in cooperation with relevant other networks and initiatives that have a stake in SC5 related purposes
- VI. Offer relevant partnering opportunities for potential SC5 applicants to help them build interdisciplinary and high quality collaborative projects
- VII. Ensure effective international cooperation of the NCPs and their clients, in particular with European Neighborhood Policy (ENP) countries

Relates to these specific objectives will be generated several results (TABLE I) which will play a key role in the communication and dissemination activities. Indeed the dissemination activities will have the assignment to transfer these results to specific targets audience while the communication ones to create engagement around them.

Table 1 Main products and foreseen end-users of the NCPs CaRE project

Objective no	Products	End-users
1	Active SC5 NCP network	All SC5 NCPs
1, 2, 3	E-booklet Manual of templates & materials	All SC5 NCPs, with a focus on newcomers and ENP NCPs
2	Webinars and trainings	All SC5 NCPs
3	Website incl. communication fora	Potential applicants and stakeholders interested in SC5
4	Dedicated SME workshop	Eco-innovative SME
5	2 workshops with another NCP Network	NCP from SC5 and from other relevant SC or LEIT
6, 7	Matching tool	Potential SC5 applicants
4, 5, 6, 7	2 SC5 NCP Brokerage events and support to 4 EEN Brokerage events	Potential SC5 applicants

2. Communication objectives and dissemination ones

The main goal of the dissemination and communication strategy is to improve the utilization of results produced during the project. The critical element of utilization is that the project's outcome must be critically and thoroughly assimilated, and the individual must fit the new information with her/his prior understandings and experience.

For this reason during the project, the beneficiaries will be involved in two types of activities in order to maximise the impact: dissemination and communication.

Dissemination is linked only to the results of the project which are often disseminated within the action’s own community (e.g. presentation at scientific conferences, a peer reviewed publication). Promoting the action and its results on the other hand goes beyond that, as it means taking strategic and targeted measures for **communicating** about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.

For this reason, the objectives will be divided into two groups: Dissemination and communication.

Table 2 Objectives Framework

Dissemination objectives:	Communication objectives:
to maximize the impact of the project’s results	to improve the brand awareness of NCPs CaRE
to optimize the visibility of the project’s results	to improve the visibility of EU Commission’s support
to reach the wider audience to share the tools developed by the project	to improve the visibility of activities and services offered by NCPs CaRE
to transfer the results to a target audience	to improve and stimulate the communication flux among the NCPs Network
	to stimulate dialogue concerning common priorities and research objectives in the field of Climate Action, Environment, Resource Efficiency and Raw Materials
	Improve Knowledge of European opportunities (Life, JPI, Eranet, and other funding programmes) linked to the Climate Action, Environment, Resource Efficiency and Raw Materials themes
	Improve the communication process within the project among the partners

3. Primary and secondary groups

The selection of primary and secondary target groups is important to describe the scope and characteristics of the "potential users" that dissemination and communication activities are designed to reach for each objective.

The **primary target** of NCPs CaRE is **represented by all SC5 NCPs and from the different applicants in the Societal Challenge 5:** climate action, environment resource efficiency, and raw materials.

They are potentially linked to activities and services offered by NCPs CaRE and the funding opportunity of Horizon 2020 programme.

Table 3 Primary target groups of NCPs CaRE

Sector	Why are they a potential target?
SC5 NCPs	<ul style="list-style-type: none"> Interested to improve quality of services provided to their clients Interested to improve the quality of their daily work with new tool and services Interested to raise the overall standard and professionalism
Possible H2020 SC5 Applicants: I. Researchers from academia and industry sector II. SMEs III. Industries IV. Third sector V. Public Sector	<ul style="list-style-type: none"> interested to funding opportunity promoted by NCPs CaRE interested to policies interested to tools interested to partner search interested to business opportunity interested to explore the SMEs Instrument (for the SMEs) Interested to participate to the event organized from NCPs CaRE Interested to use the tool & services developed by NCPs CaRE

The secondary clientele is not of direct interest of the NCPs CaRE activities but it could influence the primary clientele. Indeed our secondary clientele is involved in actions to improve the performance and the participation of our primary clientele in Horizon 2020 activities.

Table 4 Secondary target groups of NCPs CaRE

Sector	Why are they a potential target?
Other NCP networks	to create joint activities
Grant Offices Third Sector (association, chambers of commerce) consultants	<ul style="list-style-type: none"> interested to funding opportunity to share with researchers interested to policies to share with the researchers involved in the proposal writing interested to tools to do some actions more efficient than now interested to enrich their offer to clients
ETP, JPI, ERANET, EIP, KIC	to create joint activities

4. Message

The Message Framework provides a common lexicon for all to draw from, and consists of words and phrases to describe, in a consistent way, NCPs CaRE's most important characteristics across all communication medians (news and magazine articles, videos, and other university platforms).

Table 5 Message Framework

Positioning	NCPs CaRE is the network of National Contact Point for the Societal Challenges 5: Climate Action, Environment, Resource Efficiency and Raw Materials.
Tagline (e.g.: intro in the website or social media profile).	NCPs CaRE is the network of National Contact Point for the Societal Challenges 5: Climate Action, Environment, Resource Efficiency and Raw Materials. The main objective is to provide to the European research and innovation community with the highest level of support to improve the participation in Horizon 2020
Payoff	NCPs CaRE help you to simplify your life in Horizon 2020
Elevator speech for external using	NCPs CaRE is the network of National Contact Point for the Societal Challenges 5: Climate Action, Environment, Resource Efficiency and Raw Materials. The main objective of this project is to provide to the European research and innovation community and more in general to actors involved in the Societal Challenges 5 with the highest level of support to improve the participation in Horizon 2020. 1. NCPs CaRE help you to find appropriate counterparts, build links, share research priorities and to establish fruitful professional connections

Besides the message framework, **two main communication messages** have been extracted to act as **guiding principles** for any specific circumstance. These messages must be clear and consistent across all kinds of communications such as leaflets, brochures and websites, but also for media interviews or conversations with your stakeholders:

1. NCPs CaRE help you to simplify your life in Horizon 2020
2. NCPs CaRE help you to find appropriate counterparts, build links, share research priorities and to establish fruitful professional connections

5. Strategy

In each dissemination and communication strategy there are some elements that could prevent the project to reach the targeted audience or minimize its impact. These elements are considered like barriers and the strategy (the next point) should give the instrument to bypass them.

In accordance with the risk analysis elaborated during the proposal writing phase of project following a list of possible barriers:

- Vulnerable to vital staff being sick, and leaving

- the project has a reputation to build
- Overload information about H2020 from other actors
- Lose skilled NCPs (e.g. due to turnover)
- No information from European Commission

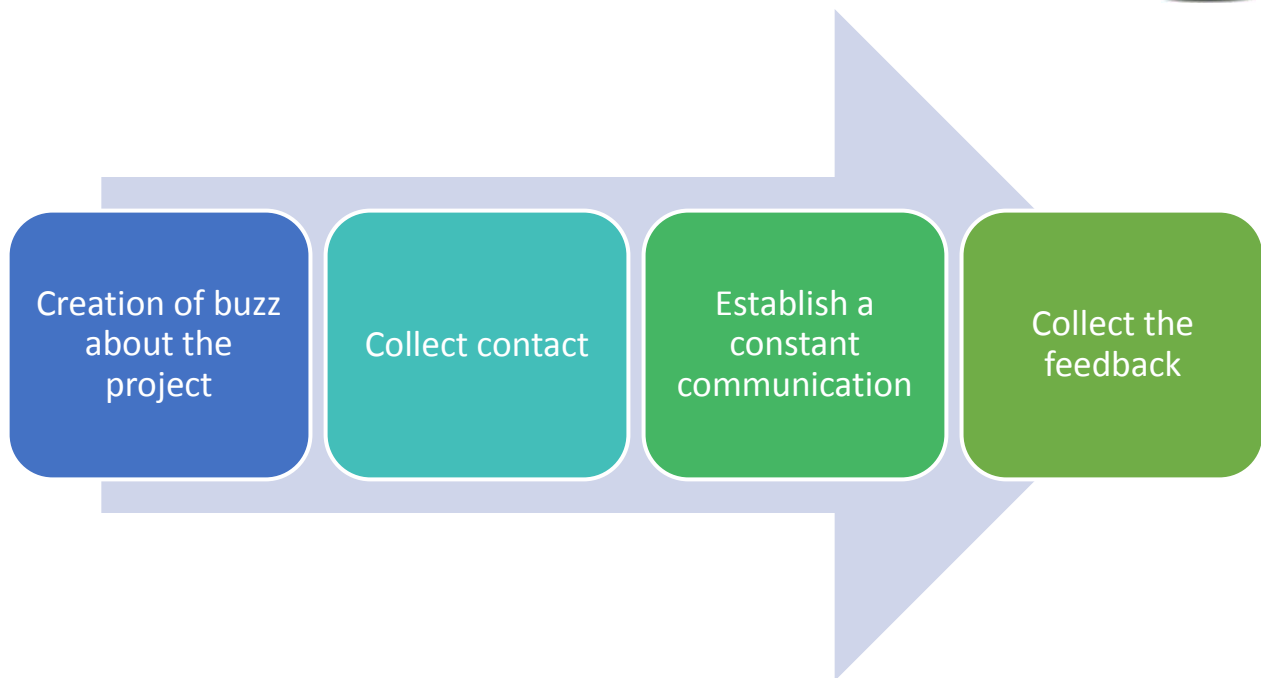
The communication and dissemination strategy and plan will be task oriented. The choice and planning of activities will be chosen strategically based on the project's activity calendar and of the results and deliverables, when they are made available. The activity choice will be shared with the consortium, agreeing together how best share and attribute responsibility.

Being NCPs CaRE a new initiative the first challenge is represented by awareness-raising of the project and its mission. For this reason is important that especially at the beginning of the project each project partner shares the mission and the name of NPC's CaRE to a wider audience.

Creating engagement and interaction with primary and secondary target group, we will be able to maintain a high and constant interest towards NCPs CaRE activities. For this reason and especially at beginning of the project the communication activities performed through the channels later described will play a main role. Later when we will have the first result to share with the first and the second target, the communication activities will work in twinning with the Dissemination activities.

We can consider four main phases that describe the approach to adopt when we meet our possible main audience (paragraph 3) for example during training courses, events, info days or seminars:

1. Creation of a buzz among the network of each SC5 NCP to explain the mission of NCPs CaRE to improve the brand awareness of the project.
2. Collection of the contact interested to the project and its mission and services.
3. Establishing a constant communication and dissemination with the client collected.
4. Collection of information and feedback to send to main responsible to the project to adapt the dissemination and communication strategy.



This strategy will be adopted especially when our target group (applicants or new NCPs) does not know the mission of the project.

After setting up a “bridge” with the members of our target groups (square three in the pipeline above showed), it will be important to establish a continuous flux of bi-directional information among the partners of NCPs CaRE or from the project to the applicants.

In this way the project can collect feedback and information useful to adapt the NCPs CaRE’s dissemination and communication strategy, but also to gain the loyalty of the target groups.

To avoid confusion about the brand of NCPs CaRE, it is very important that all communication activities have a coordinated visual identity and it is essential that they use the same messages to share core information.

Finally, yet importantly, the main element strategy to adopt is that it needs to be elastic. The world changes rapidly and the NCPs CaRE project cannot be linked and fixed to a document.

For this reason, NCPs CaRE should be ready to evolve itself when the framework and the context change.

6. Communication and Dissemination Channels

Table 6 Using the channel for the communication

Action	Channels	Aim	Target Group
Activation SC5 NCP network	Website Mailing Forum Event	Brand Awareness	SC5 NCPs
Public Engagement	Website Mailing Forum Event	Brand Awareness	Applicants and secondary target group
Webinars and trainings	Website Mailing Forum	Increase the participation	SC5 NCPs
Website incl. communication fora	Website Mailing	a. Increase the participation b. share information	Primary and secondary target group
Matching tool	Website Mailing Forum Event	Increase the participation	Primary and secondary target group
Dedicated SME workshop	Website Mailing Media Event	a. Visibility of event b. increase the participation	Primary and secondary target group
2 SC5 NCP Brokerage events and support to 4 EEN Brokerage events	Website Mailing Media Event	a. Visibility of event b. increase the participation	Primary and secondary target group

Table 7 Using the channel for the dissemination

Results	Channels	Aim	Target Group
E-booklet Manual of templates & materials	Website Intranet Forum Mailing	Share the content	SC5 NCPs
Webinars and trainings	Website Intranet	Share the materials	SC5 NCPs
Website incl. communication fora	Forum Mailing	Share the materials	SC5 NCPs
Dedicated SME workshop	Website Forum	Share the materials	Primary and secondary target group
2 workshops with another NCP Network	Website Forum	Share the materials	Primary and secondary target group
Matching tool	Website Mailing	Share the results	Primary and secondary target group

2 SC5 NCP Brokerage events and support to 4 EEN Brokerage events	Website Forum	Share the results (for instance the catalogue)	Primary and secondary target group
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6.1 Visual Identity and promotional material

In according to the strategy, a coordinated visual identity of the project will be developed to ensure consistent and recognizable communication throughout the different media. Each partner is asked to use only the dissemination material approved by the consortium. In particular:

1. Promotional material:
 - A. A graphic template for deliverables, reports and power point presentation slides;
 - B. A roll-up to be used in conferences;
 - C. Flyers;
 - D. Web banners to be included in partners websites as needed
 - E. The production of other promotional items such as bags and other items will be considered case by case together with the Coordinating Team.
 - F. For conferences, the production of additional signage items will be considered.

6.2 Website

The project website will be a key element of dissemination and communication both within the project and beyond. Specifically it will be:

- ❖ a channel to create dialogue and establish a constant engagement with the primary and secondary target group;
- ❖ a communication and dissemination instrument.

It will improve internal communication through the realisation of an **intranet** in order to share all project reports and documents.

An **internal forum section** (with limited access) on the website will allow the project Beneficiaries to internally discuss common issues and share project management issues and other relevant information.

As for the second point, the website will be accessible by the public and will contain information about the project and related initiatives.

The news published will be related to issues expressed in Societal Challenge 5: Climate Action, Environment, Resource Efficiency and Raw Materials and related aspects. A special focus will be established on International Cooperation especially with an orientation to countries to be involved in the SC5 topics.

In order to deliver broader and updated information to the public interested in European environment issues, a content aggregator will be developed and hosted on the project website in a specific section. This web tool will digest automatically the news published on the internet by different sources and websites



using RSS and API technologies (including relevant R&I partnership opportunities from the EEN). The digest will serve as front-line delivery vehicle for essential insights emerging both from the environmental research and EU funding opportunity.

The website will be also the repository of the dissemination material which will be made available in a downloadable format (for example, flyer, brochure and newsletter).

6.3 External communication forum

In addition to the website a web based external communication forum will be created. The external communication forum will be an easily accessible tool, which enables exchange between NCPs and interested parties offside the physical meetings.

Using the external communication forum, the project will disseminate other types of information concerning a link to partner searches (matching tool of NCPs CaRE), information days, brokerage events, new calls, important developments for SC5 published from different sources for example such as EC, EIT, EIPs, ERA-Nets, ETPs, PPPs, JTIs, regional agencies, as well as international cooperation projects (partner searches). The external communication forum will be realised to create a constant informal dialogue and engagement with the primary and secondary partner

6.4 Events

In total, 9 training events and 2 SMEs oriented workshops will be organized from the project during its life-cycle. These communication and dissemination channels will be customised on the basis of the expected target group. These activities are very important to build a new network with our main audience. Not only self-hosted events will be considered to improve the brand awareness and build a network. The NCPs involved in the NCPs CaRE where possible should promote the network and the tool and services to promote.

Indeed it will be very important to insert our logo and present the project activities also at events organised by other actors involved in the H2020.

Minimum conditions to improve the brand awareness of NCPs CaRE is to present, where possible and in accordance with the organisers, the project at national info days linked to Societal Challenge 5 and at a main event where there is the possibility to meet our primary and secondary clientele.

An annual plan of events will be developed which will list the possible events of interest.

6.5 Face to face activities

One important aspect of NCPs work is face to face meetings. In each meeting with potential clients is important to share information about the activities and results performed by NCPs CaRE

6.6 Mailing

The mailing is the second instrument used by NCPs to communicate with the researchers, industries, SMEs and other clients interested to Horizon 2020 which are also our primary and secondary clientele. This communication channel will be another instrument to share information about the activities, results and tool developed and performed by NCPs CaRE.

6.7 Media

Sharing the news and the press release to the general media especially ones based on the web. Engaging these actors gives us the possibility to reach a wider audience.

7. Feedback

The success of the NCPs CARE project dissemination and communication efforts will be evaluated through an iterative process. It is necessary to consider the effect that the dissemination strategies have on conveying our message to end-users. Dissemination and communication is not a one-time activity, rather, it is a long-term relationship with users that will provide ongoing feedback to help us to improve our message. Some instruments will be developed to measure the results and collect the feedback from the target audience:

- 1.** A form in the website to collect open comment from our clients about needs and barriers identified in SC5 Horizon 2020. It will be collected periodically in order to think of possible solutions.
- 2.** A excel file to collect the events where NCPs CaRE will appear and the number of people potentially reached
- 3.** Statistical analytics of the website: incl. visit, keywords, unique access, time used on the page.
- 4.** A feedback form to evaluate the performance for each training activities organized by NCPs CaRE

A feedback form will be developed and available on the website.