



COMMUNICATION ACTION PLAN

ACTION

European Cluster Excellence
Programme

PROJECT

Regrouping European
Clusters in a Partnership of Excellence
for Mobility

RECIPE  MOBILITY

COMMUNICATION ACTION PLAN

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Abstract (for dissemination)	This Communication Action Plan contains details regarding dissemination methods to be used during the whole project to ensure that targeted audiences are reached with an efficient use of resources.
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Abstract

RECIPE4Mobility project (stands for Regrouping European Clusters in a Partnership of Excellence for Mobility) pursuing the overall objectives of strengthening cluster management excellence while facilitating strategic connections between clusters and specialised ecosystems across Europe. Multi-sectoral research activities must be accompanied by a detailed and specific action plan regarding communication and dissemination of the project objectives and outcomes. This document presents the tools and methods that the project consortium must use to achieve this objective. Communication and dissemination activities are mainly oriented to automotive and mobility clusters' managers but also clusters' SMEs, clusters' scaling-up support organisations and other stakeholders from the regional innovation ecosystem. A monitoring plan is deployed to ensure a sound implementation of this Action Plan.

This report is part of a project that has received funding by the European Union's COSME Programme under grant agreement number 874385.

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Executive summary

RECIPE4Mobility is a 24-months project pursuing the overall objectives of strengthening cluster management excellence while facilitating strategic connections between our clusters and our specialised ecosystems across Europe, in the sector of mobility.

Communication activities require both financial and time resources from project partners. Setting up a clear and concise plan to manage these activities is therefore essential, with goals and budget well defined. This Communication Action Plan contains details regarding dissemination methods to be used during the whole project to ensure that targeted audiences are reached with an efficient use of resources. This deliverable D6.1 is produced to outline the overall project approach to dissemination and communication, with a strategy made up of three consecutive phases: awareness-oriented, then result oriented, and finally exploitation-oriented.

MOBINOV will coordinate this activity at a European level, with the cooperation of the other project partners. Consortium members will especially have an active role to play in the dissemination activities at a National level. A dedicated corporate identity has been created to ease the dissemination process, as well as a dedicated website (www.recipe4mobility.eu), and social media accounts (Twitter, LinkedIn page, etc.) has been set up. The project consortium also plans on publishing a newsletter (electronic version), at least in every six months, to promote the project activities and its results. It will be also a mean of announcing upcoming events. The newsletter will report to key stakeholders the news of RECIPE4Mobility but also of related topics and projects. It will help keeping stakeholders aware of the project objectives and outcomes.

RECIPE4Mobility partners will actively contribute to the communication for activities mentioned in the Plan, and for the lessons-learned reporting. The partners will also do a local awareness-raising event and attend an ECCP event. Different events are planned to raise awareness about the RECIPE4Mobility benefits of the project and the new ClusterXchange pilot specificities. First, all 5 clusters will arrange one local event, with their cluster managers as well as other stakeholders from the ecosystem: SMEs, scaling-up organisations, regional authorities, clusters, etc. Then, during the project, 1 or 2 managers representing RECIPE4Mobility will participate to two annual EU Cluster Partnerships partnering events organised by the European Commission services.

Communication and dissemination will be undertaken during the 24 months of the project, and resources will be provided to ensure that the project results will still be available after the project closing. The dissemination plan will be regularly assessed during the project runtime.

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Introduction and Context

To address the rising challenges in the mobility sector, five European clusters have decided to join their forces with the objective to strengthen their management skills, to provide more professional services to their ecosystems, notably their SMEs, and to generate cross-sectorial European value chains.

Fourteen million jobs in Europe depend on the automotive industry which is the first European sector in terms of R&D investments. In a fast-changing environment, this industry faces many scientific, technological and economic challenges. In addition, to tackle the ongoing environmental issues and to better address new mobility behaviours, many public and private stakeholders must re-invent tomorrow's mobility: cleaner, safer, smarter and better connected. The future of the mobility industry depends on the ability to compete through innovation. In this context, staying relevant at European level requires the different actors to work together, using the competences of the whole ecosystems. This is the aim of our clusters: by gathering the main competences in regions having a strong mobility industry, our mobility clusters play a central role in contributing to the competitiveness of European actors

Thus, many stakeholders will be part of the project, with direct or indirect interactions concerning RECIPE4Mobility activities. RECIPE4Mobility Work Package 6 (Outreach and awareness-raising activities) is devoted to dissemination, communication and exploitation of the project activities and outcomes. This communication Action Plan contains details regarding dissemination methods to be used during the whole project to ensure that targeted audiences are reached. This deliverable D6.1 is produced to outline the overall project approach to dissemination and communication. It builds on adequate tools, both existing ones (project partners' communication networks) or produced for the RECIPE4Mobility project (website, social media accounts, newsletters, etc.).

Objectives

This communication and dissemination action plan is produced to define the necessary guidelines to meet the following requirements:

- Enhancing cluster management skills towards the generation of added-value support services for SMEs, including clusters' individual strategies.
- Developing comprehensive strategies and implementation roadmaps both at cluster and partnership levels.
- Organising twinning, networking and learning activities and implementing collaboration activities.
- Implementing the RECIPE4Mobility ClusterXchange pilot.
- Outreach, awareness-raising and long-term activities.

RECIPE4Mobility's communication and dissemination activities have a major priority, which is to ensure the smooth implementation of the ClusterXchange pilot scheme and a fruitful development that will result in quality exchanges. These activities are indeed of particular importance when it comes to encouraging and facilitating transnational, cross-regional and cross-sectoral cooperation between clusters and their members.

Our 5 clusters will actively promote the ClusterXchange pilot to reach a maximum number of potential candidates and engage participants to the programme. To reach these goals, we will take full advantage of our valuable networks which represent an estimated number of more than 5000 potential eligible participants (direct and indirect channels combined). The RECIPE4Mobility clusters directly gathers 664 members around the topic of safe and smart urban mobility, including 425 SMEs. We will therefore present in this document the strategy, tools and communication channels that will enable the consortium to boost the learning and innovation-oriented activities of multiple stakeholders according to the requirements of the Quality Manual for European Strategic Cluster Partnerships for Excellence (ESCP-4x)

The communication and dissemination strategy exposed in this report will require a real commitment from all partners, for theory to be translated into concrete actions. The project will benefit from the already existing networks of each partner involved in the project. This will help multiply the outreach of RECIPE4Mobility dissemination and awareness-raising activities. The dissemination activities will be reviewed during the project to follow the evolution of available tools, and dissemination actions will be included in annual reporting. The overall objectives will remain identical at all time.

Communication and dissemination strategy

Communication activities require both financial and time resources from project partners. Setting up a clear and concise plan to manage these activities is therefore essential, with goals and budget well defined. Consequently, a structured Communication Action Plan must be defined in the early stages of the project, and must be closely followed during the whole duration of RECIPE4Mobility activities. The Communication Action Plan might possibly be updated to take advantages of new trends and newly available communication tools. Thus, the first step of communication activities is the definition of the strategy to be followed, describing a cost-efficient way to reach each specific communication target group, with appropriate channels, using the most efficient and cost saving tools.

The communication process is divided into four consecutive phases (see Figure 1). In particular, the Communication Action Plan must focus on the following elements:

- ❑ Dissemination and communication objectives;
- ❑ Clarification of target groups and key messages;
- ❑ Display of partners' cooperation in the dissemination process;
- ❑ Presentation of dissemination tools to be used;
- ❑ Highlight monitoring and evaluation procedures regarding the dissemination.



Figure 1- Communication process

The dissemination strategy of RECIPE4Mobility is made up of three consecutive phases (see Figure 2). The three phases of dissemination require different methods and activities to be undertaken in order to achieve their goals. The details of the phases are as follow:

- 1) Awareness-oriented phase: At the start of the project, the aim of this phase is to raise public, industry and research community awareness about the project and the issues that it objects to tackle. During this first phase of the dissemination process the tasks involve the setting up of basic marketing materials and awareness-raising presentation at different related events;
- 2) Result-oriented phase: The aim of this phase is to promote results of the project. During this second dissemination phase, results of RECIPE4Mobility will be published to key stakeholders, including Clusters' managers, SMEs, scaling-up support organisations and regionals authorities and public local players.
- 3) Exploitation-oriented phase: Finally, during the exploitation-oriented phase, specific activities will be undertaken in order to disseminate RECIPE4Mobility guidelines and recommendations. This dissemination phase is specially targeted at potential users of the project conclusions (mainly European clusters and SMEs).

Targeted audiences and messages

The RECIPE4Mobility project directly targets automotive and mobility clusters' managers but also clusters' SMEs, clusters' scaling-up support organisations (including technology centres) and other stakeholders from the regional innovation ecosystem (notably regional authorities in charge of cluster policies).




Table 1- Messages to broadcast to stakeholders

Stakeholder	Function	Type of organisations	Type of information to be broadcast	Tools to be used
Clusters' managers	Define appropriate strategies and implementation roadmaps both at clusters and partnership levels.	European clusters	Project objectives Results achieves	Publications, events, newsletter
Clusters' SMEs	Strengthening the competitiveness and sustainability of the European Union's enterprises, fostering an entrepreneurial culture and promoting the creation and the growth of European SMEs	European SMEs	Project objectives Results achieves	Publications, events, newsletter
Clusters' scaling-up support organisations	Fostering innovation within our automotive and mobility regional ecosystems.	Technology centres, Research institutes, Incubators, Accelerators, Venture-capital organisations	Project objectives Results achieves	Publications, events, newsletter
Clusters' regionals authorities and public local players	Take part in the joint activities and supporting the ClusterXchange pilot opportunities.	Regional innovation ecosystems, Regional authorities in charge of cluster policies	Project objectives Test sessions Results achieves	Publications, events, newsletter

Partners' Role

All partners of RECIPE4Mobility will actively participate in the communication plan. MOBINOV will coordinate communication activities at European level, with the cooperation of the other project partners. Each partner will specify its activities and provide a feedback by filling the Google sheet created for this purpose. MOBINOV will ensure the reporting of those activities to the European Commission.

Thereby, all partners will especially:

-  Participate in the trans-national communication.
-  Provide contents and inputs for communication purposes (news, social media posts, newsletter, tests videos, etc.).
-  Relay RECIPE4Mobility corporate communication on their media's accounts and tools.

- Manage communication in their country of origin, including translating contents in their national language.

Visual Identity

To provide an easily identifiable and memorable identity of RECIPE4Mobility, MOBINOV has developed a clear project branding with a unified vision in compliance with EU guidelines. A project internal style guideline has been created to ensure the identity is cohesive and consistent for all RECIPE4Mobility communication and dissemination activities. It contains design rules regarding the use of the logo, the RECIPE4Mobility colour scheme, fonts and other conventions and is shared in the TEAM intranet with all partners.



Figure 2 - RECIPE4Mobility Logo

Main colour of the Graphic chart: **rgb (R=110, G=7, B=29)**

Logo must be displayed with a white background only to be easily recognized, and the proportions (height and width aspect ratio) must be preserved. RECIPE4Mobility logo, the EU emblem, the photo containing the main theme of RECIPE4Mobility as well as a collection of photos that are also displayed at the RECIPE4Mobility website were also made available for all partners in the intranet.

Then, we will use the ECCP logo in all our communication to ensure the promotion of the ESCP4X projects:



Figure 2. ESCP-4X RECIPE4Mobility project logo

Information on EU Funding - Obligation and right to use the EU emblem

Unless the Agency requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

- display the EU emblem and
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Templates

Templates for deliverables, slides, agendas and minutes that are all in line with the overall RECIPE4Mobility visual identity were produced and made available to all partners

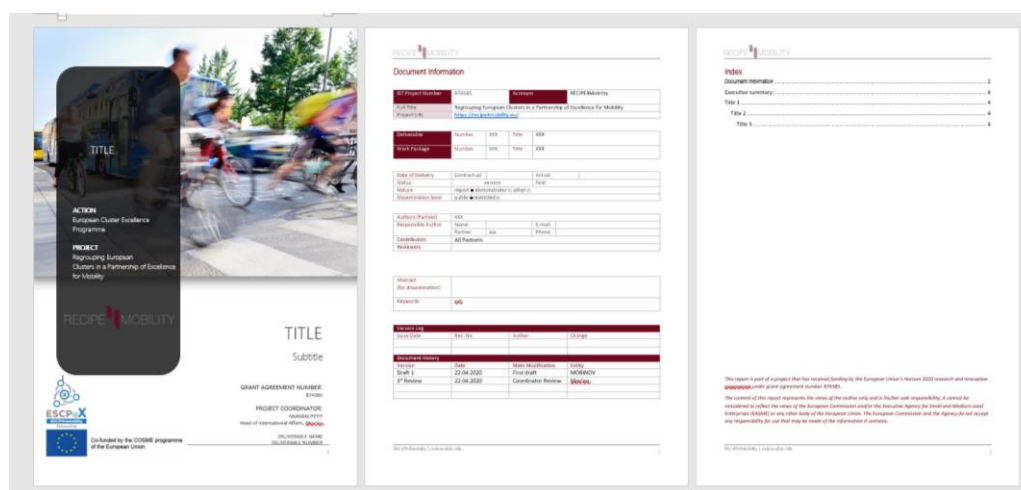


Figure 3 - deliverable template

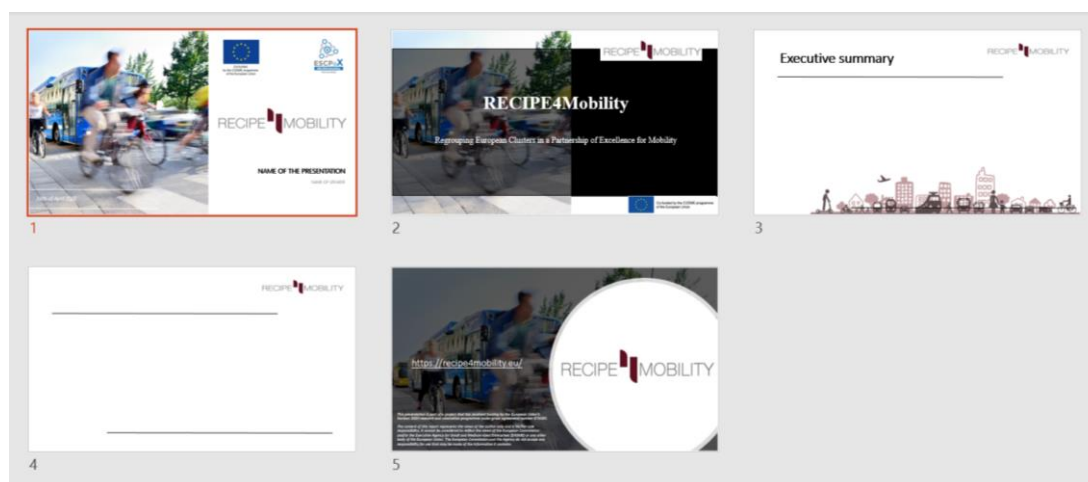


Figure 4 - PowerPoint Template

Language

The language of the communication campaign is clear and factual. The specific wording, however, is to be tailored to the respective communication material, the media-related characteristics and the relevant target groups. Aiming at a more specialised audience, the text of the several dissemination materials may show a higher level of complexity and usage of more specific terminology than the website and the social media channels, which are customised for the general public.

To reach an international audience, the main RECIPE4Mobility website, social media channels, the newsletter and several dissemination materials are provided in English. However, since the project's conception does entail numerous actions of the local popularities in the partner countries, translation of dissemination materials to the respective national languages will be required in many cases. While some dissemination materials will be translated within the RECIPE4Mobility project by the participating partners, the integration of the translation will in some cases be done.

Dissemination Tools

General dissemination tools

Website

The RECIPE4Mobility website is a fundamental tool for the project's interaction with the public and so a determined effort will be made to present information in a manner that can be understood by members of the public. The project's website, available at <https://recipe4mobility.eu/>, was launched in April 2020 and is hosted by MOBINOV, partner of the RECIPE4Mobility consortium. The purpose of this website is (i) to give a general overview of the project, (ii) provide with news and updates, (iii) host official deliverables and (iv) allow interested public to get in contact with project participants. The website includes key information on RECIPE4Mobility, such as the project's objectives, participating partners, general information about the RECIPE4Mobility methodology and network, news and events. A special page is dedicated to the ClusterXchange Programme. The website is also linked to the RECIPE4Mobility social media channels, to all partners' websites and hosts the embedded registration form for the RECIPE4Mobility newsletter. MOBINOV is regularly collecting information about upcoming and attended events and news from all partners to publish this information on the website and also on the RECIPE4Mobility social media channels. The language of the website is English.

The website is a great tool to showcase project information over the Internet. A good SEO management will enable people seeking information using search engines to easily find information about the project.



Figure 3. RECIPE4Mobility project webpage, snapshot

Newsletter

The project consortium plans on publishing a newsletter (electronic version), at least every 6 months, starting at month 4, to promote the project activities and its results. It will be also a mean of announcing upcoming events. The newsletter will report to key stakeholders the news of RECIPE4Mobility but also of related topics and projects. It will help keeping stakeholders aware of the project objectives and outcomes.

The newsletter will be accessible through the RECIPE4Mobility website and will also be sent by email to target groups. The list of contacts receiving the newsletter will be based on stakeholders involved in the project at some point (define appropriate strategies and implementation roadmaps, etc.). The list of contacts will grow during the project. The contact form included on the website will act as a registration form to the project's newsletter mailing list. This document will also be forwarded by partner's communication medias (websites, social medias, etc.).

The content of the newsletters will include:

- Key milestones reached, key actions taken, and outcomes achieved by RECIPE4Mobility;
- Key workshops, events, conferences and exhibitions where the project has been displayed;
- Participation of the project at a conference or a specific workshop
- Coverage of the project in magazines or specialized medias
- News about other related projects when relevant-
- Possible applications of the project results at a national or regional level
- Other news about major event related to RECIPE4Mobility
- activities (new legislation, major studies published, outstanding innovation, etc.)

At least one newsletter will be published every 6 months, following project milestones and meetings schedule. The editorial list is presented on the table below (Table 2).

Table 2 - Newsletters editorial list

Issue	Topics	Publication date
First newsletter	Overview of the project Kick off activities and outcomes of the first six months of the project	June 2020
Second newsletter	Outcome of first year of the project	December 2020
Third newsletter	Outcomes after 18 months of project –topics to be confirmed	June 2021
Fourth newsletter	Results of the Project Exploitation of results and next steps Overview of final event	December 2021

Social medias

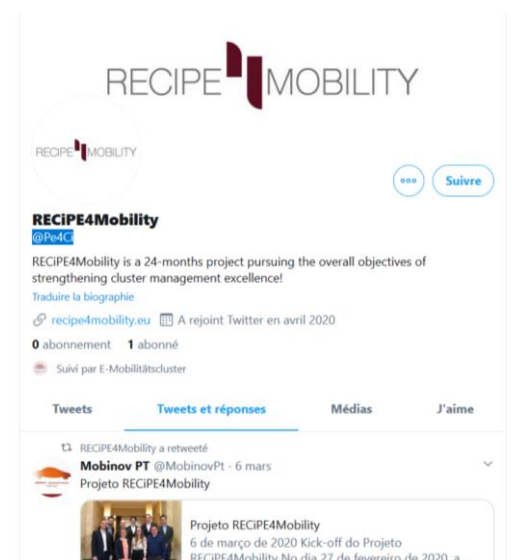
Social media channels play a major role in interacting with the RECIPE4Mobility target groups, the Community of Interest and the general public throughout the project lifecycle. They can engage users to participate in RECIPE4Mobility events and activities and will constantly direct traffic to the RECIPE4Mobility website. To maximise the dissemination of results and the coverage of the project, RECIPE4Mobility social media channels were launched in April 2020. Posts will include new results published on the website, workshops, conferences, events and news regarding clusters, SMEs and Mobility. The existing social network channels of the consortium partners, projects, networks and other multipliers in the field of Mobility will be widely exploited to maximize the impact of RECIPE4Mobility towards multiple and broad audiences.

While all social media channels are hosted by MOBINOV, entries will be generated with the input of all partners. Partners are encouraged to share photos and information of events visited with MOBINOV to be uploaded in the news section of the website and in social media. MOBINOV will regularly ask the partners for updates. If partners use their own channels to spread information about RECIPE4Mobility, they are encouraged to use #RECIPE4Mobility or to link to the website of RECIPE4Mobility. Within the lifetime of RECIPE4Mobility, all social media channels will be regularly administered, and the network of followers and relevant stakeholders will constantly be expanded to ensure an appealing and up-to-date online presence of RECIPE4Mobility

Twitter

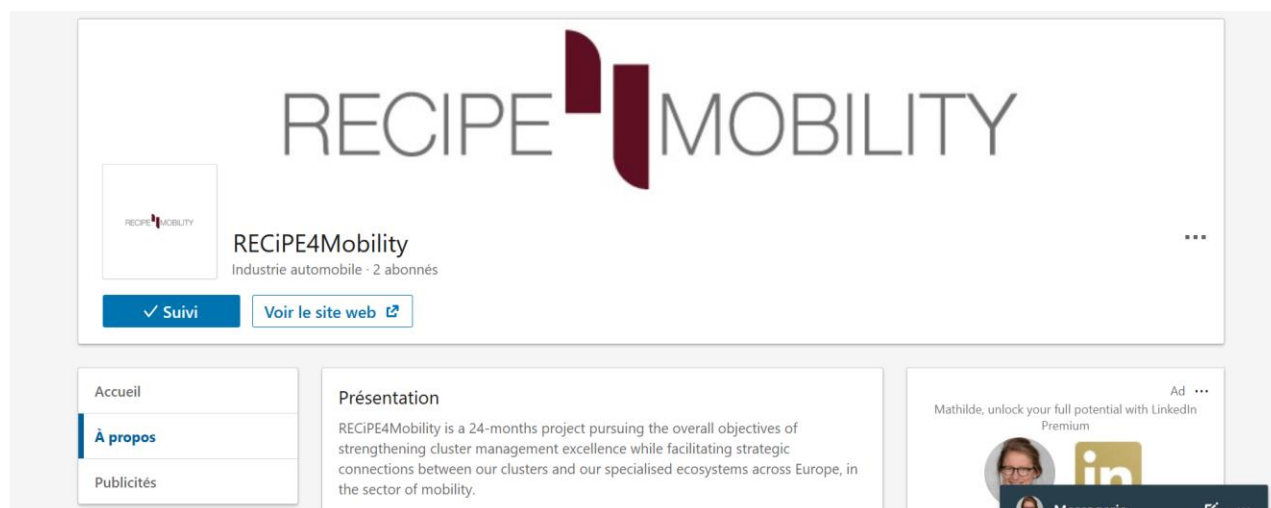
Twitter is one of the most effective channels in the journalistic and SMEs community. A high percentage of journalists, publishers and developers use Twitter, also numerous EU-funded projects, Mobility clusters and most relevant Mobility SMEs are present on Twitter. Twitter accounts of these relevant stakeholders are followed and relevant news from the network will be supported by likes or retweeting. The RECIPE4Mobility Twitter account (@R4M_Project) is accessible at https://twitter.com/R4M_Project?s=20, and will disseminate the information shared by the ECCP Twitter account (@Clusters_EU).

@R4M_Project



LinkedIn

LinkedIn is a business network. Especially stakeholders who might not use Twitter often have a LinkedIn account. Relevant stakeholders from the RECIPE4Mobility target groups will be added to the LinkedIn network. Partners will reach out to relevant partners from their networks plus any contacts from other Mobility or Clusters-related projects and events. The RECIPE4Mobility LinkedIn account is accessible at <https://www.linkedin.com/company/43363036>



Dissemination Material

General project presentation

The general project presentation was designed to give a general overview of RECIPE4MOBILITY at fairs, meeting, conferences, workshops and related events. It is made available to all partners in the RECIPE4MOBILITY intranet TEAM in pptx format and can be adapted to the specific needs of the partner presenting. This presentation will be updated as project progresses in order to communicate specific intermediate results. This will be done by MOBINOV based on the results from deliverables and the summaries of the Periodic Reports.

Brochure (e-version and print out) and factsheet

At least two brochures and at least two factsheets will be published throughout the duration of the project. MOBINOV will design and produce a comprehensible project brochure. The brochure will be produced in English; copies in national languages will be useful for national dissemination. MOBINOV will develop the content of the brochure in English, supported by the input of all partners. At least 1000 units of the English brochure will be printed and shipped to each partner.

RECIPE4MOBILITY will use the brochure made by the ClusterXChange secretary to promote the ClusterXChange Programme:



Rollup banners

A RECIPE4Mobility rollup banner will be developed early in the project and will be used at fairs, conferences and all other events where the project is presented. For these purposes, the project partners will print out their own roll-up on demand. MOBINOV will design the roll-ups according to the RECIPE4Mobility style principles in English. The main information provided by the roll-ups will contain a brief project overview including project messages and main product features. Where needed, roll-ups will be produced in the national languages unless a partner requires the roll-up mainly for international events.

PROMOTIONAL EVENTS AND WORKSHOPS

Within the project lifetime, a number of events will be organised on behalf of RECIPE4Mobility. Additionally, all partners are expected to attend relevant events that are of relevance for the project.

RECIPE4Mobility events

Within RECIPE4Mobility, several events will be organised. They will be announced via the RECIPE4Mobility website, newsletter and social media channels.

Participation in Conferences and Fairs

Visiting and actively participating in events is crucial to identify and directly address important stakeholders for RECIPE4Mobility that might become part of a community of interest. Each partner will be responsible for identifying relevant events, which are in line with the theme of the project. MOBINOV provided a template to collect this information from the partners regularly. These events will be integrated to the event calendar of the RECIPE4Mobility website as posted on social media. Regular updates will make the calendar an attractive source of information for all RECIPE4Mobility partners and stakeholders from the field of Mobility and Cluster collaboration.

All partners are encouraged to present RECIPE4Mobility at conferences, meetings and workshops where sectoral target groups participate. To support the dissemination activities of the partners at events, MOBINOV created a general project presentation and will produce printed dissemination material such as brochures, project cards, rollup banners and factsheets to be distributed at events.

The dissemination plan will ensure that participation in these events is coordinated and cost efficient for the project. **MOBINOV and MOV'EO are expected to attend at least two relevant events** in the lifetime of RECIPE4Mobility where they will present project's progress and results.

Attended events and the respective contribution of RECIPE4Mobility partners will be regularly collected by MOBINOV for the reports on dissemination and communication activities. A selection of attended events will be displayed in the news section of the RECIPE4Mobility website, especially the European Cluster Conferences or the EU Industry Days for instance.

Privileged channels

To ensure a strong coordination and a wide-reaching audience, RECIPE4Mobility have identified 3 privileged channels, as mention in the Grant Agreement. A special task is dedicated in Work Package 5, the Task 5.2 “Ensuring sufficient participating organisations in the pilot by taking advantage of 3 already-aware privileged channels”.

Our 5 clusters have already mapped their partnering clusters (ie. partnership agreements or MoU) about RECIPE4Mobility and we have sensitized some of them about the opportunities represented by the implementation of the new ClusterXchange pilot scheme around the topic of safe and sustainable urban mobility

They include (but are not limited to):

- ❏ European Cluster Collaboration Platform
- ❏ EU level: European Automotive Cluster Network, EIT Urban Mobility, SSM S3P
- ❏ Austria: ALP.Lab
- ❏ Germany: 5G Automotive Association, Bayern Innovative/Cluster Automotive, BizUp Austria/Cluster Automotive, Bwcon
- ❏ Hungary: Agro IT Cluster
- ❏ Italy: Torino Wireless
- ❏ Netherlands: Automotive Campus, BOM, Brainport and Brainport Development, Connekt, ElaadNL, Stichting DOET
- ❏ France : CARA, Hauts-de-France Automotive Cluster, ID4CAR, Pôle Véhicule du Futur, Systematic
- ❏ Spain : Asociación cluster de automación de Aragon, Cluster de Empresas de Automoción de Galicia, Cluster de la Industria d'Automoció de Catalunya
- ❏ Portugal : Portugal Clusters
- ❏ Turkey : Cluster E-Hike
- ❏ Sweden: Media Evolution, Lindhomen Science Park
- ❏ Serbia: Serbian Automotive Cluster
- ❏ Romania: Auto Muntania

Monitoring of dissemination activities

The dissemination plan will be regularly assessed during the project runtime. The project consortium has agreed on minimum thresholds for each dissemination activity. Evaluation will take place on an annual basis where real figures will be compared with the minimum thresholds. A day-to-day follow up will be managed to ensure that the project communication activities remain in line with the expectations. Table 3 below describes the quantitative targets for each dissemination tool described above.

Table 3 -Quantitative targets for dissemination tools

Dissemination tool	Methodology	Indicator
Website	Number of users clicking on the website Number of news published	Project website: 1000 visits

Social medias (LinkedIn, Twitter)	Number of posts	Social network: 2500 views
Newsletter	Number of published newsletters per year Number of contacts receiving the newsletter per edition	2 newsletters per year
Kick-offs	Number of kick-offs	5 local kick-offs
Publications in conferences and sectorial events	Number of publications	2 publications
Press releases	Press releases per year	2per year on average
Participation in events, conferences and workshops	Number of external events attended	3 events
Presence on other websites	Number of articles	10 articles per year

Conclusions

This Deliverable (D6.1: Communication Action Plan) has been produced by MOBINOV, communication action plan manager of the project, within Work Package 6 (Outreach and awareness-raising activities). It outlines the overall approach of communication and dissemination for RECIPE4Mobility project. This communication action plan will be followed during the whole duration of the project and reviewed annually. Updates will be made when necessary to ensure that tools and actions are always aligned with the project requirement.

Communication plan will be undertaken during the 24 months of the project, and resources will be provided to ensure that the project results will still be available after the project closing. Each partner must and will be involved in the dissemination process to ensure a high level of awareness of the project objectives, outcomes and possible exploitations