Deliverable 7.1: Communication Plan

WP7, Task 7.1

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[1] PU = Public

PP = Restricted to other programme participants (including the Commission Services)

RE = Restricted to a group specified by the consortium (including the Commission Services)

CO = Confidential, only for members of the consortium (including the Commission Services)

Document History

Project Acronym	INNTERESTING
Project Title	Innovative Future-Proof Testing Methods for Reliable Critical Components in Wind Turbines
Project Coordinator	Mireia Olave MOlave@ikerlan.es IKERLAN
Project Duration	01/01/2020 – 31/12/2022 (36 Months)
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Contributing beneficiaries	IKERLAN, LAULAGUN, VTT, MOVENTAS, SISW, KUL, VITO
DoA	TASK 7.1. DEFINITION OF COMMUNICATION & DISSEMINATION PLANS Both Plans will be available at the beginning of the project (D7.1 and D7.2). Both Plans will be subjected to regular (ongoing) review. They will outline the project's audiences, key messages and key channels. In addition, it is envisaged that at month 12 and 24 of the project, formal updates will be issued, in order to fine tune the objectives to new project results and take advantage of potential new communication tools which may appear over time. The plans will cover two different types of audiences: Communication. Plan will address the general audience, through activities such as the project website, press releases, social media or publishing of articles in mainstream press, with the goal of increasing social acceptance of wind energy. Dissemination Plan will address wind energy organisations , through activities such as the Stakeholder Working Group (described in next task) or participation in wind energy international events, with the goal of obtaining feedback for the correct development of INNTERESTING as well as interest in its potential results. In any case, the detailed activities that will take place in the project will be decided as part of the definition of the D&C Plan.

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 851245.

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Date	Version	Author	Comment
03/03/2020	V0.1	BEC (Marcos Suarez)	First draft for internal comments
17/3/2020	V0.2	VITO (Sofie De Regel)	Internal review
18/3/2020	V0.3	IKERLAN (Mireia Olave)	Internal review
20/3/2020	V0.4	BEC (Marcos Suárez)	Version for coordinator approval
26/3/2020	V1.0	BEC (Marcos Suárez)	Final version

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1   Introduction and Context

This document is a deliverable of the INNTERESTING project, funded by the European Commission (EC) under its Horizon 2020 Research and Innovation Programme (H2020). The project aims to accelerate wind energy technology development and to extend the lifetime of wind turbine components by developing innovative virtual and hybrid testing methods for prototype validation of pitch bearing and gearbox components.

The document is the first deliverable of Work Package (WP) 7 "Dissemination and exploitation activities" and intends to outline the communication strategy, target audience, channels and activities to be carried out along the project lifecycle to achieve its objectives.

The Communication Plan is, together with the Dissemination Plan, one of the core documents for WP7 activities. It is key for a good coordination of all the communication initiatives and for defining the messages about the project and its results that should be targeted to different audiences. Effective communication will enhance the visibility of the project results and encourage interested stakeholders to actively participate, thus achieving successful integration.

Specifically, this Communication Plan aims to:

- Outline the main objectives of the project communication strategy.

- Identify the target audiences for the communication objectives and actions.

- Define the tools and channels to be implemented and the activities required to reach targeted audiences.

- Measure the impact and effectiveness of INNTERESTING communication activity through identified KPIs and established target values.

- Establish how the communication activities will be managed and administrated.

1.1   Article 38 of the Grant Agreement

Article 38 of the INNTERESTING Grant Agreement with the European Commission covers activities related to "Promoting the Action and Visibility of EU Funding". Due to its relevance for the deployment of the Communication Plan, its text is shown in this chapter and should be considered when developing all communication activities. Especially relevant are the instructions regarding the acknowledgement of EU funding.

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ARTICLE 38 — PROMOTING THE ACTION — VISIBILITY OF EU FUNDING

38.1 Communication activities by beneficiaries

38.1.1 Obligation to promote the action and its results

The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner.

This does not change the dissemination obligations in Article 29, the confidentiality obligations in Article 36 or the security obligations in Article 37, all of which still apply. Before engaging in

a communication activity expected to have a major media impact, the beneficiaries must inform the Agency (see Article 52).

38.1.2 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 communication activity related to the action (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

(a) display the EU emblem and

(b) include the following text:

For communication activities:

"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 851245".

For infrastructure, equipment and major results:

"This [infrastructure][equipment][insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 851245".

When displayed together with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the Agency. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

38.1.3 Disclaimer excluding Agency and Commission responsibility

Any communication activity related to the action must indicate that it reflects only the author's view and that the Agency, and the Commission are not responsible for any use that may be made of the information it contains.

38.2 Communication activities by the Agency and the Commission

38.2.1 Right to use beneficiaries' materials, documents or information

The Agency and the Commission may use, for its communication and publicising activities, information relating to the action, documents notably summaries for publication and public deliverables as well as any other material, such as pictures or audio-visual material received from any beneficiary (including in electronic form).

This does not change the confidentiality obligations in Article 36 and the security obligations in Article 37, all of which still apply.

If the Agency's or the Commission's use of these materials, documents or information would risk compromising legitimate interests, the beneficiary concerned may request the Agency or the Commission not to use it (see Article 52).

The right to use a beneficiary's materials, documents and information includes:

(a) use for its own purposes (in particular, making them available to persons working for the Agency, the Commission or any other EU institution, body, office or agency or body or institutions in EU Member States; and copying or reproducing them in whole or in part, in unlimited numbers);

(b) distribution to the public (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes);

(c) editing or redrafting for communication and publicising activities (including shortening, summarising, inserting other elements (such as meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation);

(d) translation;

(e) giving access in response to individual requests under Regulation No 1049/200127, without the right to reproduce or exploit;

(f) storage in paper, electronic or other form;

(g) archiving, in line with applicable document-management rules, and

(h) the right to authorise third parties to act on its behalf or sub-license the modes of use set out in Points (b), (c), (d) and (f) to third parties if needed for the communication and publicising activities of the Agency or the Commission.

If the right of use is subject to rights of a third party (including personnel of the beneficiary), the beneficiary must ensure that it complies with its obligations under this Agreement (in particular, by obtaining the necessary approval from the third parties concerned).

Where applicable (and if provided by the beneficiaries), the Agency or the Commission will insert the following information:

> *"© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the Innovation and Networks Executive Agency (INEA) and the European Union (EU) under conditions."*

38.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 43). Such breaches may also lead to any of the other measures described in Chapter 6.

1.2   Connection to Dissemination Plan (D7.2)

This deliverable D7.1 describes the Communication Plan of the INNTERESTING project. On the other hand, deliverable D7.2 covers its Dissemination Plan.

Communication and Dissemination have different goals and targets:

- **Communication** is taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange.

- **Dissemination** refers to sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers. By sharing research results with the rest of the scientific community, INNTERESTING aims to contribute to the progress of science in general.

The main differences between both concepts are shown in the following figure extracted from the European Commission's presentation "Dissemination and Exploitation in Horizon 2020" as part of H2020 Coordinators' Day.

Figure 1 – Key differences between Communication and Dissemination

In any case, it is worth noting that although both plans have been differentiated, tools, channels and activities will sometimes overlap, having an impact in terms both of communication and dissemination. For example, the project website will be the main point of information about INNTERESTING for multiple audiences (i.e. communication) but also the way for scientists to access published papers connected to the project (i.e. dissemination).

In this sense, this Communication Plan includes all marketing tools generated for the project (Identity, Website, Video, General Information Package) as well as activities mostly connected to non-specialist audiences (Articles in General Media, Social Media, Press Releases). On the other hand, the Dissemination Plan includes activities mostly connected to specialist audiences (Scientific Outreach, Stakeholder Group, Newsletter, Events and Networking).

2   Communication Strategy

2.1   Objectives

The main purpose of the INNTERESTING Communication Plan is to inform and reach out to society about the project and its results with four complementary objectives, which are:

- Showing the benefits of research and innovation,

- Supporting the relevance of the decarbonization of the economy for the future of the European Union, as well as the key role of wind energy in this process,

- Conveying the role of INNTERESTING consortium partners to both areas,

- And acknowledging the contribution of the European Commission with this regard.

The main elements of the Communication Plan are summarised in the following figure and later described in the document, where the optimal and relevant interactions among these elements are defined.
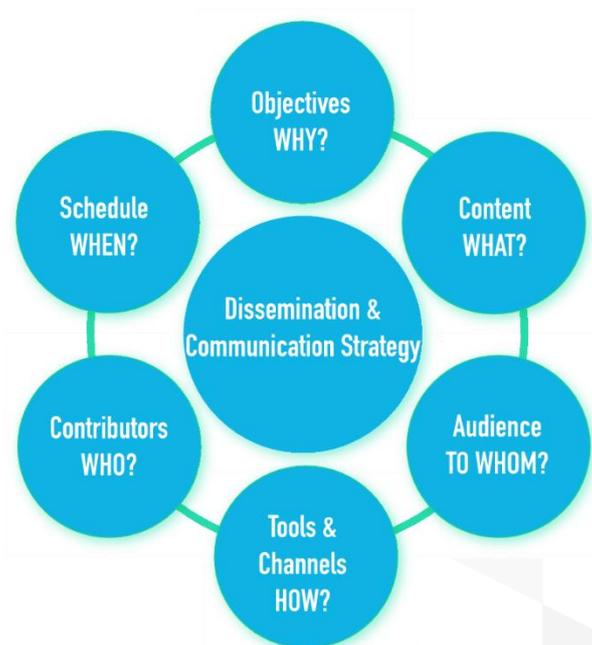
Figure 2 – Elements of a Dissemination and Communication Strategy

Chapter 2 describes the objectives, content (key messages) and target audience of the Communication Strategy. Chapter 3 explains all the different tools and channels used to address the target groups. Chapter 4 covers both responsible partner and other participants in different activities, as well as a timeline.

2.2   Key Messages

Key messages are the concepts about the project that target audiences should remember from the communication plan. These messages will be woven through all the communication materials and activities.

Key messages must be aligned with communication objectives and adequately summarize the main concepts of the project for a general non-specialist audience. In the case of INNTERESTING, these key messages are:

- To achieve the ambitious renewable energy targets of the European Union, it is necessary to keep developing larger and more efficient turbines, as well as extending the life of current windfarms.

- INNTERESTING pursues the development of disruptive virtual hybrid testing methods for prototype validation of new wind energy components.

- INNTERESTING aims to cut in half the product development cycle of new wind components and to eliminate the need of large test-benches, thus remarkably reducing the environmental and economic impact of the product development phase.

- INNTERESTING is financed by the European Union´s H2020 Research and Innovation Program and gathers a consortium of eight partners from Spain, Belgium and Finland.

All INNTERESTING partners will have to take into account these messages in their participation in all communication activities.

2.3 Target Audience

Considering the project objectives and expected outcomes, the following target audiences and related goals have been identified:

Target group		Goal
Industrial Community	**Wind turbine manufacturing companies**	▪ Raise awareness about the project and its results. ▪ Present the technology developed available for exploitation in relevant sectors. ▪ Share experiences and mobilise sector interest by demonstrating the added value of INNTERESTING innovative technologies and methodologies. ▪ Introduce new developments to potential customers and prescribers.
	Component manufacturers	
	Test-bench owners	
	Engineering companies, and other end-users	
	Wind and energy platforms and associations	▪ Raise awareness about the project and its results. ▪ Serve as multipliers of all communication activities.
	Industrial community of other related sectors	▪ Attract attention from industries from other sectors (e.g. Oil&Gas, Automotive) to anticipate potential replication in further stages.
Research	**Research Community**: universities, R&D divisions companies, researchers and students	▪ Knowledge transfer: ensure scientific community is aware of project results, spread knowledge from which other scientists may benefit and build opportunities to contribute. ▪ Bring together the academic knowledge in the field
	Clustering with other **H2020 projects** in related fields;	▪ Collaboration and synchronisation of activities: shared dissemination and awareness raising activities.
Other	**Policymakers and regulators**	▪ Influence in policy priorities. ▪ Promote the adoption of policy recommendations.

Standardisation and certification bodies	▪ Build consensus and provide recommendations to the development of standards and regulation to accelerate adoption of INNTERESTING solutions.	
Workers	▪ Raise awareness, get involved and present the solution developed and advantages in terms of job quality.	
General public	**Citizens in general; Civil society organisations; Environmental NGOs; Social NGOs**	▪ Engage citizens in the project to collect their views and experiences in the field. ▪ Build a community of social innovators in the energy sector. ▪ Raise awareness regarding the energy transition and the potential of local initiatives to transform the energy sector. ▪ Share the knowledge and results generated in the project.

Figure 3 – INNTERESTING target audiences

While all these audiences will be the target of communication activities, only those that could benefit from knowledge about the results of the project will be the focus of the dissemination activities (as explained in the Dissemination Plan).

As shown in the following figure, the communication activities planned for INNTERESTING address all considered target audiences.

Communication activitiy	Target audiences			
	Industrial Community	Research Community	Other Groups	General Public
Website	✔	✔	✔	✔
Video	✔	✔	✔	✔
Communication material	✔	✔	✔	✔
Articles in general media	✔			✔
Social media	✔			✔
Press releases	✔		✔	✔
Short features		✔	✔	

Figure 4 – Target audiences for each communication activity

These activities are explained in detail in the following chapter.

2.4   Collaboration with Other Projects and Initiatives

INNTERESTING will be in close contact with different project and initiatives that lead to effective collaboration by different means (e.g. synergies regarding wind energy technology development or life cycle analysis).

Some of the initiatives that have been identified to match this profile are:

- COREWIND (http://corewind.eu/, 2019-2023): The COREWIND project aims to achieve significant cost reductions and enhance performance of floating wind technology through the research and optimization of mooring and anchoring systems and dynamic cables.

- I4OFFSHORE (https://i4offshore-project.eu/, 2018-2023): The project will demonstrate and test new offshore wind power technologies, leading to solutions which will make consumers' electricity bills both lower and more environmentally-friendly compared to fossil fuel sources such as oil or coal or other renewable energy sources such as solar or hydro power. This will be done by testing a complete installation of a future version of a full-scale Siemens Gamesa offshore turbine. A new 1,000-ton bucket foundation, a steel jacket, a concrete transition piece and a new cable connection will prove that the technology is reliable, and that production, transport, and installation can be done more cost effectively than today.

- ROMEO (https://www.romeoproject.eu/, 2017-2022): ROMEO (Reliable O&M decision tools and strategies for high LCOE reduction on Offshore wind) seeks to reduce offshore O&M costs through the development of advanced monitoring systems and strategies, aiming to move from corrective and calendar based maintenance to a condition based maintenance, through analysing the real behaviour of the main components of wind turbines.

- SETWIND (https://setwind.eu/, 2019-2022): The SETWIND project supports the implementation of the SET-Plan Implementation Plan for Offshore Wind. It will update and work with the Implementation Plan to maintain it as a dynamic reference point for offshore wind energy research and innovation; it will monitor and report on progress towards the Implementation Plan targets of 1,090 million € to be invested in R&I in the offshore sector until 2030; it will strengthen policy coordination in European offshore wind energy R&I policy by supporting the work of the SET-Plan Implementation Group for Offshore Wind; and it will facilitate a breakthrough in the coordination across borders of nationally funded R&I projects.

- WATEREYE (https://watereye-project.eu/, 2020-2022): The WATEREYE consortium will be designing an integrated solution that will allow wind farm operators to accurately predict future maintenance needs, thereby reducing operating and maintenance costs and increasing the amount of energy produced annually by offshore wind turbines.

- WINWIND (https://winwind-project.eu/, 2017-2020): The overall objective of WINWIND is to enhance the socially inclusive and environmentally sound market uptake of wind energy by increasing its social acceptance in 'wind energy scarce regions'. The specific objectives are screening, analysing, discussing, replicating, testing & disseminating feasible solutions for increasing social acceptance and thereby the uptake of wind energy.

3 Communication tools, channels and activities

Focused communication activities have been planned and will be carried out through different tools and channels to maximize the project impact on the identified target audiences. All the activities related to dissemination and communication will be reported in deliverable D7.4 on an annual basis (M12, M24 and M36).

As mentioned before, this chapter describes all marketing tools generated for the project (Identity, Website, Video, General Information Package) as well as activities mostly connected to non-specialist audiences (Articles in General Media, Social Media, Press Releases). A similar chapter in the Dissemination Plan includes activities mostly connected to specialist audiences (Scientific Outreach, Stakeholder Group, Newsletter, Events and Networking).

Key communication activities will be informed to INEA so that it may use its channels to increase the reach of the project.

Whenever possible, communication material will be published in a repository at the INNTERESTING project website.

3.1 Project identity

A dedicated project identity is necessary for a coherent and effective communication. In the case of INNTERESTING, this identity is composed of three items: logo, graphical layout guidelines and templates.

All components of the project identity will be available by the end of M2.

3.1.1 Project logo

The project logo is the main identifier of the project. It should be clear and reach to the main topics involved in its development. In the case of INNTERESTING, the consortium selected a logo that was connected to wind energy (turbine), offshore wind (blue colour) and sustainability (green colour). Two different styles were developed for use in different spaces.
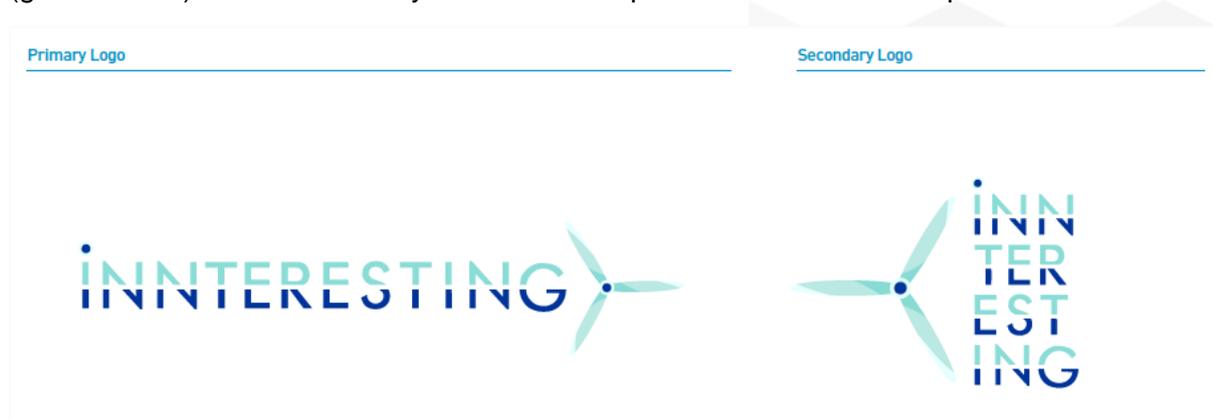

Figure 5 – Primary and secondary logo of INNTERESTING

3.1.2 Graphical layout guidelines

Based on the project logo, additional graphical layout guidelines were defined to convey a unified image in all communication materials. As shown below, these mainly refer to brand colours, brand typeface, clear spaces and an additional set of logos for social media.
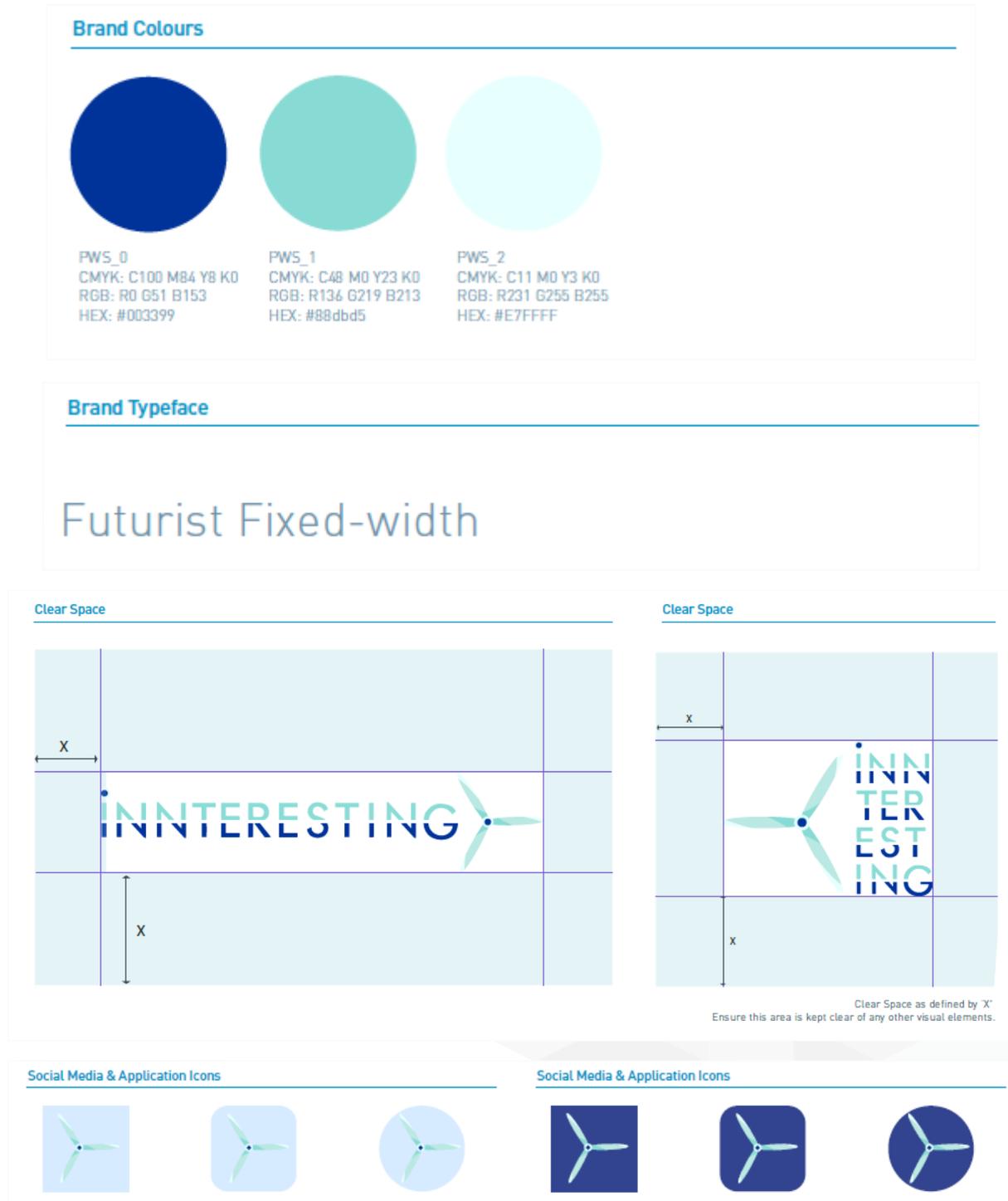

Figure 6 – Graphical layout guidelines

3.1.3 Templates

Following graphical layout guidelines, templates to be used throughout the project have also been developed for deliverables (Word), minutes (Word), other documents (Word) and presentations (PowerPoint).
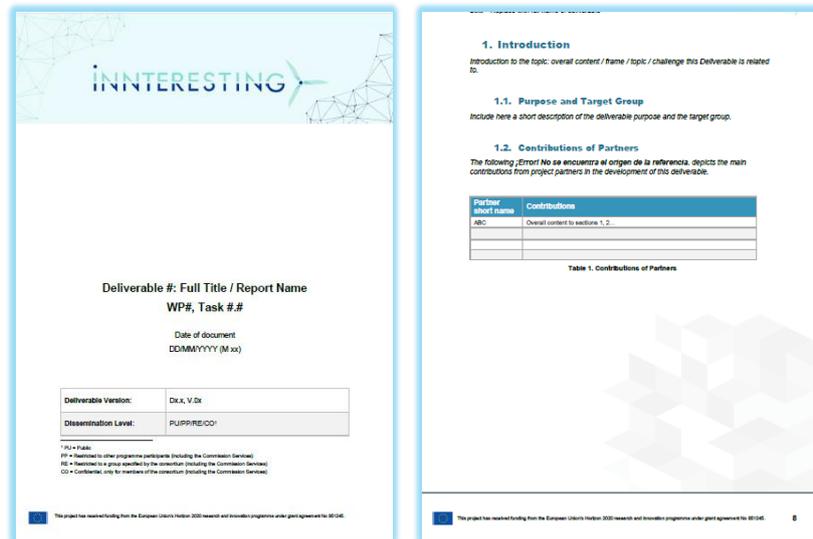

Figure 7 – Deliverable template

Figure 8 – Presentation template

3.2 Project website

The website (www.innterestingproject.eu) will be the main communication tool for the project and the primary information source for the INNTERESTING target audience. Hence, the website address will feature in all project's communication material.

The purpose of the website will be to proactively promote the project and its results by providing targeted information to various audiences within and beyond the project's own community. The specific goals of this communication and dissemination channel are the following:

- To raise awareness about the project objectives, its results, its benefits, use and applicability.

- To recruit and seek the support of interested stakeholders and the general public.

- To build understanding and facilitate adoption of project results.

- To assure that all interested parties are involved, participate and are informed about the status of the project.

- To share the main project outcomes, the calendar of the events, the public documents released by the consortium and a selection of relevant news to the sector related to the project activity.

BEC will be responsible for the design, creation and hosting of the website. Nevertheless, all partners will be committed to keep the website dynamic by providing content and materials for the different sections (news, events, pictures, documents, publications, etc.). Content management and publishing will be centralized and performed by BEC.

The website structure will follow the Best Practice Guidelines made by the European Commission [EUWEB]. It will be updated continuously in contents and structure throughout the project duration, being the domain name renewed on a yearly basis.

The graphical layout has been designed by professionals with the aim of promoting the project towards the interested users and attracting potential stakeholders to exchange views and standpoints on the project, while at the same time assuring an easy and user-friendly navigation experience provided across a wide range of devices (from desktop to smartphones).
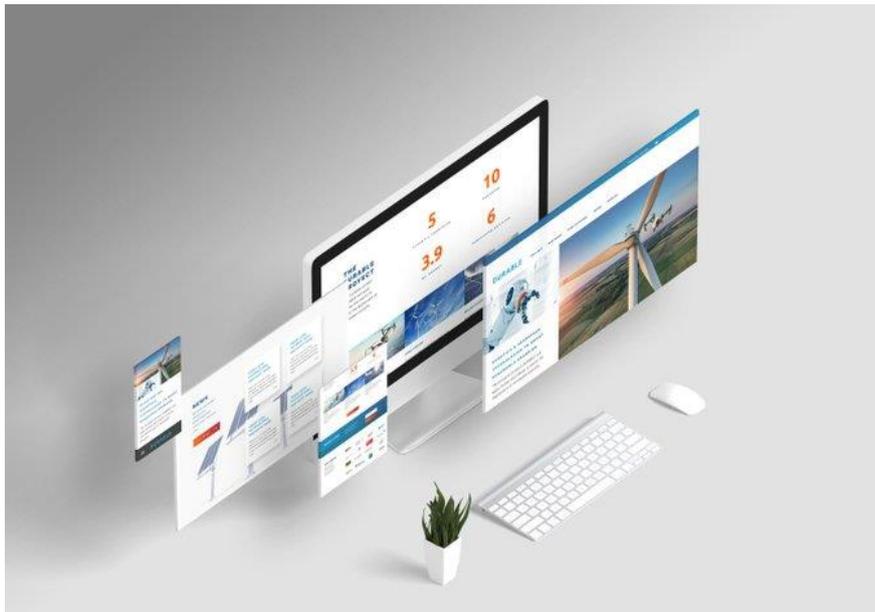

Figure 9 – Preliminary website mock-up

The homepage provides a general overview of the project and the possibility to access detailed information on:

- Project (Challenges, Objectives, Main expected impacts, Partners, WP structure).

- Stakeholder advisory board (role and members).

- Technological approach

- INNTERESTING hybrid testing methodology.
- Study cases overview.
- Use case 1: Novel pitch bearing .
- Use case 2: Next Generation Wind Turbine Gearbox (GBX).
- Use case 3: Innovative pitch bearing lifetime extension concept.
- Events of the project.
- Sectoral news related to the approach of the project.
  - Scoop-it content curation platform will be used to feed the website with relevant news for the project purpose and activity.
- Documents, gathering public deliverables, scientific papers or presentations in workshops and conferences.
- Media corner, gathering newsletters, press releases and other resources.

The website will also include links to the social media opened on the main digital platform.

To measure the website traffic, gather more information on how visitors find and use the website and determine how to ensure periodic visits, careful monitoring on the website activity will be performed through Google Analytics.

The website is expected to be ready and operational by the end of M4. It will be updated at least every 2 months with sectoral news and events of the project.

3.3 Project video

Marketing materials will include at least two videos of the project:

- An introductory video introducing the project, main challenges, objectives, technological approach, partners and other basic information.
- A motions-graphic video with the goal to explain the solutions to be developed to non-specialist audiences.

YouTube will be used to advertise the videos which also will be featured in the website. Videos are to be used whenever possible in other communication and dissemination activities such as participation in international events, the partners own websites or the final project conference.

3.3.1 Introductory video

The introductory video will be recorded in the second Steering Committee meeting in M6 and is expected to be ready in M9. It will consist mostly of interviews to partners and other resources recorded in facilities of the hosting partners. A guide will be elaborated by the Basque Energy Cluster to provide with an appropriate flow to the video. All partners will participate at least once.

Duration is expected to be 4 minutes. Language will be English.

3.3.2 Motion graphics video

The motion graphics video is expected to be ready in M18. Its main goal will be to explain in easy-to-grasp concepts the technological approach of the project. It will consist of 5 parts of 30-45 seconds each:

- Introduction and expected impact.
- Hybrid testing methodology.
- Use case 1: Novel pitch bearing .
- Use case 2: Next Generation Wind Turbine Gearbox (GBX).
- Use case 3: Innovative pitch bearing lifetime extension concept.

The plot will be elaborated by the Basque Energy Cluster to provide with an appropriate flow to the video. Duration is expected to be 4 minutes. Language will be English.

3.4 Communication material

The general information package contains four elements that will be used for communicating general aspects of the project throughout all activities.

3.4.1 Standard presentation

A general presentation of the project will be used by all partners as a main information deck for all their communication activities.

The presentation will have the following structure:

1. Objectives and Challenge

    1.1 Challenges

    1.2 Objectives

    1.3 Main expected impacts

2. The project

    2.1 Partners

    2.2 WP structure

    2.3 Stakeholder advisory board

3. Technological approach

    3.1 INNTERESTING hybrid testing methodology

    3.2 Study cases overview

    3.3 Use case 1: Novel pitch bearing

    3.4 Use case 2: Next Generation Wind Turbine Gearbox (GBX)

    3.5 Use case 3: Innovative pitch bearing lifetime extension concept

The standard presentation will be available in M3.

3.4.2 Infographics

In order to communicate complex information effectively and in an eye-catching format four infographics will be developed to demonstrate key concepts, interoperability issues, best practices and results. All of them will be completed by the end of the first year of the project.

3.4.3 Brochures

Three brochures will demonstrate the most important elements of INNTERESTING. They will be used to provide additional information on printed material for trade fairs and other events for all partners to distribute individually to potential end-users and other stakeholders. A specific brochure will also be designed to attract organizations to participate in the sustainability advisory group.

The initial brochure will be updated when tangible results of the project become available. A first brochure will be developed in M4, with an annual update in M15 and M26.

3.4.4 Project roll-up

A roll-up giving the key facts and outputs of the project will be designed and made available in M6 for all consortium members to produce and use themselves.

3.5   Articles in general media

Six original journalistic articles (two per year), with an independent view on the project, and a wider view on the use of advance environmentally friendly virtual testing will be commissioned and published on the project website and shared with influential multiplier websites. The articles will also be pitched to local, national and international mass media.

3.6   Social media

INNTERESTING will build up a community including project posts on relevant and existing social networks, contributing to raise awareness and maintain the visibility on activities and achievements. Twitter will support communication towards general public while LinkedIn will be used for professional exchanges. Furthermore, YouTube will be used to advertise the project videos.

The INNTERESTING consortium will be using these channels starting in M1 with a goal of at least 20 tweets and 10 news items on LinkedIn annually.

3.7   Press releases

Press releases linked to specific project milestones will be generated on demand by project partners and released through corporate channels or other (digital/printed) media, at local, national and international level.

Four press releases and two short feature stories will be disseminated to media outlets including CORDIS News, EurActiv, Horizon (The EU Research & Innovation Magazine).

4 Communication Monitoring

All communication activities will be monitored either with Key Performance Indicators or with Milestones, as shown in the following figures.

Key milestones	Date
Project Identity (logo, guidelines and templates)	M2
Standard presentation	M3
Launch of website	M4
First brochure	M4
First stakeholder group meeting *	M5
Roll-up	M6
Introductory video	M9
Second brochure (updated with new results)	M15
Motion graphics video	M18
Third brochure (updated with new results)	M26
Final project conference *	M36

* For further information see D7.2 Dissemination Plan

Figure 10 – Communication & Dissemination milestones

Communication activitiy	KPI	Target value			
		Y1	Y2	Y3	Total
Website	Number of views	7.000	10.000	13.000	30.000
	Number of users	500	1.000	1.000	2.500
	Number of downloaded documents	100	300	600	1.000
	Project related news published	10	10	10	30
Communication material	Infographics	4	0	0	4
	Brochures and roll-up	3	1	1	5
Articles in general media	Number of articles	2	2	2	6
Social media	Number of tweets	20	20	20	60
	Number of twitter followers	20	30	40	90
	Number of LinkedIn news	10	10	10	30
Press releases	Number of PR or short features	2	2	2	6
	Number of impacts	30	30	30	90

Figure 11 – Communication monitoring scoreboard

Basque Energy Cluster, as Work Package Leader, will be responsible for monitoring the impact of the communication strategy in order to apply corrective actions whenever necessary and identify opportunities that can maximize the impact and visibility of the project.

In each Steering Committee (every 6 months), BEC will inform the rest of the partners about the results and design measures to improve the performance when targets are not achieved.

5 Communication Management

Communication activities will be managed by the Communication Manager (Basque Energy Cluster), who will work in close coordination with the Project Coordinator. All relevant communications will be checked with all partners prior to its publication.

As a general rule, every communication activity planned by any partner in relation to the project or its contribution to it shall be notified in advance to BEC , in order to keep track of the actions, provide and update the necessary material and ensure coherence with the communication objectives. Once the activity has been carried out, the partner shall briefly report on the result to the Communication Manager

Moreover, while BEC will be responsible for all communication activities, partners will need to actively contribute to some of them, either supplying BEC with updated information about project developments or participating directly in the activity. The following table summarizes the expected role of the partners in each communication activity.

Communication activitiy	Role of other partners
3.1 Project Identity	-
3.2 Website	Partners to provide information to update website
3.3 Video	Partners to participate in introdcutory video interviews
3.4 Communication material	-
3.5 Articles in general media	Partners to contribute in articles
3.6 Social media	Partners to follow and retweet news
3.7 Press releases	Partners to distribute to their media contacts or use in own channels

Figure 12 – Role of partners in communication activities

To facilitate these tasks, a list with a marketing contact per partner was completed in the beginning of the project.