Deliverable 5.8 Communication Master Plan

# CIRCUSOL

776680

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 776680

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|---|---|---|---|---|
| Deliverable 5.8 Communication Master Plan | Work Package No. | 5 | Task/s No. | 5.6 |
| Work Package Title | Dissemination, Exploitation and Communication | | | |
| Linked Task/s Title | 5.6.1 Communication Master Plan | | | |
| Status | Draft | (Draft/Draft Final/Final) | | |
| Dissemination level | PU-Public | (PU-Public, PP, RE-Restricted, CO-Confidential) (https://www.iprhelpdesk.eu/kb/522-which-are-different-levels-confidentiality) | | |
| Due date deliverable | 2018-06-30 | Submission date | 2018-06-29 | |
| Deliverable version | CIRCUSOL 1.2 | | | |

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## Document History

| Version | Date | Comment |
|---|---|---|
| 1.0 | 2018-06-22 | |
| 1.1 | 2018-06-27 | |
| 1.2 | 2018-06-29 | |

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## LIST OF ABREVIATIONS

| Abbreviation | Description |
|---|---|
| CA | Consortium Agreement |
| GA | Grant Agreement |
| WP | Work Package |
| EU | European Union |
| EC | European Commission |

## 1. INTRODUCTION

*"CIRCUSOL aims to establish solar power as a spearhead sector to demonstrate a path driven by PSS business models towards a Circular Economy in Europe".*

**CIRCUSOL project (Circular business models for the solar power industry**) is a new initiative funded by the Horizon2020 Programme of the European Commission (Industry 2020 in the Circular Economy Call), which main objective is to provide systemic circular business solutions to the solar power industry to achieve higher resource efficiency, therefore support a truly sustainable transition towards a low-carbon renewable energy future.

According to the *Global market outlook for solar power 2017-2021* (SolarPower Europe) the sector currently generates nearly 4% of Europe's electricity demand. The strong growth of the solar photovoltaic (PV) market in Europe is expected to continue, forecasted to result in a total installed solar power generation capacity of 200 GW by 2021.The momentum is expected to continue, guided by the EU targets to achieve 20% renewables by 2020 and 27% by 2030. As the solar power market booms, so will the volume of discarded products entering the waste stream. The International Renewable Energy Agency (IRENA) estimates 1.7-8 million tons of PV Panel waste by 2030 and 6078 million tons by 2050 cumulatively (*End-of-life management solar photovoltaic Panels*, IRENA/IEAPVPS, June 2016).

CIRCUSOL aims to unleash the full potential of circular business models (CBM), in particular PSS models, in terms of real environmental and economic impacts, for the solar power industry and with replication potential for other industries. The specific objectives are:

- Demonstrate **real benefits of PSS business models for resource efficiency in the solar power sector**, by installing **second-life** (defined in this project as re-use, refurbish or remanufacture) PV modules (at least 200kWp) and batteries (at least 300kWh) in 3 large-scale demonstrators under PSS contracts in the project; and by simulating the long-term (25-40 years) impact on circular economy KPIs with the diffusion of designed PSS models.

- Demonstrate market potential and business viability of solar power PSS business models, by implementing PSS models in **5 large-scale real-life demonstrators** covering three major end-user segments (residential, commercial and utility) **in three European countries (France, Belgium, Switzerland).** Early market adoption at regional level will be tested in two of the demonstrators with target conversion rate of 1% before the end of the project.

- Pave way for high supply quality and market confidence in second-life PV Panels and batteries by developing **cost-effective labelling and certification protocols**, which will be delivered to standardisation committees (IEC and CENELEC) and EU Ecolabelling initiatives (INES6) before the end of the project.

- Underpin economic viability of remanufactured electric vehicle (EV) battery for stationary renewable applications, by developing an in-depth cost and application **analysis for remanufactured EV batteries**, and by deploying the remanufactured batteries at **two demonstrator sites under commercial contracts**.

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- Establish business incentives for circular product designs in the PV supply chain, by bringing the supply chain together to analyse end-of-life (EOL) management needs, circular design options, business impacts and develop business incentives with a co-creative approach.

- Develop validated systemic circular business model innovation methodologies and tools for broader use, including a **Circular Business Model Design framework**, a **co-creation facilitation process**, a system simulation model with online interactive tool, a circular business experimentation process and an **Asset Database ICT platform.**

- Maximize project impacts to support the societal transition towards a circular economy, by effectively disseminating and exploiting project outcome to **well-defined target user groups as well as general public**. CIRCUSOL will deliver a total of **5 business plans**, **2 business cases**, **replication potential assessment** including **at least 3 other European countries**, guides and workshops for business, academia, etc.

CIRCUSOL will deliver multifold impacts to multiple industrial sectors:

*Environmental impact*

- Increase resource efficiency throughout the value chain, with reduced waste output and demand for raw material input.
- Accelerate transition towards clean, renewable energy for all, with reduced dependency on subsidies.
- Reduce energy consumption and GHG emission.

*Economic impact*

- Create new business opportunities, in services for end-users and in the product supply chain.
- Create local employment.
- Potentially increase European enterprise competitiveness by developing circularity as a differentiating strategy.

*Social impact*

- Increase public acceptance of second-life products.
- Promote societal awareness in circular economy and participation in circular innovation.

The CIRCUSOL consortium congregates the necessary competences and critical mass in terms of expertise and resources to ensure the achievement of the project goals.

This initiative will be developed by a group of partners that brings together **15 organizations from 7 European countries** (Belgium, France, Germany, Lithuania, Spain, Sweden and Switzerland). The consortium partners are so divided: 3 research organisations (RTO), 2 universities (UNI) and 10 industrial organisations (IND) covering the full value chain of (manufacturer, service provider, end-user, remanufacturer, collector and recycler) and giving an extensive vision to focus adequately to the project's objective.

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Partners of the consortium are:

- Vlaamse Instelling voor Technologisch Onderzoek N.V (VITO) – Belgium.
- Lunds Universitet – Sweden.
- Bern University of Applied Sciences School of Engineering (BUAS) - Switzerland.
- Interuniversitair Micro-Electronica Centrum (IMEC) – Belgium.
- Solitek – Lithuania.
- Societe Nouvelle D´Affinage des Metaux-Snam (SNAM) - France.
- Commisariat a l´Energie Atomique et aux Energies Alternatives. – France.
- Ecopower – Belgium
- PV Cycle Association – Belgium
- BKW Energie - Switzerland.
- Futech – Belgium.
- SOREA- France.
- Daidalos-Belgium
- ZABALA Innovation Consulting - Spain.
- Loser Chemie – Germany.

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## 2. OBJECTIVES AND APPROACH OF THE DISSEMINATION AND COMUNICATION STRATEGY

Communication, dissemination and exploitation — a team working on H2020 project is called upon to take part in various activities that will bring their innovation and research to the attention of as many relevant people as possible.

Comentado [ML1]: No entiendo la significación de esta frase

Europe's future economic growth and jobs will increasingly have to come from innovation in products, services and business models. With this in mind, communication about European projects should aim to demonstrate how research and innovation is contributing to a European "Innovation Union" and account for public spending by providing tangible proof that collaborative research adds value by:

- Showing how European collaboration has achieved more than would have otherwise been possible, notably in reaching scientific excellence, contributing to competitiveness and solving societal challenges.
- Showing how the outcomes are relevant to our everyday lives, by creating jobs, introducing novel technologies, or making our lives more comfortable in other ways.
- Making better use of the results, by ensuring they are taken up by decision-makers to influence policymaking, and by industry and scientific community to guarantee a follow-up.

The aim of the CIRCUSOL Communication Master Plan is to use research results generated during the project to create value within the target communities/initiatives in the EU. This approach ensures that public funding will lead the progress and the positioning of EU Industries as benchmark players within the global market place.

In summary, dissemination concerns the communication of the project ("raising awareness") and its results ("achievements") targeted to external audience, scientific community and potential business users of the products/services developed.

It is needed to emphasize that the organisations directly or indirectly involved in the project, count on unquestionable positioning and capacity to influence and integrate internal dissemination strategies, by involving complementary research and communication/marketing/business units to increase the impact of the project.

The project will promote the research results and benefits for the enhancement of external awareness and for knowledge building within the targeted industry, end users and academia communities belonging to EU Solar Power sector. According to the nature of each partner, the dissemination approach will be designed and tailored.

Special focus will be put in the dissemination and knowledge exchange between demo sites initiatives, **engaging local economic players and stakeholders into knowledge sharing activities and by developing replicable business models tested and validated by them within the project.**

Communication, dissemination and exploitation all aim to help maximise the impact of R&I actions. What differentiates them from one another are the objectives, focus and target groups they address. The strategy defined in this document is transversal to the results of exploitation and reach to the market that will be identified within the project.

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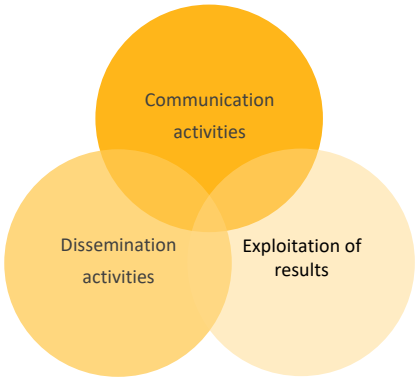


Figure 1 Communication, Dissemination and Exploitation Plan

Following these premises, the present plan will have three phases:

- 1. Construction of the CIRCUSOL brand.
- 2. Dissemination and communication of results and milestones.
- 3. Dissemination and exploitation actions for the arrival to the market-

The successive phases will be continuous from its launch and throughout the development of the project.

The dissemination and communication strategy of CIRCUSOL will be 360 degrees, combining on-line and off-line channels and tools and reinforcing different highlights focused on the stakeholders. In this way, the combination of different actions will reinforce the message and allow to reach our audiences (See section 2.1 below).

Figure 2 Dissemination and Communication Strategy

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## 2.1 TARGET AUDIENCE DESCRIPTION

The identification of target audiences of CIRCUSOL project is crucial in order to customise the messages and dissemination & communication activities to every different group. Each group of stakeholders have different points of interest and demands regarding the project. According to this strategy, messages must be shaped and delivered in an effective manner.

Dissemination and Communication channels and activities described on this Plan will be clearly focused on them and the messages will be adapted.
The following audience and stakeholders of the sector have been identified before the starting of the project at they will be considered at the European, national and regional level. During its development, partners will be asked to report about contacts, networking and activities established with this groups:

- Solar Power Industry: Industrial organizations, industrial associations, Energy Service Companies in other countries.
- Battery manufacturers.
- Other industry sectors (medical equipment, consumer white goods, building and construction).
- Policy makers of the European Commission, European Parliament, national and regional authorities and representatives.
- International standardisation organizations and EU ecolabelling initiatives.
- Investors
- Other Circular Economy Actors, e.g., Circular Economy and sustainability professionals/network.
- Academic researchers and students.
- End users in solar power sector, in particular households.
- Media outlets and journalists.
- General Public.

Depending on the specific target audiences, the project will implement different strategies:

- Dissemination: This includes a stakeholders' engagement and capacity building aims at targeting more experienced audiences (mainly technical and professional audiences, investors, academia etc.) with a focus on transferring technical/technological results through peer to peer communication.

- Communication: It aims at lay audiences, end users and house owners, citizens and the general public (not always closely related with technological issues of CIRCUSOL). The communication process covers the whole project (including results), starts at the outset of the project focused on multiple audiences and have a multiplier effect (beyond the project's own community, including the media and general public). CIRCUSOL must Informing and engaging with society, to show how it can benefit their progress. (Legal reference Grant Agreement Article 38.1).

CIRCUSOL will implement dissemination and communication activities dedicated specifically to professional and stakeholders' communities at the European, national and local level. The coordination with the leaders and local teams of demo-sites foreseen in the project will play a key role in transferring EU-level dissemination and

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communication activities and will promote the involvement in the design of business strategies and methodologies of end-users, house owners and local authorities.

## 2.2 KEY DISSEMINATION AND COMMUNICATION CHANNELS AND ACTIVITIES

The following table shows the main Dissemination and Communication channels, tools and materials chosen for the CIRCUSOL project:

| Disseminations and communication tools/actions | Description |
|---|---|
| Logo & Presentations | HQ professional logo, visual guidelines, and professional presentation template for all partners. |
| Project Website & Positioning | An advanced website, providing information about the project, the demos and the results, showcasing project's news and acting as a communication channel with the stakeholders. |
| Videos & Multimedia | Audiovisual material will be produced and used to be shared on Social Media channels and present CIRCUSOL and its results in events:<br>• 1 video presenting the project profile and general concept<br>• 1 video presenting the project results in the demos;<br>• 3 Information pills with focused messages highlighting success stories in demos |
| Newsletters and mailings | Information loaded electronic newsletters-project's status, developments and other news. |
| Social Media Channels | The project will develop a CIRCUSOL community around the Social Networks more relevant to be in contact with the stakeholders and the general public:<br>• Twitter information, general domain news and communicating directly with parties.<br>• LinkedIn community group to gather all interested stakeholders.<br>• YouTube/Vimeo for the videos.<br>• Slideshare for presentations about the project.<br>• Flickr for galeries of pictures about the co-creation workshops on the demo site and other CIRCUSOL events. |
| Supporting Communication Material | Posters/Banners/Rollups which will present the project's concept.<br>Flyers/Leaflets that will contain general project information, best practices and ad-hoc information for events in 4 languages: English, French, German and Dutch. |
| Press releases & conferences.<br>Articles and interviews. | Due to the socioeconomic value of the project, it will catch interest from the Media. Work will be carried out with specialised journalist associations, taking full advantage of the public opinion they generate and their capacity to influence upon the rest of the targeted audiences.<br>During the project will be developed:<br>• 5 events for journalists (press conferences and visits to demo sites)<br>• At least 3 articles or interview in general media per demo countries.<br>• 10 articles or interviews in other specialised Media. |
| Joint events, workshops, round tables & networking with other projects | Events organised/co-organised by project inviting experts, researchers, clients and industry audience.<br>Other events where project will be invited to present its work and vision will also be considered.<br>All events will have presence on the website and the most important will be communicated via Twitter. |

| | |
|---|---|
| | There will be organised:<br>- Project workshops and co-creation sessions in the demos sites: over 500 participants overall.<br>- Final Conference with 200 participants. |

Table 1 Dissemination and Communication channels/tools/materials

The following table shows the relation between different audiences, communication tools, actions and messages:

| TARGET GROUP | COMMUNICATION CHANNELS AND ACTIVITIES | MESSAGES AND GOALS |
|---|---|---|
| Solar Power Industry partners. Industrial organizations, industrial associations, ESCOs in other countries. Batteries manufacturers. | Website<br>Social Networks<br>Mailings<br>Newsletter<br>Workshops<br>Final Conference<br>On line articles | Commercialize and grow market share of circular solar power PSS business models in home markets (FR, BE, CH).<br>Overcome investor reluctance to finance PSS models.<br>Formalize second-life product supply chain to reduce waste stream and increase economic viability of circular product management.<br>Extend CIRCUSOL solar power PSS models to the largest European solar markets. |
| Other industry sectors, medical equipment, consumer white goods, building and construction. | Website<br>Social Networks<br>Mailings<br>Newsletter<br>Workshop<br>Final Conference<br>On line articles | Inspire and support circular business innovation in other sectors.<br><br>Awareness raising and knowledge transfer. |
| Policy makers of the European Commission, European Parliament, national and regional authorities and representatives. | Website<br>Social Networks<br>Workshops<br>Final Conference<br>On line articles<br>Promo videos<br>Policy guide | Influence on the political agenda and overcome regulatory barriers to accelerate EU transition towards a circular economy. |
| International standars organizations and EU ecolabelling initiatives. | Website<br>Social Networks<br>Workshops<br>Final Conference<br>On line articles<br>Promo videos | Establish labelling and certification standards for second-life products, to overcome key barriers (lack of standards and public acceptance) in their market adoption and achieve higher resource efficiency. |
| Investors and financing | Website<br>Social Networks<br>Workshops<br>Final Conference<br>On line articles<br>Promo videos | Commercialize and grow market share of circular solar power PSS business models in home markets (FR, BE, CH).<br>Overcome investor reluctance to finance PSS models.<br>Formalize second-life product supply chain to reduce waste stream and increase economic viability of circular product management.<br>Extend CIRCUSOL solar power PSS models to the largest European solar markets. |

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| | | |
|---|---|---|
| Other Circular Economy Actors.<br>Circular Economy and sustainability professionals/network. | Website<br>Social Networks<br>Workshops<br>Final Conference<br>On line articles<br>Promo videos<br>External events at EU-level | Inspire and support circular business innovation in other sectors.<br>Awareness raising and knowledge transfer |
| Academic researches and students. | Website<br>Social Networks<br>Mailings<br>Newsletter<br>Dialogue Days<br>On-line articles<br>Promo videos<br>External events at EU-level<br>Papers and scientific publications | Inspire and support circular business innovation in other sectors.<br><br>Awareness raising and knowledge transfer. |
| End users in solar power sector, in particular households. | Website<br>Social Networks<br>Mailings<br>Newsletter<br>Dialogue Days<br>On-line articles<br>Promo videos | Extend CIRCUSOL solar power PSS models to the largest European solar markets. |
| Media outlet and journalists. | Website<br>Social Networks<br>Newsletter<br>Press releases<br>On-line articles<br>Press conferences<br>Promo videos<br>Demo press conferences<br>Tour for journalists<br>Final conference | Awareness raising and knowledge transfer to society. |
| General Public. | Website<br>Social Networks<br>On line articles<br>Promo videos | Awareness raising and knowledge transfer to society. |

Table 2 Target groups, communication tools and materials and goals

## 2.3 MANAGEMENT OF COMMUNICATION

LUND is the leader of the *WP5 for Dissemination, Exploitation and Communication Activities* and ZABALA the responsible for the *Task 5.6 Project dissemination and communication*. The actions and processes will be

coordinated with VITO (leader of the project), and the rest of the members of the consortium through the **Communication Team,** conformed by one member for each partner and the support of the Communication/Marketing/Business Departments of every organization. ZABALA will nominate a person as the **Communication Manager of CIRCUSOL** to coordinate the interaction among the partners, implement and monitor the strategy and act as the main contact of reference for Media and journalists.

Additionally, some specific procedures will be designed to organise in an effective way the external communication, the generation of content in the website, the Social Media work, the review of communication and dissemination materials, and the information and reporting about the participation in events.

Regarding the demo sites will be established **Local Communication Teams** for the involvement and **engagement of local communities** in the places where have been foreseen five large-scale demonstrators: France, Belgium and Switzerland. Lund and ZABALA will support the organizations involved on WP4 in order they can be responsibles for some of the activities focused on the dissemination and communication strategy at the local level. Specifically promoting the co-creation sessions gathered in the WP4 with the local stakeholders and end-users and the general communication of the CIRCUSOL project.

The Local Communication teams will collaborate on this way:

- Work together with the organization responsible of the demo site and ZABALA for implementing and reporting about the stakeholders' acceptance and consensus initiative launched at local level.
- Agree previously the actions, events and campaigns to deploy.
- Distribute news about the project at local level with their Media contacts.
- Provide pictures, materials and information about the demonstrators.
- Monitoring the impact of the demonstrators' initiative.

All the materials produced to this end by the partners will be reviewed previously its local distribution.

### 2.3.1 WEBSITE

ZABALA will update the CIRCUSOL website regularly with news and events. Members of the consortium are requested to promote press releases, offer information to create posts on the website, and other content and materials through their own communication tools and channels: website, Social Media profiles, newsletters, etc.). Work package leaders are also required to keep informed ZABALA about the developments within these advances.

### 2.3.2 SOCIAL MEDIA GUIDELINES

ZABALA is responsible for the management of the Twitter and LinkedIn channels for CIRCUSOL project and partner must collaborate by mentioning the CIRCUSOL Twitter account, retweeting the messages about the project and sharing publications on LinkedIn. The Social Media guidelines will gather some pieces of advice and procedures about the participation of the partners in events and the promotion of their visibility on the Social Media channels.

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Horizon2020 Programme has recently published a *Social media guide for EU funded R&I projects* with recommendations.

### 2.3.3 COMMUNICATION MATERIALS

VITO will develop communication materials to promote the CIRCUSOL project and will be previously reviewed by the **Communication Team**. Partners must inform with enough time in advance if they need some of this materials for the participation to events or other requirements.

### 2.3.4 REPORTING EVENTS

Partners of the consortium will attend relevant events, conferences, workshops and fairs of the sector. They should be actively involved seeking opportunities to present and showcase the project in their own countries and at both local and European levels. The participation in events must be previously communicated to ZABALA (in order to make visible activities through communication channels), and after the event every partner must complete the events questionnaire with the reporting about the dissemination activity: sum-up, number of attendees, pictures, publications, presentations, press clipping, etc.

### 2.3.5 SUPPORT OF THE EUROPEAN UNION

The support to the CIRCUSOL project by the European Commission must be recognised in all the dissemination and communication tools and materials including this disclaimer:

*This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement 776680.*

All the beneficiaries of the project are committed to follow the guidelines about the use of the EU emblem using it in their communication to acknowledge the support received under EU programmes.

Scientific and research publications must include this paragraph:

*"The dissemination of results herein reflects only the author's view and the European Commission is not responsible for any use that may be made of the information it contains".*

## 2.4 SUSTAINABILITY PLAN

The European Commission adopted an ambitious Circular Economy Package, which includes measures that will help stimulate Europe's transition towards a circular economy, boost global competitiveness, foster sustainable economic growth and generate new jobs.

The Circular Economy Package consists of an EU Action Plan for the Circular Economy that establishes a concrete and ambitious programme of action, with measures covering the whole cycle: from production and consumption to waste management and the market for secondary raw materials and a revised legislative proposal on waste. The annex to the action plan sets out the timeline when the actions will be completed.

The proposed actions will contribute to "closing the loop" of product lifecycles through greater recycling and re-use, and bring benefits for both the environment and the economy.

The CIRCUSOL project is fully aligned with these objectives and messages, and in addition to the actions and contemplates other transversal strategies,

### 2.4.1 SUSTAINABLE DEVELOPMENT GOALS (SDG)

CIRCUSOL project is well aligned with the **Sustainable Development Goals (SDG)** of the 2030 Agenda for Sustainable Development.

The adoption of the 2030 Agenda and its SDGs represent a change of paradigm of the international policies on development cooperation. The EU has committed to implement the SDGs both in its internal and external policies.

CIRCUSOL will contribute to the following SDGs:

- Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all.
- Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable.
- Goal 12: Ensure sustainable consumption and production patterns.
- Goal 13: Take urgent action to combat climate change and its impacts.

### 2.4.2 GENDER EQUALITY

In the same way the project is aligned with “Goal 5: Achieve gender equality and empower all women and girls”. In the CIRCUSOL proposal efforts to encourage inclusion of women in the different dimensions of the initiative (not only the partner´s teams) are mentioned:

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- Stakeholder engagement. CIRCUSOL will take active measures to maximize the inclusion of women in the dissemination and exploitation target audience, to leverage on and foster women's great potential to drive responsible business practices. The project will reach out to related professional networks and programmes for female business leaders, female entrepreneurs, female academics and students, to engage them in the dissemination and exploitation activities.

- End-user response. The gender dimension will be included in CIRCUSOL's interactions with end-users (e.g. co-creation workshops, surveys, business experimentation, response to launched PSS offers). The general goal here is to analyse whether gender has any impact on the response to solar PSS value propositions, as well as the response to communication messages about resource efficiency and circular economy.

### 2.4.3 SOCIAL INNOVATION AND PUBLIC PARTICIPATION

The social acceptance of the project is also key for its success, and for this reason from the beginning of CIRCUSOL will be launched dissemination and communication actions to raise the awareness of end users and home owners in every demo-site:

- The CIRCUSOL website will incorporate a specific section. Forms and surveys will be used to take into account the opinion of the stakeholders.
- Specific campaigns will be launched on the Social Media channels.
- Co-creation workshops and other events will be organised and a methodology will be established.

### 2.4.4 GUIDE FOR THE ORGANIZATION OF SUSTAINABLE EVENTS AND PRODUCTION OF MATERIALS

CIRCUSOL is a project based on the circular economy, and as such, the Communication Master Plan will take into account the principles that define it for the organization of events and the production of communication materials.

For this purpose, an action procedure will be defined between the partners that will take into account aspects such as the following:

- Avoid using material resources where possible (avoiding printing, unnecessary promotional material, plastic bottles at events, for example)
- Encourage the reduction of emissions through sustainable mobility practices. (For example, recommend bicycle use, public transport at CIRCUSOL events and rewarding these actions).
- Hiring companies that use sustainable products and materials (catering of organic products, for example).
- Evaluation. Measurement of the carbon footprint and compensation of emissions.
- Communicating the efforts and the commitment with the circular economy to the stakeholders and the general public.

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## 2.5 CIRCUSOL BRAND

The first communication action developed after the starting of the project was to create a recognisable brand of CIRCUSOL reflecting the main goals of the initiative and offering to the audience/stakeholders a clear identification of the values and messages.

### 2.5.1 NAME

CIRCUSOL is the branding name of the project which means: ***"Circular business models for the solar power industry"***.

The full title should be included in brackets when it is firstly mentioned in a document, then it will be used its abbreviation/acronym.

The name of the project CIRCUSOL must be written in **uppercase font.**

### 2.5.2 CLAIM

With the aim of communicating the goals of the project, a claim has been created to be used together with the CIRCUSOL brand in all the communication materials:

*"Solar power model towards a circular economy in Europe".*

The claim must appear alongside the "CIRCUSOL" name wherever possible and can be used as subtitle.

### 2.5.3 LOGO AND VISUAL GUIDELINES

The logo of CIRCUSOL project has been designed using shapes to make reference to circular economy and recycling.

Innovation and technology concepts are referred by mixing the rounded shapes to become a composed symbol, the C of CIRCUSOL.

Colours and shapes will make a clear reference to solar energy, but also to circular economy and recycling. Also, innovation is present through the game between the different elements with rounded shapes and also makes a nod to the whole chain of stakeholders, end-users, and social awareness.

In summary, the logo shows that the process is completed, but that it also advances towards new innovative models.

A visual guideline that includes different applications of the logo has been designed to facilitate the use of the CIRCUSOL brand.

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Figure 3 CIRCUSOL brand

***Accountability: The CIRCUSOL logo and visual guidelines has been developed by VITO with the support of LUND and ZABALA (Tasks 5.6.2 of the Grant Agreement).***

Figure 4 CIRCUSOL visual guidelines

# 3. COMMUNICATION TOOLS AND ACTIONS

## 3.1 DIGITAL MARKETING STRATEGY

With the main aim of attracting and establishing a CIRCUSOL community around our stakeholders and the general public, a Digital Marketing Strategy has been established with three main pillars:

- CIRCUSOL website www.circusol.eu that will be permanently updated through the section of news and events.
- Social Media and newsletters to share the advances about the project included on the website, and attract visitors and users.
- SEO using techniques to obtain a good positioning of the website on Google

### 3.1.1 WEBSITE: THE INFORMATION HUB OF CIRCUSOL PROJECT

The CIRCUSOL website (www.circusol.eu) will be created and available from month 3 of the project (August 2018), and selected parts of its structure will be translated into the 3 other languages of the project (FR, DE and NL) to help promote the work towards end-users (project partners will be in charge of this task). Visual material as infographics for some social media campaigns, press releases, or presentations will be used to attract the attention of the stakeholders and the general public.

The CIRCUSOL website is the main Dissemination and Communication tool of the project and will include the communicative materials and will showcase the results. Therefore, its design, management and maintenance are key activities.

The website is the Media Hub of CIRCUSOL as well as the meeting place for all stakeholders at the European and local level, Media outlets and the general public interested in the project. Campaigns developed on-line and off-line will in the demo-sites will be complementary and will aim to attract visitors to the website.

The platform will be created to serve as a project content management system. With this aim, the website provides the following content, following guidelines and recommendations of the EC:

- General information about the project.
- Description of all the organizations members of the consortium.
- Information, objectives, work packages and demo buildings included in the project.
- Information about the technologies of the project and the multi-collaborative refurbishment ecosystem.
- Information about public participation, and training programme (workshops for academia, business and policy makers).
- Description of events organized within the framework of the project.
- Press releases and other materials focused on the Media.
- Information about the results.
- Newsletters.
- Contact form and surveys for stakeholders.
- Public deliverables.

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- Latest news.
- Addressing and contact information.
- Appropriate acknowledgment and reference to the European Union's Horizon 2020 Framework Programme and disclaimer excluding European Commission responsibility.

The CIRCUSOL website will be created with specific objectives, which respond to the communication and dissemination needs of the project.

Among them, the most highlighted are the following:

- CIRCUSOL is going to establish solar power as a spearhead sector to demonstrate a path driven by PSS business models towards a circular economy in Europe. Through a co-creative approach with end-users and the entire value chain, CIRCUSOL will develop two main blocks of a circular PSS model: circular product management with re-use/refurbish/remanufacture ("second-life") paths in addition to recycling, and value-added new product-services for residential, commercial and utility end-users. In this sense, the website will integrate a specific section to promote participation among the stakeholders and end users.

Comentado [MOU2]: I asume you mean spearhead☺

- Five large-scale, real-life demonstrators will be set up by CIRCUSOL in these 3 market segments, in 3 European countries (France, Belgium and Switzerland) to validate market acceptance, business viability and resource efficiency benefits. An innovative visual identity that aligns with the spirit of the CIRCUSOL project will be built. A wide variety of pictures will be integrated to reinforce the main message of CIRCUSOL.

- With the aim of creating a dynamic website, contents such as news and the calendar of events will be periodically updated (at least two pieces of news/post per month). In this way, updating the content will improve the positioning in Google. Likewise, it will be shared through social networks and the newsletter, attracting more visitors to the website.

- The CIRCUSOL website is one of the main communication and dissemination tools of the project. To maximize the scope of the project, different strategies of digital marketing and ways of attracting will be established.

- SEO - (Search Engine Optimization): the traffic of visits to the CIRCUSOL website will increase progressively throughout the course of the project thanks to the implementation of strategies oriented to organic traffic, always considering the keywords identified for it.

Comentado [MOU3]: What is this? Write out

- Social networks: through the distribution of content hosted on the CIRCUSOL website on social channels (news about the project, industry events, infographics ...). Social Media channels (Twitter, LinkedIn and You Tube) will be able to increase traffic and visits.

- Newsletter. A bi-annual newsletter will be distributed between stakeholders and general public including achievements/news of the project that redirect to the website. Newsletters are uploaded as well on the website in a specific section.

- Linkbuilding: It will be able to create synergies between the CIRCUSOL website and the partners' websites as well as with other relevant agents of the sector (stakeholders), encouraging the exchange of links. This is the **list of the partner´s websites:**

  - https://vito.be/en
  - https://www.lunduniversity.lu.se/ and https://www.iiiee.lu.se
  - https://www.bfh.ch
  - https://www.imec-int.com/en/home
  - https://solitek.eu/
  - https://www.snam.com/
  - http://www.cea.fr/
  - https://www.ecopower.be/
  - http://www.pvcycle.org/es/
  - https://www.bkw.ch/
  - https://www.futech.be/nl/
  - http://www.sorea-maurienne.fr/
  - http://www.daidalospeutz.be/nl/index.php
  - https://www.loserchemie.de/de/
  - http://www.zabala.eu/en/

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List of CIRCUSOL supporter´s websites:

- https://www.rescoop.eu/
- https://www.bewustverbruiken.be/
- https://www.ellenmacarthurfoundation.org/
- http://vlaanderen-circulair.be/nl
- http://www.solarpowereurope.org/home/
- http://www.apollonsolar.com/en/index.html
- https://www.rsm.nl/
- https://www.bouyguestelecom.fr/
- https://www.solease.nl/
- https://www.cenelec.eu/
- https://www.kbc.be
- https://www.nissan-europe.com/
- https://www.rechargebatteries.org/
- http://www.bfe.admin.ch/index.html?lang=en
- https://www.swissolar.ch/
- http://copperalliance.eu/

- Responsive Web Design makes CIRCUSOL page look good on all devices (desktops, tablets, and phones). The incorporation of the state of the art techniques in design also create a quick and intuitive user experience browsing the web.

CIRCUSOL website will be SEO friendly and responds to the following standards:

Keyword Research. In order to generate traffic through search, CIRCUSOL web is focused on keywords like these:

- Circular economy
- Eco innovation
- Solar power industry
- Energy transition
- Refurbish
- Maintenance
- Resource efficiency
- Product management
- Innovation
- Second-life
- Eco-friendly
- Re-use
- Added value
- Recycle
- Cost-effective
- Electricity
- Labelling

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- Keyword Optimization: CIRCUSOL website uses keywords in the content for maximum searchability.
- Content Organization: The content is organized in a logical way and taking into account the European guidelines of best practices. This is not only good for SEO, it also helps visitors to find other related content easily. (The longer they stay on the site, the better).
- Content Promotion: Increase visibility to new content by sharing it on social networks and building links to the content (both internally and from external sites).

### 3.1.2 NEWSLETTER AND MAILINGS

A bi-annual newsletter will be shared with newcomers interested in being aware about the achievements/news of the CIRCUSOL project. This data base will be nourished by a registration form included in the website, an existing contact list of the partners and thanks to the participation/involvement of the consortium with other EU initiatives, events, fairs, workshops, etc. The newsletter will be promoted by the partners to their whole target and database of contacts.

News will be sourced from the projects website, so that in this way the visits will be increased.

In addition, it will be circulated via the European stakeholder´s associations. Mailings with invitations to relevant workshops and webinars, consultations and other information which cannot wait for the newsletter publication or that cannot appear only in the newsletter will be sent out regularly to the same database used for the newsletter.

Newsletters will be uploaded in the website and an internal calendar will be shared with all project partners for receiving their feedback and the final approval about the content and appearance.

Punctual mailings on the project will also be sent to inform about events and workshops organized by CIRCUSOL.

Through the Data Management Plan prepared by ZABALA (D.6.6), it will be ensured that all these actions comply with the requirements of the General Data Protection Regulation.

### 3.1.3 SOCIAL MEDIA CHANNELS

The creation of a “CIRCUSOL community” will increase the visibility and impact of the results attained in the project. In fact, viral marketing strategies linked with the website and its new content periodically created will be implemented based on Twitter and LinkedIn Social Media tools. Additionally, videos and multimedia will be developed and shared in Youtube, and pictures (co-creation workshops fundamentally) in Flickr, communicating easily accessible project results for attracting the interest of stakeholders and the general public.

The Social Media accounts will be set from month 2 of the project (July 2018). ZABALA will lead this task with the support of all partners communication departments to facilitate the reach out to wide media and promote interaction and lines of conversation on the Social Media channels).

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ZABALA will lead this subtask that will required inputs and support for dissemination by all partners. Recommendations and requirements of the Social media guide for EU funded R&I projects of the H2020 Programme will be follow.

#### 3.1.3.1 TWITTER

People use Twitter to find out what is going on in the world right now, instantly sharing information and connecting with people and businesses across the globe. It offers a great opportunity for CIRCUSOL to reach an international audience of current and potential stakeholders.

CIRCUSOL will use Twitter to establish meaningful connections with an active and relevant audience (EC, policy makers, stakeholders of the industry, local authorities and general public). These connections can produce beneficial opportunities for the project across the network of stakeholders. It will serve as well to tell everybody in real time what is happening in the co-creation workshops and other activities of the project.

The credentials for Twitter are the following:

- @circusol - Twitter handle, mentions the project.
- #circusol - hashtag
- Examples of appropriate hashtags:
  - #CircularEconomy
  - #SolarPower
  - #renewables
  - #ecoinnovation
  - #sustainability
  - #H2020
  - #Refurbishment
  - #CEstakeholderEU
  - #InvestEU
  - #EVs
  - #ElecrticalVehicles

To maximize the impact of the project on Social Media Channels, images and gifs will be crated and shared with all the partners.

Tweets can be directed to specific accounts using: @TWITTER-HANDLE in tweets.
This is the list of the project partners' Twitter handles or hashtags (in case they have not Twitter account)- They will be mentioned in the CIRCUSOL Twitter account to generate conversations and interactions always is possible.

- @VITObelgium
- @lunduniversity and @IIIEElund
- @bfh_hesb
- @imec_int
- #solitek

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- #snam
- @CEA_Recherche
- @EcopowerBE
- @PVCYCLEonline
- @bkw
- @Futech1
- @SOREAMaurienne
- #daidalos
- #LoserChemie
- @Zabala_IC @zabala_eu

List of the European Union related Twitter accounts:

- @EU_H2020 #H2020 will be included in our tweets to maximise their visibility
- @EUScienceInnov
- @EUClimateAction
- @Energy4Europe
- @EU_EASME
- @EU_ecoinno
- @ClimateKIC
- @EU_Commission
- #CEstakeholderEU

List of CIRCUSOL supporters:

- @REScoopEU
- @BewustVerbruik
- @circulareconomy (Ellen MacArthur Fdn.)
- @CirculFlanders
- @SolarPowerEU
- @RSMErasmus
- @bouyguestelecom
- @Standards4EU
- @Solease
- @NissanEurope
- @KBC_BE
- @swissolar_d
- @ThinkCopperEU
- @LeonardoEnergy

Lists of other Horizon2020 projects of the same call or with common interests with CIRCUSOL will be added to promote the networking.

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#### 3.1.3.2 LINKEDIN

LinkedIn is currently the main business network in the world and has more than 150 million users in more than 200 countries and territories. Stakeholders, which CIRCUSOL needs to connect with, are in LinkedIn, so it is appropriate to implement some actions.

A LinkedIn company page will establish CIRCUSOL public image on a global scale as a reputable and trustworthy project. Although many people view the Social Media site LinkedIn only as a site for job hunters and for growing professional network, LinkedIn is an equally effective tool for nurturing referral relationships.

By producing content that our viewers want to see about the project and share with others, our viewers become engaged advocates of CIRCUSOL and can expand our global influence. The content generated by CIRCUSOL project will be available in different formats such as SlideShare project presentations, website blog posts, infographics and videos to suit the viewing preferences of our target audience.

CIRCUSOL should post as many status updates as our content supports. We will reach more of our audience and extend our reach as we post more often.

The CIRCUSOL LinkedIn profile is a supplement to the website, helps driving traffic to the site and offers a way out to promote the project.

#### 3.1.3.3 YOUTUBE/VIMEO

You Tube and VIMEO channels will be used to share the CIRCUSOL videos and reach a large community of users. Both channels will multiply and will complement the reach out of Twitter and LinkedIn.

The videos will be presented at events and shared across social networks to gain followers, increase visits to the site and thus strengthen the communication strategy. The **Communication Team** (leads by LUND, ZABALA and VITO and integrated by all the partners) will define the strategy for its development.

#### 3.1.3.4 SLIDESHARE

Slideshare will be used to share the public presentations of CIRCUSOL and those used by the partners to spread the word about the project in related events of the sector.

#### 3.1.3.5 FLICKR

Flickr will serve to share the photographs and images of the co-creation workshops, and CIRCUSOL's events. This tool will show attractive galeries of images to show the CIRCUSOL common space for stakeholders, end users, and debate spaces of CIRCUSOL.

***Accountability: ZABALA will lead this Task 5.6.4 with the support of all partners communication departments to facilitate the reach out to wide Media.***

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***CIRCUSOL partners are encouraged to interact with the channels and disseminate its contents through their own networks and Social Media channels.***

## 3.2 COMMUNICATION MATERIALS

In order to effectively broadcast the messages of the project in events and promote the project on the website and the Social Media channels, different communication materials have been foreseen.

### 3.2.1 GENERAL PRESENTATION OF CIRCUSOL

A general Power Point presentation in English will be created to showcase the project at events. The PPT presentation should be translated, used and completed by the partners of the consortium. The content will include the project´s main mission, objectives and expected results.

### 3.2.2 ROLL-UPS

For the participation in events will be developed for the whole project to avoid one-shot production and waste.

### 3.2.3 DIGITAL LEAFLET

Presenting the project will be produced but won't be printed to avoid waste. It will be share don the website and on the Social Media channels.

### 3.2.4 DIGITAL TOOLS

Mobile apps that participants can download when taking part to an event, workshop co-creation event or during the visit of a demo.

### 3.2.5 SET OF DIGITAL MATERIAL

It will be produced in English and for each of the countries in the different languages (French, Dutch, German and English) will be prepared including local content and some "gaming" aspects integrated.

***Accountability: VITO will lead this Task 5.6.3 with the support of ZABALA, Ecopower, BKW and SOREA.***

### 3.2.6 VIDEOS

With the aim of communicating the complexity and depth of issues in value chains, promotional videos will be produced. Videos will be promoted via Social Media and the events (e.g. co-creation workshops) or external attended events. It will be made in English and subtitled in the main languages of the countries of the project will be considered (French, Dutch, German, Spanish), translation will be ensured by the partners themselves.

- A first promotion Video of the project of max 2 minutes will be made at the beginning of the project (by Month 4 latest). It will help promote the purpose of the project towards its key target audience (PV sector, Battery manufacturers, policy makers), focusing on the need to have more circular approach in the

conception of products, it will show examples of concrete manner to give a second life to PV modules and batteries and the difficulty there are today and the fact no business model allow for it, showing that CIRCUSOL aims to go beyond this challenge.

- A final video will be made, showing the achievements of the project, it should include some extracts of co-creation events, interviewing end-users and their interest for the new business models, show how bottlenecks identified in the early stage of the project have been overcome, it should show the concrete demos and lessons learnt. The target audience will be: end-users and policy makers.

- 3 information pills (very short videos) about the demos in the 3 main countries will be developed with the support of the 5 demos, in their local language, for local promotion of their work.

***Accountability: The video realisation (Task 5.6.6) will be coordinated by LUND with the support of ZABALA and the demo leaders as well as ECOPOWER and PV CYCLE and subcontracted to a professional video-maker agency.***

### 3.3 MEDIA RELATIONS

The Media and journalists are key agents to transmit information about the project to other stakeholders and the general public. They have a lot of influence and may have a positive impact to increase results, raise awareness and offer information to the rest of the society about the CIRCUSOL project.

Relationships with Media will be established through the Press Office of CIRCUSOL, led by ZABALA with the support of LUND (coordinator of WP5) and VITO (leader of CIRCUSOL) and the collaboration of the rest of the partners. This task will be accomplished at European, national and regional levels on the following way:

- ZABALA will prepare the press releases regarding the CIRCUSOL milestones and other detected opportunities to communicate in English and Spanish.
- Once the press release is approved by the Communication Team,
- Every partner will translate into the local language the press releases and will send to their contacts through its Communication Department, will include the PR on their own websites and share in their Social Media channels.
- Impacts will be monitored and included in the press-clipping (visible on the CIRCUSOL website) and in the Report on Dissemination and Communication Activities.

ECOPOWER and PV CYCLE with their access to a large network of stakeholders will play an important role to help disseminating.

A database of journalists will be built and enhance throughout the project.

The Press conferences and press releases will be launched at key moments (e.g. final conference) and journalists' tours to the 5 demo sites will be organised with the collaboration demo leaders. This will facilitate the dissemination and communication of CIRCUSOL in different European geographical areas.

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Articles will be proposed by ZABALA and adapted to local language by partners and promoted towards specialised Media (local and European).

To make the most of our content, we will need to make sure we are distributing it correctly. Content promotion through some distribution platforms will allow us to win audiences and optimize our news and information.

The **European platform of news CORDIS WIRE** will be used as well to distribute news releases and posts generated for the website.

The content of the press releases will be mainly focused on the results of the project and milestones:

- Circular solar PSS business models with demonstrator validation.
- Labelling and certification protocols for 2nd life PV modules and batteries.
- Cost and application analysis for 2nd life PV modules and batteries.
- PV design-for-circularity business impacts and incentives.
- Asset Database ICT platform prototype.
- Generic circular business innovation methodologies and tools (eco-system simulation model, CBM design framework and co-creation process, circular business experimentation), and policy analysis findings.

Other key opportunities will be:

- Co-creation workshops.
- CIRCUSOL events and relevant presentations in organized by others.
- General Assemblies.
- Key dissemination guides and communication materials.

***Accountability: ZABALA will lead this task 5.6.5 with the support of all the partners and following the process described before.***

### 3.4 EVENTS

The events are one of the most important parts of the dissemination and communication strategy because allow to connect with stakeholders and the general public, encourage networking and show the most important advances an results of the project. Events also feed of content the communication channels and tools (website, Social Media, press releases) generating great impacts on different audiences.

The strategy of participation of events will be set up at three different levels:

- By the side of each partner participating in the usual events of the sector.
- Joint presentations of the project in previously selected events organized by the EC and other key institutions/organizations.
- Events organized and promoted by CIRCUSOL collaborating with other initiatives and organizations to generate synergies.

### 3.4.1 PRESENCE AT KEY EVENTS

International conferences, congresses, workshops, exhibitions and fairs are one of the most effective dissemination and communication actions. The partners' participation to events will generate more visibility for CIRCUSOL project and will boost the contact with stakeholders and other European projects.

***Accountability: ZABALA will keep updated a calendar of key events (Task 5.6.7) with the support of partners, where CIRCUSOL should be promoted via presentations or present with a booth and will plan to ensure a presence of partners, mainly WP leaders, according to the type of audience or event. It will help ensuring their presence each time by contacting with conference organiser, booking booth…***

The following list is an example list of the kind of events that will be in the radar of CIRCUSOL for communication and dissemination activities:

| Name of the Event (Place) | Partner attending | Target Group | No. Attendees | Estimated Date |
|---|---|---|---|---|
| Intersolar Europe | PV CYCLE, SOLITEK, LC | Solar Power sector Business and producers | 40,000+ | June , yearly |
| EU PV SEC | IMEC, CEA, LC, SOLITEK | Solar Power sector producers and academia | 1,700+ | September, yearly |
| Sustainable Energy Week | VITO, ECOPOWER | Large amount of EU stakeholders involved in energy | 1,000+ | June, yearly |
| European Utility Week | SOREA | European utility sector & renewables power generation | 11,000+ | October, yearly |
| Advanced Building Skin | IMEC | Architects and building designers | 600+ (global) | October, yearly |
| Disruptive Innovation Festival organised by Ellen MacArthur Foundation | LUND , VITO | Circular Economy actors | 1,000+ (global) | November, Yearly |
| Resource Event UK, London | Industry & academic partners | Large group of business and academia interested in Circular Economy | 1,000+ (global) | March, yearly |
| ReMaTec Amsterdam (Remanufacturing circular economy event/ exhibition for industry) | Industry partners | Large group of business and academia interested in Remanufacturing and Circular Economy - exhibition opportunity | 1,000+ (European) | June, yearly |
| International Society for Industrial Ecology Conference (ISIE) | LUND (academic partners) | Global academic society – who have laid the foundation for Circular Economy principles | 500 (global) | June, yearly |
| Academy of Management conference (AOM) | LUND, BUAS (academic partners) | Global academic society for business studies which also attracts a business audience | 10.000 (global) | Aug., yearly |

| | | | | |
|---|---|---|---|---|
| Strategic Management Society conference (SMS) | BUAS (academic partners) | Global academic society for business studies which also attracts a business audience | 2,000+ (global) | Oct., yearly |
| Open Source Circular Economy Days (https://oscedays.org/) | VITO, LUND | Global network of Circular Economy innovators - with a city focus | 500+ (global) | Summer, yearly |
| World Economic Forum | BUAS | Business and politics | 1700+ (global) | January. , yearly |
| Swiss Economic Forum | BUAS | Business and politics | 1500+ (national) | Yearly |
| World resource forum | BUAS | Business and politics | 1500+ (global) | yearly |
| Vertriebsleitertagung Energie (Switzerland) | BUAS, BKW | Business and politics | 500+ (national) | biannual |
| Energietagung in Germany | BUAS | Business and politics, NGOs | 500+ (national) | yearly |
| IEEE Photovoltaic Specialists Conference (US) | LC | Photovoltaic sector producers and academia | 2000+ (global) | Jun, yearly |
| Solar Power International (US) | LC | Photovoltaic sector producers and developers | 15 000+ | Sept, yearly |
| IFAT (D) | LC | World's Leading Trade Fair for Environmental Technologies. Business, academia, end users | 135 000 | May, every 2 year |
| World circular Economy Forum | VITO and other partner | EASME side event “New Services for a Circular Ecnomy” | | |

Table 3 Events of interest

The participation of partners in events will be made visible through the CIRCUSOL website and Social Media channels contributing to increase the community of stakeholders and public interested in the project. General and technical presentations of CIRCUSOL will be showcased in a face-to-face interaction with the stakeholders.

For some key events organized by the European Commission (Green Week, Sustainable Energy Week, Circular Economy Stakeholder Platform) or important agents of the sector, the consortium will promote joined presentations of the CIRCUSOL project. It will be valued by the coordinator and the Communication Team.

### 3.4.2 CO-CREATION WORKSHOPS

These sessions will be organized with the local stakeholders, including citizens, local companies and SOREA as the DSO. A few potential models of ownership and operation of a 2nd life PV and battery system will be proposed to kick start the sessions.

Technical, economical, societal and cultural aspects will be considered and better worked out. Major technical parameters will be defined. Ownership aspects and ideas on business models will be part of the considerations. Both private citizens as local authorities will be facilitated to co-invest.

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These sessions will look into existing or innovative models to allow co-ownership of the global system, with SOREA providing services of operation and maintenance during economic exploitation, decommissioning and recycling at the end of life. The idea is the 2nd life solar power plant and the storage system to be financed as an investment by a combination of private individuals (possibly through a crowd funding platform), local authorities and SOREA itself.

Target is to attract **100 individual investors and 5 municipalities**. The whole system will be operated by the local DSO "as a service" for the investors.

***Accountability: SOREA (Task 4.2.1 with support of WP2).***

### 3.4.3 EUROPEAN POLICY WORKSHOP

A European policy workshop, where a draft of the policy guide will be presented and discussed will be organised. The main aim will be to influence the political agenda and create greater levels of circularity in the solar industry.

About 50 participants will be targeted: policy makers from EU level (relevant EU DGs: Energy and Environment mainly), national policy makers from the demonstrator countries and replication target countries, and representatives from key EU and national stakeholders associations (i.e. SolarPowerEurope, ETIP Photovoltaics, and national Solar Power associations around Europe).

***Accountability: The workshop (Task 5.5) will be organised by PV CYCLE on Month 43.***

### 3.4.4 FINAL CONFERENCE

European-wide conference on Circularity for Solar Power and new Business Models.

A large conference at the end of the project will be organised, it will have a double focus: business and policy makers.

The conference will be located in Brussels so as to ensure policy makers participation. It will ideally be organised with a MEP in the European Parliament or with the support of DG Environment/FG Energy to ensure high level political support.

The event will take place at the end of the project but will be a political-business event more than a traditional final project conference. A specific well designed and attractive programme will ensure this.

About **200 participants** will be expected, coming from:

- Business stakeholders from the PV and EV sector (for this a partnership with SolarPowerEurope and European Green Vehicle Initiative will be sought).
- Policy makers from EU level (EC, Parliament, REPER, ESC).

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- European stakeholder associations and institutions, national policy makers from the project countries as well as beyond will be targeted.

The event will ideally coincide with an important EU event such as the Sustainable Energy Week or the Green Week (May-June) to attract additional participation. It will be considered doing live streaming either through own means such as Periscope or if organised in EC/EP building with the facilities of the Commission or the Parliament to facilitate remote participation as well. A press conference will be organised as it has mentioned in the section 3.1.3 Media Relations.

***Accountability: VITO, ZABALA, LUND and BUAS will be in charge of this action (Task 5.6.8) with the support of all the partners.***

## 3.5 SCIENTIFIC PUBLICATIONS

It is expected that CIRCUSOL project develops a significant amount of research results which will be disseminated to different key scientific communities. Thus, RTD/academia Partners will dedicate strong efforts in publishing scientific papers under the framework of global recognized scientific conferences and journals that count on high impact index.
It is expected to develop a significant amount of research results which will be disseminated to different key scientific communities. Thus, RTD/academia Partners will dedicate strong efforts in publishing scientific papers under the framework of global recognized scientific conferences and journals that count on high impact index.

Some planned peer reviewed publications from CIRCUSOL are the following:

- D1.1 (European solar power eco system state-of-the-art report submitted to academic journal).
- D1.3 (Simulation model with case Germany and policy analysis submitted to academic journal).
- D2.3 (final CBMD framework and co-creation process approach submitted to academic journal).

The publications will be made freely and openly available via online repository with gold open access. Prior to publishing any scientific publication, the CIRCUSOL Partner involved will contact the whole consortium for **revision and validation of the publication 30 days in advance.** The publications funded by the project will be uploaded to specific Bibliographic social networks such as ResearchGate no later than 6 months after its original date of publication

CIRCUSOL project partners will have to provide Open Access to all peer-reviewed scientific publications relating to its results according to Article 29.2. of the Grant Agreement and H2020 Guidelines on Open Access to Scientific Publications (European Commission, 2017).

Each CIRCUSOL project partner will ensure Open Access (via the repository) to the bibliographic metadata that identify the deposited publication. The bibliographic metadata will be in a standard format and will include all items as it is indicated in the Article 29.2. of the Grant Agreement.

The CIRCUSOL website www.circusol.eu will include articles summarizing the scientific publications in a divulgative way and will be submitted to CORDIS Wire.

***Accountability: BUAS for D1.1 (Month 7) and D1.3 (Month45), and VITO for D2.3 (Month 48). ZABALA for the contents on the website and CORDIS Wire.***

## 3.6 SPECIFIC CAMPAIGNS AND REPLICATION TOOLS

A central activity of CIRCUSOL is to validate circular solar service models in five large-scale demonstrators. The demonstrators are selected to represent different market segments (commercial, utility and residential – both individual and community), different European countries (France, Belgium and Switzerland), and different scale (from single sites to entire region). Together they will validate three key success factors of circular service business models:

- **Strong value proposition for end-users.** The demonstrators will validate value propositions addressing end user needs in different market segments and different countries. The value propositions will be first tested and improved in single-site demonstrators, and later offered in regional demonstrators to validate market acceptance at large scales.

- **Environmental benefits for society.** The demonstrators will install second-life products (re-use/refurbished PV and remanufactured batteries) in different market applications through PSS business models. As an additional outcome, the demonstrators will also show that solar PSS models can speed up market adoption of renewable energy. Net environmental impacts will be evaluated using the CBM design framework.

- **Business viability for service providers. In** order to demonstrate business viability, all demonstrators will be real-life, meaning that capital investments will be paid by the service providers (and eventually through payments by the clients) under commercial agreements without subsidy. Project funding will be used to facilitate co-design of the PSS business models, develop new services and processes, as well as exploitation plans. Furthermore, new financing mechanisms and new operational processes will be tested. Envisioned financing mechanisms include **crowd funding and co-ownership**, though more may emerge from the cocreation sessions together with the financing sector. Operational processes to cost-effectively scale up solar services in the residential segment, will be demonstrated in two countries.

The dialogue with transnational organizations at the European level and local authorities, communities, together with the involvement of the owners and tenants, are considered as key factors for the success of the project. Communication and dissemination activities are considered the way to achieve the engagement and the rise of the awareness of stakeholders, end users and citizens.

| Demo & Lead | Location / Scale | Segment / End-user | Key innovation elements to be demonstrated | Replication potential |
|---|---|---|---|---|
| **Cloverleaf** (FUTECH) | Heusden –Zolder, Belgium<br><br>Single site. 2MWp PV + >200kWh battery | Commercial<br><br>Private business owner | • Solar energy storage as a service.<br>• Market adoption of remanufactured EV battery in stationary application. | Very high for any place where increased self-consumption is desirable, e.g. in countries with no or tapering feed-in tariffs. |
| **SecondSun4grid** (SOREA) | St-Remy-de-Maurienne, France | Utility | • Energy management as a service for investors.<br>• Market adoption of refurbished PV and | Estimated 1000 similar systems in France and many more in Europe. |

| | | | | |
|---|---|---|---|---|
| | Single site. 100kWp PV + 100kWh battery | About 100 private citizens and 5 local authorities, as investors | remanufactured EV battery in stationary application.<br>• New financing mechanism with mixed ownership and crowd funding. | |
| **Stocktveld** (DAIDALOS) | Stocktveld Tielt, Belgium<br><br>Single site, 39 households 100kWp PV | Residential (co-housing)<br><br>Home owners | • Electricity as a service for Belgian residential market with third-party ownership.<br>• Market adoption of refurbished PV.<br>• Energy consumption feedback. | The centralized system and services developed will be relevant for any community neighbourhoods. |
| **ScalingPSS** (BKW) | Wohlen bei Bern and LaGoule, Switzerland<br><br>Up to 30,000 individual households | Residential<br><br>Home owners | • Geographical scaling path for solar PSS models in residential segment<br>• New operational process for synchronized time and spatial planning | Demonstrated operational process will be highly relevant for scaling up residential solar PSS in other countries. |
| **REScoop PV** (ECOPOWER) | Flanders, Belgium Region (up to 50,000 individual households) | Residential<br><br>Home owners | Large-scale market replication experiment for:<br>• Residential end-user acceptance of solar PSS value propositions.<br>• Operational process for scaling up residential solar PSS. | Demonstrated PSS model can be replicated via REScoop.eu, which has a growing network of 1,250 European energy cooperatives in 11 EU States. ECOPOWER is a founding member of REScoop.eu. |

Table 4 Demo sites information

### 3.6.1 COMMUNICATION ACTIVITIES FOR THE DEMO-SITE

One of the main objectives of CIRCUSOL is to maximize the project impacts to support the societal transition towards a circular economy, by effectively disseminating and exploiting project outcome to well-defined target user groups as well as general public.

CIRCUSOL will deliver a total of **5 business plans**, **2 business cases,** replication potential assessment including at least 3 other European countries, **guides and workshops for business, academia and policy makers**, and will directly reach more than **30,000 European residents (**the project values highly the role of citizens) before the end of the project

Different online and offline engagement tools and activities will be designed and implementing at the European and local level. Campaigns, methodologies, info days and other materials will be designed with the main aim of boosting the CIRCUSOL models and facilitate its replication.

These actions will be promoted through the CIRCUSOL communication channels and tools: website, Social Media profiles, work with the local Media (according to the processes established with the Communication Team and the local teams).

#### 3.6.1.1 SUCCES STORIES

A specific space that will combine pictures, information, infographics and the information pill videos about the demos will be included on the CIRCUSOL website.

From the experiences, best practices and case studies extracted in demo sites success stories based on story telling techniques will be created. On the same way CIRCUSOL will attract the attention of the main stakeholders and the general public.

Contents will come from WP4.

***Accountability: ZABALA for the proposal and creation of stories with the support of VITO and responsibles for demo sites: FUTECH, SOREA, DAIDALOS., BKW and ECOPOWER.***

#### 3.6.1.2 CIRCUSOL METHODOLOGY FOR BROADER USE

LUND will first gather the outcomes from WP1 and WP2 into an easy-to-use circular business innovation methodology guide, with support from VITO and BUAS. The guide will explain how to develop co-creation activities and marketing testing experimentations, how to develop Circular Business Models and simulations for new Circular Business Models. (M28 – M36).

This guide will explain:

- How to develop co-creation activities and marketing testing experimentations.
- How to develop Circular Business Models and simulations for new Circular Business Models.

The generic methodology will be disseminated, with other industrial sectors, academia and CE/sustainability professionals as main target user groups. Several means of promotion are foreseen:

- Scientific publications (by BUAS, LUND and VITO) to reach academics.
- LUND, VITO and BUAS will co-develop a short course, which can be given both directly in universities and through online courses such as a MOOC (Massive Open Online Course).
- VITO will organize at least two interactive workshops, one for another industry sector (e.g. medical equipment or consumer white goods) and one for university students (e.g. sustainability programs in business school), to demonstrate how to apply the methodologies.
- Presentations at external events (see Section 3.1.4 Events of this Communication Master Plan). The participating partners will leverage on the **European Circular Economy Stakeholders Platform** for broad dissemination in EU.

The methodology guide will be updated with feedback from the dissemination activities and finalized into an end document which will be presented at the CIRCUSOL final conference (see Section 3.1.4.4 of this Communication Master Plan).

The guide will be distributed among the stakeholders through mailings, newsletters, CIRCUSOL website, and share on the Social Media channels.

***Accountability: VITO, LUND and BUAS (Task 5.4) ZABALA will actively participate in the dissemination and communication of the guide promoting the material in CIRCUSOL and European dissemination channels.***

#### 3.6.1.3 GUIDE AND WORKSHOP FOR POLICY MAKERS

A guide for policy makers will be developed by LUND in cooperation with BUAS (M40 – M45), based on eco-system analysis, simulation and policy scenario results from WP1, as well as regulatory bottlenecks identified in real-life by the demonstrators.

Secondly a European policy workshop will be organised by PV CYCLE for policy makers (See section 3.1.4.3 of this Communication Master Plan), where the guide will be presented and discussed. The main aim will be to influence the political agenda and create greater levels of circularity in the solar industry.

About 50 participants will be targeted:

- Policy makers from EU level (relevant EU DGs: Energy and Environment mainly).
- National policy makers from the demonstrator countries and replication target countries.
- Representatives from key EU and national stakeholders associations (i.e. SolarPowerEurope, ETIP Photovoltaics, and national Solar Power associations around Europe).

If any significant regulatory bottleneck is identified in the project and the consortium decides to apply for an Innovation Deal, dialogues may be initiated earlier, with the EC and relevant authorities.

***Accountability: The guide will be elaborated by LUND with the support of BUAS, and PV CYCLE will be in charge of organise the workshop for policy makers (Tas 5.5).***

#### 3.6.1.4 SET OF DIGITAL MATERIAL

A set of digital material will be produced in English and for each of the countries in the different languages (French, Dutch, German and English) will be prepared including local content and some “gaming” aspects integrated.

All these materials will be at disposal of the general public on the CIRCUSOL website.

Digital tools such as mobile apps that participants can download when taking part to an event, workshop co creation event or during the visit of a demo will be created.

***Accountability: VITO, ZABALA, Ecopower, BKW, Sorea (Task 5.6.3).***

#### 3.6.1.5 DESIGN A SPECIFIC NEWSLETTER RELATED TO THE DEMO SITES

In order to share the latest news about all the demos sites actions developed in the frame of CIRCUSOL project, specific newsletters could be produced to reach the local stakeholders, with the help or the partners locally involved.

***Accountability: ZABALA with the support for the elaboration of content of the partners involved on the demo sites.***

#### 3.6.1.6 CAMPAIGNS ON SOCIAL MEDIA CHANNELS

Social Media Channels will be used with the aim of sharing all the information about education and training programmes, social assessment and owner engagement.

Specific hashtags and images/short videos produced for each demo site will be used. In addition, "surveys" applications could be used in order to obtain the opinions and impressions of the target audiences of these programmes.

***Accountability:ZABALA with the support for the elaboration of content of the partners involved on the demo sites.***

#### 3.6.1.7 NEWS SECTION ON THE WEBSITE

A blog for the local owners and stakeholders' engagement sections with all the activity developed in these areas will be periodically published.

Blogs will help us to drive traffic to our website from Social Media channels, increase our SEP, position our project in the sector, build stronger relationships with our stakeholders, boost our credibility, build engagement and share all of our partners expertise.

***Accountability: ZABALA with the support for the elaboration of content of the partners involved on the demo sites.***

#### 3.6.1.8 PR ACTIVITIES

The CIRCUSOL Project will prepare specific press releases and interviews in order to share information about these programmes.

In addition, we will define specific PR activities with local communication teams, such as informative breakfast and visits to the demo sites **(see the procedures established in the section 2.3 Management of Communication and the section 3.1.3 Media Relations).**

The visits to demo sites will be focused on show the advances and innovations of the project. In the same will participate local stakeholders and authorities, journalists, local associations, CIRCUSOL WP involved. EC teams will be invited as well.

***Accountability:ZABALA with the support for the elaboration of content of the partners involved on the demo sites.***

#### 3.6.1.9 SURVEYS

Online tools (surveys) will be used to encourage feedback from stakeholders.

#### 3.6.1.10 VIDEOS

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Easily 360º videos for each demo sites will be created to publish in our webpage and social media channels. Definitely, all actions and documents will be developed in an intuitive and accessible manner, providing graphs, diagrams, illustrations and videos instead of plain text.

#### 3.6.1.11 METHODOLOGY GUIDE

LUND will first gather the outcomes from Task 1.3, 1.4, 1.5, 2.1, 2.2, 2.3 and 2.4 foreseen in the CIRCUSOL project into an easy-to-use circular business innovation methodology guide, with support from VITO and BUAS.

The guide will explain how to develop co-creation activities and marketing testing experimentations, how to develop Circular Business Models and simulations for new Circular Business Models. (M28 – M36) Secondly the generic methodology will be disseminated, with other industrial sectors, academia and CE/sustainability professionals as main target user groups. Several means of promotion are foreseen:

- Scientific publications (by BUAS, LUND and VITO) to reach academics.
- LUND, VITO and BUAS will co-develop a short course, which can be given both directly in universities and through online courses such as MOOC (Massive Open Online Course).
- VITO will organize at least two interactive workshops, one for another industry sector (e.g. medical equipment or consumer white goods) and one for university students (e.g. sustainability programs in business school), to demonstrate how to apply the methodologies.
- Presentations at external events (see Section 3.1.4.1 of this Communication Master Plan).

The participating partners will leverage on the European Circular Economy Stakeholders Platform for broad dissemination in EU.

Lastly the methodology guide will be updated with feedback from the dissemination activities and finalized into an end deliverable (D5.5), which will be presented at the CIRCUSOL final conference (Task 5.6.8).

### 3.7 COLLABORATION WITH INITIATIVES AND OTHER HORIZON 2020 PROJECTS

CIRCUSOL consortium will participate in diverse groups at the EU in order to promote their experiences within the large-scale demos. The following table summarizes the main strategies that will be implemented:

| EU Organisations | Partner linked | Target Groups involved | Specific objective of communication |
|---|---|---|---|
| PV-Cycle | PV CYCLE | Manufacturers, rebranders, online shops or importers of PV panels, batteries and e-products. | Awareness raising / Replication |
| RESCoop.eu | ECOPOWER | End-users | Awareness raising / Replication |
| SolarPowerEurope | PV CYCLE | PV manufacturers (entire value-chain) and developers | Awareness raising / Replication |
| EUROBAT | | Battery manufacturers/researchers | Awareness raising |

| | | | |
|---|---|---|---|
| EGVIA | ZABALA | Car manufacturers% researchers including EVs) | Awareness raising |
| EASE | CEA | Storage community | Awareness raising |
| ETIP-PV | IMEC | PV community | Awareness raising |
| IEC | IMEC | Standardization organisation | Dissemination of the results |
| IEA | BUAS | Politics | Awareness raising |

Table 5. European organizations linked to the CIRCUSOL partners

CIRCUSOL has received Letters of Support from, among others, Solar Power Europe, REScoop.eu, Ellen MacArthur Foundation, Circular Flanders, CENELEC, RECHARGE, NISSAN, KBC, Bouygues, Solease, Swiss Solar, Swiss Federal Office of Energy, Netwerk Bewust Verbruiken (Consumer Consciousness Network) and Rotterdam School of Management.

Furthermore, the EU Circular Economy Stakeholder Platform launched by the EESC (European Economic and Social Committee) and the European Commission, will be considered as a particularly suitable dissemination channel for all the CIRCUSOL results and users-group already mentioned.

CIRCUSOL partners will assess their direct implication within the different committees and working groups, so that, among other purposes, the platform will be used for specific dissemination of CIRCUSOL project results.

Regarding other Horizon2020 projects will be identified the similar initiatives with the aim of establishing regular calls and ways of collaboration for activities, events, dissemination, etc.). Interactions within the cluster of projects same call (CIRC-01) are also expected by the EC.

Some of the projects identified are the following:

- C-Servees
- CarE-Service
- CINDERELA
- CIRC4Life
- HOUSEFUL
- RECiPSS

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## 4. KPI´S AND MONITORING

ZABALA will coordinate the Communication Master Plan of CIRCUSOL and its activities with the involvement of all the member of the consortium. Each partner will make use of its communication tools and channels, networks and collaboration with the goal of reach the stakeholders of the project and build the CIRCUSOL community. The partners must provide as well all the relevant information and feedback in order to complete the D.5.10 Communication Report on a regular basis since the start of the project.

ZABALA will compile all the information about the events attended, upcoming events, other networking and collaborative activities, as well as the impacts on Media for the press-clipping and the distribution of the communication materials through a form sent by e-mail. If necessary, partners could receive calls by phone or requested emails.

The Communication Master Plan will be updated on a yearly basis to complete the D.5.10 Communication Report.

These will be some of the main indicators we are going to monitor in order to measure the Return of the Investment (ROI) in communications.

Monitoring and analytics will be incorporated on the web and Social Media in CIRCUSOL's digital marketing and communication processes, as a source of essential information for monitoring key indicators.

| 01 | 02 | 03 | 04 |
|---|---|---|---|
| **Impact in Media** (on and offline) | **Web analytics** | **Social Media analytics** | **Event attendance and feedback** |
| 5 events for journalists<br>3 articles per demo sites in general Media<br>10 articles/interviews in specialised Media | 40.000 visits<br>2.000 readers for the newsletter | 5 tweets/week & 500 followers<br>LinkedIn community of 200 members | Project workshops and co-creation sessions: over 500 participants<br>Final conference: 200 participants |

Figure 5 KPI´s Communication Master Plan

## 5. HORIZON2020 REQUEST AND COORDINATION WITH THE EC

According to the EC Grant Agreement participants agree to:

- 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 and possibly engaging in a two-way Exchange (Article 38 of the Model Grant Agreement).
- Disseminate results — as soon as possible — through appropriate means, including in scientific publications (Article 29 of the Model Grant Agreement).

- • Ensure Open Access (free of charge, online access for any user) to all peer-reviewed scientific publications relating to its results (Article 29 of the Model Grant Agreement)
- Take measures aiming to ensure 'exploitation' of the results — up to four years after the end of the project – by using them in further Research activities; developing, creating or marketing a product or process; creating and providing a service, or using them in standardisation activities (Article 28 of the Model Grant Agreement)
- Acknowledge EU funding in all communication, dissemination and exploitation activities (including IPR protection and standards) as well as on all equipment, infrastructure and major results financed by the action by using the wording and criteria specified in the Grant Agreement (Articles 27, 28, 29, 38).

Additionally, CIRCUSOL project will establish **close links to the communication team of the European Commission** in order to make the results of the project visible in the EC Media Outlet, and interaction on the Social Media channels.

## 6. TIMELINE

| | YEAR 2018 | | | | | | | YEAR 2019 | | | | | | | | | | | YEAR 2020 | | | | | | | | | | | YEAR 2021 | | | | | | | | | | | YEAR 2022 | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Ago | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Ago | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Ago | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May |
| **Communication materials** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Logo and visual guidelines | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Poster and roll-up for events | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Templates | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| General Brochure | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Set of digital material on different languages | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Social Media** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Twitter and linkedin go live | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Events management (follow up the conversation and participation) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community management | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Social Media Campaigns | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Videos** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Video 1 CIRCUSOL presentation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Video 2 CIRCUSOL results | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Information pills (3 for demo sites) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **D5.9 Website** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Go live | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Marketing tools implementation (stakeholders) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| News/content update | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Events and networking** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Events tool implementation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Networking other initiatives | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Co-creation workshops | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Policy makers workshop | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| CIRCUSOL final conference | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Work with Media** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Data Base of Media | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PressReleases-milestones | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Visits for Journalists (provisional) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Events for the Media (provisional) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **Newsletter** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Design template | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Delivery | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **D5.8 Communication Master Plan (launch and update)** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| **D5.10 Communication Report** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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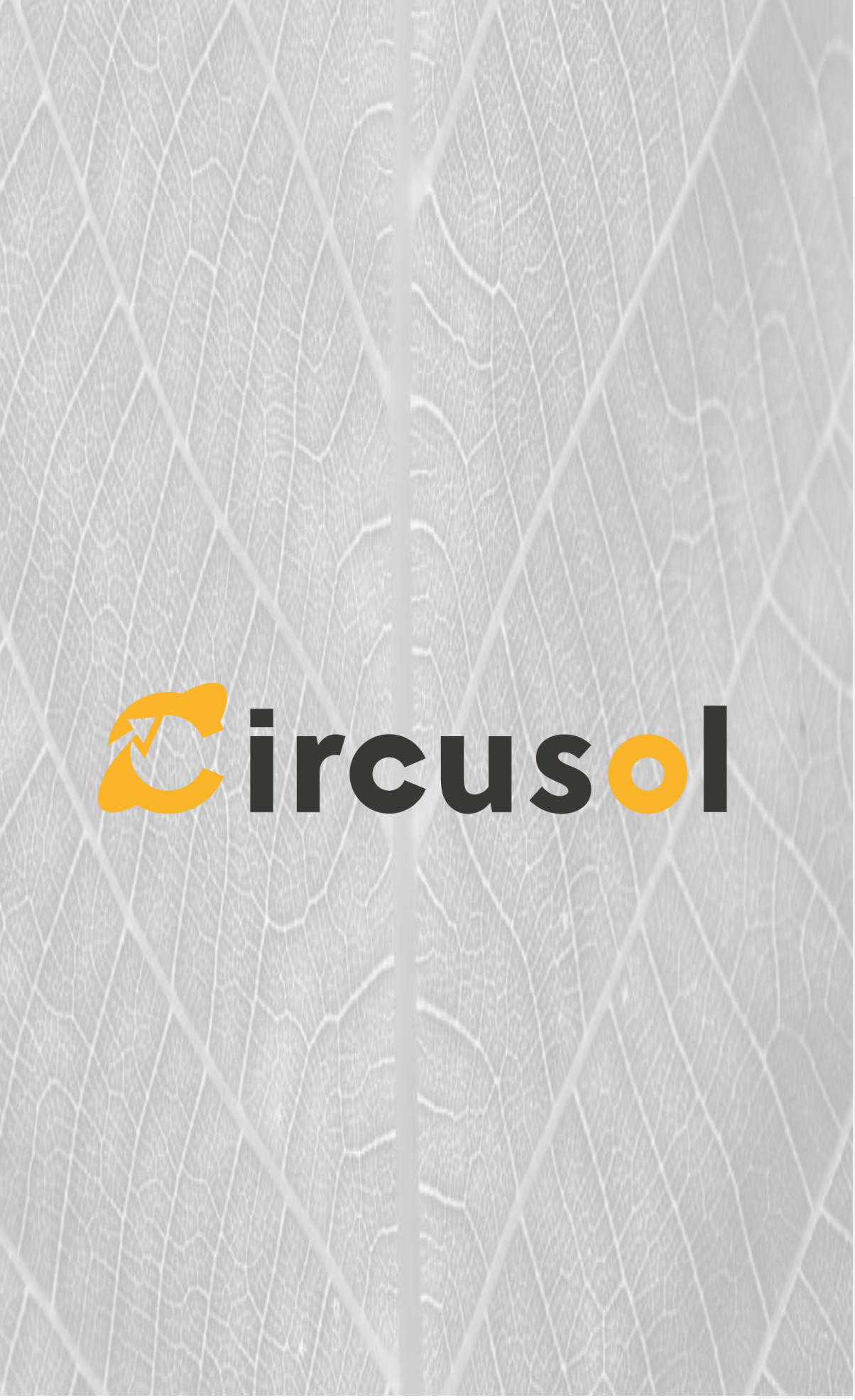
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