PHEMAC
EU-MPC NEXUS

PROJECT Nº. 1941

PARTICIPATORY HUB FOR EFFECTIVE MAPPING, ACCELERATION AND CAPITALIZATION OF EU- MPC NEXUS BEST PRACTICES

[D5.1] [Complete definition and implementation of CDP]

VERSION 5.0

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PARTICIPATORY HUB FOR EFFECTIVE MAPPING, ACCELERATION AND CAPITALIZATION OF EU-MPC NEXUS BEST PRACTICES

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Project abstract:
Too often, projects' results remain at scientific level and fail to sufficiently establish a connection between public and private sector due to different hindering factors. To face this challenge, PHEMAC aims to develop and disseminate an interactive platform to profile best practices of previous and ongoing projects and initiatives related to farming system, water and food in MED region. PHEMAC will exploit the legacies of 5TOI_4EWAS (H2020 project) to continue the mapping process and update with new content to identify additional results to be validated and classified in terms of exploitability and market maturity. Once identified results more adapted to commercialization according to PRIMA SRIA priorities, it will be facilitated the connection between researchers and private investors to ensure viable commercialization plans and final impacts on the ground. Such interaction will be supported through a combined strategy aimed to enhance the level of cooperation between research and investors. This will include the setup of an innovation support helpdesk to facilitate successful replication of catalogued and validated best practices in EU-MPC region, together with organized innovation weeks, hackathon events or go2market support activities. The uniqueness feature of PHEMAC relays on its innovative methodological approach, state of the art STI informatics lab with datamining & high-tech analytical tools to support the establishment of the platform with distinctive characteristics and automated interaction-response. PHEMAC relies on the innovation intelligence expertise among consortium, having industry and tech-parks on the driving seat for development. PHEMAC has linkages to most resourceful initiatives in the region (i.e access to largest worldwide digital library of scientific materials, Egyptian Knowledge Bank, 5TOI platform and datasets, Moroccan industry interface platform, The-Next-Society platform, AGORA) where PHEMAC partners played a significant role.

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v.02	25/06/2020	V2. Updated information with COVID19 issues	INNOLABS
v.03	26/06/2020	V3. Review from the Management Board	UAB
v.04	10/01/2023	V4. Updated version with stakeholders engagement, GDPR and COVID impact improvement	UAB / INNOLABS
v.05	10/06/2024	Minor adjustments following Final Evaluation Report	INNOLABS

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Index

- The strategy
- The general level
  - First communication phase
  - Second communication phase
  - Third communication phase
- Partner-based level: consensus building
- The Internal Communication Protocols
- The Prima's Communication Requirements

Rationale (I)

The Communication and dissemination strategy is **A LIVING DOCUMENT!**

It will serve **PHEMAC project** in its different steps, to secure the enrollment of key stakeholders, the enlargement of PHEMAC network and a wider dissemination of key achievements.

It will be continuously updated accordingly to the project flow in case of new project strategy and to meet any arising need.

In this respect, work-package 5 aims to carry out a set of actions aiming at increasing the visibility of PHEMAC project, partners, activities as well as spreading and exploiting the project results in order to make it a successful and sustainable project.

Communication, dissemination activities engage in different way all partners. The WP leader will address and coordinate the work, but all partners will give their contribution through their channels to ensure a sound and robust communication of the project, its activities and results in MPC countries and in EU members states and associated countries.

Rationale (II)

In particular, this document aims to:

- ✓ supply partners of a detailed communication guidelines and strategy for the best dissemination of their activities and results;
- ✓ provide a steer to the editorial board by setting guidelines and procedures;
- ✓ coordinate the Communication and dissemination activities of PHEMAC's partners;
- ✓ specify what actions will be launched and implemented to reach the wide target groups of the project in the different stages;
- ✓ promote the visibility of the project among the target groups and develop all the necessary tools to ensure their participation in the project's activities;
- ✓ promote the dissemination of the main results achieved in implementing the projects' activities;
- ✓ improve the dialogue, the collaborations, the opportunities, with the aim to increase synergies and best practices among key innovation players of EU and MPC.

The strategy

The strategy (I)

The PHEMAC Communication leader will raise awareness of the project, optimize and maximize the outcome of the project and gain access to good practices related to the 3 PRIMA's areas of interest (water, food, farming) and NEXUS for the benefit of European and MPC citizens, government and industry.

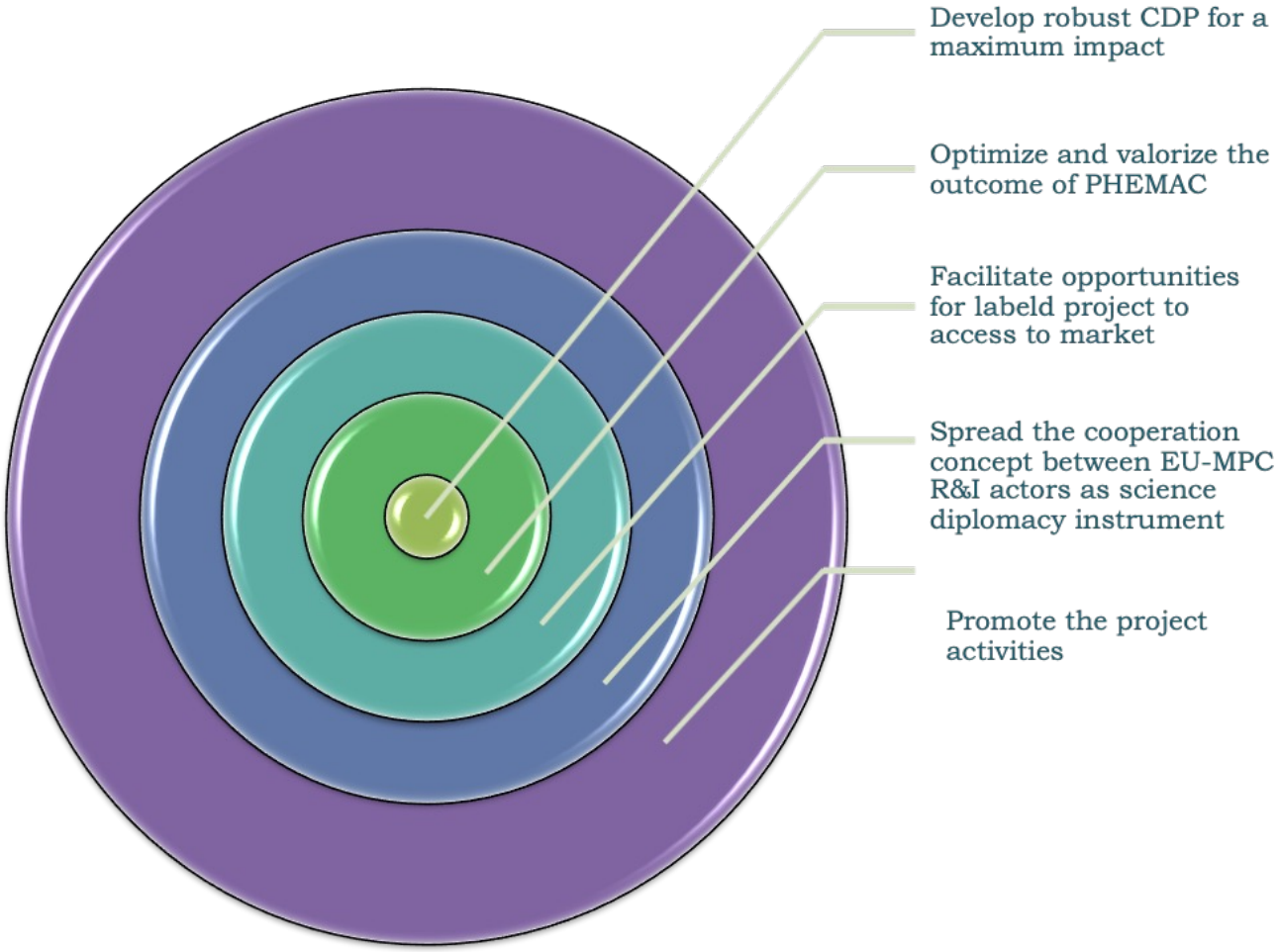
Such activities are also geared towards increasing social acceptance and diffusion of eco friendly technologies and awareness of the need for cleaner and healthier food production, efficient water treatment and saving, environmental consciousness, recovery of value and preference for environmentally-friendly and sustainable products and technologies.

The CDP has been developed to provide partners with a strategy to reach the PHEMAC's communication objectives, as well as to coordinate the project partners in its implementation

The CDP includes innovative elements, project's global vision, from its beginning until its later end, taking into account, not only resulting products but involvement of all possible players, the processes and methods used, the resulting experiences (negatives and positives) and the permanent dialogue among all involved partners, so as to foster a better transfer and applicability of results.

The strategy (II): communication objectives

The overall communication strategy aims to:



The strategy (III): communication stages

In order to reach an impact at level of international cooperation, the PHEMAC operational Communication and Dissemination Plan (CDP) has been structured **in different stages**, ensuring that the process collects the maximum of the project development:

The strategy provides information on how the following project stages will be handled by indicating the resources available, the responsibility and the procedures to be followed:

1. **Initial Dissemination** to introduce the project;

Followed by **Continuous Dissemination** to show findings and shortcomings overcome over project-time, split as follows:

2. **Continuous dissemination** for raising awareness to enlarge the PHEMAC user's audience

3. **Continuous dissemination** for spreading key achievements and amplify potential opportunities. In this sense we could argue that the CDP has 2 clients:
   - The project activities themselves
   - The labelled projects and innovation results that need to be triggered toward the market

The strategy (IV): four pillars

The strategy developed for engaging the project's target audience and stakeholders has been based on five pillars:

1) Engagement of key audience and stakeholders in project activities, such as project profiling (T1.3), PIPA analysis (T2.1), Rialto marketplace (T3.2), promotion of labeled projects result (T4.3), Researchers' Nights (T5.5), just to name some of the several project' tasks that will be interested by the communication actions.

2) PHEMAC website management & Social media
    i. The website acts as repository of the main and official information and documentation
    ii. Social media, such as Twitter and Facebook allows, in different ways, a strong interaction and a daily communication with stakeholders keeping the interest in PHEMAC implementation

3) Leveraging Multiplier Nets, Qualified Contacts (especially the Advisory board members, the network of H2020 and HEurope national contacts points, the founding agency) and Press at European and MPC levels in order to maximize the effects of the communication activities.

4) Targeted newsletter, to stakeholders ensuring European and MPC coverage

5) Creation of the project's results "label identity"

The strategy (V): two levels

The communication and dissemination strategy will take place at two levels:

✓ the general level

✓ the partner-based level

The general level is focused to assure a global visibility of the project at European and MPC level and a coordination of the communication activities. The activities that will be conducted at this general level will be developed mainly by INNOLABS and the Editorial board.

The partner-based level is focused on the activities that will be developed by the partners in their countries. Those activities will be developed with the external support of INNOLABS. At this level, each partner will adopt its own communication strategy tailored on its specific needs and structure. INNOLABS will monitor and will coordinate the timing and the activities carried out by each partner. This is due to the different complexity of each country and to the different target groups. Moreover, each partner will be able to engage its communication department and network. This modus operandi will make the "ground" communication more effective and operational also because each partner will be able to communicate and engage the ational stakeholders in the country's language.

The general level

The general level (I): EU and MPC communication coverage

Acting in coordination, it will be possible to reach the goal of a good communication coverage in Europe and in the Mediterranean Partners Country - MPC. It is important to remind that the project results and achievements need to be spread at a general level. In particular, to:

- ✓ **Non-specialized audience and research actors**
- ✓ **Policy makers and Industry**
- ✓ **Mass-media and general public**
- ✓ **Potential users of labeled project results**
- ✓ **Successful project that aims to be labeled**

Moreover, all the communication messages will be standardized in order to avoid any misunderstanding or incoherence in the communication, taking also in due account the inputs and the requirements given by PRIMA.

To obtain efficient communication messages at local level the translation will be carried out by mother tongue speakers that will have the task to give the right emphasis to the message and adapting it according to the circumstance and to whom it will be addressed.

The general level (II): target audience

Target audience	Description
Citizens and civil society associations.	Dissemination to a non-specialized audience to enhance awareness of PHEMAC outputs as well as the innovation opportunities related to the RIALTO's available tools and labeled projects. Targeting this group will be an important activity in order to raise awareness of environmental and sustainability issues, communicate the type of obstacles and solutions in EU and MPC, highlight the associated technical, and economic issues and the urgent need for society and governments to address sustainability problems and the opportunity to uptake and valorize the projects' results
Regional, EU and MPC media	To facilitate project's diffusion; TV, radio and internet, both general and specialized. Local, regional and national newspapers and other printed media, presenting main project developments to different audiences
International scientific and innovators communities	Researchers active in the fields of water, farming and food value chain in the EU and MPC regions (public and private research actors including universities, research centers, R&D units in private companies) which have already developed a technology/tool and that needs some help to place it in the market or that need support in valorizing and promote the results of their projects.
Technology parks, technology brokers; private investors, business innovators	Intermediary business support originations including risk capital organizations and networks (venture capitals and business angels' associations)

The general level (II): target audience

Target audience	Description
Industrial actors as well as representatives of entrepreneurial stakeholders	Companies/potential start ups who have an interest in up taking the developed solutions. This includes government bodies or agencies responsible for technology transfer at national or international level such as the European Enterprise Network.
Project groups of past and on-going project funded under EU projects or by other international donnors.	Project funded under the following programmes: H2020, HEurope, ARIMNETs and ERAMEDNET; ENI-CBC MED, INTERREG MED, FAO, IFAD, ICARDA, LIFE, CGIAR and PRIMA. All the project with whom ASRT has a consolidated relationship
Associations and Networks	defined as stakeholders who could benefit from PHEMAC outcomes, such as Non-Governmental Organization, trade unions, professional engineering associations, regional chambers of commerce, business associations, relevant funding institutions who invest in water/agriculture/food processing technologies and business incubation centers for new early-stage businesses and SMEs.

The general level (III): target audience

Target audience	Description
Members of the main technological platforms concerned	Eit food, Water JPI, and ETPs in general.
Policy makers and governmental bodies (including Ministry of Research of the countries taking part of the project)	EU and MPC Public authorities such as national, local and municipal authorities as well as governmental departments for water, and agriculture involved in the development of RTD and innovation strategies and policies.
Ambassador	Representative of the countries taking part to the project and their scientific counsellor and the EU delegation.

The general level (II): communication phases

The strategy developed by INNOLABS to disseminate the project at European and MPC level will be based on 4 different phases:

i. FIRST PHASE. The visual identity of the project, the project concept, key communication messages, and communication tools and materials will be developed **(from month 1 to 6)**

ii. SECOND PHASE. The network will be developed by linking the project to some existing events, such as the Union for The Mediterranean event on innovation, and by introducing the project in some "hosting space" such as website, newsletter and project awareness events, such as the researchers' nights **(from month 6 to 36);**

iii. THIRD PHASE. Consolidation of the project results, which will be disseminated during relevant Euro-mediterranean external meetings and project events, **(from month 24 to 48).**

iv. FORTH PHASE. In parallel to the previous phases the identity of the label will be developed and the project will be promoted to join the labeling process and gaining advantages **(from month 6 to 48)**.

The general level – first phase: communication pack

The first phase of the strategy at general level will be focused on ensuring the development of the **PHEMAC communication pack** as a brand to identify the project, which will create recognizable presence for the consortium to external stakeholders to ensure a professional and coherent visual identification.

Whereas the greatest number of project products will be in digital format and available in the project website, a limited edition of documents will be also produced in hard copy.

A detailed description of the materials and tools will be provided in the next pages.

The general level – first phase: table of communication materials

COMMUNICATION PACKAGE	PURPOSE
PHEMAC logo, the project visual identity and its payoff	A brand to identify the project, based on the aims, which will create recognizable presence for the consortium to external stakeholders. It will be used in all the communication materials for the project, including application forms, guidelines, deliverables, promotional PowerPoints, leaflets, website and social media pages.
Digital postcards	To be sent before the deadlines in order to remind key events or opportunities and on the occasion of feast days. It will contain an appealing image and one sentence reminding the deadlines. It will target different target audience (6 set in electronic format)
PHEMAC leaflets– digital and hard copy format (A4-sided flyer)	To be issued during events and for general communication (**3 set – 1.500 copies**) (500 copies per set). It will display the PHEMAC's logo, the website, the PHEMAC's contacts, information on the project according to the stage: i) objectives, activities and expected outputs; ii) information on coming opportunities from the projects; iii) key achievements, outputs, lessons learnt and recommendations.
Roll ups /Banners (200X100 cm)	To be showcased during events. It will display the logo of PHEMAC, the website, the PHEMAC contacts, an appealing statement summarizing the key concepts.

The general level – first phase: table of communication materials

COMMUNICATION PACKAGE	PURPOSE
PowerPoint Templates	Events – for example dissemination events, trainings, consortium meetings. It will provide an overview of the different project phases and deployment. (1set in electronic format)
Press releases	Provide the media and other stakeholders with updates on PHEMAC project launch activities, on relevant events the consortium will attend or coordinate and on opportunities.
Invitation Letters and Agenda	To invite stakeholders at relevant Events coordinated by PHEMAC or local organizations interested in the project.
Design of e-newsletter format	To spread information about key achievements of the project (1 set in electronic format)
PHEMC Promotional Video	Project launch and achievements promotion (1 HD video – three minutes)
Technical notes	For the final conference .1 design in electronic format
PHEMAC website and social media	The PHEMAC website is the main tool for presenting the project to EU, MPC and international target audiences and stakeholders. It will be in English and Arabic. PHEMAC pages within the main social media to interact with different communities of stakeholders and at different level

The general level – first phase: table of communication materials

COMMUNICATION PACKAGE	PURPOSE
Headed paper	Invitations, formal communications (1 set)
Press Folders	For events organised by partners and important events sessions. It will display the logo of PHEMAC, the grant funding, the website, the contacts, the payoff (only electronic format)

The general level – first phase: the logo

The logo has been developed in the early stage of the project's submission process by the coordinator. In a second phase it has been slightly refined by Net7.

The PHEMAC logo transmits several messages:

- ✓ The network and global message: water, food processing and agriculture are a global challenge;
- ✓ link/nexus between EU and MPC area;
- ✓ High relevance has been given to colours (green for sustainability and hope).

Following to the design of the logo, the coordinated image has been defined and it will have to be applied to all the communication tools and print-based materials.

The general level – first phase: the logo

1 - Logo

The general level – first phase: The project website

The project website www.PHEMAC.eu will serve as ”Participatory hub for effective mapping, acceleration and capitalization of EU-MPC NEXUS best practices” and will be open to all the innovators community. The website will be designed according to the general coordinated image described in the previous page. It will be in English and it will allow links to the partners’ and main stakeholders’ websites. Main objectives:

- ✓ Promoting PHEMAC project
- ✓ Promoting PHEMAC opportunities, achievements, outputs and allowing stakeholders to download the documents and materials necessary to allow them to be enrolled
- ✓ Disseminating the results
- ✓ Keep the Consortium and stakeholders updated about PHEMAC
- ✓ Be the entry point for the RIALTO platform – part of the iHUB platform
- ✓ Be the entry point for the labeling process – part of the iHUB platform

The general level – first phase: Website technical requirements

The website architecture will be structured in a way in which it can be possible to expand the number of sections:

- ✓ section with registration account with several levels of access policy,
- ✓ section hosting videos, forum, interviews to key actors to disseminate in you tube page and others ICT tools,
- ✓ public and a reserved area for project partners
- ✓ link with the main social network such as Twitter (X) and Facebook,
- ✓ ability to host in the homepage some other logos that will be linked to other websites
- ✓ ability to present the newsletter system and mailing system
- ✓ Ability to present the Facebook and twitter page that will be developed

Finally, one of the requirement is that the website must be easily readable via smartphones and tablet (multiplatform)..

The general level – first phase: The social media

Social networks are useful tool for establishing a continuous interaction with project stakeholders, for keeping daily interest towards project initiatives and events and for sharing key achievements. The main objectives of social media are:

- ✓ Spreading project information, activities and results
- ✓ Broaden the outreach of PHEMAC
- ✓ Exchanging experience
- ✓ Allowing the creation of a very interactive dissemination
- ✓ Analysis of the audience feedback to adjust the communication strategy
- ✓ Keeping in constant communication with interested stakeholders for long term results.

The general level – first phase: The social media

Social networks are useful tool for establishing a continuous interaction with project stakeholders, for keeping daily interest towards project initiatives and events and for sharing key achievements. Similarly to the website, special attention will be devoted to key arguments, water, nexus, IPR, innovation.

The pages within Facebook, Twitter (X) dedicated to the PHEMAC project have been developed since the early beginning and have been linked to the website.

This modus operandi allows the creation of a very interactive dissemination, to interact with different communities of stakeholders and at different level and to give the opportunity to adjust communication according to audience feedback, keeping constantly in touch with interested people for long term results.

The general level – first phase: The video campaign

1 Video Campaigns will be produced to catch the attention on the project approach and impact/spill-over in the EU and MPC economy and society. The objective is to pool and make easier cooperation among key innovation actors interested in contributing towards those challenges. The video will be of around three minutes of HD videos using graphic design elements or video and photos with music, subtitles and speaker. The Video will be available and tagged on PHEMAC website and social media such as YouTube, Facebook and Twitter (X). More videos related to international events will be published in the website.

The video will be developed in the first stage of the project (around M12), aiming to create interest towards coming activities and PHEMAC ecosystem and benefits for the EU and the MPC.

Been PHEMAC a very complex project with multiple actors and scope, a section of the second project meeting will be dedicated to brainstorming for the definition of the video objectives.

Finally, some homemade videos will be shouted by the partners and published on the website to animate the website and the community. For example, the videos taken during the researchers' night will be published and they will contribute to create awareness around the project.

The general level – second phase

The first 36 months of the project will be centered on raising awareness on the project, **enrolling stakeholders** on PHEMAC key activities and programme as well as on enlarging European and MPC visibility of the project. In this respect and according to the four pillars, the following activities will be implemented:

1. Organizing and attending face to face meetings
2. Managing PHEMAC website & dedicated Social media pages
3. Leveraging Multiplier Networks, Qualified Contacts and Press at European and MPC levels in order to maximize the effects of the communication activities.
4. Targeting newsletter to stakeholders ensuring European and MPC coverage

The general level – second phase: face to face meetings

Direct/physical engagement with target audience and stakeholders has been proved to be the most effective mechanism to promote the PHEMAC among the target audience. To achieve this, the consortium will take the following actions:

i. Organizing or taking part to project events open to stakeholders and to target groups such as:
   - MED Researchers' nights;
   - Innovation weeks

i. Taking part in international events such as:
   - the UIIN conference - https://www.uiin.org/uiim/ ;
   - The GSO meeting and other relevant events organized by the EU
   - linking the project to some other events of the consortium;

Face to face meetings will trigger a strong and long-lasting dialogue among key players and their commitment in the innovation policies and process definition for the MPC region. All the partners will be committed to promote and organise such events or participation under the coordination of INNOLABS

The general level – second phase: PHEMAC website management

The website is the official channel for communicating with stakeholders about PHEMAC activities and initiatives. The website is one of the main tools to be used to present and promote the PHEMAC project to the EU, the MPC and the wider international target audience and stakeholders. It provides the main information relevant to the project such as the labeling process, the research nights, etc. In order to amplify the project's visibility, the website provides links to:

- ✓ the project partners' websites
- ✓ the website of stakeholders
- ✓ connecting the project events in the stakeholder's websites

The general level – second phase: PHEMAC Social media pages

Social Media. Within the context of PHEMAC, all partners will play an active role in leveraging the potential for social media such as keeping target audience and various stakeholders updated on events and project developments, count down to the key events or opportunities launched over the project lifetime. This will allow to increase the connections and broaden the community that PHEMAC aims to engage. Twitter (X) and Facebook pages devoted to PHEMAC are created and linked to the project website. INNOLABS together with all PHEMAC partners will manage weekly social media activity.

All partners are required to use these tools regularly during the whole project lifetime, especially in key moments. To that end, the accounts of social media **will be shared with partners**. To maximize social media potential, will be created:

- ✓ A twitter (X) #hashtag for the project and for each event that will be organized and for promoting events where the Consortium will participate. These are tools thar will allow the users to interact with the consortium by identifying the key messages of PHEMAC, making possible to stimulate the public engagement through online discussions. It serves as a hyper textual connection.
- ✓ Facebook will be used as an instrument to organize, promote and remind the public to the events organized. This will be facilitated by the “creating events” tool.

All the partners are recommended to promote PHEMAC social media channels by using their own account on Twitter (X) and Facebook. They can promote the project using the hashtag **#** PHEMAC or @PHEMACproject, creating new tweets/posts for the events by referring to the venue or city of the event and quoting the pages of the project in their tweet or post. The communication can be made in English, French, Arabic and in the Partner’s language.

The general level – second phase: Twitter

Special attention is given to Twitter (X), all partners have to become a follower of the PHEMAC account and of the others related projects; the other projects will become, in turn, followers of PHEMAC page.

Each partner must follow the most important account dedicated to innovation policies, the three PRIMA's areas of interest + NEXUS, and the account of the major magazines related to those sectors. Therefore, many of these accounts will become in turn the followers of PHEMAC and they will re-tweet the news of the project, increasing the visibility of PHEMAC's account.

In order to reach the target group of the project, relevant hashtags (#) will be embedded in the tweets which will be posted depending on the type of followers that PHEMAC wants to captivate.

PHEMAC participation at promotional events will be promoted. Furthermore, partners will have to re-tweet the news of the PHEMAC's followers that are related to PHEMAC and innovation policies.

The twitter (X) account will become increasingly popular after the organization and the participation at promotional events where it will be possible to promote PHEMAC opportunities and activities.

The general level – second phase: Social media and website indicators

Hereinafter are listed some Social media and website indicators that will be used for the communication monitoring:

- ✓ On Website
  - At least ten visitors a week are expected

- ✓ On Twitter (X)
  - At least eight followers a week are expected
  - At least five tweets per month

- ✓ On Facebook
  - At least 10 like per month are expected
  - Each partner has to post at least six times a month

The general level – second phase: Multiplier,Qualified&Press Contacts

The Project will leverage Multiplier Nets, Qualified contacts and press at European and MPC level in order to maximize the effects of communication activities, more in detail:

- ✓ Exploiting the multiplier networks, qualified contacts and press at European and MPC level
- ✓ EU and MPC Press offices.
- ✓ Promotion and presentation of activities, events, policy recommendations and the main project achievements
- ✓ Coordination with the other regional innovation projects

The general level – second phase: Multiplier Nets

Multiplier Nets: to ensure the best visibility to all PHEMAC communication activities and specially to promote the launch of relevant initiatives. It will be necessary to exploit the existing stakeholders' networks in order to amplify the scope of the communication, reaching all the networks nodes.

To that end, PHEMAC will be creating a database including a list of what can be called “multiplier nets” of PHEMAC target audience. These Nets will be the recipients of the communication and dissemination messages in the different stages of the project, because they are able to further promote an awareness for PHEMAC among their members.

- ✓ Partners must provide their own lists of contacts, or they must contact directly their Multiplier Nets, particularly in relation to the Nets under a partner’s geographic responsibility, thus ensuring a European and MPC coverage.
- ✓ INNOLABS with the support of the editorial board, or in specific case partners, will send emails on relevant project activities (for instance events or launch of initiatives, it is suggested to send emails fortnight for the launch countdown or reminding main deadlines)

European Enterprises Networks	Horizon 2020 and HEU National and Thematic Contact Points
Universities Associations	Start Ups Associations
Incubators Associations	Business Accelerators
Technology Parks and networks	Enterprises, SMEs and Industrial Associations
Chambers of Commerce	Business Innovation Centres
Civil society organisation and networks	Environmental organisations

The general level – second phase: Qualified contacts

Qualified contacts are strategic contacts within universities, incubators, associations able to facilitate the contact with the target audience of the project. In particular, PHEMAC will exploit the experts of editorial board who will be able to provide and spread the message. A key support will be also expected by the members of the advisory board that are already engaged in the project and that are committed to spread the main outputs and initiatives of the project.

- ✓ Each partner must provide INNOLABS with their Multiplier or Qualified contacts mailing list or contact them directly;
- ✓ Each partner or INNOLABS, according to the partner choice, must send emails on relevant project activities (for instance in the lead up to the project and the main initiatives to be launched. it is suggested to send emails counting down to the event or reminding the main deadlines.

The general level – second phase: the editorial board

The dissemination activities under INNOLABS responsibilities include the Editorial board activity. In particular the editorial board role and responsibility are:

1) to feed iHub with featured newsletters, success stories and periodical booklets of challenges and solutions in En/Ar languages;
2) to collect contents to be spread using PHEMAC social media
3) to collect contents to be spread of the website and on the periodic newsletters

Members of the editorial board are communication experts from each partner of PHEMAC (total 11 members) and has been composed in March 2020 (some delays for COVID19).

Among the board tasks there is the development of a press mailing lists to include the most important daily EU and MPC newspapers and the on-line trade magazine (innovation, food, water and agriculture and food processing, international cooperation) for each partners' country and of the regions under partners responsibility in order to secure a wider geographical dissemination of project press releases.

Press in the strategic regions and with EU and MPC relevance to be detected include the following:

- ✓ Press Contacts dealing with innovation policies, open innovation, targeted open innovation and the quintuple helix approach
- ✓ Press Contacts dealing with Enterprises, SMEs and startups
- ✓ Press Contacts dealing with the three project societal challenges and related technologies

The general level – second phase: Press office

- ✓ Each partner must develop its own mailing list and send it to INNOLABS and CCIC
- ✓ It is also advantageous that each partner collaborates to create the European and MPC press mailing list with their contacts.
- ✓ INNOLABS and CCIC's task is to gather contacts and to create a database of press and trade magazines. The press file contacts will be sent to partners, and it will be continuously updated.

CCIC is in charge of the editing and promotion of the press releases, with the support of partners, about the different events and stages of the project.

The press releases will be edited and sent to the press in English and, when necessary, they will be sent in the partners' native languages for dissemination in their country. To ensure a national and local visibility in each partner country, the press releases have to be translated in the native language of such countries.

Moreover, each partner has to manage the relationship with local and national media in its own country, which includes sending press releases and inviting them to PHEMAC events.

All the press releases will be archived and make available to the Consortium in order to get a project repository of press releases' materials.

A repository of the project press release will be created at partner level and then shared with INNOLABS. The co-operation of all partners is necessary to create the press release repository coming from different countries. The press releases will be published on PHEMAC website and also on the communication channels of the partners.

The general level – second phase: Newsletter

The newsletter will be exploited during the implementation stage every 6 months until the end of the project. The aim is to spotlight the project achievements and the main initiatives to be launched to the large audience of stakeholders among policy makers, SMEs and business organizations, researchers and civil society.

It will contain no more than three news sections

1.One “central” news item dealing with projects achievements and outputs
2.Two side news piece also be included:

a. One dealing with PHEMAC topic and themes.
b. The second side news will present the main PHEMC events and initiatives in MPC and EU.

In general, the length will be one page. As a general rule, there will be more or less ten lines for the most relevant news and 5 – 7 lines for the two “side” news. All the news will have a title and subtitle. The title must be synthetic and able to attract the reader attention. The subtitle must provide in max 2 lines the general contents of the news.

The newsletter will be sent on Tuesdays, Wednesdays and Thursdays. This modus operandi will allow to the project to be more efficient and avoid overloading the recipient mailbox during the weekend and the day after.

✓Each partner has to create its own PHEMAC mailing list and share it with CCIC, who will be in charge to send the newsletter

✓The mailing list must include different target audiences: policy makers, business actors, universities and research centres, civil society and environmental organizations industrial/professional associations, multiplier nets and qualified press at MPC and European level, especially of the regions under their partner responsibility.

The general level – second phase: Promotional emails

CCIC will draft different Information/Promotion emails devoted to the different project stakeholders to inform about relevant events. The emails have to raise the profile of the PHEMAC project and provide an appealing message for attracting the attention and interest of the recipients. To reach this goal, all the promotional emails will be sent with the visual identity of the PHEMAC brand with a key and catchy message.

The general level – third phase

The last period (12 months) of the project, communication activities will highlight the results achieved and related impacts at MPC regional level to the project stakeholders.

The aim is to secure replicability and sustainability to the project, especially the success stories as well as to disseminate the PHEMAC impacts.

To that end, different actions will be put into place, such as:

- ✓ Promoting the best practices and solutions mapped.
- ✓ Organisation of the project events, final conference and participation to strategic events
- ✓ Social media activities (see the second phase)
- ✓ Newsletter (see the second phase)

The general level – third phase: capturing best practices

Success stories, innovation scouted, project labeled, and lessons learnt coming from the project will be widespread during this stage. The consortium will select on the basis of impact and the highest achievers, the best stories to be told to the huge community of stakeholders. The results will be presented during important events, spread through the newsletter activity and shared with the other projects in the same area and dealing with innovation policies support.

In this phase of the project the funding agencies will be a special target, because they are some potential customers of some of the project results such as the impact assessment tool.

Moreover, with the aim to pave the ground for real open innovation process that pool together key elements of innovation processes also venture capitalist/business angels and companies will be target of the communication for the part related to the innovation mapped.

In this stage it will be really important to involve the potential beneficiaries of the project so as to increase exponentially the possibility for project sustainability and replication.

The general level – third phase: participation in the international events

The mail goal is to present the outputs during mayor events such as:

- ✓ the EBN congress, or even organizing a collateral event to the EBN annual meeting or annual policy event. EBN is the leading pan-European Network bringing together 200+ accredited Business & Innovation Centers (EU-BICs), Innovation-based Incubators, Accelerators, Clusters, Innovation Agencies and Entrepreneurship Centers across Europe and beyond.

- ✓ the UIIN conference - https://www.uiin.org/

- ✓ The events organized by the Union for the Mediterranean

- ✓ Any other event related to WEFE-Nexus.

The general level – the expectations

Acting at European and MPC levels, the target audience is composed by the: European Commission, policy makers, companies, civil society and universities and research center based in Europe and MCP interested in the project's matter, other networks and complementary projects. To involve all these subjects it is necessary to define:

- ✓ What the project is expecting from the involvement of this target
- ✓ What the target is expecting from the project/their involvement

Expected results for the project	➢ Participation to the project events ➢ Prestige of the project ➢ Dissemination of the project achievements ➢ Integration/networking among innovation players from MPC and EUs ➢ Priority setting for cooperation ➢ Valorize other projects results/the innovation developed by other projects
Expected goals for the audience	➢ knowledge of the projects ➢ acquire new methods and approach ➢ knowledge of the projects results ➢ find interesting areas for cooperation ➢ involve other companies other academic in the project activities

The general level – the target involvement

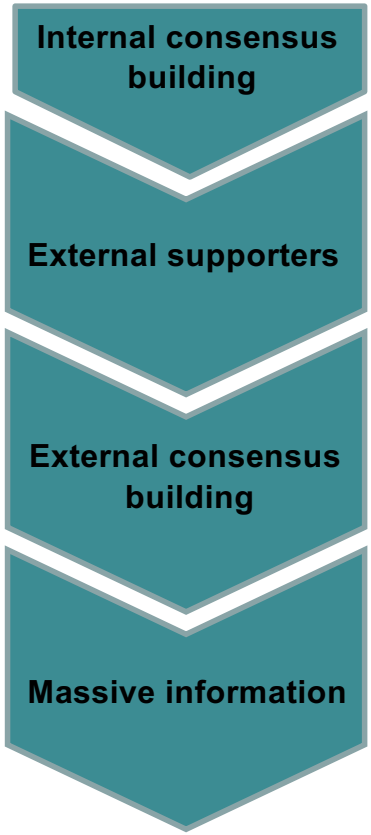
The following table shows the level and the way of involvement for each target

Target	What we ask	How we do it	who will help
European and MPC audience in a general way: policy makers, companies, university, civil societies	Visibility for the project activities, Participation at PHEMAC activities	Face to face presentation, final conference, networking/research nights activities, focus groups, participation in other events	All partners
	stakeholders needs and involvement, a stable dialogue	Face to face meeting supported by a detailed project's presentation	All partners
Others Projects - networks	Visibility for the project activities, links in other projects website	Face to face presentation, final conference, networking activities, skype call	All Partners, the Editorial Board, the Advisory Board
	Invitation at other events, promotion of PHEMAC activities	Presentation/participation during conference other network events, face to face meeting, invitation at PHEMAC events	
	Integration/networking with complementary activities	Face to face meeting	

The partner-based level strategy

The partners-based level strategy – The strategy's process

The strategy process is composed by 4 phases:



Internal consensus building

Objective: build a proactive/ favorable environment for the project inside each partner organization by directly involving of all the shareholder (director of department/units, head of labs/units, general director), obtaining the support of all decision-makers of each University/research center or business or consultant organization. This is crucial for the project success.

External supporters

Objective: involve and motivate the external shareholders, such us the policy makers, business associations, intermediary business organizations (technology parks, clusters, incubators, business accelerators), enterprises, enterprise associations, civil societies, the international experts board and press. A strong effort must be done to involve MPC civil societies.

External consensus building

Objective: is to create a favorable environment involving the MPC and EU stakeholders, policy bodies, other research organizations as a way to create visibility at local and national level through the utilization of the media and as a way to create a favorable environment around the project

Massive information

Objective: provide a proactive environment that will motivate the direct involvement of the companies, research organizations, civil societies and public authorities

The partners-based level strategy – two levels

The communication activities will be managed at two levels:

- European and MPC Levels
- Country Level

European and MPC Levels

The communication activities at European and MPC level will be carried out by INNOLABS with the support of the Editorial Board and Net7. INNOLABS is the coordinator of all the communication activities and it is assisted in this role by CCIC and by partners. They are responsible for wider European and MPC Communication:

- making their European channels and contacts available
- amplifying promotional activities for the project, key initiatives and events launches and promotion at European and MPC levels;
- spreading the PHEMAC achievements as wide as possible.
- Participate in events where requested

The partners-based level strategy – two levels

Country Level

Each partner has to mobilize a project Event and to participate at other events in its country where it is possible to promote the project and liaise with the other funded project mapped. It is important to remember that the Rialto Tool will work only if a considerable number of initiatives will be mapped. In fact, the success of the PHEMAC communication campaign is strictly correlated to each partner communication activity. For this reason, it is necessary that the partner local coordinator and related team become the driving force behind the project to gain the support and assistance from local innovation players and other organizations. Key actors from each organization such as general director, rectors, dean and heads of departments/units are needed from the very beginning of the “on field “project, and it’s the task of the coordinator to enroll them as champions of the project.

INNOLABS will develop a project presentation that could be customized according to the needs of the local coordinator, and focus on:

✓ visibility at general level: European and MPC;

✓Expected outputs of PHEMAC implementation

✓ benefits for project stakeholders

The partners-based level strategy – external consensus building

The objectives to be achieved by the external consensus phase are:

- a favorable environment towards the project activities, creating positive and constructive feeling in the participants and community in general
- to assure a good media coverage of all the project activities

To reach these objectives the PHEMAC information/press officer with the collaboration of the local coordinator should take direct contacts with the local press and provide them with some information on the project. This kind of activity could be carried out accordingly to the following timing:

- at the early stage of the project activities in order to make aware the media
- during the launching of project activities in order to assure a wide dissemination of the information
- in occasion of the project meetings and of the project infodays, and awareness days

The partners-based level strategy -External supporters

The external supporters consist of private companies, research organizations, policy makers and public authorities, civil society and media.

	Target audience	Their Expected Results	Results for the Project
External supporters	Policy makers	European & Mediterranean visibility of enhancing the innovation policies of the government; and new instruments and measures for the growth of innovative business in the three strategic sectors	Promotion of the project and involvement as an actor of the open innovation model
	Research organizations	Visibility at European & Mediterranean of their involvement as producers of new technologies	New financial opportunities to be seized; New collaborations with innovative companies and with other complementary research actors; New skills and competence acquired;
	Private Companies	Local, European & Mediterranean visibility at general level; Be seen as leading company in the promotion of new solutions; enhancing their market ; direct access to creative, well trained students with potential to be employed	New financial opportunities devoted to innovative and eco-friendly companies; New collaborations with research actors; New skills and competence acquired;
	Civil society organizations	Possibility to establish relationship with other international organization, Possibility to establish relationship with companies.	Provide their support by disseminating the information on the project and creating a favorable environment

The partners-based level strategy - the involvement

The following table shows the level and the way of involvement for each target

Target	What we ask	How we do it	who will help
Policy makers, research organizations, private companies and civil society	Visibility for the project activities	Email and/or face to face meeting with the general manager/decision maker of each legal entity. The meeting will be supported by a project's presentation in which the benefits for the organization will be highlighted. If possible, the meeting will be facilitated/anticipated by a direct phone call from the person inside the PHEMAC partner organization that knows the interlocutor. Better results are obtained if coordinators is backed by a high personality.	INNOLABS will develop a presentation. Partners will activate their networks.
	Participation in relevant events and their promotion		The Editoral Board and the Advisory Board
	Engagement in the polices definition and debate		Other related projects
	Participation in the analysis, focus groups and surveys		Qualified contacts, multiplier in target countries

External consensus building - the media

The target audience of the third step of the strategy is made up by the EU and MPC media (TVs, Internet Press, Radio, Newspapers).

	Target audience	Their Expected Results	Results for the Project
EU and MPC Media	TVs	R&D news, Increase the visibility at regional/national level. Increase the numbers of click. Find new reliable source of information.	Free of charge visibility for the project
	Internet press		
	Radio		
	Newspapers		

External consensus building - the involvement

The following table show the level and the way of involvement for each target

Target	What we ask	How we do it	who will help
Newspapers	Visibility for the project activities	Making a list of the local newspapers, inviting journalist to the press conference , press release	Communication department of each organization CCIC will prepare the text of a mail
		Face to face meeting supported by a project's presentation/press folder in which the interest for the press will be highlighted	
TV, Radio	Visibility for the project activities	Making a list of the local tv/radio inviting journalist to the press conference , press release	Communication department of each organization CCIC will prepare the text of a mail
		Face to face meeting supported by a project's presentation in which the interest for the tv/radio will be highlighted	
Internet press	Visibility for the project activities	Making a list of the internet newspapers, inviting journalist to the press conference , press release	Communication department of each organization CCIC will prepare the text of a mail
		Face to face meeting supported by a project's presentation in which the interest for the press will be highlighted	

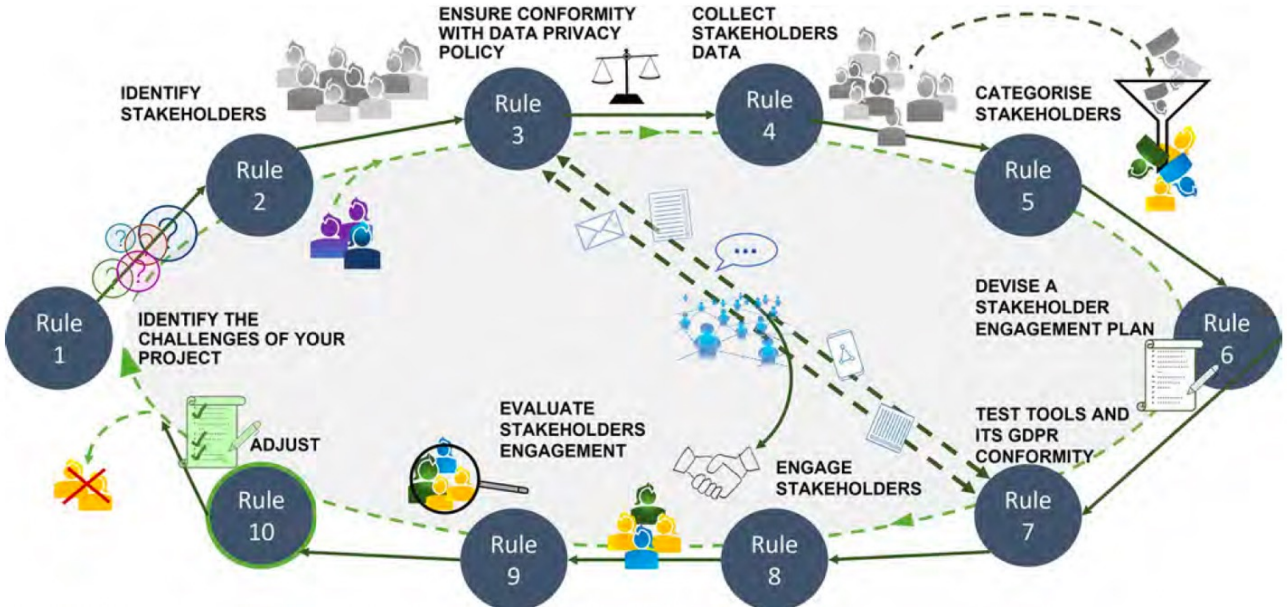
STAKEHOLDERS ENGAGEMENT

ENGAGEMENT STRATEGY

Nowadays, stakeholder engagement is of fundamental importance to project success and achieving the expected impact and is often mandatory in a third-party funding context. It is proposed a 10 rules strategy to develop the PHEMAC stakeholders' engagement plan, through the preparatory, implementation and follow-up phases.

Engagement with multiple stakeholders is of utmost importance in modern research for catalysing scientific knowledge use especially through information and communications technology (ICT). In addition, allowing stakeholders to interact with PHEMAC in its initial stage can result in tailored products, services, and solutions. This engagement allows the researchers to adjust project strategies from the beginning, avoiding futile, money-wasting, and time-consuming activities.

It is important to note here that the stakeholder engagement plan is not a static document and should be revised and reviewed in tandem with PHEMAC implementation.



COLLECT STAKEHOLDER DATA AND CATEGORİSE İNTO PRİORİTY GROUPS

The collected stakeholders' data should be registered, and properly categorised into priority groups. Stakeholder classification is necessary for managing their engagement. Stakeholder engagement is a time-consuming activity, and stakeholders differ in terms of the role and the influence they may have on PHEMAC's success.

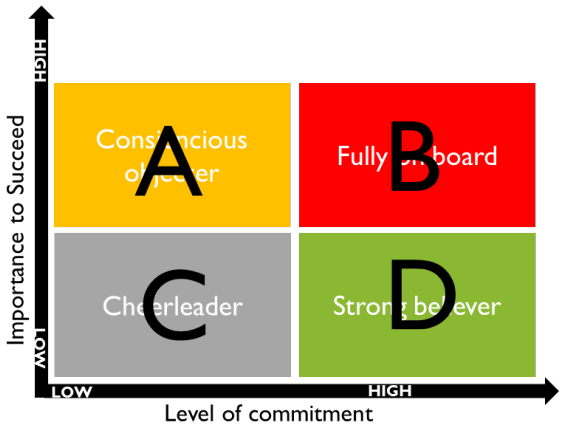
Rule #	Aim	Questions
1	Identify and formulate the challenges of PHEMAC	• What are the desired outcomes of PHEMAC? • What are the internal strengths/weaknesses? • What are the external opportunities/threats? • What are the environmental factors that should be considered?
2	Identify stakeholders	• Who are the stakeholders in the different areas? • Who are the stakeholders at macro-, meso-, and microlevel? • What are PHEMAC needs? • What is the stakeholder needs? • What is the expected impact of involving the stakeholder?
3	Implement a roadmap to ensure conformity with data privacy policy	• What data are required? • To which data will the stakeholder have access? • To which data will other partners have access? • What software will be deployed? • Are there any IP and data disclosure concerns?
4	Collect stakeholder data (stakeholder register)	• Who is the stakeholder? • Which is the stakeholder relationship? • What is the stakeholder role? • Who is the stakeholder contact? • To which areas/levels does the stakeholder belong?
5	Categorize stakeholders into priority groups	• Is the stakeholder interested in PHEMAC? • Does the stakeholder have a strong influence on PHEMAC outcomes? • To which group does the stakeholder belong? • What is the objective of the future communication/interaction?
6	Devise a stakeholder engagement plan	• What are the tools for reaching the stakeholders? • Which tools are useful for reaching a particular stakeholder? • When should stakeholders be engaged? • What is the frequency of the engagement?
7	Identify, select, and test tools for the implementation of Rule 6 and its GDPR conformity	• How should the tool be designed? • Do the tools work well? • What do testers think about the tools? • How can the design be improved?
8	Make contact—Engage stakeholders	• Have stakeholders been reached? • Has the right person been reached? • Does the prioritization of stakeholders need to be modified? • Does the communication strategy need to be modified?
9	Evaluate stakeholder feedback	• Has feedback been transferred to partners? • How have reactions been evaluated? • Do stakeholder reactions need to be deeply analyzed? • Have stakeholders been informed about recent changes, according to their needs?
10	Adjust engagement plan (restart process from Rule 1)	• Does PHEMAC need to be revised? • Are PHEMAC needs, and stakeholder needs aligned with each other now?

COLLECT STAKEHOLDER DATA AND CATEGORİSE İNTO PRİORİTY GROUPS

An effective tool for prioritising stakeholder groups is Mendelow's matrix. This system analyses stakeholders according to 2 main characteristics: their interest in PHEMAC and their influence on PHEMAC outcomes. As a result, 4 different priority groups will emerge: (1) Key stakeholder; (2) Influencer; (3) Interested stakeholder; and (4) Passive stakeholder. The key stakeholders are individuals with high interest and high influence. Influencers are those who have low interest but high influence. The 2 remaining groups are the interested (high interest/ low influence) and passive stakeholders (low interest/low influence). Once the stakeholders have been categorised into priority groups, the matrix enables the definition of the purpose and the degree of the interaction with each stakeholder group. Special attention must be paid to those individuals who belong to the first 2 groups.

Category	Influence/interest	Key actions towards such stakeholders
Key stakeholders	High influence and high interest	Objective: To collaborate and manage this group. Engage at the earliest possibility. Continuous communication built by sending project updates, consulting their opinions, inviting them to events, etc.
Influencers	High influence but low interest	Objective: To keep this group's needs satisfied. Efforts need to be made to ensure that they are key stakeholders. Communication actions stressing PHEMAC's benefits and raising curiosity.
Interested stakeholders	Low influence but high interest	Objective: To keep this group informed. Continuous communication to inform them about project progress, actions, and results. Potential consultation regarding areas of stakeholder interest (especially regarding specific questions or uncertainties that PHEMAC faces).
Passive stakeholders	Low influence and low interest	Objective: To monitor this group with minimum effort. No specific actions need to be taken to address this group. Might be informed through general communication actions of PHEMAC (e.g., website, newsletter).

COLLECT STAKEHOLDER DATA AND CATEGORİSE İNTO PRİORİTY GROUPS



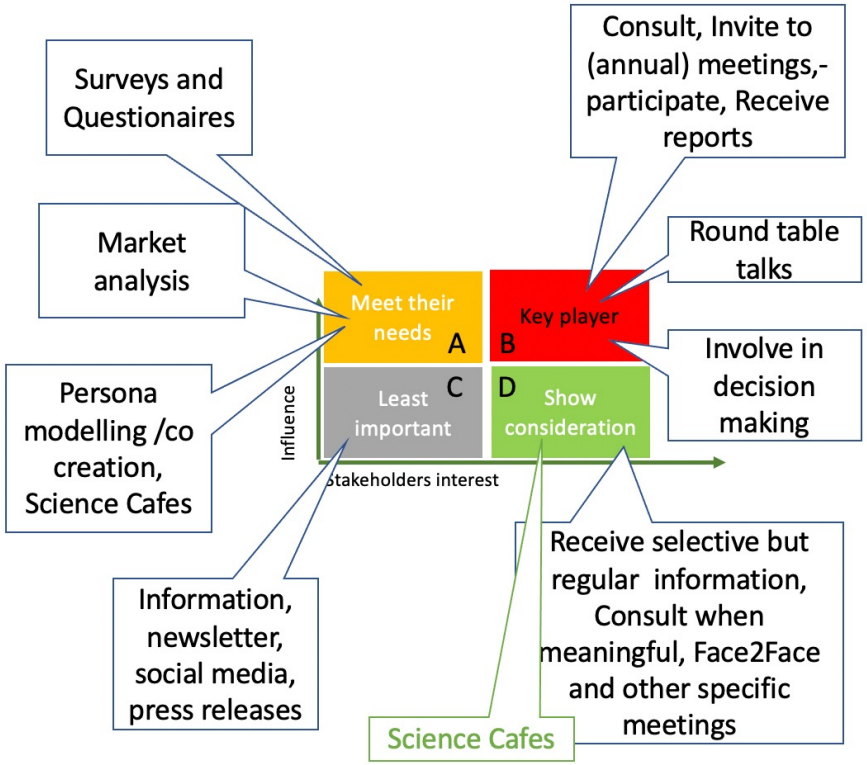
		POWER	HANDLING	ADVICE
B Fully on board	**High importance** **High influence**	Stakeholders who can significantly influence objectives	Require good working relationships to ensure their support	Key players focus efforts on this group • Regular information exchange, engage & consult regularly • involve in governance/decision making bodies • Face to Face exchange
A Consiencious objecter	**High importance** Low influence	Stakeholders who can significantly influence objectives	Require special initiatives if their interests are to be protected	Should not be taken for granted. • Regular information flow • Engage & consult on interest area • try to increase level of interest • aim to move into right hand box
D Strong believer	Low importance **High influence**	Stakeholders who can significantly influence objectives	Can block activities and need special attention. Their power to stop the project can range from zero to full.	' must appease their desires. Their attitude can often be changed with the relevant information • keep informed & consult on interest area • use interest through involvement in low-risk areas • potential supporter/ goodwill ambassador
C Cheerleader	Low importance Low influence	They neither have the power nor the interest to affect outcome.	Need only limited monitoring	Least important • minimum effort • inform via general communications – newsletters, website, mail shots • Need to be nurtured so they are not lost

Potential categories of identified stakeholders according to their influence (importance to succeed) and interest (level of commitment)

Differential trends for the proposed categorization of stakeholders

COLLECT STAKEHOLDER DATA AND CATEGORİSE İNTO PRİORİTY GROUPS

Potential proposed channels of communication with the different categories of stakeholders



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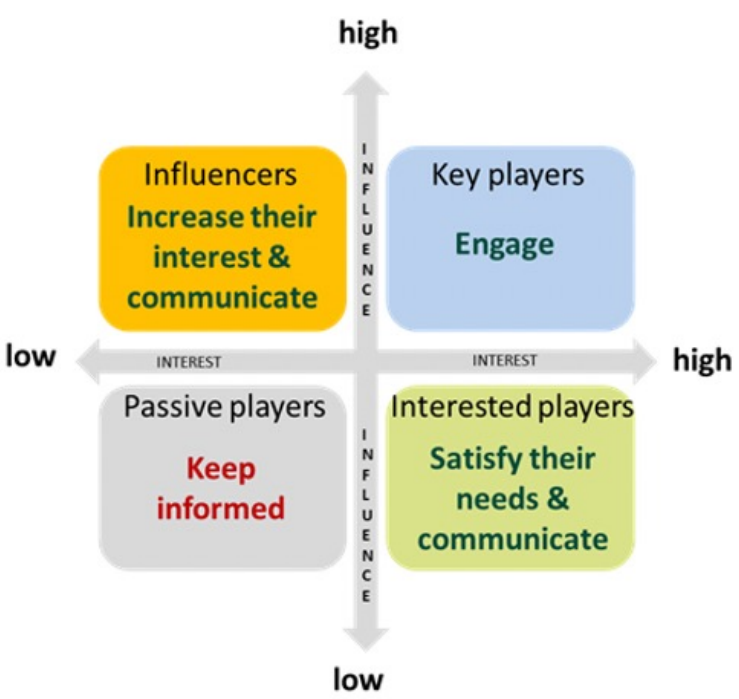

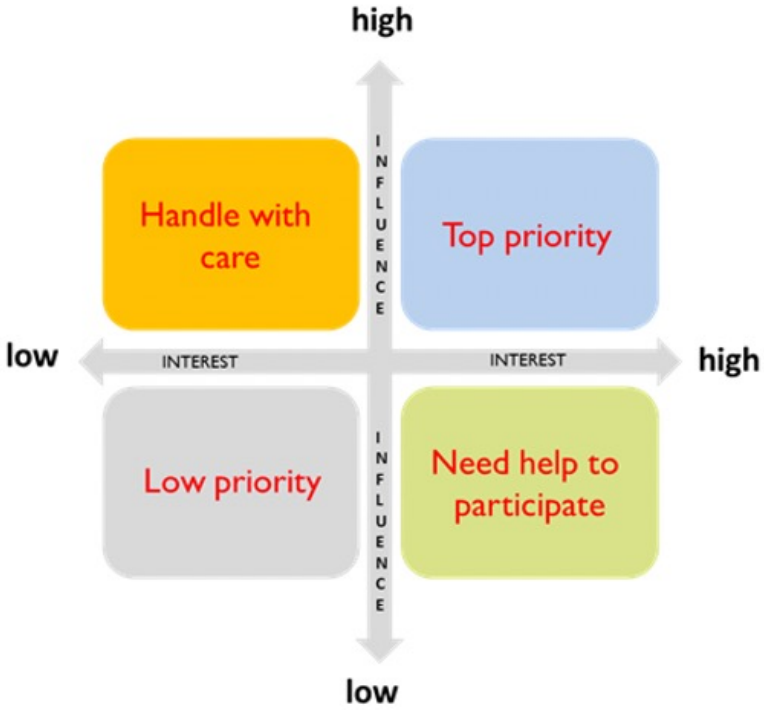

Relationship between stakeholders' categories and identified needs and procedures to consider when evaluating the better way for their future engagement.

EFFECTIVE ENGAGEMENT

The engagement plan can be rolled out to initiate the two-way communication with the stakeholder groups, and this communication should be followed through. For example, when an email is sent to a stakeholder, it is important to pursue this line of contact and ascertain whether a connection has indeed been established, i.e., whether the targeted stakeholder responded positively to the email, subscribed to PHEMAC newsletter, or, conversely, if they unsubscribed from your mailing list. Different factors may affect the success of the engagement: for example, unresponsiveness may be an indication that the group has been wrongly prioritized or the person to engage with has been misidentified, or an inadequate media channel has been selected and utilized. Ultimately, it may be that the email sent has landed in their junk folder or was filtered by a spamming programme or firewall. Should these issues arise, it may be necessary to revisit the previous suggested actions, and make the necessary adjustments until a satisfactory result is achieved. The number of responses or newsletter subscriptions will be strong indicators as to whether a trusting relationship has been built with the stakeholders.

The extensive exploitation of social networks is central to the initiation of the communication process. One starting point is to create posts on media channels where specific interest groups or communities can be targeted, for example, scientific networking tools such as ResearchGate, or professional networking platforms such as LinkedIn. Posting project-related videos on YouTube can also increase visibility, particularly if the video is well designed and the content is developed by experts in the field. In this type of promotion for PHEMAC, the appeal of the communication can be enhanced with the use of non-specialist language and visually attractive material. The idea behind such future engagements is to later evaluate their feedback and plan future interactions with them according to their categories and priority for the project according to the following picture

EVALUATE FEEDBACK

Considering stakeholder responses is not a passive task, but an assessment activity, stakeholder feedback should be discussed with partners and, if appropriate, with other stakeholders before it is incorporated into PHEMAC strategy leading. The purpose of stakeholder involvement is to make the research successful and responsible and to balance the needs and requirements of PHEMAC with those of the stakeholders.

Once stakeholders are involved, the extent and nature of their response can be assessed. Before changing PHEMAC plan, it might be advisable to formulate acceptance criteria and consult the stakeholders, as this increases the likelihood that the customers' expectations—and not the developers' needs—are met. If necessary, additional requirements can be identified and discussed with stakeholders or a developer before implementation.

If opinions are divergent, reiteration of the evaluation process clarifies positions and perspectives to determine if the requested change should be implemented in PHEMAC strategy or not. This evaluation process will also further enhance the two-way communication process. Another way to evaluate stakeholders' reaction is by using data from some of the tools identified in the communication strategy. Different software exists that allows to retrieve information from stakeholders' behaviour, such as when they receive the newsletter, respond to questionnaires, or visit the website. GDPR-compliant newsletter tools such as rapidmail, klicktipp, or GetResponse offer an anonymised automatic evaluation of recipient behaviour. This includes information on opens, bounces, clicks on provided links, and unsubscribes. Such software also helps ascertain user tools and demographics, such as whether the message was opened from a desktop, tablet, or phone and in which country, and the gender balance.

When performing face-to-face events such as workshops or meetings, afterwards, the administration of a survey on the level of satisfaction or the level of commitment of attendants is of utmost importance to test the effectiveness of the activity and the success of the event for PHEMAC objectives. This monitoring is central to the continuous improvement of the communication strategy until it is possible to achieve the desired stakeholder group represented in sufficient numbers and statistically relevant.

ADJUST ENGAGEMENT PLAN

After evaluating stakeholder feedback, it is finally time to adjust PHEMAC to best fit its objectives, thereby making research outcomes more meaningful and research more responsible.

Once PHEMAC plans have been revised, the entire process should be assessed from the start and, if necessary, adjusted where tensions were found. This can be the case, if the framework conditions of PHEMAC have changed, or at any later stage in the process. The purpose of this process is to continuously improve processes and accelerate the use of a system under development to minimise risks and undesirable developments like the OODA loop (Observe-Orient-Decide-Act cycle), PDCA (plan-do-check-act or plan-do-check-adjust), and agile software development. The significance of this should not be underestimated: Early and timely project changes can prevent the loss of time and resources.

It is also critical to PHEMAC success that results are continually measured and evaluated if they are still aligned with stakeholder needs based on PHEMAC objectives. As mentioned, corrective actions should be implemented as early as possible as this will prevent small issues from becoming larger and irreparable problems.

COVID related issues

Actions established

As main actions that have been established to prevent damages related to these risks that would have a high impact on the project communication and dissemination we can list:

- Open discussion among the consortium partners about necessary changes regarding project management and implementation
- Use of additional IT (Information Technology) video tools such as sli.do, Zoom/TEAMS Webinar, miro or MURAL.
- More flexibility in collaboration and adaptation to the constraints of some partners
- Understanding and accepting the new situation

The pandemic has forced the consortium to think of new ways to stay committed to the same project goals without risking major disruptions of the tasks defined in the Grant Agreement. This is done using a very understanding and humane approach: Be as transparent as possible on the new conditions and the revised workflows without pretending that this is “business as usual”, and communicate openly about how this new situation affects our work. PHEMAC had originally planned lots of activities, meetings and workflows to take place face-to-face, but also virtually, in order to achieve the project goals. The cancellation, postponement or online conversion of all in site (internal and external) meetings and conferences has had a far-reaching effect on the communication among consortium partners and their teams and on our communication with the wider scientific community.

Managing the risks

As a project characterized by a distributed team and management approach with mainly digital workflows between project partners across countries, PHEMAC was well placed to continue its work during the pandemic. However, a major risk that had to be faced was organizing outreach events for team building and dissemination of the project results. The sudden complete lack of face-to-face events was a drawback to building up professional networks between project partners and also for creating a PHEMAC user community. This aspect had to be totally renegotiated, and communication and other workflows had to be reorganized to ensure that the project goals are still met.

To address this, PHEMAC will explore various virtual tools and methodologies, including a literature review on successful cases of e-conferences, to build the capacity to organize internal and external virtual meetings, training webinars and conferences. Assessing the various virtual tools and experimenting with completely virtual and hybrid event formats is also part of the work that will be done in the first months of the project.

Communication management

INTERNAL COMMUNICATION

The quality of internal communication depends on the trust and involvement of each of the PHEMAC partners. By “quality” we mean equal level of all partners, collegial decisions for strategic topics and the maintenance of the strong involvement of all partners in all project phases. What has been learned by the project consortium in terms of “alternative” ways of keeping on a good communication during the previous lockdown period, has been brought to the project which adopted an agile methodology and virtual communication procedures.

Communication management

EXTERNAL COMMUNICATION

As it will be extremely difficult to meet in groups to carry out face-to-face activities, the project will proceed to communicate with their stakeholders using technology that enables remote co-design and participation (e.g. miro.com) when needed. Doing this remotely will be more challenging, but the working practice of the partners will be adapted accordingly.

A large number of external face-to-face conferences and workshops have been converted into online events. The PHEMAC project has to adapt its communication strategy considering this new “massive” online presence by attending selected virtual conferences and seminars and by intensifying its social media/web presence. Even if events had to be postponed or cancelled, many organizers still offer the possibility of publishing papers as part of the conference proceedings and/or as articles in academic journals. This will allow to present the PHEMAC project to external audiences and to disseminate project results, nevertheless.

PHEMAC has identified some positive and some negative aspects:

- As positive elements there is the reduction of time otherwise lost for travel. This means not only a reduction of travel costs and emissions, but also creates the possibility of attending more events within the same time frame, for instance, or specific sessions of different events taking place simultaneously.
- Negative aspects are the heightened competition between online events, the difficulty of running virtual events over a longer period of time due to the limited attention span of participants in online environments and the absence of informal face-to-face networking opportunities, not to mention the issues that arise from a technical point of view.

External communication should make use of a mix of online and offline tools. It is important that physical meetings take place regularly, but it is also true that some of them can be substituted by shorter and more focused online events. In the future, especially once the NEX-LABS community is well established, Phemac will include virtual meetings—with both formal and informal elements—in the event portfolio. An example could be hybrid event formats that allows remote participation in specific sessions/discussions of a face-to-face conference or workshop.

GDPR compliance

Throughout the project, the collection of contact details is crucial to expand our network and to attract prospective users of the PHEMAC components. This includes, but is not limited to, the following occasions:

- Visits to PHEMAC website and social media channels
- Web analytics
- Online polls
- Newsletter subscription
- Registration for PHEMAC events
- Recruiting participants for research interviews and surveys

The collection and storage of personal data, however, needs to be handled with great care in order to ensure compliance with the European General Data Protection Regulation (GDPR). We have therefore initiated a process of identifying the following parameters for each occasion:

- Data type/category
- Tools used to collect the data
- Who collects the data and how?
- Who stores the data, where and how?
- Who has access to/uses the data?
- Purpose of use

The next step will be to implement GDPR-compliant data collection and storage procedures, e.g. measures to seek consent or retention periods.

The Internal Communication Protocols for promoting events

Flow of information for events promotion

To ensure a wider dissemination of the events and initiatives organised by partners or where they will promote the project, partners have to send an email to INNOLABS, communicating all the details about the event, to have enough time to promote those. This internal communication has to arrive at least 20 working days before the event's date. INNOLABS together with CCIC will re-launch the communication message 15, 8 and 3 days before the event, and the day of the event.
Flow of information after the event: at the conclusion of the Event or of the external event where partners took part, it is the responsibility of the partner to send to INNOLABS a press release (info about the event) in order to increase the dissemination and visibility of PHEMAC project and some relevant pictures of the event or of the speakers.
All the information related to communication has to be sent to the following mail address:

- phemacproject@gmail.com

It is important to remember that all the communication activities done by the consortium must be recorded in order to be able to list them to PRIMA. Each partner has to record their own activities performed.

Suggestions on how to organize a promotional events

Each partner has to:

- Specify when the event will be held and its duration.
- Choose a proper hosting venue: university, incubators, industrial or trade associations or strategic hosting subject.
- Send a press release to the main relevant media for informing target audience about the organization of the event.

Partners have to use a standard model developed by INNOLABS

Partners will have the following tools at their disposal:

- Marketing tool such as roll-up, folders and leaflets to be printed by partners
- Press releases - standard model to be sent to press agency/media/ newspapers
- Invitation letters - standard model to be translated in the national language and sent their stakeholders

The Prima's Communication Requirements

It is important to remember that the PRIMA Foundation requests that any communication activity related to the project (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

- report the Grant Agreement number: [insert number] [insert acronym] [insert call identifier of the master call]
- display the PRIMA logo, and
- display the EU emblem, and
- include the following text: "This project is part of the PRIMA Programme supported by the European Union»

The Prima's Communication Requirements

Below are reported some compulsory elements to be followed in each communication activity:

Acknowledgements in publications

This paper is supported by the PRIMA programme under grant agreement No…, project ….The PRIMA programme is supported by the European Union.

Disclaimer excluding the PRIMA Foundation responsibility

Any communication activity related to the action must indicate that "it reflects only the author's view and that the PRIMA Foundation is not responsible for any use that may be made of the information it contains."

For communication activities: *"This project is part of the PRIMA Programme supported by the European Union"*

Nº.	Participant organization name	Acronym	Country
1	UNIVERSITAT AUTÒNOMA DE BARCELONA	UAB	ES
2	ACADEMY OF SCIENTIFIC RESEARCH AND TECHNOLOGY	ASRT	EG
3	INNOLABS	INNOLABS	IT
4	NET 7 SRL	NET7	IT
5	BERYTECH FOUNDATION	BERYTECH	LB
6	CHAMBRE DE COMMERCE ET D INDUSTRIE DU CENTRE	CCIC	TN
7	AMERICAN UNIVERSITY OF BEIRUT	AUB	LB
8	RESEARCH AND TECHNOLOGY CENTER OF ENERGY (CRTEn), ECOPARK BORJ-CEDRIA (TBC)	TBC	TN
9	EGYPTIAN CENTER FOR INNOVATION & TECHNOLOGY DEVELOPMENT	ECITD	EG
10	ROYAL SCIENTIFIC SOCIETY (IPARK)	RSS	JO
11	UNIVERSITÉ SIDI MOHAMED BEN ABDELLAH	USMBA	MO
12	ARTS & MÉTIERS ACCÉLÉRATION	AMA	FR