



# Communication Strategic Plan

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Abstract
<p>A communication and visibility plan should be included in any EU-funded or co-funded project, highlighting the external communication activities that need to take place at key stages in the life of the project. Additionally, as ACTTiVate aims to develop an ambitious SME supporting action to be implemented through a transparent call fully open to competition, a good communication plan is essential in order to achieve the expected benefits of this action.</p>

This Strategic Plan describes the communications activities identified in order to fulfil this requirement and the implementation process.

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## 1. GLOSSARY AND ABBREVIATIONS

EC	European Commission
AMGA	Annotated Model Grant Agreement
N/A	Non-Applicable
SME	Small and Medium Enterprise
CO	Confidential
FV	Final Version
IDE	Innovation Driven Enterprise
IP	Intellectual Property
LSD	Large Scale Demonstrator
RTD	Research Technology and Development
SQL	Structured Query Language
ASP	Application Service Provider
FAIR	Findable, Accessible, Interoperable and Reusable
CAVM	COMMUNICATION AND VISIBILITY MANUAL for European Union External Actions
ECCP	European Cluster Collaboration Platform

## 2. APPLICABLE DOCUMENTS

### 2.1. General references

Code	Type of document	Document title	Edition	Date
691473	Contractual	Grant Agreement	*	*
NA	Guide	AMGA	*	*
NA	Guide	COMMUNICATION AND VISIBILITY MANUAL for European Union External Actions	*	2010

\*Last edition will be applicable

### 2.2. Specific references

Code	Type of document	Document title	Edition	Date
NA	Contractual	Consortium Agreement	*	*
ACTTiVate-D1.2- Quality Assurance Plan–CO-FV	Procedure	Quality Assurance Plan	*	*

### 3. INTRODUCTION.

ACTTiVAtE aims to foster cross-sectoral innovation among SMEs from four different sectors, aerospace, agro-food, medical devices and ICT. The project will mainly focus its effort in setting up strategies that allow clusters to lead the engagement of SMEs in activities intended to create new services and products and therefore the generation of new value chains and emerging industries across Europe. Furthermore, ACTTiVAtE intends to set up strategies to achieve stable growth of cross-sectoral and cross-border innovation beyond the project.

A budgeted communication and visibility plan must be included in the work plan of any EU-funded or co-funded action, highlighting the external communication activities that need to take place at key stages in the life of the action.

Additionally, the consortium will design a dissemination plan aimed to produce the greatest possible impact in the selected technological sectors.

WP 7 (“Communication, Dissemination and Sustainability Plan”) is based on horizontal activities within the project structure, as it affects other tasks throughout the project.

Furthermore, it aims for the dissemination plan to involve all the stakeholder groups in the implementation and analysis of the Large Scale Demonstrator results so that the stakeholders feel comfortable with the expected outcomes in their areas of influence.

#### 3.1. Document purpose and scope

As stated in the DOA, the project understands communication as a broad activity to be supported by a strategy for target groups with different messages. Moreover, ACTTiVAtE project distinguish between communication during the project implementation term and beyond.

However, as the CAVM clarifies, the Strategic Communication Plan envisages all the Communications activities, and must take into consideration the following key aspects.

1. ACTTiVAtE is based in two type of activities to foster the cross-sectoral and cross-border innovation in SMEs. Both activities need to be communicated accordingly with the expected impact in the chosen technological areas.
  - a. **First. Direct funding of SMEs innovative projects.** They will be launched competitive calls for proposal in the proposed technology areas (See WP 4)). The winning projects (around 30) will receive an amount of up to 50.000 € each from a total of a 1,5M€ from the project budget. Funding will take place in phases: first funding will be up to 10K€ and be aimed at developing business plans that justify the feasibility of such projects, and after that, the remaining funding will be given for the prototype development of those that be selected to participate in second phase.
  - b. **Second. Activities aimed at creating a favorable environment for the innovation in those SMEs participating in projects selected in call for proposal processes** such as brokerage events, innovation services, open collaboration platforms, investor readiness trainings or guidance to set up coaching, training, mentoring, peer sharing, internationalization solutions, B2B matchmaking. The main objective of such

activities is to exploit, in terms of innovation and creation of new value chains, projects under call processes.

2. In both group of activities, the main target are SMEs. For this reason, the communication strategy and the selected tools must be adapted to obtain the appropriate expected result for such specific audience.

**Table 1: ACTTiVate “From-to” Sectors.**

Sectors		Technologies
Origin	Destination	
Aerospace ICT	Agro-food	Vision based grading and sorting technology, Augmented reality for agro-food quality inspection, Adaptive-packing systems, Nano biosensors into food security and nutritional quality, Remotely Piloted Aircraft System (RPAS) and the Advance sensing & monitoring for agro-food sector.
	Health	Conductive materials for medical devices, HMI (Human Machine Interface) for medicine robots and training, Simulation and e learning for training of personnel, 3D (bio)-printing systems and Sensing technologies.
	Agro-food & Health	Selective electrochemical sensors from health to agro, Portable Auxiliary Power Units (APU), Gamification, Light materials and structures for transport, or the purification systems based on microalgae-bacteria consortia.
Health	Aerospace	Crystallization devices

The ACTTiVate communication plan has two main objectives:

- Communication activities will have an important focus on fostering the innovation on SMEs by clusters and other intermediary associations.
- Dissemination plan: this will include all the activities carried out by all partners during the ACTTiVate project with the aim of identifying the target audience and introducing ACTTiVate by organizing different types of activities, when possible, with a focus on its core elements.

### **3.2. EU INNOSUP-2015- 1 Programme Appropriate Visibility**

Communication should focus on development with the EU as partner and on the achievements and impact of the action, not on administrative or procedural milestones. In order to maximize the impact of communication efforts:

- Activities need to be timely
- Information used must be accurate
- Activities should be coordinated closely with the Commission
- The right audience(s) should be targeted
- Messages should interest the target audience(s)
- Activities should be appropriate in terms of resources spent, timing and expected impact

### **3.3. Intended Key Audiences and Target Groups**

ACTTiVate target audiences have been grouped into four categories:

- **The members of the consortium.** All ACTTivAte partners must understand the scope and objectives of the communication plan and share the responsibility to contribute to the challenge of its adequate diffusion.
- **European SMEs Audience.** ACTTivate will focus at the SMEs European level in two different approaches:
  - **The SMEs call.** Aiming to openly inform, to many European SMEs belonging to the selected sectors as possible, the opportunity to participate in the call, under the specified criteria to be selected.
  - **The dissemination of the results.** It is important to disseminate the results of the project to all the interested SMEs and Institutions and try to extend on time the potential success of the project.
- **General Audience:**
  - External Audience directly related to the project
  - External Audience not directly related to the project
- **Audience directly related with the project:** SMEs are the most relevant recipients of the communication action. Therefore, specific communication activities must be carried on with this priority objective. Selected stakeholders can contribute to enhance the communication plan.

For each of these groups, a different approach must be designed.

Table 2. Target audiences

Dissemination Level	Target Audience Group	Target audience profiles
Dissemination for Awareness	General audience	<ul style="list-style-type: none"> <li>• Public Authorities at local, regional, national and European level.</li> <li>• General Media</li> <li>• Society in general</li> </ul>
Dissemination for participation	European SMEs belonging to the selected technology fields	<ul style="list-style-type: none"> <li>• SMEs Associations,</li> <li>• SMEs,</li> <li>• Professional Associations.</li> <li>• Targeted Media</li> </ul>
Dissemination for Understanding	External audience directly related to the project results	<ul style="list-style-type: none"> <li>• External SMEs in industrial sectors involved</li> <li>• External SMEs in related sectors in emerging industries involved</li> <li>• Suppliers and B2B customers in involved supply chains.</li> </ul>

Dissemination Level	Target Audience Group	Target audience profiles
Dissemination for Action	Audience in connection with the project	<ul style="list-style-type: none"> <li>Partners of the Consortium.</li> <li>SMEs</li> <li>Clusters and related associations</li> <li>RTD centres and institutions</li> <li>Private Investors as a whole (business angels and venture capitals)</li> <li>European Commission.</li> <li>Reviewers send by the European Commission.</li> <li>Policy makers</li> </ul>

### 3.4. Key messages for the audience/target groups

All the activities performed under ACTTiVate are focused on providing results to a clear main user: the SMEs. On this regard, around 85% of ACTTiVate budget will be directly or indirectly allocated for boosting cross-sectoral innovation in SMEs.

For this reason, it is important to deploy a coherent strategy aimed to inform the targeted SMEs on the purposes and potential of ACTTiVate.

This implies to actively inform of the calls and opportunities rose by ACTTiVate and disseminate the results

The communication strategy will be built on the following messages targeted to different audiences, both customizing the content and selecting the right communication channels, aiming to effectively transmit the purpose of the message.

#### 3.4.1. Main Goal of ACTTiVate:

- Supporting innovation in SMEs and fostering the smart reindustrialization of Europe by enabling the emergence of new cross-border and cross-sectoral value chains resulting from the translation of advanced technologies among selected sectors with strong synergies. (Aerospace, Agro-Food, Health and ICT sectors).
- Supporting and promoting this innovation in SMEs, ACTTiVate will contribute to enhance innovative entrepreneurship and job creation in Europe, encouraging cross-sectoral and cross-cluster cooperation: innovation and knowledge transfer among the selected sectors.
- To create and stimulate a sustainable environment where SMEs, entrepreneurs, investors and local governments co-operate towards cross-sectoral driven commercialisation of technologies.

#### 3.4.2. ACTTiVate is important for the cross-sectoral innovation:

- Because the project promotes sustainable Innovation-Driven SMEs in the targeted regional clusters (Spain, Portugal, The Netherlands, Poland and Ireland).

- Because ACTTiVate promotes business modernization processes, new industries and creation of new value chains, as well as SMEs technological development and cooperation, and enterprise innovation capabilities expansion.
- ACTTiVate also contributes to the generation of new innovative ecosystems that could serve as a reference for other industries.
- With help of ACTTiVate, IDE's<sup>1</sup> will be able to bring their innovation capacities and/or needs across borders of countries and sectors. For most IDE's it is hard to find time and resources to undertake this challenge that leads to a loss of opportunities.
- ACTTiVate boosts the impact of existing innovative technologies beyond their origin sector.
- Some of the most interesting and value-adding solutions are hybrid (they lie on the edge and boundaries of the disciplines). The ambition and goals of ACTTiVate are to identify IDE's that thanks to their competencies are capable of sharing technologies in one sector able to provide solutions in a different domain.

### 3.4.3. ACTTiVate is important for the SMEs:

- ACTTiVate engages the potential stakeholders in various phases of the project. In D.2.3, "List of Stakeholders and potential bidders" ACTTiVate has explored the ecosystem of potential candidates to be selected by the project.

Depending on the type of the organizations, they could be engaged:

- During the CALL phase to communicate the Call for Proposal,
- In the COACHING & TRAINING of the SMEs that received funding
- In FINANCING the innovations, like business angels organizations. Universities, governments
- Other types of foundations and business associations are identified to be involved in the Large Scale Demonstrator (LSD) phase of the project.

Certain stakeholder organizations can be involved in multiple ways, e.g. both in the CALL phase and in the LSD phase.

- ACTTiVate facilitates the development of new business models and the achievement of efficiency and/or other gains in one sector from technologies well tested in a different domain.
- ACTTiVate helps to overcome a significant barrier for SMEs: access to finance and assessment through coaching and training actions aimed to develop new innovative projects.
- In any of the selected regions there are IDE's that in the current system are not encouraged enough to step across sectoral and geographical borders. We believe that many IDE's have quite often valuable proposals to be offered to the world. Nevertheless, is quite common to miss the opportunity of benefiting from solutions coming from other regions and/or sectors.

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<sup>1</sup> IDE's: Innovation-Driven Small and Medium- size Enterprises

- ACTTiVate proposes to accelerate innovation paths based on existing and proven technologies.

#### 3.4.4. What kind of SMEs ACTTiVate is looking for?

- The project is looking for innovative SMEs, with a global vision of their business (oriented to the global market). Enterprises those are competitive in their niches of activity, wanting to explore technology transfer activities with other sectors, with some international experience and collaborative experience with other organizations.
- ACCTiVATE is looking for creative and brave SMEs with technical competences and technologies that may have wider applications in different, unrelated sectors.
- ACCTiVate is looking for SMEs open to collaborate with other SMEs and R&D centres in areas of their competence, but also open-minded to explore new fields of technological applications of different areas of knowledge.
- ACTTiVate, looks for SMEs prone to incorporate technologies from very different sectors and define new applications in their core domain of activity.

Table 3. SMEsTarget

Aspect	IDEs
<b>Market</b>	Global
<b>Risk</b>	High
<b>Human capital</b>	Skilled
<b>Wages</b>	Above average
<b>Impact (job creation)</b>	Substantial
<b>Visible results</b>	Long term

#### 3.4.5. How will ACTTiVate affect different areas (R&D, socio-economic development, environment, daily life, etc.)?

- ACTTiVate will be able to accelerate R&D by combining new technologies from different sectors and regions and will therefore speed up the process of developing new and more sustainable collaborative value chains across Europe.
- The Innovation boost promoted by ACTTiVate will strengthen the European economy, and consequently daily life and the environment.

Table 4. ACTTIVate General Messages for target audiences

Idea to spread	Message	Example of activity
<p>We are all part responsible for communicating the project and the Communication Team is here to give us support. Organizations that communicate more effectively have more successful projects.</p>	<p>“The more we share, the more we have”, by Leonard Nimoy</p>	<p>Kick-off internal seminar  Communication guidelines, meetings and daily communication.</p>
<p>Dissemination of results obtained during the execution of the project</p>	<p>Technology collaboration on cross-sectoral projects can have great impact on related emerging industries in the mid-long run, by formal and informal technology and innovation spill overs</p>	<p>Two special workshops, website, publication on specialized media, posters and congress presentations, papers on referee journals</p>
<p>Innovation is not a fashionable option, but is the only real way for a firm to create and capture value and grow in the long term</p>	<p>“Innovation is the real key factor of growth and development in industrial societies”, adapted from Joseph Schumpeter</p>	<p>Articles and papers to disseminate Project’s results, according to Indicator 5.2.1</p>
<p>Most of the times innovation is not about inventing new things, but taking existing ideas from somewhere to anywhere else</p>	<p>“Most disruptive innovations are generally those which integrate existing technologies in a way that impacts highest on people’s daily life”, adapted from Clayton Christensen</p>	<p>Workshops and lectures to explain cross-sectoral innovation, according to Indicator 5.2.2.</p>
<p>An accelerator: Solve a communication gap” between two technical communities</p>	<p>“I was on the phone all day with big hospitals and healthcare organizations that didn’t put the love into their apps. They were building things with a check-box strategy, and in my opinion they didn’t have much creativity or innovation. Sitting in the next cubicle over, by contrast, was a woman who worked on game apps She had a really colorful cube with people in and out all day long. It was like a party.” – Halle Tecco, Founder, Rock Health</p>	<p>Development of methodologies to foster cross-sectoral innovation(please, refer to WP2 and WP3)</p>

### 3.5. Communication and Visibility Objectives and Plans

- A budgeted communication and visibility plan should be included in the work plan of any EU-funded or co-funded action, highlighting the external communication activities that need to take place at key stages in the life of the action.

- The level of detail should be commensurate with the nature, extent and cost of the communication activities envisaged.
- Contractors, implementing partners or international organizations should produce a communication and visibility plan which will have to be agreed with the EU Delegation staff managing the action, in close coordination with the EU Delegation staff responsible for communication activities.

#### 4. COMMUNICATION AND DISSEMINATION STRATEGY

According to Project Management Institute, 20% of unsuccessful projects are related to ineffective communication<sup>2</sup>. The challenge is to bridge the gap between what is being communicated and what is received by the audience. To do so, **clarity**, communicated in the **language of the audience** and **appropriate settings or media** are considered as key factors in the **ACTTiVate communication strategy**. According to that, ACTTiVate project will take special care not only to the target audiences identified above, but also to their geographical origin in order to adapt the message as much as possible, especially to maintain a cross-sectoral innovation environment for SMEs throughout Europe.

ACTTiVate project understand Communication as a broader activity than the Dissemination that can be supported by a strategy with target groups, differentiating the message. Moreover, ACTTiVate project distinguish between communication during the project implementation term and beyond.

This Strategic Communication Plan will consolidate the approach and procedures for communicating results internally and to the general audiences, develop the dissemination materials, define the templates to be used during the project, etc.

##### 4.1. Communication and dissemination objectives

###### 4.1.1. Objectives of the Communication Plan

In ACTTiVate, three types of communication are identified (A, B and C), under which the following objectives are pre-defined:

###### A. Internal communication among project partners

- Optimize the flow of general communication between partners according to the management structure
- Maximize synergies and communication within Work Packages.
- Provide documentation nimbly to the Communication Team to widely spread the project.

###### B. Communication between ACTTiVate and the European Commission

- Facilitate communication with the European Commission on the progress and project results.

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<sup>2</sup>The High Cost of low performance: The essential role of communication. PMI. May 2013 (<http://www.pmi.org/business-solutions/-/media/PDF/Business-Solutions/The-High-Cost-Low-Performance-The-Essential-Role-of-Communications.ashx>)

C. External communication.

- a. Inform the target audience the scope and objectives of the project, the reason for its creation, partners and expected results and expected impacts.
- b. Disclose progress and partial results obtained along the project.
- c. Promote participation in spreading the project through corporative and personal profiles on social networks.
- d. Communicate the project results and conclusions once the project is finished.
- e. Facilitate an Innovation environment for SMEs beyond the project.

**4.1.2. Tools of the Dissemination and Communication Strategy**

ACTTiVate Strategy is based on two **areas of communication**: **A- internal communication** and **B- external communication**:

**A. Internal Communication**: It aims at improving the communication among partners, with the European Commission and to provide skills to the partners to collaborate in the external communication. The activities and tools foreseen are:

- Bal.PM: to be used as project management platform specialized on EU research projects.
- E-mail and telecommunication software providing voice calls and video chat: for daily communication.
- Communication team: to support communication activities that partners should accomplish.
- General Assemblies: to share objectives, budget, schedule, scope, outcomes, impacts, etc.
- Kick-off internal seminar: to provide partners with appropriate skills and tools for communicating the project.
- Communication guidelines: explaining procedures, tools, settings, etc.

**B. External Communication**: whose target audience is “External audience directly related to the project results” and “General audience”

A Communication Guide will be delivered to the partners of the consortium, as well as to the funded SMEs, aiming at explaining the project (objectives, partners, importance for society) and the results effectively, and facilitating the innovation environment according to the strategies to foster innovation in SMEs. Due to this informative work, ACTTiVate project foresees the creation of friendly dissemination material that encourages the audience to get familiar with the project, such as:

- Project image: logo, templates, GIF, animation, project infographics.
- Brochure (x2): at the beginning of the project and for the project results.
- Videos (x 5; 1 minute length each): focus on “testimonies”, with animation and infographics.
- Roll-up (x2).

Additionally, ACTTiVate project forecast the creation of:

Web page of the project with an interactive platform aimed at performing activities of training, coaching, mentoring, described in WP5, and others that could be arise during project development.

- Project profile for Social Media: Facebook, Twitter, Instagram.
- Newsletter on project progress to be published in the web and distributed by e-mail (x6).
- Executive progress report for stakeholders (x6).
- Posters (x3): to be shown in sectoral conferences and events.
- Media:
  - Press Releases (x5): focused on the following messages:
    - The European Commission co-finances our project.
    - Partial progress and results.
    - Extraordinary results of the project with major impact in SMEs.
  - Articles in specialized media (x10) (please, refer to table 13)
  - Articles in Innovation Magazines (x2).
    - Horizon Magazine (RTS-PUBLICATIONS@ec.europa.eu).
    - Newsletters of the European Commission.

A key area of the communication strategy will be the use of the ECCP tool to systematically communicate in a standardized way to all users of this European platform. This open community, focus, among other areas of interest, on:

- Communicate the EU Cluster Initiatives,
- The search for partners at European level
- Dissemination of achievements: “Success stories” and “best practices”
- The networking among clusters and companies

So, ECCP, fits as a perfect tool for the Communication Strategy of ACTTiVate

Moreover, live events and face-to-face meetings are part of the plan designed by ACTTiVate to reach the target audience and where all the material developed and described above will be delivered:

- ACTTiVate needs to design and put in place a strong relationship with previous identified Stakeholders in order to strength the communication towards the SMEs in the selected countries and technology areas already defined. With this purpose in mind, ACTTiVate needs to develop a communication plan including:
  - Stakeholder Platform Meetings (x3).
  - Congress, Conferences, Events, Workshops attended by partners of the project.
  - Special workshops and conferences organized by the project.
    - Round of investors
    - Training sessions for SMEs intended to deliver mentoring and coaching
    - B2B sessions: Brokerage events, B2B matchmaking

- Final Conference.

### 4.1.3. Dissemination and Communication Levels

Considering the geographical perspective (innovation poles for SMEs), ACTTiVate project will communicate at:

#### 4.1.3.1. National Level

Partners will be encouraged to use their national and local networks, events and media to make the project visible to companies and present ACTTiVate in congresses, conferences and workshops.

#### 4.1.3.2. International and European Level

Consortium includes relevant clusters and RTDs across Europe that can draw international attention on the project. In addition, ACTTiVate will contact with associations, organizations and platforms related to clusters strategies to foster cross-sectoral and cross-border innovation in SMEs.

It is expected that consortium partners attend or present ACTTiVate in some of the following events:

**Table 5. Planned events attendance during the project**

Event	Description	Date	City
Innovation by Combination Conference	The cluster-to-cluster conference and matchmaking is dedicated to matching clusters (and SME networks) with each other. <a href="https://www.b2match.eu/cluster-to-cluster-2015">https://www.b2match.eu/cluster-to-cluster-2015</a>	September	TBD
EACP Annual Meeting	The EACP partners gather annually in a meeting in a selected European country. The general aim of EACP is to enhance cooperation and to promote participation in joint EU projects <a href="http://www.eacp-aero.eu/index.php?id=6&amp;no_cache=1">http://www.eacp-aero.eu/index.php?id=6&amp;no_cache=1</a>	September, (annual)	TBD
EECA Cluster @ ICT event	<u>EU-Eastern Europe and Central Asia Gateway for ICT Research and Innovation.</u> The event is an ideal place what will give you the opportunity to learn about the EECA region ICT potential for successful cooperation in H2020 and will provide you with the networking possibilities with the EECA ICT experts.	October, (annual)	TBD

Event	Description	Date	City
	<a href="http://eeca-ict.eu/usefull-information/events/icalrepeat.detail/2015/10/20/52/-/eeca-cluster-ict2015-event">http://eeca-ict.eu/usefull-information/events/icalrepeat.detail/2015/10/20/52/-/eeca-cluster-ict2015-event</a>		
Cluster CollaborationEU-ASEAN Cluster Matchmaking Event on creativity and innovation in the agro-food sector	The Cluster Matchmaking Event will represent a unique opportunity for representatives of cluster organisations interested in cluster collaboration with ASEAN countries to explore possible common areas of interest for cooperation and complementarities, in terms of sectoral, value chain, and market focus of their SMEs and companies with a large panel of European and international clusters  <a href="http://www.clustercollaboration.eu/match-making-missions">http://www.clustercollaboration.eu/match-making-missions</a>	(Several times a year)	TBD (changes during the year)
NEREUS Meetings	<b>NEREUS</b> , Network of European Regions Using Space Technologies, is an initiative by regions from all over Europe, which share as Full Members its governance.  Emphasis is placed on the use of space technologies. The network aims to explore the benefits of space technologies for Regions and their citizens and to spread their applications.  <a href="http://www.nereus-regions.eu">http://www.nereus-regions.eu</a>	(Several times a year)	TBD
Knowledge For Innovation. The EuropeanInnovation Summit	The 4-days event will call for "A Pact for Innovation". Highlights of this year's programme include topics such as 'policies and politics for innovation: creating a framework for success'; 'European Innovation Ecosystems'; tackling the society's grand challenges in areas such as water, energy, environment, agriculture, bioeconomy, health, transport and the role of the digital revolution in areas such as smart manufacturing. Very importantly, the Summit will engage actively with young people and discuss the opportunity for them in driving the future of innovation in Europe.  <a href="http://www.knowledge4innovation.eu/">http://www.knowledge4innovation.eu/</a>	December	Bruxelles (Belgium)

It is also expected to schedule press releases to capture the attention of the media in order to publish articles related to the project and the ACTTiVATte results. Following table shows some of the intended journals:

Table 6. Intended magazines to publish ACTTiVate progress and results

Journal / Magazine	Description	Reach
<b>Aerospace Science and Technology</b>	This journal publishes original papers, review articles and short communications related to all fields of aerospace research, fundamental and applied, and potential applications of aerospace technology <a href="http://www.journals.elsevier.com/aerospace-science-and-technology/">http://www.journals.elsevier.com/aerospace-science-and-technology/</a>	SNIP <sup>3</sup> : 1.734 SJR <sup>4</sup> : 0.67 Impact Factor <sup>5</sup> : 0.940 5-Year Impact Factor: 1.130
<b>Council of European Aerospace Societies CEAS Aeronautical Journal</b>	Devoted to publishing new developments and results in all areas of aeronautics related science and technology. <a href="https://ceas.org/?page_id=2756">https://ceas.org/?page_id=2756</a>	SJR: 0.179 Impact Factor: 0.531
British Medical Journal BMJ Innovations	Peer reviewed online journal that publishes basic, clinical, translational, and epidemiological studies of all aspects of medical innovations. The journal champions research that offers new, cost-effective medical devices, technologies, processes and systems that improve patient care. It aims to promote innovations that make healthcare accessible and affordable, creating a community that aspires to make the world a healthier place. <a href="http://innovations.bmj.com/">http://innovations.bmj.com/</a>	Impact Factor: 17.445
Agro FOOD Industry Hi Tech	European journal of nutraceuticals & functional foods, is a peer reviewed, bimonthly journal, specialized in functional food, nutraceuticals, nutrition, food, science, biotechnology, food analysis and food processing technologies and equipment. <a href="http://www.teknoscienze.com/pages/af-journal-home.aspx#.VeWRzfntmko">http://www.teknoscienze.com/pages/af-journal-home.aspx#.VeWRzfntmko</a>	Impact Factor: 0.225
Innovative Food Science and Emerging Technologies (IFSET)	Aims to provide the highest quality original contributions on new developments in food science and emerging technologies. <a href="http://www.journals.elsevier.com/innovative-food-science-and-emergingtechnologies/">http://www.journals.elsevier.com/innovative-food-science-and-emergingtechnologies/</a>	SNIP: 1.627 SJR: 1.458 Impact Factor: 3.273 5-Year Impact Factor: 3.699
Journal of the Knowledge Economy	Focuses on the dynamics of the knowledge-based economy, with an emphasis on the role of knowledge creation, diffusion, and application across the spectrum of organizations, industries, nations, and regions. The journal incorporates insights from the fields of economics, management, law, sociology, anthropology, psychology, and political science to shed new light on the evolving role of knowledge and its economic implications. <a href="http://link.springer.com/journal/13132">http://link.springer.com/journal/13132</a>	SNIP: 0.743 SJR: 0.378 Impact Factor: 1.083

<sup>3</sup> SNIP: Source Normalized Impact per Paper

<sup>4</sup> SJR: Scientific Journal Rankings

<sup>5</sup> Impact Factor: Measure reflecting the average number of citations to articles published in science and social science journals

Journal / Magazine	Description	Reach
European Journal of Innovation Management	Forum for the rapid dissemination of pragmatist research in the field of innovation studies. Within this context, practice is part of the learning process, where change (through rigorous and invariably evidence-based research) in existing frameworks, models and methods yields new ideas in a process of continuous discovery. <a href="http://www.emeraldgrouppublishing.com/products/journals/journals.htm?id=EJIM">http://www.emeraldgrouppublishing.com/products/journals/journals.htm?id=EJIM</a>	Impact Factor: 1.597

## 5. OTHER ACTIVITIES TO ENGAGE INDUSTRY TO USE THE PROJECT RESULTS

ACTTIVATE dissemination activities will be carried out during the whole duration of the project. Specific activities to engage the industry will be the following

### Workshops and Training Programmes

ACTTiVate will design and implement up to 5 “Tech Comm\_Academy” workshops (one per country) aimed at supporting ACTTiVate’s SMEs to prepare an Action Plan focused on the technology transfer/commercialization process of their innovative developments. The main purpose of the 1-5 days “TechComm\_Academy” workshops is to help ACTTiVate’s selected innovative SMEs to increase their understanding and skills regarding the main challenges behind such process. Based on a “roadmap” methodology the workshops will provide expert training and assistance to the ACTTiVate projects.

Each training program will be structured in three phases:

1. Pre-program self-assessment activity. The first phase will include a strategic self-assessment activity carried out by the participants prior to the workshop. The activity will be based on a specific diagnosis tool distributed in advance to the participants.
2. Delivery of the 1.5-days workshop. The second stage will comprise the delivery of the “Tech Comm\_Academy” workshop including training and feedback activities. Key areas that the design and implementation of the workshops will need to address specifically are: the commercialization of a technology as an entrepreneurial process; key success factors for market orientation, and a methodology (“roadmap”) to prepare a Strategic Action Plan. Complementary activities within the workshops will include: group and individual coaching/assistance for the preparation of the action plans, peer-sharing and collaborative learning sessions, and feedback sessions on the action plans moderated by expert coaches.
3. Post-program support and follow-up. After the “Tech Comm\_Academy” workshops follow-up assistance will be provided to the participants in line with their development stage in order to help them in solving inquiries about the definition, implementation and interiorization of the Strategic Action Plan outlined during the workshop (follow-up on the tech transfer/ commercialization plan and financial and non-financial needs).

### Mobility and Exchange programme

ACTTiVate will launch Mobility and Exchange Programs (MEP) in order to leverage cross-sectoral and cross-border technology transfer in SMEs. Those that become top-ranked in their pole (5) for their innovative projects will be granted with extra funding (10.000€ per SME) to exchange employees with other SMEs across Europe.

ACTTiVate’s MEP will bring specific benefits both for receiving employer and home employer:

- Receiving SME:
  - o Fresh perspective on established practices and sub-culture for improvement
  - o A different style, knowledge and experience tends to challenge and reinvigorate
  - o New networks for improved and/or different collaboration opportunities for staff
  - o New ideas, processes and insights which improved business performance
- Home SME:
  - o Transferee returns with potentially enhanced networks, experience, ability to listen, and flexibility after challenging habitual practices and responses in a different situation
  - o Transferee returns with a broader range of skills by exposing mobile employee to a variety of facets of the business
  - o Introduces new ideas, perspectives and networks derived from role exchange when this aspect is encouraged, expected and welcomed
  - o Re-energises executive/s (participants) in ‘home’ role as a result of new and challenging experiences

## 6. EXPECTED RESULTS

Table 7: ACTTiVate Communication KPIs

Indicator	Audience	Objective
Trends in website visits	External technical audience and general audience	5.000
Number of followers in the Social Media	External technical audience and general audience	200
Number of technical articles published in the press	External technical audience	4
Number of published articles explaining ACTiVATE as a reference in Innovation Magazines	General audience	2
Number of brochures distributed	External technical audience and general audience	750
Number of events with project ACTiAVTTE participation	External technical audience	10

Indicator	Audience	Objective
Number of participants in the stakeholders platform	External technical audience	50
Number of assistants to the Stakeholder Platform Meeting	External technical audience	30
Number of assistants to the Open Days	External technical audience	20
Number of assistants to the workshops	External technical audience	50
Number of assistants to the Final Conference	External technical audience and general audience	100

## 7. TIMELINE

ACTIVATTE has developed an initial timeline for implementing the communication activities. Language for those activities will be adapted according to the excel attached whose screenshot is presented below.



Gantt.xlsx

