

Value Of Joint EXperimentation in digital Technologies for manufacturing and construction

D8.1 Dissemination and Communication Plan (DC Plan)

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Abbreviations

- AI – Artificial Intelligence
- CPS – Cyber Physical System
- DC – Dissemination and Communication
- DCM – Dissemination and Communication Manager
- DIH – Digital Innovation Hub
- EC – European Commission
- EEAB – External Expert Advisory Board
- EU – European Union
- H2020 – Horizon 2020
- ICT – Information and Communications Technology
- IT – Information Technology
- IoT – Internet of Things
- KPI – Key Performance Indicator
- PM – Person month
- partner – Project Partner
- SME – Small and Medium-sized Enterprise
- S+T+ARTS – Science, Technology, and the Arts
- WP – Work Package

Executive Summary

The objective of this strategic plan is to provide guidance in planning and measuring results of current and VOJEXT lifetime Dissemination and Communication (DC) efforts, ensuring that the project's outcomes are widely disseminated and communicated to the appropriate targeted audiences, at appropriate times, via appropriate methods, and that those who can contribute to the development, evaluation, uptake, and exploitation of the VOJEXT outcomes are identified and invited to participate.

The VOJEXT multidisciplinary network brings together European society, SMEs, DIH networks, and technological SMEs organizations, industrial manufacturers; which work all together under a common plan and strategy to promote VOJEXT and its results; by providing targeted information to multiple audiences (including the media and the public). VOJEXT DC aims at supporting a strategic and effective manner and possibly engaging in a two-way exchange the stakeholders to achieve the largest possible impact for the project under a common vision and brand. This document includes the information needed to facilitate the DC efforts of the VOJEXT project partners; including the mapping of stakeholders at European, national and local levels, timing of communication and dissemination activities, media channels, and division of tasks and partners responsibilities; amongst others.

In this context, VOJEXT also recognizes that cultural change is a key ingredient for further adoption of robots and cobots and uses S+T+ARTS approach for this purpose.

This document will serve as a "living document" throughout the project, guiding the communication and dissemination effort carried out by the consortium.

1. Introduction

1.1 VOJEXT in a nutshell (the context)

VOJEXT (Value Of Joint EXperimentation in digital Technologies for manufacturing and construction) aims at providing a favourable business and technological framework for cognitive autonomous systems supporting human-robot interaction. The project dynamizes science-driven industry approaches engaging human and Cyber Physical Systems (CPS) in the same loop; thus, amplifying the cognitive capabilities needed to achieve more effective sociotechnical and business ecosystems.

VOJEXT supports extending the transformative impact to companies, regions, and sectors, and enabling cost-effective small-scale production-based approaches in the manufacturing domain. The opportunity of this transformative impact is driven by a market that comprises approximately 2.1 million enterprises generating 31 million jobs and representing about 15% of the EU's GDP¹. 59% of all enterprises within the sector are small and medium-sized enterprises (SMEs). Within this context VOJEXT is designing, developing, and demonstrating affordable, market-oriented, multipurpose and easy-to-repurpose robotic systems; to be developed as one of the main components of a smart and scalable CPS ecosystem for the manufacturing and construction industry.

VOJEXT demonstrates its value through five different experimental pilots; which will be evaluated in five different sectors (plastic textile, electronics, automotive, construction and creative architecture for urban regeneration); covering the construction and manufacturing sectors at large in four different locations (Spain, Hungary, Italy, and Turkey). VOJEXT covers traditional and non-traditional areas for AI-robotics and cognitive ICT developments, extending its activities to new fifteen demonstrators through open calls.

The VOJEXT project experimental path and effective implementation, is supported by the S+T+ARTS² and I4MS³ approach, using art-driven innovation, which also extends the DC capabilities of the project. For this purpose, VOJEXT engages artistic research and innovation methodologies by hosting two S+T+ARTS Residencies that are selected through open calls in S+T+ARTS format and invites artists, as art-science partners, to collaborate with VOJEXT technology, robotic, academic, and industrial partners. Further, VOJEXT has two open calls targeting technical and further use case developments linking with technical and manufacturing SMEs. In this context the I4MS (ICT Innovation for Manufacturing SMEs) initiative supports manufacturing SMEs and mid-caps in the widespread use of information and communication technologies (ICT) in their business operations. Under I4MS, SMEs can apply for technological and financial support to conduct experiments allowing them to test digital innovations in their business via open calls; thus, also supporting the awareness and recruiting of potential targeted participants and experts for the VOJEXT's open calls.

1.2 Objective of DC Strategic Plan

The objective of this strategic plan is to provide guidance in planning and measuring results of current and future DC efforts, ensuring that the project's outcomes are widely disseminated and communicated to the appropriate targeted audiences, at appropriate times, via appropriate methods, and that those who can contribute to the development, evaluation, uptake, and exploitation of the VOJEXT outcomes are identified and invited to participate.

This strategic plan details the different DC activities and aims to answer the 5 "W"s (what, when, who, how and why). Therefore, targeted stakeholders' groups are identified, the adequate messages – as well as the most efficient media and tools to be employed for each stakeholder group (including

¹ <https://data.worldbank.org/indicator/NV.IND.MANF.ZS?locations=EU>

² <https://www.starts.eu/>

³ <https://i4ms.eu/>

internal communication) – are designed based on targeted groups, and a strategy for the needed actions is being put in place (with focus in the first year of the project), including artists in connection with the S+T+ARTS residences (T8.4) and SMEs that relate to Digital Innovation Hubs (DIHs) through I4MS. The quantitative indicators for each task/activity (KPIs) are being refined through WP1 and the requirements elicitation for updates and refinement; thus, KPIs apply to the current situation in pilots, and will be correctly tracked and updated if needed.

The overall aim of all dissemination, communication, and exploitation activities of VOJEXT is to pave the way and build brand towards a widespread adoption and sustainability of its results beyond the end of project. In this context VOJEXT largely targets advanced technologies SMEs in the field of cognitive and autonomous systems and robotics to SMEs and mid-caps, through a set of DIH initiatives and communication and dissemination activities. In this context, during year 1, coupled with other DC activities, VOJEXT will integrate DC measures on partners that run or belong to a DIH to:

- Build community at international level – with other DIHs, networks of DIHs, clusters, chambers, etc. – to assess and exchange experiences for close collaboration, to the definition and uptake of strategies to ensure the long-term market driven innovation, sustainability of successful initiatives, mutual support, and training.
- Build community network and strengthen the EU, regional and national ecosystem, involving public administration and other stakeholders (mainly SMEs and mid-caps but also large companies, associations, research centres, etc.) – to strengthen a catalogue of capabilities and needs that should be reflected in forthcoming funding policies; e.g. remote services linking with other EU industry and DIHs.
- Widely disseminate the outcomes of VOJEXT and give visibility to the DIHs through several transversal activities including (but not limited to): website, social media, scientific publications, international conferences, showcases and demonstrators, awards, workshops, webinars, hackathons and festivals to show a different perspective (the artistic perspective) of the use of novel technologies in industry.

2. Perspectives and Components

The strategic plan will support three perspectives to differentiate the dissemination and communication focus:

1. **Project focus:** All the EU stakeholders – especially other DIHs, SMEs and mid-caps – should become widely aware of the aims, actions, and achievements of VOJEXT as well as of their available assets, services and resources.
2. **Engagement focus:** Through a variety of initiatives – open calls, workshops, events, hackathons, etc. – VOJEXT aims to attract and engage innovators to explore and experiment with advanced technologies but also potential adopters (mainly industry actors) from all over Europe.
3. **Results-driven focus:** Experiences in VOJEXT's pilots on the one hand and in community building on the other hand demonstrate the potential of the vision of our project to attract key players and become trend setters, support, and strengthen a dynamic ecosystem, and innovative business and reimbursement models and become trend.

For each of these three perspectives, five components will be developed and tailored, comprising: the WHY disseminate, WHO (targeted audiences) will receive WHAT (key messages of project assets) is going to be disseminated, as well as the HOW (communication channels and by what means) and WHEN (implementation and time planner) will be disseminated. During first year of the project (2020/2021) the project is driven by project and engagement focus, as still results and outputs are not available.

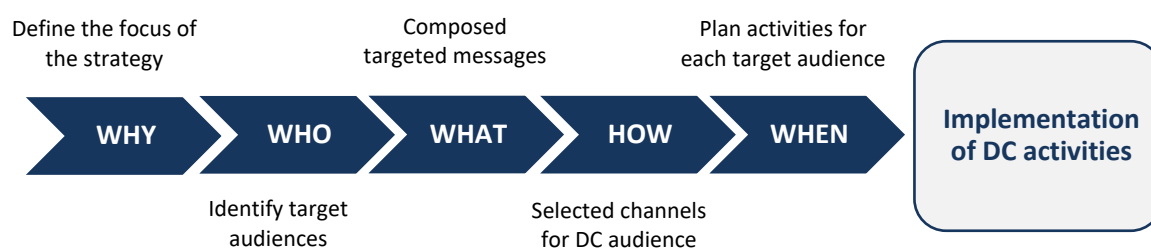


Figure 1: Strategic DC Plan for VOJEXT

Why?

The strategy relies on ensuring that the targeted audiences, policy makers and stakeholders become aware of VOJEXT project and activities. The process of sharing VOJEXT results beyond consortium boundaries will be governed by WP8, but also complemented with DIH initiatives in WP9. A high visibility of the project and promotion of an active interaction with key stakeholders will guarantee that:

1. A digital ecosystem is built around VOJEXT to underpin innovation and the adoption of the advanced digital technologies by industry with the support of DIHs.
2. Project outputs can be fully exploited and used in the most effective manner – i.e. exploitation driven dissemination – even after the completion (DIH services and sustainability plan), attracting new actors to strengthen European SMEs and mid-caps.
3. The knowledge gained through the project and, more generally, the information generated by the project will be made available to all interested organisations (e.g., public deliverables, DIH support, knowledge management and protection, etc.).
4. Elements of excellence of the project can be re-used and replicated in other projects or related sectors/domains.
5. The project reaches decision-makers at all levels to contribute to aligning real needs/interests with regional and national policies and funding strategies, fostering the improvement of productivity and working conditions in the manufacturing and construction sectors through the adoption of digital technologies.

Who? What?

The focus of DC efforts on priority audiences will secure the success in taking-up the VOJEXT results and content to be disseminated and communicated to the targeted audiences. Section 7 of this deliverable shows the targets for the project's activities, results and created insights/information.

How?

There have been pre-selected the main channels (but not limited to those) that VOJEXT's project has designed and prepared (WP8 and WP9) to ensure a high impact on the targeted audiences, especially in relation to the DIH network, open calls, project's results and objectives (see section 6). Appropriated metrics are defined and recorded to assess the impact of the dissemination plan upon the different audiences on regular periods: monthly (online channels), 6 monthlies (communities and forum), and event based (rest).

When?

A detailed implementation plan has been developed for all activities at the start of WP8, outlining also key responsibilities and contributions from all relevant partners to the dissemination activities, according to the timeline. BCCI, as leader of WP8, together with UPM, as coordinator of the project, oversee the coordination of all individual dissemination capacities of the partners to achieve a bigger impact. The first schedule of all the DC activities per each year; and associated KPIs consolidated on a yearly basis are defined in section 8.

3. Guiding principles of dissemination and internal communication among partners

Communication activities are vital for the implementation and overall success of the project. These activities primarily focus on external target audience, but also internal communication among project partners is crucial for the sound implementation of project activities. The following indications intend to help in coordinating and effectively managing project communications, to succeed in demonstrating the project's quality and added value.

To achieve and implement effective and coherent project dissemination and promotion strategy, the following key principles should be respected:

- **Integration:** All activities concerning project dissemination and communications must be integrated in the context of a single communication strategy, with clearly identified targets and lines.
- **Coordination:** For all planned actions and initiatives related to public information and project communication, a coordination phase is necessary so that the most suitable ways, instruments, and contents can be identified in order to develop the actions within the integrated communication strategy in the most effective way.
- **Identification:** It is of utmost importance that any message related to VOJEXT is immediately identified by the public, with clear and direct reference to the project by means of easily identifiable elements such as the project logo, colours, statements, etc.
- **Objectivity:** It is likewise very important that any message, targeting the different public and user categories be received as much as possible as conveying 'objective' information, to avoid being interpreted as commercially biased communication and advertising.
- **Credibility:** Even more important, credibility of project communication must be ensured, avoiding any propaganda or hype. Messages should not only convey positive pictures and success, hiding difficulties or problems, if any. Rather, a wise communication should use these as useful lessons for the interest of the community.
- **Visibility:** All information and communication activities must contribute to enhance project visibility within the concerned territory and user categories, making project measures, realizations, and achievements and as much visible as possible on a regional as well as national and European level.
- **Accessibility:** Information, messages, and project products in general must be characterized by simplicity, clarity and immediacy in order to ensure being accessible to all intended target public and user categories.
- **Interactivity:** The project communication and promotion initiatives must favour interactivity and multi-directionality of messages. Main goal of the promotion plan is the creation of a "communication network" between the project partners and the target audience.

4. Acknowledging EU funding

All communications related to the project (including electronic communication, using social media, etc.) and all infrastructure, equipment or major results funded under the grant must:

- a. display the **EU emblem**



Figure 2: EU emblem

- b. include the following **text**:

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 952197

5. Project logo and visual identity

The logo's main purpose is to enhance the visibility and recognition of the project by reflecting the project's unique elements. The logo is used in all project related printed and online materials, together with the H2020 Program's logo, the EU emblem and text acknowledging EU funding (stated above).



Figure 3: Project Logo



Figure 4: H2020 Programme's logo

6. Main DC channels and tools of project consortium

The main channels and tools used by the project consortium comprise the following:

6.1 Project web page

KPIs: Platform online 24/7 since M3; +100.000 visitors accumulated with +2 min of staying: 5,000 (Y1), 10k (Y2), 20k (Y3), 65k (Y4).

The project website provides a public online showcase of the project, including an overview of the project, up-to-date information on project results, public reports and publications, project events, etc. It is linked to social networks (Facebook, LinkedIn, Twitter, YouTube), which are integrated in the project's website to share the latest project developments, testimonials and/or economic assessments; this also is shared through newsletters. Furthermore, Search Engine Optimisation (SEO) techniques are implemented to gain visibility.

The domain **vojext.eu** has been acquired for the project's website. The website contains sections which provide information on the project's main objectives and activities, partner organisations, main results and achievements. There is also a section dedicated to DC activities. This section also provides more information about the Open Calls and S+T+ARTS residencies and supporting I4MS initiative. The language of the website is English.

The content is regularly updated throughout the duration of the project, taking into account the most recent project developments. A web section is devoted to DC activities where various project promotional materials (e.g. leaflet, brochure, poster, newsletter, press release, etc.) and information about VOJEXT's participation in major DC events involving the consortium (e.g. webinars, conferences, festivals, hackathons). This will be uploaded on a regular basis.

In addition to inform users about the partnership and the development of the project, the website provides worldwide access to the public valuable project deliverables/outputs and any other results achieved during the implementation of the project. The web also provides long-term access to the project outcomes.

As mentioned, the website is connected to the social media accounts (Facebook, Twitter, LinkedIn, Instagram, YouTube) created for VOJEXT for further dissemination of information related to the project. The website has a **counter** in order to keep track of the **number of visitors staying more than 2 minutes**.

The website is also used for **raising awareness and promoting the Open Calls and S+T+ARTS residencies to potential participants**. The creation, maintenance and update of sections devoted to Open Calls and S+T+ARTS residencies have been and is done together with the relevant partners, responsible for these activities, i.e. F6S for the Open Calls and WAAG for S+T+ARTS.

The Open Calls have been launched via F6S platform under a form-based application (for more information on Open Calls see Deliverable 8.3). F6S platform is considered to be a collaborative platform being set to be aligned with the VOJEXT look and feel. For this reason, this platform acts like another point for publication and promotion of the open calls, and will be the evaluation platform, working highly aligned with the DC campaigns foreseen during the open calls. This FS6 platform also tracks the maximum number of proposals. The VOJEXT website and DC channels are widely used for raising awareness about the open calls and attracting potential applicants.

As regards the S+T+ARTS call, the conditions will be released through VOJEXT and synchronized with S+T+ARTS communication channels. Similarly with the open calls, VOJEXT will launch an engaging campaign to support S+T+ARTS call and reach as well as engage potential candidates; with the web as a key resource (e.g. allowing subscription, registration or participation).

The project website complies with W3C Accessibility Standards and is open and accessible to the public. It will remain alive after the project is concluded for a minimum of **2 years**.

6.2 Websites and newsletters of partner organizations

KPIs: News in partners Newsletters/Website/Publications will reach at least 50 overall the project.

Each partner organisation is required to place in a visible position on its website a link to the VOJEXT website. On their organisation's websites, partners can also create dedicated area about VOJEXT which contains information on the project's main aims and activities; as well as a link to the VOJEXT

web site. These dedicated spaces are regularly updated with the latest developments regarding the implementation of the project.

Partners also make use of their organisations' newsletters and other dissemination channels to publish articles and news about the project.

6.3 Dissemination material and events

The main dissemination materials to be created include newsletter, brochure/leaflet, press releases, poster/banner, promotional videos, PowerPoint presentations. The main dissemination events will be in the form of press conferences.

6.3.1 Newsletter

KPIs: Twice a year newsletter.

The newsletter is issued **twice a year** with contributions sought from each partner. In total, **7 issues** of the newsletter are to be created, **one issue each six months**. The design and content of each newsletter is planned to be created by BCCI with contributions from all the partners. The newsletter outlines important news and major achievements made throughout the progress of the different project activities. The newsletter addresses primarily to the identified key target groups and are delivered to stakeholders using the mailing lists created in VOJEXT, as well as extended by each partner to their own network. BCCI is responsible to upload all issues of the newsletter to VOJEXT's website and promote them through VOJEXT's social media channels, in particular Facebook, Twitter and LinkedIn. The newsletter is to be issued in English and each partner translate to its national language if needed, in order to better reach its native audience.

6.3.2 Press releases and press conferences

KPIs: 3 press conferences.

As regards press media, the main means of communication includes publication of regular press releases, organization and attendance of press conferences and other media events. The DC plan provides a provisional schedule of the press conferences and other media events, with the exact dates and locations to be confirmed at a later stage. The press releases will be drafted by BCCI and UPM. All press releases will be uploaded on VOJEXT's website and will be further promoted through VOJEXT's social media channels. The same DC channels will be also used for announcing forthcoming press conferences and other media events related to VOJEXT and reporting the outcomes of the held events. Press releases will be issued in English, with each partner being responsible for the translation in its national language.

6.3.3 Leaflet

KPIs: 1 project leaflet / 5000 copies.

A project leaflet is being created and, in addition to the electronic copy, 5000 copies of it will be printed to be distributed when Covid-19 pandemic situation allows it. The aim of the leaflet is to widen public awareness on VOJEXT's objectives and activities. Each partner will receive 250 copies of the leaflet for handing them out on relevant occasions (e.g. meetings with stakeholders, attendance of conferences and fairs, VOJEXT promotional events, etc.). The aim of the brochure is for the information to reach the targeted audience as well as to reach those stakeholders not directly involved in the project, but who might be potentially interested.

6.3.4 Promotional videos

KPIs: Project promotional video and 4 short videos linked to VOJEXT pilot sites and technical results. Videos' views will be motivated to reach more than 6k views overall the project: 500 (Y1), 1k (Y2), 2,000 (Y3), 2,500 (Y4).

A **promotional project video and use case based short videos** are planned to be produced so as not only to create awareness but also to exploit viral marketing effects. The videos will be uploaded to the project's **YouTube channel** and emphasise on promoting the project's results along with their value propositions as well as its events and demonstration activities.

Moreover, a **promotional video per open call** round is planned. The video for the first open call is already available on the project's YouTube channel and it is linked to the website and social media channels in order to be used for the promotion of the first open call.

6.3.5 PowerPoint presentations

KPIs: 1 corporate project PPT and 1 PPT by use case will be produced.

The PowerPoints are to be used at events organized by the consortium and as a means of reinforcing the branding image and logo of VOJEXT.

6.3.6 Other

If it is deemed necessary, other suitable content and graphic material will be also created ad-hoc depending on the purpose and stage of the project. This includes poster, roll-up, etc. BCCI will design the needed materials, and if they are printed materials, such as poster/roll-up, they will send copies of it to all partners, so that it can be exhibited at suitable occasions, both at events organized or attended by the consortium. Other promotional materials such as USB sticks, power banks, pens, notebooks, mugs, etc. will be created and provided to key target groups and stakeholders attending the project's DC events. These items will be specifically created to suit key stakeholders.

6.4 VOJEXT accounts in social networks

KPIs: 500 contacts, 1,000 followers and 2,000 friends.

After careful consideration and comparison with the social media accounts created for other similar projects, it has been identified that the most suitable social networks for the DC purposes of VOJEXT are Facebook, Twitter, LinkedIn, Instagram and YouTube. Tracking tools are being used to evaluate the impact and evolution of these project social networks among time.

All social media channels are planned to be orchestrated by BCCI in close cooperation with UPM.

6.4.1 Facebook page

The Facebook page of VOJEXT is accessible through the following link - <https://www.facebook.com/Vojext-643072299665166/>

The page contains information about the project, main activities and expected results. The page has a link to the website of the project and there will be regular posts on different project developments as well as links to press releases, newsletters, other project publications, etc. The page will be also used for uploading pictures from organized events and DC activities on regular basis.

The language of posts is English. BCCI is administrator of the page and all partners are planned to be assigned the role of editors/moderators, meaning they will have the right to edit the page, create and delete posts, send messages, respond to and delete comments and posts, remove and ban people from the page, create ads and see who published as the page.

6.4.2 Twitter account

The Twitter account of VOJEXT is accessible through the following link -<https://twitter.com/vojext>

The account is used for posting different news and events related to the implementation of different project activities. Similarly to all other social media accounts, the Twitter is also linked to the VOJEXT website and there are regular publications regarding press releases, newsletters, conferences and events.

The language of tweets is English. The official hashtag to be used in tweets is #VOJEXT. The language of re-tweets can be in national language and English. BCCI is responsible for tweets and re-tweets. All partners are responsible for thematic inputs for tweets. All partners are responsible for re-tweets by their organizations.

6.4.3 LinkedIn page

The LinkedIn page of VOJEXT is accessible through the following link - <https://www.linkedin.com/company/vojext-project>

The page is used for establishing connections with the professional community, addressing the different types of stakeholders and target groups. It is also linked to the website and is used for publishing the issues of VOJEXT newsletter, press releases, etc. The language of posts is English.

6.4.4 Instagram account

The Instagram account of VOJEXT is accessible through the following link - https://www.instagram.com/vojext_h2020/

The account is used for posting pictures of the developed cobots and its applications. The language of posts is English.

6.4.5 YouTube channel

The YouTube channel of VOJEXT is accessible through the following link - <https://www.youtube.com/channel/UCFBO1L8AcX7IGnhK-NgRT9A>

The channel is primarily used for uploading and promoting the videos developed within the scope of the project (open call promotional video, project promotional video and short use case videos).

6.4.6 Partners' accounts in social networks

Partners support through their preferred social media and use their organisation's profiles in social media to further disseminate and communicate information about the project. The partners' accounts in social media can be used to share, like, follow, comment, link, tweet, retweet VOJEXT's social media accounts, in order to increase the audience reached by the project.

6.5 Conferences, events & brokerages

KPIs: At least 10 international conferences. Events will be selected early every year according to the focus and stage of the project. From the second year on, participation should include speech and exhibition. In the last year, special session with the project will be organised in both scientific and policy-maker (DIHs and public administrations) relevant events.

Apart from the various DC events are to be organized within the framework of VOJEXT; the partners will attend and actively participate in external events to further raise awareness about the project and promote the project results and outputs to different groups of stakeholders. This will include sectorial (industry that requires efficient management of production process related to precise manipulation and manufacturing industry in general) as well as ICT- oriented conferences, targeting

industrial, scientific as well as artistic ones. Also, DIH and EU Commission (e.g., Working Group on DIHs, I4MS) organised or sponsored events, e.g. Factories of the Future and EFFRA sponsored events will be approached. The different conferences and events planned to attend target a variety of audience, including industry and in special manufacturing industry and related value chain stakeholders, IT Industry, service providers, research, policy makers, DIHs and clusters. The following international conferences, presented in chronological order, are relevant for the VOJEXT consortium:

- 12-16.04.2021, Hannover (Germany) – Hannover Messe;
- 30.05-05.06.2021, Xi’An (China), International Conference on Robotics and Automation (ICRA);
- 22-24.06.2021, Stuttgart Trade Fair Centre (Germany) – LogiMAT (International Trade Fair for Intralogistics Solutions and Process Management);
- June 2021, New Orleans (USA) – IEEE World Forum on the Internet of Things;
- 18-22.07.2021, Nice (France), International Conference on Advances in Computer-Human Interactions;
- 18-24.07.2021, online, International Conference on Machine Learning (ICML);
- 27.09-01.10.2021, Prague (Czech Republic), IEEE/RSJ International Conference on Intelligent Robots and Systems (IROS):
- 19-22.10.2021, Barcelona (Spain) – Hispack;
- 2021, online – European Robotics Forum;
- 2021, Guangzhou (China) – International Conference on Automated Planning and Scheduling (ICAPS);
- 2022, Rotterdam (Netherlands) - European Robotics Forum;
- April 2022, Beijing (China) – IEEE World Forum on the Internet of Things;
- 30.05-03.06.2022, Bilbao Exhibition Centre (Spain) – International Machine Tool Biennial Exhibition (BIEMH);
- Spring 2023, Europe or Middle East – IEEE World Forum on the Internet of Things;
- TBA – World Robot Conference; International Conference on Machine Learning; International Conference on Robotics and Automation.

6.6 Publications

KPIs: +20 articles published. At least 1 scientific publication for each WP (open-access will be prioritised) and (at least) 2 publications/year in sector-specific magazines where the results of VOJEXT can be presented to end-users and other potential members of the value chain.

The VOJEXT consortium is responsible for publishing scientific articles and position papers in peer-reviewed academic journals researching topics related to IT (especially CPS, robotics AI/machine learning), manufacturing, sensors domains, etc. The aim of the articles is to transfer knowledge, report and communicate with representatives of the different target groups and stakeholders (academic, policy-makers, industry, general public, etc.) The potential suitable peer-reviewed journals are listed below (this list is subject to changes and addition):

- International Journal of Robotics;
- Transactions on Cyber-Physical Systems;
- Research, Robotics and Autonomous Systems;
- Journal of Artificial Intelligence Research;
- Artificial Intelligence;
- Journal of Neural Engineering;
- Journal of Automation, Mobile Robotics and Intelligent System.

6.7 VOJEXT organized public events

KPIs: at least 1 international public event.

International public event in the form of **final event** is to be organized at the end of the project to widely showcase the VOJEXT achievements and transferable results. The exact date and location of the final event will be determined at a later stage and will be widely promoted through all DC channels and tools.

The consortium shall consider the co-organization of an event with Vodafone Foundation to highlight the value of tools/solutions developed across the different SMEs participating in calls. The venue for the award ceremony will be the Vodafone Plaza facilities in Madrid.

6.8 Engagement driven dissemination events

These events can be categorized into four major groups: webinars, showcases and demonstrators, workshops, hackathon.

6.8.1 Webinars (within the scope of WP9)

KPIs: 8 webinars with + 15 participants in each of them.

The webinars provide an overview of how EU SMEs can benefit from the exploitation of advanced digital technologies and wide dissemination of the two open calls by the 4 participating DIHs.

6.8.2 Showcases and demonstrators

KPIs: at least one showcase per pilot.

At every pilot site, showcases and live demonstrations and prototypes of VOJEXT are planned to be presented to targeted audiences.

6.8.3 Workshops (within the scope of WP9)

KPIs: at least 2 interactive face-2-face exercises (whenever possible, otherwise they will be adapted to online) by pilot site for gathering insights, expectations, needs, expertise, business models and processes from internal and external stakeholders; and 3 training workshops. At least 40 participants per-workshop.

The workshops are planned to be organized in the form of focus group-based foresight exercise that will support co-design events, gathering partners (IT and robotic developers, manufacturing industry, and users) for performing foresight exercises (with the participation of experts), training workshops focused on robotic and AI solutions and their application.

6.8.4 Hackathon

KPIs: at least one Hackathon with at least 40 participants.

A dedicated Hackathon week is going to be organized to stimulate frameworks for co-creation and involvement of the AI/Machine Learning, standardization and manufacturing community.

6.8.5 Festivals

KPIs: One festival per year, one co-creation workshop per year.

The creative and artistic outcomes of VOJEXT are thought to be exhibited at large European festivals. Some of the relevant festivals are: Ars Electronica in Linz, design weeks in Milano and Eindhoven host annual S+T+ARTS focused exhibitions with more than 100,000 visitors each. These festivals offer broad exposure and interaction with creative and research communities, as well as media coverage.

6.9 Slogan

To make sure that different target groups are addressed in the most appropriate way and the DC activities reach the largest possible number of stakeholders; several project slogans are devised at different stages of the project. Brainstorming sessions between the partners have been carried out to determine the most suitable slogan for each significant stage of the project. Following the first brainstorming session, the following slogan was selected – **“Where human-robot collaboration meets cognition!”**

6.10 Networks and multipliers

KPIs: at least 10 joint actions with networks participation.

Each partner works on developing its own network of stakeholders. The networks aim to be extensive and include representatives from as many of the identified target groups as possible (DIHs and clusters; SMEs and mid-caps; professional associations in the targeted sectors; manufacturers' value chain suppliers; entrepreneurs, innovative SMEs and mid-caps; workers; academic and scientific community; governmental, policy stakeholders and international; society at large, citizens and general public; other projects).

The partnership can also make use of pre-existing partners' networks (e.g. Regional Clusters of ICT, I'MNOVATION, Technological platforms such as; PLANETIC, NESSI, The Networked European Software and Services Initiative, NETWORLD2020 ETP, BDVA: Big Data Value Association, EC ICT event, EFFRA events, European Construction Technology Platform, Industry 4.0 events, Vision 2020, Fab City and S+T+ARTS) and DIH networks (e.g. DIH, DIHNET, RODIN, TRINITY).

As part of the networking, VOJEXT creates synergies with other similar EU projects and regional/national initiatives, such as other H2020 projects related to Factories of the Future and Manufacturing 4.0 (i.e. Lay2Form, Coroma, Robo-Partner, WeldGalaxy, etc).

National and international dimension of DC activities

Each partner relies on its extensive network to disseminate information about the project at national level. This includes regular contact with networks of stakeholders, publications on organization's website, newsletter and social media accounts, organization and attendance of events, etc. It is the responsibility of each partner to determine and address the most appropriate target groups at national level. This will be explained in more detail by each partner in their yearly national DC plans.

The multidisciplinary and complementary consortium team, consisting of twenty partners from eleven EU and associated countries guarantees that the project will receive vast European and international coverage. VOJEXT partners comprise eight SMEs, a mid-cap, two large companies, two universities, four research centres and three non-profit organisations.

As regards the scientific and academic community, through its DC activities, VOJEXT seeks to reach and establish connections with leading European and international universities in the fields of robotics, AI, ICT, IoT. The responsibility of reaching this target group is mainly of the two universities (UPM and UNNE) and four research centres (FOR, PIAP, IIT, DLR) participating in the consortium. The other partners will also contribute according to their established networks in the scientific and academic community (e.g. BCCI has 11 partnership agreements with leading Bulgarian universities).

As regards the representatives of European and international business, the main focus is on targeting innovative SMEs and entrepreneurs interested in applying the outputs of VOJEXT. The main initiative in attracting this target group will come from BCCI. In its capacity as business support organization and chamber of commerce, BCCI can reach the following international networks:

- EUROCHAMBRES – network covering 43 European countries, 1700 regional and local chambers, 20 million businesses;

- International Chamber of Commerce – world business organisation representing 45 million companies in over 100 countries;
- World Trade Centers Association – with representations in more than 90 countries;
- International Organisation of Employers – its network brings together more than 150 employer and business organisations, representing the interests of more than 50 million companies around the globe;
- Enterprise Europe Network (EEN) – present in over 60 countries all over the world and hosted by more than 600 organizations;
- Association of Balkan Chambers – which brings together chambers of commerce from 10 countries from South East Europe;
- Organization of the Black Sea Economic Cooperation’s Business Council – which represents the business communities in 12 countries from the Wider Black Sea Area;
- Silk Road Chamber of International Commerce – network of 218 organizational members from 82 countries, including state-level and regional chambers of commerce and millions of affiliated enterprises

Another opportunity for addressing the representatives of business will be through the two open calls. The financial support provided within Call #1 “Challenges”, addresses individual SMEs aiming to further develop VOJEXT demonstrators by either answering to specific demonstrator challenges or proposing new features and/or value-added services that create value or enable the adoption of the technology to new sectors. Call #2 “Pilots” will fund SMEs and mid-caps to deploy VOJEXT technology through small-scale pilots across Europe and across sectors. More information about Open Calls is provided in D8.3.

The international dimension will be further enhanced through the partners’ participation in major festivals, exhibitions, trade fairs and conferences on topics related to VOJEXT, which are listed above in this section.

The two S+T+ARTS residencies which will invite artists to partner with VOJEXT technology partners or other robotic manufacturing technology partners will be an additional opportunity for expanding the international coverage of VOJEXT.

In order to achieve further international coverage, VOJEXT will also seek to create synergies with organisations carrying out similar H2020 projects. For example, BCCI is partner of Sofia University, which is implementing Horizon 2020-funded GATE project aimed at creating Centre of Excellence in the Big Data areas.

7. Target audiences

The focus of DC efforts on priority audiences will secure the success in taking-up the VOJEXT results and content to be disseminated and communicated to the targeted audiences. The table below summarizes the targets (WHO) for the project’s activities, results and created insights/information (WHAT). The table is also linked with the channels on the HOW (already described in section 6), pre-defined to reach the targeted audience.

Table 1: WHO and WHAT connections

WHO	WHAT
DIHs and clusters that focus either on IT technologies or manufacturing sectors, with different competences, offering (complementary/overlapping) services in different European regions and countries, working towards the common goal of	The VOJEXT DIH network to build community and exchange experiences for the adoption of successful initiatives; catalogue of services and implementation of new ones; new living labs and access to technology. Cross-sectorial and cross-competence collaboration. Analysis of funding

WHO	WHAT
<p>accelerating the design, development and uptake of digital technologies by the European industry.</p>	<p>mechanisms and innovative business models. Dynamic ecosystem involving key stakeholders.</p>
<p>SME and mid-caps in the manufacturing and construction sector, but also large European companies: Potential demanders of the VOJEXT solution (or components), outputs and services; who will benefit in terms of increased or maximised incomes, production efficacy and employment.</p> <p>Professional associations in the targeted sectors at local, regional and international level.</p> <p>Manufacturers' value chain suppliers (including equipment, and solutions other than ICT).</p>	<p>Content regarding the VOJEXT ecosystem, its services and products. Access to present and future digital technologies (capabilities and applications). Provide information, awareness, training, and opportunities to access VOJEXT assets to improve their installations, manufacturing strategies. Success stories and demonstration spaces. Market and funding opportunities, business models, optimisation and product/services lifecycle and opportunities beyond borders, opened by new Industry 4.0 economy and sustainable manufacturing.</p>
<p>Entrepreneurs, innovative SMEs and mid-caps specialised in CPS, IT, robotics, AI, IoT, automated working environments and process optimisation among others, including top management and "influencers", IT consultants, developers, integrators and related organisations (e.g. IT hardware and software services, data management area or system integrators).</p>	<p>Content regarding the VOJEXT ecosystem, DIH support and services. Compilation of demands and needs from end users. Available products/services in the marketplace (technical, socio-ethical findings, frameworks and demonstrators' results); functional and technical requirements, end users (pilots) needs. Market opportunities, business models, funding opportunities for related Industry 4.0, contacts with potential clients.</p>
<p>Workers (e.g. operators, managers, safety committee, etc.) in the manufacturing and construction.</p>	<p>Information about digital technologies; works designed by artists for wider acceptability of human-robot collaboration; objectives and results; demonstrators.</p>
<p>Academic and scientific community: leading the development of CPS and cobots, machine learning, safety, ergonomics, standardisation at all levels and support the open source research community that adopts and shares open source solutions and databases.</p>	<p>Access to simulation platforms and living labs. Project content, knowledge, results and research advancements to be transferred to academic environments, colleagues, scientific committees, scientific journals, Internet Fora and other working groups.</p>
<p>Governmental, policy stakeholders and international bodies that define economic, social and industry priorities of the society and align the allocation of resources and investments with these priorities and fulfil commitments in plans and policies; also, institutions which participate to achieve goals and objectives.</p>	<p>Analysis of actual needs and trends in manufacturing sectors. Available funding mechanisms and economic impact on the regional/national ecosystem. Project goals as well as successful or exemplary activities and results. Cost-effectiveness of solutions and approaches, potential and current value-based benefit.</p>
<p>Society at large, citizens and general public: Non-governmental organisations, civil society groups or citizens and people interested in the potential of VOJEXT who gain directly from the optimisation of production processes.</p>	<p>Content regarding the project, the VOJEXT, services, solutions, products and benefits; also, regarding safeness, economics and environmental respectfulness issues (socio-ethical and economic findings). Content to create the awareness needed to stimulate the demand of more sustainable, efficient, safety industry</p>

WHO	WHAT
	production.
Other projects: This comprises other EC projects as well as large national and international initiatives where partners are participating.	Project information, results and outputs, evidence and good practices, as well as cross-participation in activities and synergies.

KPIs: collaboration with 100 organisations; 200 members of the VOJEXT network; 20 contacts with private investors.

In the following subsections, the different groups are described and the concrete KPIs defined.

7.1 DIHs and clusters

The focus is primarily on DIHs and clusters dealing with IT technologies or manufacturing sectors, with their main goal being to accelerate the design, development and uptake of digital technologies by the European industry. Each partner is responsible for targeting relevant DIHs and clusters from its country. Partners can search for relevant DIHs from the Smart Specialisation Platform⁴ of the EC.

7.2 Innovative SMEs, entrepreneurs and mid-caps

KPIs: contact with 400 SMEs/midcaps.

Apart from SMEs and mid-caps in the manufacturing and construction sectors, the partnership works on engaging with large European companies as potential demanders of the VOJEXT solution (or components), outputs and services. Within this target group, the main focus is on entrepreneurs and innovative firms specialised in CPS, IT, robotics, AI, IoT, automated working environments and process optimization, IT consultants, developers, integrators and related organisations. The two open calls are a further opportunity for addressing the SMEs and mid-caps.

7.3 Professional associations and workers

The focus is on professional associations in the targeted sectors at local, regional and international level. The consortium will primarily address operators, managers, safety committees in the manufacturing and construction sectors.

7.4 Academic and scientific community

The partners aim to attract scientists involved in the development of CPS and cobots, machine learning as well as the open source research community that adopts and shares open source solutions and databases. Similarly to the other target groups, each partner is responsible for identifying and addressing relevant stakeholders at national level. Good starting points for engaging with leading European research institutions in the fields of robotics and AI are the **catalogue of European Robotics Research Institutions**, developed within the scope of the ECHORD project, and the EC's Report on the European AI Landscape.

7.5 Governmental, policy stakeholders and international bodies

KPIs: 40 contacts with public administration and policy makers.

⁴ <https://s3platform.jrc.ec.europa.eu/digital-innovation-hubs-tool>

The success of the project depends on the active involvement of policy-makers and institutions that define economic, social and industry priorities of the society and align the allocation of resources and investments with these priorities.

7.6 Society at large, citizens and general public

It is important that the outcomes of VOJEXT reach as wider audience as possible, including non-governmental organizations, civil society groups, citizens and people who gain directly from the optimization of production processes.

7.7 Other projects

Naturally, the consortium will also target other EC projects (primarily H2020-funded ones) as well as other relevant national and international initiatives in which partners are participating.

7.8 Audience Personal Data protection

Protection of personal rights is important to the VOJEXT consortium; thus, all consortium members are required to ask for the consent of engaged people, according to the GDPR Regulations. A Consent Form template has been created for project partners to be used during workshops, events, academic conferences and other events, or research actions. The consent form has been designed and provided in D10.8 “Legal and ethical monitoring” (VI).

8. Timeline of DC activities

The timeline is provisional and will be updated yearly, in accordance with the annual national DC plans that each partner will provide at the start of every year.

Table 2: Timeline with KPIs and responsible partners

Month	Output	KPIs	Responsible partner
M1 (July 2020)	Press release	1 st press release	UPM
M2 (August 2020)	Social Media	Creation of VOJEXT’s social media accounts (Facebook, Twitter, LinkedIn, YouTube)	BCCI
M3 (September 2020)	Webpage	Website on-line but still under development (24/7)	BCCI
M4 (October 2020)	Social Media	Publication on VOJEXT’s social media accounts	BCCI
M5 (November 2020)	Webpage	Website fully developed	BCCI
M6 (December 2020)	Newsletter	1st English issue	BCCI
M7 (January 2021)	Press release	2 nd press release	BCCI
M8 (February 2021)	Social Media	Publication on VOJEXT’s social media accounts	BCCI
M9 (March 2021)	Festivals	Participation in 1 festival; 1 co-creation workshop	All
M10 (April 2021)	Joint Actions	3 joint actions with networks participation	All
M11 (May 2021)	Promotional videos	1 Project Promotional video	All (WP leaders for technical content)

Month	Output	KPIs	Responsible partner
	Promotional videos	4 short use case videos	All
M12 (June 2021)	Webpage	5000 visitors	All
	Newsletter	2nd English issue	BCCI
	Promotional videos (1 +4)	500 views	All plus WP leaders for technical content
M13 (July 2021)	Publications	5 scientific publications in sector-specific magazines	All
M14 (August 2021)	Social Media	Publication on social media accounts	BCCI
M15 (September 2021)	Press release	3 rd press release	BCCI
M16 (October 2021)	Press conference	1 st press conference	All
M17 (November 2021)	Conferences, events and brokerages	Participation in 3 international conferences	All
M18 (December 2021)	Newsletter	3 rd English issue	BCCI
M19 (January 2022)	Press release	4 th press release	BCCI
M20 (February 2022)	Social Media	Publication on social media accounts	BCCI
M21 (March 2022)	Festivals	Participation in 1 festival; 1 co-creation workshop	All
M22 (April 2022)	Joint Actions	3 joint actions with networks participation	All
M23 (May 2022)	Publications	5 scientific publications in sector-specific magazines	All
M24 (June 2022)	Webpage	10 000 visitors new (15 000 altogether)	All
	Newsletter	4 th English issue	BCCI
	Promotional videos (1 +4)	New 1000 views (1500 in total)	All plus WP leaders for technical content
M25 (July 2022)	Press release	5 th press release	BCCI
M26 (August 2022)	Social Media	Publication on social media accounts	BCCI
M27 (September 2022)	Press conference	2 nd press conference	All
M28 (October 2022)	Conferences, events and brokerages	Participation in 3 international conferences	All
M29 (November 2022)	Joint Actions	4 joint actions with networks participation	All
M30 (December 2022)	Newsletter	5 th English issue	BCCI
M31 (January 2023)	Press release	6 th press release	BCCI
M32 (February 2023)	Social Media	Publication on social media	BCCI

Month	Output	KPIs	Responsible partner
		accounts	
M33 (March 2023)	Festivals	Participation in 1 festival; 1 co-creation workshop	All
M34 (April 2023)	Conferences, events and brokerages	Participation in 4 international conferences	All
M35 (May 2023)	Publications	5 scientific publications in sector-specific magazines	All
M36 (June 2023)	Webpage	20 000 visitors new (35 000 altogether)	All
	Newsletter	6th English issue	BCCI
	Promotional videos (1 +4)	New 2000 views (3500 in total)	All plus WP leaders for technical content
M37 (July 2023)	Press release	7 th press release	BCCI
M38 (August 2023)	Social Media	Publication on social media accounts	BCCI
M39 (September 2023)	Press conference	3 rd press conference	All
M40 (October 2023)	Hackathon	1 hackathon with 40 participants	BCCI
M41 (November 2023)	Publications	5 publications in sector-specific magazines	All
M42 (December 2023)	Webpage	65 000 visitors (100 000 + visitors altogether)	All
	Newsletter	7th English issue	BCCI
	Promotional videos (1 +4)	New 2500 views (+ 6000 views in total)	All plus WP leaders for technical content
	News	50 news	All
	Social Media	500 contacts/1000 followers/2000 friends	All
	Final public event	One final public event	All
	International Awards	To be considered	UPM/All
	Target groups	<ul style="list-style-type: none"> • Contact with 400 SMEs/midcaps • 40 contacts with public administration and policy makers • collaboration with 100 organisations • 200 members of the VOJEXT network • 20 contacts with private investors 	All

Month	Output	KPIs	Responsible partner
	Leaflet	1 English (print 5000 copies and send 250 copies per partner)	BCCI
	Power point presentations	1 PPT Per Use Case	All
N/A	Showcases and demonstrators	1 showcase per pilot	All
N/A	Workshops (WP9)	<ul style="list-style-type: none"> • 2 interactive face-to-face/online exercises by pilot site • 3 training workshops • 40 participants per workshop 	All
N/A	Webinars (WP9)	8 webinars +15 participants in each of them	UPM, FOR, PIAP, EMC2

Table 3: DC Timeline summary

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42					
Press Release	X						X							X				X						X						X						X											
Social Media		X					X						X						X					X					X								X							X			
WebPage			X		X							X												X												X								X			
Newsletter				X		X						X						X						X					X							X									X		
Festivals								X													X										X																
Joint Actions									X												X																										
Promotional Videos											X	X												X													X								X		
Publications													X											X												X								X			
Press conference																X												X								X						X					
Conferences, events and brokerages																	X												X																		
News																																														X	
Final Public event																																														X	
International Awards																																														X	
Target Groups																																														X	
Hackathon																																														X	
Leaflet																																															X

Although this timeline shows the main focus on the DC channels at each stage, it is worth to mention that publications on social media will be done continuous along the project duration, with especial emphasis on selected topics depending on the stage of the project.

9. VOJEXT DC team

In order to ensure a wider audience and active engagement of stakeholders, a “VOJEXT DC Team” has been created; it is composed by at least one person per partner and coordinated by the DC Manager.

VOJEXT’s DC activities are led by the DC Manager (DCM) in cooperation with the Exploitation and Business Manager (EBM). As coordinator of WP8, BCCI is responsible for overseeing the overall implementation of DC activities. The DCM is responsible for the internal/external dissemination and communication of the project. DCM is Mariana Tancheva, Director of “European integration and European projects” Directorate of BCCI is assisted by two experts from BCCI’s team in the implementation, reporting and monitoring of the various DC activities. VOJEXT’s DC team meets on a regular basis in order to coordinate the progress of DC activities.

All consortium partners contribute to the DC activities by participating and giving presentations at conferences, publishing papers, holding press conferences, uploading content to social networks, networking, and similar activities. This maximizes the existing dissemination channels for the purpose of project result adoption and successful future commercialization of VOJEXT outputs. During the project, all VOJEXT partners are encouraged to identify and approach the most important groups of interests within their reach, covering the whole European territory. Clusters and other network reaching out to SMEs are contacted to ensure effective dissemination toward SMEs and mid-caps over Europe. In addition, the members of the External Expert Advisory Board (EEAB) are committed to acting as “door openers” to reach specialized audience that will provide either feedback, knowledge or benchmarking/contacting wider audiences. These experts are also opened to participate as speakers in our events due to their high profile.

10. Monitoring, reporting and review of DC Plan

Activities supporting the DC strategy will be summarised and tracked periodically through the internal dissemination progress reports, which is Excel-based and establishes the plan of activities to be performed, along with the required logistics and related cost. Each partner will be provided with short instructions on using the reporting templates. BCCI will be responsible for collecting and summarizing the data and templates uploaded by partners. The DC reporting will be done on a six-monthly basis in accordance with the internal progress reports.

The collection of DC actions maintains the historical dates (i.e., event attendee details, interest persons and their level of interest, etc.) from participated/ (and future targeted) events, symposiums, seminars and will also include details on targeted influencing networks, DIHs, innovation clusters, associations, web portals, stakeholders and professional associations, publications, related projects, etc. Collected information will be included in the VOJEXT’ progress and final reports and uploaded to the website every year.

The DC Plan will be reviewed and updated yearly/periodically. Before the start of each new year a detailed plan will be provided with more accurate dates and locations of foreseen major DC activities for the upcoming year as well as the partners responsible for each respective activity. The DC activities performed will be reported in D8.5 (end of 2021) and D8.6 (end of 2023).

11. DC activities beyond the end of the project

DC activities will not finalise at the project’s end. The main assets that will remain beyond the project to enhance dissemination impacts will be: the VOJEXT DIH network and DIH services (WP9), and the website maintenance – including public reports, dissemination materials, etc. A long-term sustainability plan will be developed for DIH-related assets; and the website will be maintained for at least 2 years after M42. Moreover, it is taken for granted that the final outcomes will be subject to dissemination beyond the end of VOJEXT through, for example, the participation in forums of VOJEXT

partners (mainly industrial ones), who will show the results obtained and improvements at related conferences and fairs. Finally, the consortium is committed to ensuring that any advances built over the VOJEXT outputs are duly recognised and acknowledged in subsequent DC activities.

12. Conclusions

The dissemination and communication plan provides the VOJEXT project with a solid framework, roadmap, and practical toolkit to disseminate project results and activities. The VOJEXT partners will use this document as an initial strategy. This document will be further updated and developed as dissemination materials and specific strategies are evaluated for their reach, effectiveness in targeting stakeholders and alignment with project objectives and stakeholder interests. Having defined the list of target stakeholders and the appropriate channels to reach them, the future dissemination and communications activities aim to further increase the interest of stakeholders in the project and further promote the results of the VOJEXT to the selected target groups.