



Project Acronym:	GREENOMED
Project full title:	Mediterranean Trans-Regional Cooperation for green manufacturing innovation
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Objectives:	1.1 To increase transnational activity of innovative clusters and networks of key sectors of the MED area
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List of abbreviations

GG: Green Growth

KPI: Key Performance Indicator

MED: Mediterranean

RP: Reporting Period

SME: Small-Medium Enterprises

SWOT: Strengths, Weaknesses, Opportunities, and Threats

SYNNGI: Synergies for Green Growth Initiatives (Horizontal project of Green Growth Community)

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1. Executive summary

This deliverable defines communication strategy and planning of GREENOMED project to be followed during the lifetime of the project. The deliverable defines in detail the communication objectives, target audience, key messages and proper channels and tools for communication. It also presents the planned communication activities within the next six months of the project. Moreover, it defines the required human and financial resources for GREENOMED communication, the evaluation criteria and KPIs as well as relevant risks and mitigation. This deliverable will be updated every six months to be aligned with the latest progress and status of the project.

2. Strategic overview and situation analysis

2.1. Project summary

GREENOMED is a modular project within thematic community of Green Growth aiming at strengthening the transnational innovation capability of MED regions through the extensive testing and transferring of a cluster-centered cooperation methodology. Such a methodology is conceived in the frame of the “Vanguard initiative”¹.

The lack of pilot plants accessible by companies is a barrier limiting the industrial exploitation of European research results that can make manufacturing more sustainable. Establishment of a network of pilot plants is a complex and investment intensive task which cannot be pursued with a regionally dispersed approach. Thus GREENOMED aims at overcoming this barrier through testing and transferring an inter-regional Clusters-centered cooperation methodology aimed at the establishment of a European network of pilot plants supporting green industrial growth in MED regions. GREENOMED contributes to establish the required transnational cooperation, based on Regional Smart Specializations, leveraging on the territorial governance role of clusters and creating the institutional framework that can support this process.

2.2. Summary of the project’s communication strategy

GREENOMED has been defined as a module 2 project in MED programme which aims at testing a methodology. In this regard, it is quite important for GREENOMED to communicate to a wide range of stakeholders, involve them in testing and transferring phase and disseminate the results of the project. In order to define a proper communication strategy for GREENOMED, we need to understand vision and mission of the project as well as strengths, weaknesses, opportunities and threats that the project deals with during its lifetime. Having known this, we can define the main communication objectives for GREENOMED. Thereafter, in order to reach the defined objectives, we need to understand the key target audience of GREENOMED. Each target group needs to hear specific customised messages and stories based on their needs and requirements. These messages should be transferred to them through proper communication channels and tools which will be

¹ <http://www.s3vanguardinitiative.eu/>

identified in communication strategy. Planning and scheduling to carry out the defined communication activities need to be described as well. Eventually, we have to develop a set of KPIs to assess the communication activity and thus provide the communication committee proper feedback to modify the communication strategy and activities for a more effective communication.

2.3. Vision

As a modular project GREENOMED has the following vision:

GREENOMED will be an enabler to promote green innovative manufacturing in MED regions (especially those still not involved in Vanguard Initiative) through establishing of transnational cooperation based on regional smart specialisations. GREENOMED will contribute to the conceptualisation and implementation of a European network of pilot plants on green manufacturing.

2.4. Mission

To achieve its vision, GREENOMED follows its mission defined as below:

GREENOMED's mission is to test and transfer a cluster-governed methodology enabling trans-regional cooperation to design and implement pilot plants. Moreover, GREENOMED will set up trans-regional projects of pilot plants for green manufacturing innovation in MED region. GREENOMED will also establish the institutional environment supporting transnational cooperation for green manufacturing in MED regions.

2.5. SWOT analysis

In this section we present the results of SWOT analysis as a widely used framework to identify and analyze the project environment from both internal and external perspectives. The results of SWOT analysis will be used afterwards to define a proper communication strategy. From an internal point of view, the SWOT analysis highlights strengths and weaknesses. It depicts the positive tangible and intangible attributes internal to the project as well as factors that detract the project from its ability to attain the core goal.

From an external perspective, the analysis highlights external attractive factors that represent a reason to boost project communication, as well as external factors that could place the project communication at risk. Both opportunities and threats are out of control of the consortium.

In order to do the SWOT analysis, we need to answer the below questions regarding communication:

- STRENGTHS: What are the strengths of GREENOMED?

- **WEAKNESSES:** What are the potential weaknesses of GREENOMED? What could be damaging or negative?
- **OPPORTUNITIES:** What communications opportunities are there? Is there anything new, different, interesting or unique that GREENOMED could capitalise upon for publicity?
- **THREATS:** Are there any potential threats that GREENOMED could face? What might go wrong? How could this affect communications activities in GREENOMED?

The communication plan will be defined understanding how the threats can be turned into opportunities and how we can play on GREENOMED strengths through effective communications and roll out weaknesses. Figure 1 shows the SWOT matrix for GREENOMED. Detailed description of each point is defined afterwards.

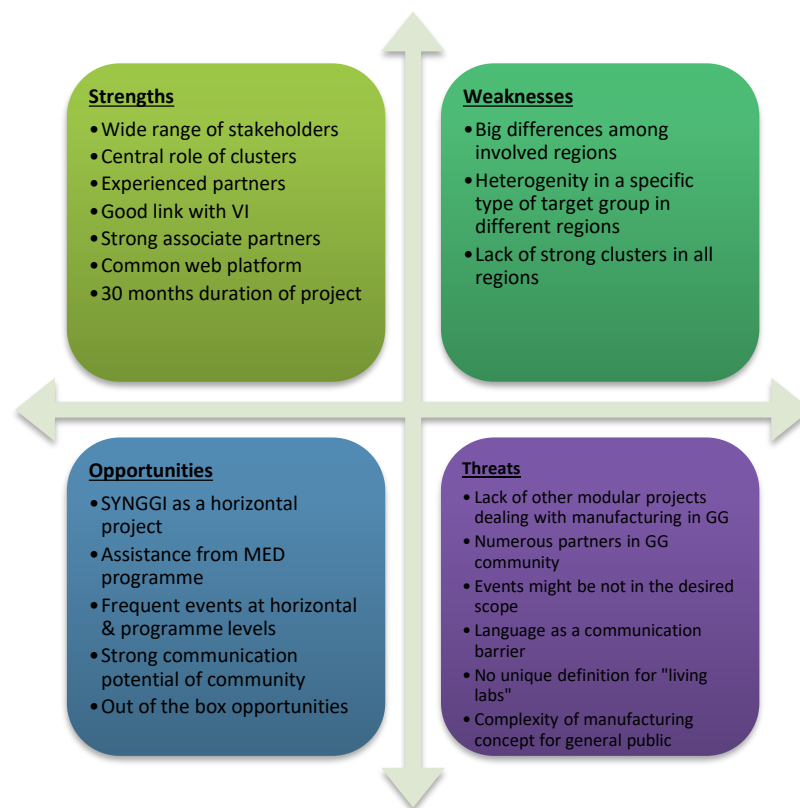


Figure 1. SWOT analysis

Strengths:

- Wide range of stakeholders in GREENOMED could result in a more effective communication and a higher level of awareness raising
- Central role of regional clusters in GREENOMED which would be in favour of communication activities considering the nature of clusters as mediators and facilitators in regions

- Solid experience of three partners of the project involved in Vanguard Initiative (CNR, AFIL, EURECAT, FRAUNHOFER) to effectively carry out and promote communication activities
- An established link of project coordinator and two partners with Vanguard Initiative for advertising GREENOMED in Vanguard community
- Strong and diverse associate partners of GREENOMED (regional authorities, companies, support organisations and associations) to support communication activities of the project
- The 30 months duration of project provides enough time for a good communication
- Common web platform with other modular and horizontal projects

Weaknesses:

- Misalignment between regions from cultural and communication perspectives. This implies that while a communication channel/tool is widely used in one regions, it is rarely used in another region
- Not all the regions have powerful clusters to govern the process and take a central role for communication
- Heterogeneity of a specific type of stakeholder group (target group) in different regions which make it difficult to design a unique and balanced communication strategy (key message, channel) for a specific target group in different regions

Opportunities:

- SYNGGI as a horizontal project to facilitate communication activities at horizontal level between different modular projects in Green Growth community
- Assistance from MED programme and through its activities
- Frequent events by SYNGGI and annual programme MED events to find synergies and collaboration opportunities
- Strong communication potential of the community as a whole (+150 partners)
- Out of box opportunity to find a possibility of expanding GREENOMED scope to other sectors which are not currently involved in GREENOMED and Vanguard Initiative (i.e. agro-food sector)

Threats:

- Lack of other modular projects in Green Growth community dealing with manufacturing to establish and find synergies
- Numerous partners in Green Growth community which might result in communication confusion if not managed well
- Events organised by SYNGGI might not be in the desired scopes of GREENOMED (i.e. they are agro-food oriented)
- Language could be a communication barrier in some regions
- Lack of a concrete definition of the concept of “living lab” within the programme

- Difficulty to communicate the complex context of GREENOMED to general public

3. Communication objectives

Communication in GREENOMED takes place both internally and externally. Internal communication of GREENOMED deals with communication among partners and project consortium. External communication refers to communication activities that target external stakeholders at horizontal level, programme level and outside of programme level.

3.1. Internal communication objectives

The main objectives of internal communication in GREENOMED are:

- Effective and efficient information sharing among the consortium
- Frequent update of work progress among partners through physical or virtual meetings
- Alignment between different activities and WPs
- Sharing ideas for a more effective external communication of the project

3.2. External communication objectives

The main objectives of external communication in GREENOMED are:

- Raise awareness about GREENOMED, its activities, its expected results and its potential impacts and benefits for different stakeholder groups
- Disseminate the achievements and results of GREENOMED to relevant target groups
- Encourage policy makers to provide the required institutional framework to support development of a network of pilot plants in the involved regions
- Build a stable and growing stakeholders community to be involved in testing phase and also as potential partners to set up projects at the end of project
- Explore potential synergies with other project partners at horizontal and programme level

4. Target audience

4.1. Description of stakeholders groups

GREENOMED communication activities will target a wide range of stakeholders. In order reach the objectives of external communication, key messages will be broadcasted to several target groups. The outline of the target groups are defined taking into account the general criteria introduced in following.

4.1.1. General criteria

Target groups of GREENOMED are specified based on four main criteria:

Location: GREENOMED main target groups are located in all the partners countries (Italy, Spain, Germany, France, Slovenia, Croatia, Greece) and other MED countries (CYPRUS, Malta and

Portugal) as well as Belgium (mostly Brussels). Moreover, dissemination activities might take place occasionally in Extra-MED countries when relevant events are held.

Gender: GREENOMED targets both genders. We will take into account gender equality issues within our communication activities to provide a balanced profile of target groups.

Age: The desired target audience of GREENOMED are aged between 18-65. Having a broad age range would enable GREENOMED to include different target groups with this age range.

Education: GREENOMED targets a wide range of education based on their interest to “green manufacturing” concept.

4.1.2. Target groups

Target groups are the selected groups of audience to whom customised key messages of GREENOMED will be communicated. Each target groups is characterised by its level of interest to the project and level of influence they could have on the project.

4.1.2.1. Clusters and business support organisations

Business support organisations and intermediaries are among the major target groups in GREENOMED. They will play a key role in the project. In particular clusters are considered to have a central role by acting as the intermediaries to implement and test the designed methodology within the project. In addition, considering the intermediary role of clusters they could affect dissemination of results by communicating them to their wide range of members (companies, associations, universities, research institutes, policy makers, etc.).

Interest: High

Influence/power: High

4.1.2.2. Regional public authorities

Regional public authorities could have a significant contribution in providing a proper framework to implement the results of the GREENOMED. It is quite crucial to identify relevant regional policy makers in each region involved in the project and establish a concrete communication with them to raise awareness about GREENOMED and the required support from their side to test the methodology. Moreover, their active involvement and commitment is crucial for long term implementation of results of the project and to support the established regional projects as the outcome of GREENOMED for green and innovative manufacturing. Their role in terms of policy definition, and allocation of resources to support green manufacturing is quite crucial too. In GREENOMED, there is a specific attention to regional public authorities so that the final conference of the project will be organised to target them as the audience to keep them informed about the results of the project.

Interest: High

Influence/power: High

4.1.2.3. General public

Green manufacturing could affect everyday life of people from different perspectives. Some of these impacts are more clear and direct while some others are indirect. Approaching general public and keeping them informed about GREENOMED and green manufacturing will result in raising awareness in society and potential cultural shifts and social movements to support green innovative manufacturing. Communicating with general public is specifically more important in MED regions taking into account the lower level of public awareness and attitude about green and sustainable manufacturing. Within GREENOMED a specific attention will be given to general public specially in those regions where people are less aware of the potential benefits that green manufacturing could bring into their lives. In particular, the first conference of GREENOMED in GREECE will target general public.

Interest: Medium-High (based on the region)

Influence/power: Low

4.1.2.4. Industrial stakeholders (SMEs, Large companies)

GREENOMED is defined in the context of manufacturing. Therefore, industrial stakeholders will be a major group of target audience in the project. Companies (especially SMEs) play a key role in the testing phase. In fact, it is expected that a big number of companies will be identified and mapped during GREENOMED project. These companies will be further communicated for getting involved in testing and transferring stages. They would make the backbone of the future working groups in GREENOMED, since they will be the main users of the pilot plants. The second project conference in M18 will target industrial stakeholders to get them informed about the mid-results of the project and attract more companies to get involved in future regional working groups.

Interest: High

Influence/power: High

4.1.2.5. Research and technology institutions & universities

Research and technology institutions, as well as universities, are the sources of innovation and knowledge. They own competitive and skilled resources to facilitate technology transfer to companies and specially SMEs, which don't own such resources. Research organisations and universities are among stakeholders that will be mapped to establish the GREENOMED community platform in each region.

Interest: High

Influence/power: Medium

4.2. Prioritization of stakeholders

In previous section we identified the relevant target groups of audience for communication. Each of these target groups should be managed differently according to the level of their interest and

influence. Positioning target groups will help to identify the more important ones and thus manage the effort that should be put into each group. Figure 2 shows the positioning of target groups of GREENOMED.

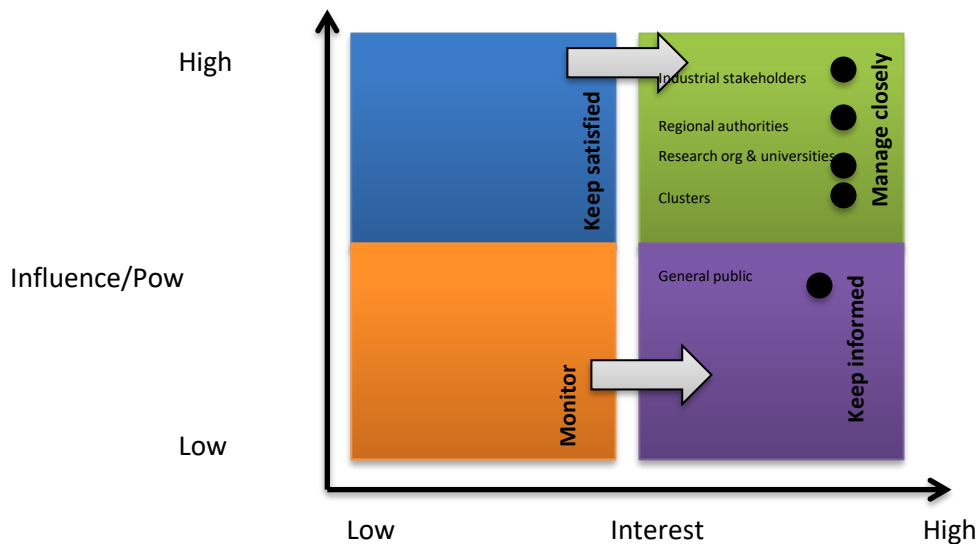


Figure 2. Positioning of target groups

4.2.1. Key messages

In order to design GREENOMED key messages we should clearly answer what information we want to share with which target group of audience and what is the final objective that we expect from the communication of the key message. In following sections, first we define some keywords which are essential to be included in the designed key messages for an effective communication. We will also present a couple of basic key messages which reflect different aspects of GREENOMED in general. In the second section, customised key messages for different groups of audience will be defined.

4.3. Key words and basic messages of GREENOMED

Some basic messages of GREENOMED are:

Green and **sustainable manufacturing** benefits lives of people from **environmental**, **social** and **economic** points of view.

In order to be competitive, **MED area** needs to strengthen its competitiveness of **green manufacturing** through **innovative technologies**.

In order to uptake **innovative green technologies**, companies (particularly **SMEs**) require a wide

and accessible **trans-regional** network of **pilot plants** focused on **green manufacturing technologies**

Design and implementation of such a network of **trans-regional pilot plants** requires a concrete **policy** support and **trans-regional collaboration**.

Collaboration of different groups of **stakeholders** is required to design and implementation of the **network of pilot plants**. Such a **collaboration** should be governed by **regional intermediaries** such as regional **clusters**.

4.4. Customised key messages for different target groups

Based on characteristics of each target group of audience, customised messages will be defined to be communicated. These customised messages will be designed to be concise, clear and easy to understand for the target audience. In following section examples of customised key messages to different target audience are presented.

4.4.1. Clusters and business support organisations

- Clusters should act as **intermediaries** to facilitate communication among stakeholders
- Clusters can **stimulate innovation** for green manufacturing to **strengthen the economic position** of the region
- There is a need for a **close cooperation** between different stakeholders in the region to design and implement pilot plants for green manufacturing
- Clusters should establish a **strong cooperation with other regional clusters**
- There is a need to **raise awareness** of clusters and RTOs among SMEs
- Cluster initiatives can foster the **collaboration between industrial stakeholders and knowledge providers**
- Clusters' role is critical **to involve all different types of stakeholders** for green manufacturing
- Clusters can be an effective means to **spread the information on offered services**
- Clusters can **support RDA** in the definition and implementation of more focused actions

4.4.2. Regional public authorities

- Regional clusters, RTOs and industrial stakeholders need **support of public authorities** to enhance green manufacturing in the regions
- **Inter-regional collaborations** is a must for establishment of a network of pilot plants
- **Strong initiatives at regional level** for green manufacturing would encourage more stakeholders to pursue the strategy

4.4.3. General public

- **Citizens** have an essential role related to **Circular Economy** in Industry.
- **New manufacturing technologies** can be efficient & **sustainable**

- **Consumers** can be **protagonist of clean manufacturing**: they need to change purchase and consumption behaviour to return products, accept remanufactured products,...
- Competitive Manufacturing is needed for **job creation** & sustainability
- Green manufacturing opens **new markets for entrepreneurs**
- Green manufacturing can offer future **exciting careers for young talents**
- Advanced & Efficient Manufacturing is a **potential business for Europe**
- Manufacturing is **linked with first and tertiary sectors** (food processing, devices for tourism...)
- Recycling and reuse is needed for **health and environment protection**
- Green manufacturing can **preserve resources** for future generations
- Green manufacturing can make Europe a **cultural and technology leader** in the world and guarantee future welfare

4.4.4. Industrial stakeholders

- Green manufacturing could result in **resource efficiency** and **cost reduction** for industries
- Industrial stakeholders can bring their problems and ideas to pilot plants and find **relevant competencies** there
- Establishment of a network of pilot plants for green manufacturing is about **boosting collaboration** not competition
- Companies can have **access to innovative green technologies** through pilot plants and living labs
- GREENOMED offers the opportunity to industrial stakeholders **to get involved in designing and implementing** of the network of pilot plants from the beginning

4.4.5. Research institutes and universities

- Research institutes and universities can **transfer their knowledge** of green manufacturing and provide services to industrial stakeholders through pilot plants
- There should be a **tight collaboration** between research and technology centres **with regional clusters** to provide services to companies for green manufacturing
- Research centres and universities can play a key role in **leading the regional working groups** for green manufacturing
- GREENOMED offers the opportunity to research centres and universities to **get involved in designing and implementing** of the network of pilot plants from the beginning

5. Communication channels and activities

5.1. Communication channels and tools

Communication channels are media through which the messages will be transmitted to target audience. In GREENOMED we apply the two main types of communication channels: interactive and non-interactive.

Interactive communication channels refer to those means in which a live interaction takes place between transmitter and recipient of the message. Interactive channels provide the opportunity for a dynamic communication. Interaction in this type of channels could be either direct or indirect. There are two categories for interactive communication namely live events and online digital media. In each category we will use a set of tools as following.

Live events (Direct interactive communication):

- Conferences
- Events (Workshops, seminars, round tables, etc.)
- Meetings

Online digital media (Indirect interactive communication):

- Website
- Social networks (Facebook, Twitter, LinkedIn, etc.)
- Newsletters
- Digital press release

Non-interactive communication channels are one way means through which the message will be transferred to the target audience without the possibility of receiving a feedback. Print-outs and traditional social media are the two main categories of this type of communication channel each including several tools.

Print-outs:

- Brochure
- Poster
- Roll up
- Articles and publications
- Reports

Traditional social media:

- TV
- Radio
- Newspapers
- Magazines
- Press release

Figure 3 summarizes communication channels and tools to be applied within GREENOMED project.

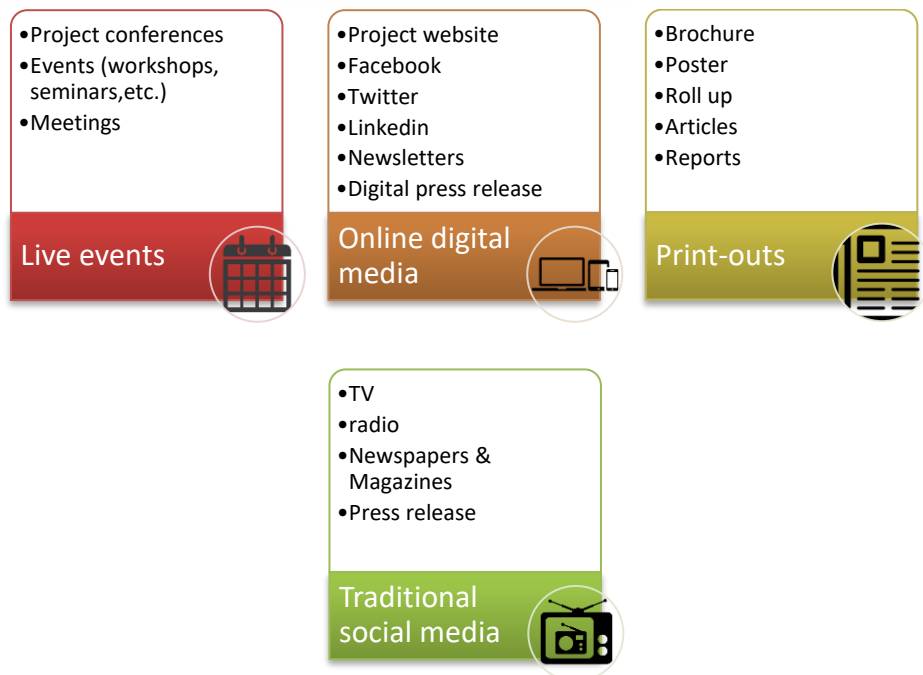


Figure 3. GREENOMED communication channels and tools

5.1.1. Project conferences

Within GREENOMED three conferences are planned to be held to communicate with specific target audience.

- 1st Conference will be held at of first year of the project in Thessaloniki, Greece. The event targets general public as the main audience and aims at raising general awareness about GREENOMED through information sharing about green manufacturing, innovative green technologies and the relevance and benefits of it. Date of conference has been fixed for 7th March 2018 and the preliminary organisation activities have been already started in June 2017.
- 2nd Conference will be held at the end of second year in Barcelona. The event will specifically target industrial stakeholders in order to share the progress and mid-results of the project with them.
- 3rd conference will be held at the end of project (M30) in Milan. The event will target policy makers and regional public authorities. The main objective of the conference is to inform regional policy makers about the results of GREENOMED project and raises the importance of support from regional and national authorities to implement the results of the project through supportive policy frameworks.

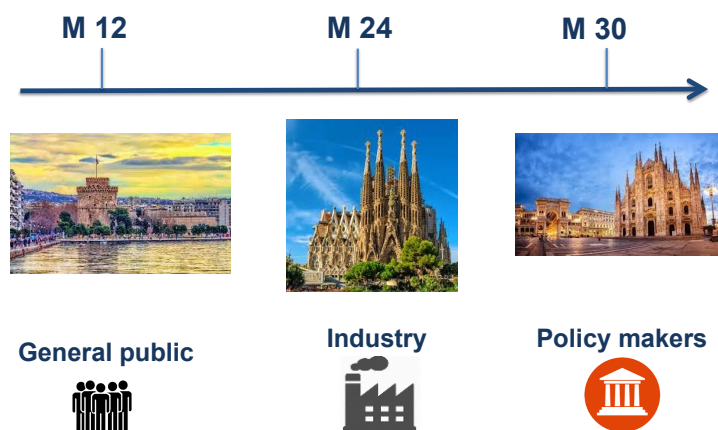


Figure 4. GREENOMED Conferences

5.1.2. Events

GREENOMED will use the opportunity of several events for dissemination. These events include the conferences that are organised at horizontal level by SYNGGI or at programme level. Moreover, within the project, workshops are planned to be organised in each region to raise awareness of stakeholders about GREENOMED and to attract relevant stakeholders to get involved in creation of regional working groups. Meanwhile, GREENOMED partners seize the opportunity of relevant events to diffuse information about GREENOMED and disseminate its progress and results.

5.1.3. Meetings

Individual meetings are considered as a communication tool to raise awareness about GREENOMED in a more detailed level. Such bilateral meetings could be organised for any type of stakeholders, but they are especially practical to target regional public authorities and policy makers. A part of activities in each region will relate to set such meetings with regional policy makers to inform and potentially involve them in GREENOMED.

5.1.4. GREENOMED website

Our website will be one of the main digital tools for communication. The website platform is provided by the programme MED and all modular and horizontal projects use the same platform. GREENOMED website is designed to provide its visitors clear and easy to understand messages. It provides information about general overview of the project, its objectives and its expected results as well as the work plan of the project. Through the website, visitors can get information about GREENOMED latest news and events. Regular online newsletters will be provided on the website.



GREENOMED OBJECTIVES

The objective of GREENOMED is to **test and transfer an inter-regional cooperation Clusters-centered methodology Aimed at the establishment of a European network of pilot plants supporting green industrial growth in MED Regions**. The final goal of the methodology will be tested and Transferred That is the definition of an **interconnected network of regional pilot plants** That will exploit **local smart specializations to Provide services for the diffusion of green manufacturing solutions**. In brief, the project objectives are:

- Establish a **Cluster-governed methodology** for trans-regional cooperation in green manufacturing innovation
- Trigger the **set-up of trans-regional projects** of pilot plants for green manufacturing innovation in the Regions MED
- Establish the **institutional environment** supporting Clusters-based trans-national cooperation for green manufacturing innovation in the Regions MED

Figure 5. GREENOMED website

5.1.5. Facebook

GREENOMED Facebook page has been active since M2 of the project. Through our Facebook page, we plan to make GREENOMED more visible to general public and provide regular information to them about GREENOMED, its activities, progress, results, events as well as any other relevant post about the context of GREENOMED such as green manufacturing, sustainability, etc. Our Facebook page is particular important to target audience in some partner regions (i.e. Croatia) where Facebook is the dominant social network.

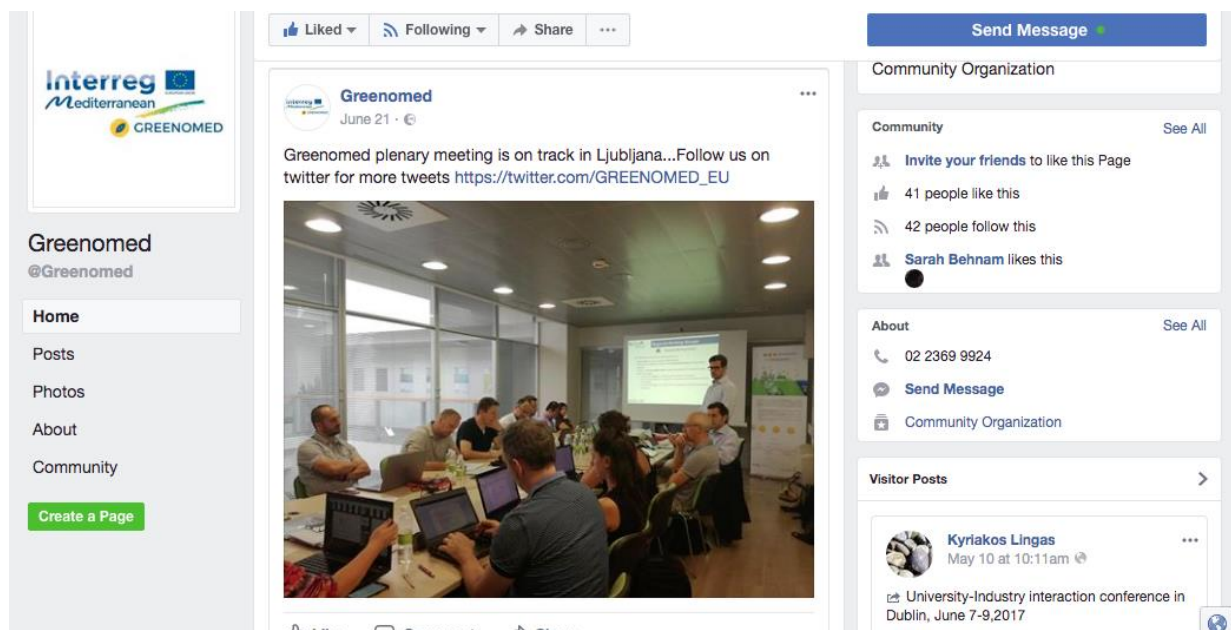


Figure 6. GREENOMED Facebook

5.1.6. Twitter

Twitter account of GREENOMED has been active from the beginning of the project. It provides real-time input into its followers. We aim to increase the visibility of GREENOMED through twitter especially considering the popularity of the social network among policy makers, clusters, research and technology centres and general public. Through twitter, we provide short, clear and concrete messages to audience, create and boost hash-tags and re-tweets relevant tweets of other partners' twitter or other stakeholders.



Figure 7. GREENOMED Twitter

5.1.7. LinkedIn

Along with our Facebook and twitter pages, GREENOMED has a LinkedIn group where we share ideas, news and achievements of the project and promote key initiatives. Our LinkedIn group can be reached by any type of stakeholders, however considering the professional orientation of LinkedIn, we mostly target industrial stakeholders as well as research and technology centres through this social network .

5.1.8. Youtube

GREENOMED will use Youtube to provide a broad range of stakeholders' videos which transmit information about the project, its context, objectives and results. It is planned that a video will be created to introduce the project in English. The video will be provided with subtitle in local languages in different regions of the project. Moreover, we can use the live broadcasting of Youtube for GREENOMED conferences.

5.1.9. Newsletters

In GREENOMED we plan to prepare newsletters, including summaries and stories of GREENOMED activities, to share with other modular projects in GG community as well as other communities of MED programme. Meanwhile the newsletters will be accessible on GREENOMED website and the website of all project partners.

5.1.10. Digital press release

Interviews and articles in digital press will be prepared and released especially after each GREENOMED conference.

5.1.11. Print-out toolkit

GREENOMED has a print-out toolkit to provide required printed materials for dissemination activities. The toolkit contains brochure, poster and roll up of the project. They are designed in a way that they provide key information about the project to the audience in a simple and easy to understand manner. They are used by all partners to disseminate GREENOMED in events, meetings and conferences.



Figure 8. GREENOMED brochure (SYNGGI transnational event)

5.1.12. Articles

Scientific publications and articles have been considered as a tool to communication with academia and research institutes. The scientific partners of GREENOMED are supposed to prepare and deliver scientific articles and scientific reports to disseminate results of GREENOMED.

5.1.13. GREENOMED Video

During the fourth period, the GREENOMED video was published and is available on GREENOMED youtube channel and GREENOMED website (https://www.youtube.com/watch?time_continue=2&v=ki2IEf ocbo).

5.1.14. Traditional social media

Within GREENOMED we will partly use traditional social media to transmit information about GREENOMED. The focus however won't be on them considering the high cost and the decrease rate of audience due to popularity of digital social networks. However, some activities such as

interviews with local radio, as well as publishing in local newspapers and magazines will take place within lifespan of GREENOMED.

5.2. Communication and dissemination activities

In general the communication and dissemination activities in GREENOMED can be grouped into following:

- Presentation and contribution to external events (Conferences, seminars, exhibitions, roundtables, workshop, open days, etc.)
- Publishing in Journals and conferences
- Promoting and dissemination of project in social networks and digital media
- Promoting the project and results via local media (newspapers, press release, magazines, newsletters, TV, radio, etc.)
- Creating video on social media such as youtube (in English and in local languages)
- Participation in information and training seminars (Web platform training, communication training, other capacity building seminars)
- Promotional activities in social networks such as social media campaign

5.2.1. Partners' contribution breakdown for dissemination and communication activities

GREENOMED has to reach a target value of 120 dissemination activities by the end of project. All partners are involved in dissemination activities and will contribute to diffusing information about GREENOMED. It should be noticed that we consider this target value without including "Promoting and dissemination of project in social networks and digital media" since the communication activities in social networks cannot be measured with the same scale of other dissemination activities. Therefore we exclude them from the target value of 120, however we measure them with a separate method (number of likes, number of re-tweets, number of shares, number of comments, etc.).

At the beginning of the project an initial planning was developed to represent the breakdown of partners' contribution in communication and dissemination activities of the project (Figure 9). However, after withdrawal of Fraunhofer from the project, the planning was revised by distributing the planned targets for Fraunhofer among other consortium partners. Figure 10 shows the updated partners' contribution breakdown for communication activities after Fraunhofer withdrawal.

	CNR-ITIA	AFIL	ACMM	EURECAT	PTP	TPIJ	HGK	CIE	PLASTIPOLIS	i-BEC	FRAUNHOFER	Total
Organising/Presentation/Participation to events	7	6	6	7	6	7	6	6	7	6	4	68
Publishing in Journals and conferences	1	0	0	1	0	0	0	0	0	0	1	3
Promoting the project and results via Social media	4	4	4	4	3	3	3	4	3	3	4	39
Creating video on social media such as youtube	2	0	0	1	1	0	1	0	1	1	1	8
social media campaign	1	0	0	0	0	0	0	0	0	0	0	1
Participation in information and training seminars	1	0	0	0	0	0	0	0	0	0	0	1
Total	16	10	10	13	10	10	10	10	11	10	10	120

Figure 9. Partners' contribution breakdown for communication activities (at the beginning of the project before withdrawal of Fraunhofer)

	CNR-ITIA	AFIL	ACMM	EURECAT	PTP	TPLJ	HGK	CIE	PLASTIPOLIS	i-BEC	Total
Presentation and contribution to external events	12	7	7	8	7	8	6	7	8	7	77
Publishing in journals and conferences	1	0	0	0	0	0	0	0	0	0	1
Promoting the project and results via local media	3	4	4	3	2	4	3	3	4	3	33
Creating video on social media such as youtube	1	0	1	1	1	0	1	0	1	1	7
social media campaign	1	0	0	0	0	0	0	0	0	0	1
Participation in information and training seminars	1	0	0	0	0	0	0	0	0	0	1
Total	19	11	12	12	10	12	10	10	13	11	120

Figure 10. Partners' contribution breakdown for communication activities (After withdrawal of Fraunhofer)

6. Action plan of GREENOMED communication

Before starting of each reporting period, all partners identify the communication activities that they are going to undertake during the upcoming period. This will help the partners and the LP to generate an overall plan for communication activities to ensure an effective communication of the project.

To this end, the Gantt chart is used (as a project management tool developed in the project) to map all the sub-activities related to project communication and the time scheduling of each sub-activity.

In the following sub-sections the planning of communication activities for the 3rd and 4th periods are presented.

6.1. Planned activities for communication for the sixth reporting period

Table 1. CNR –STIIMA communication activities planned for the sixth period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication strategy and planning	CNR-ITIA						
	Update communication strategy deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver the updated stakeholders mapping file							
	Deliver the updated stakeholders mapping file							
	Identification of synergies of testing activities results and living labs							
	Coaching of partners to organise interregional living lab events							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Prepare the newsletters							
	Disseminate GREENOMED in the project website and social networks							
	Disseminate GREENOMED in events							
	Collect dissemination input and evidences from partners							
	Write the second publication							
	Prepare D2.3.1							
A2.4	Project Conferences	EURECAT						
	Organisation of 3rd conference							
	Prepare and share the first draft agenda							
	Identification of potential speakers and share it with partners							
	Coordination with Lombardy Region for the conference							
	Advertising and communication of the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to Programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

Table 2. AFIL communication activities planned for the sixth period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication strategy and planning	CNR-ITIA						
	Review of communication strategy deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver the updated stakeholders mapping file							
x	Request of mapping file update to partners							
x	Check input received							
x	Elaboration of the feedback provided by partners							
x	Preparation of the progress report							
	Deliver the updated stakeholders mapping file							
x	Request of mapping file update to partners							
x	Check input received							
x	Elaboration of the feedback provided by partners							
x	Preparation of the progress report							
	Identification of synergies of testing activities results and living labs							
	Coaching of partners to organise interregional living lab events							
	Preparation of D2.2.2							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Provide input for newsletter							
	Disseminate GREENOMED in events							
A2.4	Project Conferences	EURECAT						
	Organisation of 3rd conference							
	Prepare and share the first draft agenda							
	Identification of potential speakers and share it with partners							
	Advertising and communication of the conference							
	Advertising and communication of the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

Table 3. ACMM communication activities planned for the sixth period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication Strategy and Planning	CNR-ITIA						
	Review of communication strategy deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver the updated stakeholders mapping file							
	Deliver the updated stakeholders mapping file							
	Identification of synergies of testing activities results and living labs							
	Consolidating the link between living lab and testing							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Provide input for newsletter							
	Disseminate GREENOMED in events							
A2.4	Project Conferences	EURECAT						
	Engage the regional authority to the conference							
	Advertising and communication of the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to Programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

Table 4. EURECAT communication activities planned for the third period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication Strategy and Planning	CNR-ITIA						
	Review of communication strategy deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver the updated stakeholders mapping file							
	Deliver the updated stakeholders mapping file							
	Identification of synergies of testing activities results and living labs							
	Coaching of partners to organise interregional living lab events							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Provide input for newsletter							
	Disseminate GREENOMED in events							
A2.4	Project Conferences	EURECAT						
	Organisation of 3rd conference							
	Prepare and share the first draft agenda							
	Identification of potential speakers and share it with partners							
	Advertising and communication of the conference							
	Advertising and communication of the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to Programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

Table 5. TPLJ communication activities planned for the third period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication Strategy and planning	CNR-ITIA						
	Review of communication strategy Deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver 8th updated stakeholders mapping file							
	Deliver 9th updated stakeholders mapping file							
	Identification of synergies of testing activities results and living labs							
	Consolidating the link between living lab and testing							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Provide input for newsletter							
	Disseminate GREENOMED in events							
A2.4	Project Conferences	EURECAT						
	Engage the regional authority to the conference							
	Advertising and communication the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to Programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

Table 6. PTP communication activities planned for the third period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication Strategy and planning	CNR-ITIA						
	Review of communication strategy Deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver 8th updated stakeholders mapping file							
	Deliver 9th updated stakeholders mapping file							
	Identification of synergies of testing activities results and living labs							
	Consolidating the link between living lab and testing							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Provide input for newsletter							
	Disseminate GREENOMED in events							
A2.4	Project Conferences	EURECAT						
	Engage the regional authority to the conference							
	Advertising and communication the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to Programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

Table 7. CCE communication activities planned for the third period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication Strategy and Planning	CNR-ITIA						
	Review of Communication Strategy Deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver the updated Stakeholders Mapping file							
	Deliver the updated Stakeholders Mapping file							
	Identification of synergies of testing activities results and living labs							
	Consolidating the link between living lab and testing							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Provide input for newsletter							
	Disseminate GREENOMED in events							
A2.4	Project Conferences	EURECAT						
	Engage the regional authority to the conference							
	Advertising and communication of the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to Programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

Table 8. PLASTIPOLIS communication activities planned for the third period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication Strategy and Planning	CNR-ITIA						
	Review of Communication Strategy Deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver the updated Stakeholders Mapping file							
	Deliver the updated Stakeholders Mapping file							
	Identification of synergies of testing activities results and living labs							
	Consolidating the link between living lab and testing							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Provide input for newsletter							
	Disseminate GREENOMED in events							
A2.4	Project Conferences	EURECAT						
	Engage the regional authority to the conference							
	Advertising and communication of the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to Programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

Table 9. i-BEC communication activities planned for the third period

WP/Activity number	WP/Activity name	Lead Partner	30 Jul 2019	31 Aug 2019	32 Sep 2019	33 Oct 2019	34 Nov 2019	35 Dec 2019
WP2	Communication	CNR-ITIA						
A2.1	Communication strategy and planning	CNR-ITIA						
	Review of communication strategy deliverable 2.1.1.							
A2.2	Creation and management of a project community	AFIL						
	Deliver the updated stakeholders mapping file							
	Deliver the updated stakeholders mapping file							
	Identification of synergies of testing activities results and living labs							
	Consolidating the link between living lab and testing							
A2.3	Diffusion and dissemination activities	CNR-ITIA						
	Update the performed dissemination activities and evidences of the last 3 months							
	Update the list of planned dissemination activities for the next 3 months							
	Provide input for newsletter							
	Disseminate GREENOMED in events							
A2.4	Project conferences	EURECAT						
	Engage the regional authority to the conference							
	Advertising and communication of the conference							
A2.5	Coordination with horizontal projects and capitalization activities	CNR-ITIA						
A2.6	Contribution to programme communication activities	CNR-ITIA						
A2.7	Participation to external events	CNR-ITIA						

6.3. Calendar of GREENOMED

In order to plan and monitor communication activities of the project, GREENOMED calendar has been created to show that which dissemination activity is going to take place in the following months of the project. The calendar shows the upcoming dissemination activities of at least the next three months. The calendar is regularly updated by the information that partners share with the LP. The details of planned dissemination activities for the fourth reporting period is available in D2.3.1

6.4. Communication milestones

It is planned that during the life span of GREENOMED projects 120 dissemination activities to be conducted. Meanwhile there is a target value for number of stakeholders to be reached within the 30 months' period of the project. Figure 12 shows these target values.

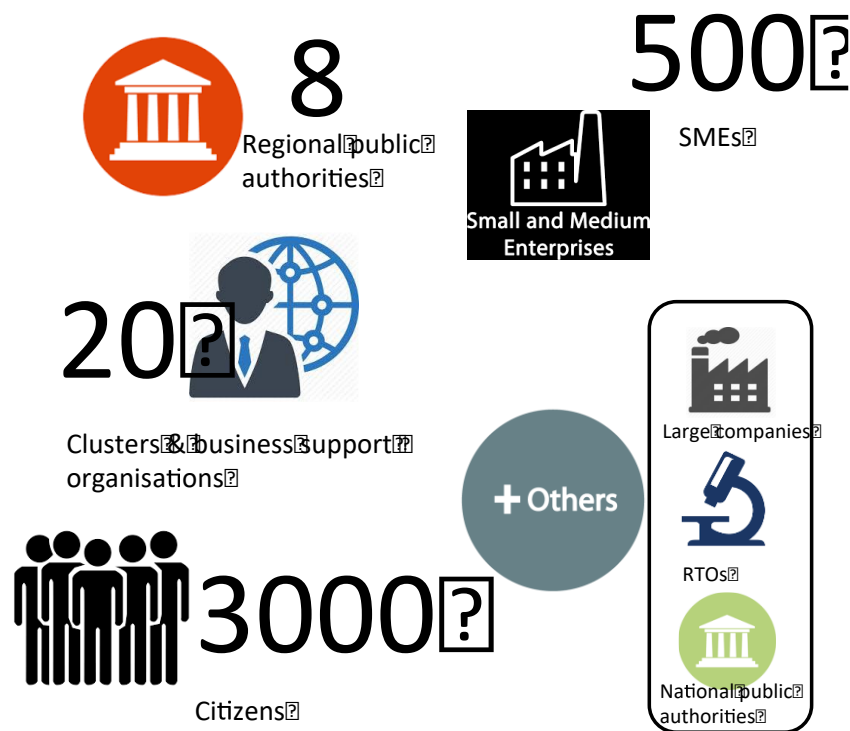


Figure 11. Target values of GREENOMED target stakeholders

Meanwhile, the major milestones and time scheduling of GREENOMED communication activities is shown in Figure 13.

Communication Activity	Time frame				
	Semester 1	Semester 2	Semester 3	Semester 4	Semester 5
Print-out toolkit					
WEB platform					
Social networks					
Video					
Newsletters					
Press release					
Traditional social media					
First conference					
Second conference					
Final conference					
Scientific publications					

Figure 12. GREENOMED milestones and scheduling of communication activities

7. Human and financial resources

7.1. Human resources

All partners of the project are involved in the communication activities. The activities and decisions related to communication are discussed within the communication committee of the project where each partner has a representative member. The Communication committee has regular meetings at least every three months and the minutes of each meeting will be shared by

with all the members of the committee. The members of the communication committee are as following:

- Golboo Pourabdollahian (Communication manager)
- Roberta Curiazzi, AFIL
- Ksenija Mikšaj, HGK
- Hrvoje Kordic, CIE
- Maria Farano, ACMM
- Simona Knezevic Vernon, Andreja Hlisc, TPLJ
- Georgia Papanagiotou, i-BEC
- Maxime Vermeulen, Plastipolis
- Laura Arribas, EURECAT
- Borut Zrim, PTP

So far by the end of 3rd reporting period, Five communication meetings are held on 31 March 2017, 15 May 2017, 20 November 2017, 9 February 2018, 3 May 2018.

7.2. Financial resources

After withdrawal of Fraunhofer from the project, there was a replanning of the project budget in which the WP2 budget was modified too. The updated total overall budget for communication activities is 413,730.48 Euro. Figures 14 and 15 show the new budget allocation of communication activities to project partners.

	CNR-ITIA	AFIL	ACMM	EURECAT	PTP	TP LJ	CCE	CIE	PLASTIPOLIS	i-BEC
Staff cost	43.130,43	20.347,82	18.965,22	34.434,78	14.434,78	16.183,05	19.304,35	17.319,57	27.043,48	19.869,56
Office and administration	6.469,56	3.052,17	2.844,78	5.165,22	2.165,22	2.427,46	2.895,65	2.597,94	4.056,52	2.980,43
Travel	11.000,00	4.500,00	3.000,00	5.500,00	3.000,00	3.000,00	3.000,00	2.999,99	4.500,00	1.500,00
External	35.000,00	3.000,00	7.000,00	9.000,00	12.000,00	5.000,00	9.000,00	7.000,00	9.000,00	10.000,00
Tot	95.599,99	30.899,99	31.810,00	54.100,00	31.600,00	26.610,51	34.200,00	29.917,50	44.600,00	34.349,99

Figure 13. Breakdown of communication budget in GREENOMED

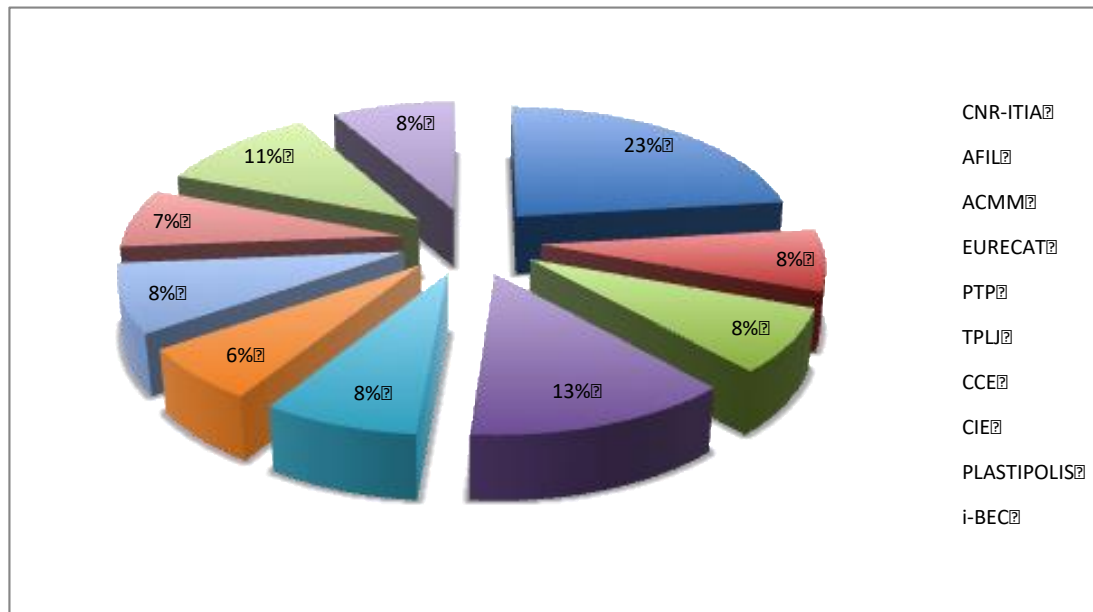


Figure 14. WP2 Budget allocation for project partners

8. Communication risks and mitigation

Implementation and coordination of communication activities implies several risks. Thus, it is important to understand what are the relevant risks and what kind of mitigation can be pursued. Table 10 lists the communications risks and mitigation.

Table 10. Communication risks and mitigation activities

Risk	Risk level	Mitigation
<ul style="list-style-type: none"> Lack of alignment between partners for communication activities 	Low	<ul style="list-style-type: none"> Regular communication meetings will be held among communication committee members
<ul style="list-style-type: none"> Communication and exploring synergies with other modular projects at programme level could be difficult due to high number of projects 	Medium	<ul style="list-style-type: none"> GREENOMED will attend all the relevant events and communicates with SYNGGI on a regular basis for their support
<ul style="list-style-type: none"> Manufacturing is not a tangible concept for audience (especially general public) and thus messages could be not clear and confusing. 	High	<ul style="list-style-type: none"> While designing key messages, specific attention will be paid to define easy to understand, tangible and simple messages
<ul style="list-style-type: none"> Different level of awareness about green manufacturing in different regions of the project 	Medium	<ul style="list-style-type: none"> More focused dissemination activities will take place in regions with lower level of awareness
<ul style="list-style-type: none"> Language could be a barrier for an effective communication in different regions 	High	<ul style="list-style-type: none"> Where possible, communication materials will be generated in local languages (brochure, poster, video, etc.)

<ul style="list-style-type: none"> Lack of manufacturing-oriented events at horizontal level 	<p>High</p>	<ul style="list-style-type: none"> GREENOMED will share its requirements and priorities with SYNGGI regularly (and also before every horizontal event)
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9. Evaluation

Evaluation of communication activities in GREENOMED takes place at two levels: internal communication and external communication. Internal communication relates to diffusing of information among project consortium partners. On the other hand, external communication refers to all communication activities to disseminate GREENOMED to different groups of stakeholders. Within external communication, three main aspects should be considered: 1) dissemination activities 2) communication activities at horizontal level 3) communication activities at programme level. Details of communication quality assessment are described in D1.3.1 related to quality plan of GREENOMED. Figure 15 shows evaluation aspects for both internal and external communication activities as well as relevant KPIs to assess each aspect. The evaluation of communication activities during the third period are presented in D1.3.4.

	Quality areas	Sub-areas	KPIs
Internal communication	Communication meetings		Satisfaction level
			No. Communication meetings
	Information sharing and responsibilities assignment		Partners' access to docs
			Satisfaction level
External communication	Dissemination activities	GREENOMED website	No. Visits to website
			Length of time each visitor stays in the website
			Pages they land most
			No. of downloads of the online materials
		Social networks	No. of page followers
			Growth of page followers (per month/year)
			No. of interactions with posts (clicks, retweets, reached posts, likes, shares, etc.)
			No. of page visitors weekly/monthly
			No. of FB/LinkedIn posts shared per month
			No. of tweets per week
		Publications	No. of scientific publications
			No. of published newsletters
		Project conferences	No. of published articles in social media (newspapers, magazines, etc.)
			No. of participants
			No. of media referring to the event
			No. of social networks shares (FB, Twitter, website, etc.)
			Operational excellence (clarity of messages, on-time performance, venue selection, innovative tools used, etc.)
			Overall participants' satisfaction (speakers' performance, contents presented, topics covered, etc.)
			Relationships strengthened with partners, modulars, HP, external stakeholders, etc.)
			New opportunities created for the participants
			Willingness to attend the next events
		Organising/presentation/participation to events	No. of events
			No. of participants per each event
			No. of events where partners made a presentation
			No. of events per region
	Communication activities at horizontal level		No. of events per geographical level (regional/national/EU/international)
			No. of media referrals to the event
			No. of social networks shares (FB, Twitter, website, etc.)
			No. of meetings/workshops where GREENOMED participated/presented at horizontal level
	Communication activities at programme level		No. of dissemination activities at horizontal level
			No. of collaborations with other modular projects in GG community
			No. of new opportunities found through horizontal communication
			No. of meetings/workshops where GREENOMED participated/presented at programme level
			No. of dissemination activities at programme level
			No. of collaborations with other modular projects and horizontal projects at programme level
			No. of new opportunities found through programme communication

Figure 15. Communication evaluation KPIs

10. Semi-annual updates

This deliverable will be updated every six months to include updated information about new stakeholders and target groups, updates key messages and new communication channels. Moreover, the communication strategy will be updated every six month based on the results of communication evaluation and recommendations.