



Intelligent Road Asset Management Platform

Communication, Dissemination and Engagement Master Plan (CDEMP)

04.08.2021

D7.1



Technical References

Project acronym	OMICRON
Project full title	Towards a more automated and optimised maintenance, renewal and upgrade of roads by means of robotised technologies and intelligent decision support tools
Call	H2020-MG-2020-TwoStages
Grant number	955269
Project website	www.omicronproject.eu
Coordinator	CEMOSA

Deliverable No.	D7.1
Deliverable nature	R
Workpackage (WP)	WP7
Task	T7.4
Dissemination level ¹	PU
Due date	31.07.2021
Number of pages	39
Keywords	Communication, Dissemination, Strategy, Consortium partners, Guidelines, Report
Authors	Marcell Boviz (ESC)
Contributors	Ana Navas (CEM), Mara van Welie (ESC), Jose Solis (CEM)
Actual submission date	04.08.2021

¹ PU = Public
PP = Restricted to other programme participants (including the Commission Services)
RE = Restricted to a group specified by the consortium (including the Commission Services)
CO = Confidential, only for members of the consortium (including the Commission Services)



Authors

Name	Beneficiary	Details of contribution
Marcell Boviz	ESC	Main author

Contributors

Name	Beneficiary	Details of contribution
Mara van Welie	ESC	Deliverable contributor
Ana Navas	CEM	Main reviewer
Jose Solís	CEM	Reviewer

Document history

V	Date	Beneficiary	Author
V0.1	23.07.2021	ESC	Marcell Boviz
V0.2	28.07.2021	CEM	Ana Navas
V0.3	30.07.2021	ESC	Mara van Welie, Marcell Boviz
V0.4	03.08.2021	CEM	Ana Navas, Jose Solis
r1	04.08.2021	ESC	Marcell Boviz



Summary

This document outlines the Communication, Dissemination and Engagement Master Plan developed within OMICRON and the different tools developed for this purpose. Effective dissemination and communication actions represent a crucial part of the project. This Plan is prepared on the basis of the specific tasks described under WP7 'Exploitation, Communication and Dissemination' and the rules governing in the Consortium Agreement signed by the partners.

Such a plan is designed to maximise the outreach and impact of the project and make sure that its services, ecosystem, and key results are reaching all target groups. As such, this strategy provides a detailed overview of developed tools, foreseen activities, key target and stakeholders groups, dissemination and communication channels and processes.

The project partners are required by the Grant Agreement (GA) and Consortium Agreement (CA) to proactively disseminate the results they generate. All partners are also demanded to contribute to increasing the outreach and awareness of OMICRON by searching for new dissemination opportunities and leveraging their networks and channels. Such joint effort is made with the objective of reaching a European audience increasing the impacts of the project. In fact, all partners have allocated resources in the WP7 in order to maximise the visibility of the project.

The project partners have been made aware of this strategy and the communication and dissemination tools and their effective use. This plan will be progressively updated at M21 (January 2023).

This plan has been developed with reference to Communicating European Union Research and Innovation, Guidance for Project Participants¹.

Disclaimer

This publication reflects only the author's view. The Agency (CINEA) and the European Commission are not responsible for any use that may be made of the information it contains.

¹ [Communicating European Union Research and Innovation, Guidance for Project Participants](#), European Commission, 25. September 2014.



Table of contents

Technical References	2
Authors	3
Contributors	3
Document history	3
Summary	4
Disclaimer.....	4
Table of tables.....	7
Table of figures.....	7
1 Objectives	8
1.1 Objectives of the project.....	8
1.2 Dissemination and communication strategy	8
2 Communication and Dissemination Management	10
2.1 Roles and responsibilities of the partners	10
2.1.1 Open access to scientific publications	11
2.1.2 Acknowledgement of EU funding	11
2.1.3 Disclaimer excluding Agency responsibility	11
2.2 Procedure of approval within the consortium.....	11
2.2.1 Scientific and technical publication	11
2.2.2 Communication materials.....	12
3 Communication and Dissemination plan	13
3.1 Project branding.....	13
3.2 Target groups	14
3.3 Key messages	14
3.4 Visual identity	16
3.4.1 Logo.....	16
3.4.2 Fonts, spelling	18
3.4.3 Templates	18
3.4.4 Infographics	19
3.4.5 Icons.....	21
3.5 Communication and dissemination activities	22
3.6 Communication tools in detail	23
3.7 Preliminary timeline.....	25
4 Communication and dissemination channels	29



4.1 Website	29
4.2 Social media	31
4.2.1 LinkedIn.....	32
4.2.2 Twitter.....	32
4.2.3 Youtube.....	32
4.2.4 Use of Hashtags	33
5 Stakeholder engagement.....	34
5.1 Project events	34
5.2 External events.....	34
5.3 Collaboration.....	35
6 Monitoring activities	36
6.1 Monitoring document for all partners	36
7 Conclusion.....	37
Annex 1: EU emblem in H2020 projects	38
Annex 2: Preliminary timeline for WP7 activities	39



Table of tables

Table 1. WP7 Communication, dissemination and exploitation effort per partner	10
Table 2 Initial summary of target group tailored key messages	15
Table 3 Overview of outreach activities	22
Table 4 Outreach activities and tools	23
Table 5 Website content overview.....	30
Table 6 External events	35

Table of figures

Figure 1 Project stages	9
Figure 2 Main target categories and target groups.....	14
Figure 3 OMICRON stylesheet	16
Figure 4 Complete logo for white background, with subline	17
Figure 5 Logo for white background, no subline	17
Figure 6 Logo for dark background, with subline	18
Figure 7 Deliverable report template	19
Figure 8 Presentation template.....	19
Figure 9 Main infographic visualizing OMICRON solutions	20
Figure 10 Infographic presenting countries involved, demonstrations and connected technologies..	20
Figure 11 Icon set representing the OMICRON technologies	21
Figure 12 Preliminary timeline for WP7 and C&D activities.....	26
Figure 13 OMICRON website structure	30
Figure 14 Website initial landing page, "under construction"	31
Figure 15 ESCI Youtube channel	32



1 Objectives

1.1 Objectives of the project

The objective of OMICRON is to **develop an Intelligent Road Asset Management Platform** to address the needs of **road design, construction and maintenance processes**, unifying and coordinating innovative technologies **from robotics to digitalisation** tools. The platform will be a step change towards the automation and optimisation of the current **Inspection & Maintenance (I&M)** processes, thereby **reducing risks and improving safety and efficiency**. The effort will be focused on key maintenance processes that span across different levels, from emergency actions to large maintenance interventions and retrofitting processes, including routine maintenance tasks. The outcomes of the project will be modular so that they can be easily applied to different road assets regardless of the road category.

1.2 Dissemination and communication strategy

The main goals of the communication and dissemination defined for OMICRON are:

1. Raising awareness and interest, increase knowledge on the OMICRON solutions and results to potential end-users across road construction, maintenance and management sectors, robotics & automation, IT, academia, policymakers and other stakeholders.
2. Engaging in a dialogue with early adopters, industrial players and other stakeholders to foster exploitation opportunities of the OMICRON results.
3. Knowledge transfer among the partners, robotics and IT experts, the scientific community, and transport infrastructures workforce on specific methodologies and applications (internal and external training).
4. Coordinate and establish effective relationships between OMICRON and other European initiatives and projects to create additional dissemination opportunities and future follow-up research and market uptake.
5. Foster the acceptance of OMICRON technologies and its platform by end-users and other stakeholders.

Communication and dissemination strategy and specific actions will unfold and intensify as the project advances. Overall, the communication and dissemination activities can be divided into **three phases** over the entire project period (see Figure 1)

- At the **early stage** of the project, with no project results available, communication focus will lie on raising general awareness and interest about the project among wider audiences.
- At the **mid-stage** of the project, when the first results become available, communication and dissemination activities will focus on the release of results and updates, tailored to different target audiences. From this phase onwards, communication and dissemination activities will be diversified into targeted actions towards specific target groups.



- At the **final phase** of the project, with demonstrations in place and results available, communication and dissemination activities will focus on the promotion of the adoption of OMICRON solutions, fostering acceptance and exploitation of the project results.

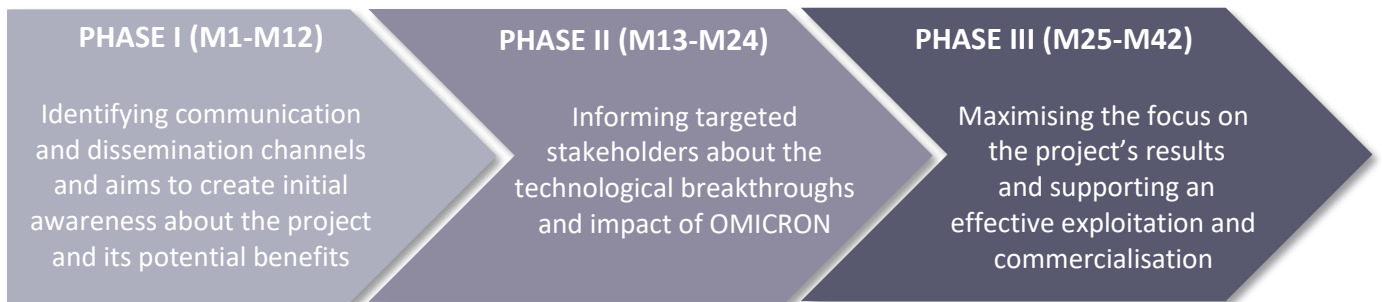


Figure 1 Project stages

2 Communication and Dissemination Management

2.1 Roles and responsibilities of the partners

According to Article 29 of the Grant Agreement on 'Dissemination of results - Open Access - Visibility of EU Funding', all partners are required to communicate and disseminate their results. Furthermore, all partners are requested 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”, according to Article 38 of the Grant Agreement.

All partners are therefore expected to be proactively looking for communication and dissemination opportunities, as well to contribute to communication and dissemination efforts of the Consortium, in order to reach the European-wide audience.

European Science Communication Institute (ESC) is leading WP7 and the coordination of external communication and dissemination activities. This will involve coordinating communication activities at the project and consortium level, guaranteeing consistency in the message delivered and ensuring all the communication targets are effectively achieved. However, as said, all partners contribute to the implementation of the Communication, Dissemination and Engagement Master Plan and play a key role in networking with stakeholders. Table 1. below shows the distribution of person-month (PM) in WP7 of all project partners. Note that this WP includes Exploitation activities as well.

Table 1. WP7 Communication, dissemination and exploitation effort per partner

Partner number and short name	WP7 effort	Partner number and short name	WP7 effort
1 - CEM	5.5	9 - UGE	2.0
2 - TEK	2	10 - EIF + EI GYD	1.5 + 1
3 - AIS	1.5	11 - PAV	2
4 - SDP	0.5	12 - IND + PRO	2 + 0.5
5 - CAT	1.5	13 - REG	2.5
6 - USE	1	14 - ESC	27
7 - UOC	1.5	15 - ARI	2.5
8 - LMS	1.5	16 - TDU	2.5
Total			58.5

2.1.1 Open access to scientific publications

According to the Grant Agreement, each beneficiary must **ensure open access to all peer-reviewed scientific publications relating to its results.**

Open access means also improving access to scientific publications and data. This is considered important by the EU as it allows building research on previously published research results, to achieve greater efficiency by fostering collaboration and avoiding duplication, to accelerate innovation as well as to involve citizens and society in order to increase the transparency of the scientific process².

For more details, please refer to clause 29.2 “Open access to scientific publications” of the Grant Agreement and section 8.4 'Dissemination' of the Consortium Agreement.

2.1.2 Acknowledgement of EU funding

Any dissemination of results (in any form, including electronic) must:

(a) display the EU emblem and



(b) include the following text:

“The project leading to this application has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 955269”.

When displayed together with another logo, the EU emblem must have appropriate prominence. A detailed guideline for the use of the EU emblem is available in [Annex 1](#) of this document.

2.1.3 Disclaimer excluding Agency responsibility

Any dissemination of results must indicate that it reflects only the author's view and that the Agency and the EC are not responsible for any use that may be made of the information it contains.

“This document reflects only the author’s views. The European Commission and European Climate, Infrastructure and Environment Executive Agency (CINEA) are not responsible for any use that may be made of the information contained therein”.

2.2 Procedure of approval within the consortium

2.2.1 Scientific and technical publication

According to Article 29 of the Grant Agreement and Section 8.4 of the Consortium Agreement, all partners are required to ask for permission when publishing a scientific paper.

² See [Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020](#), EC Research and Innovation, Version 3.2, 21 March 2017.



“During the project and for a period of 1 year after the end of the project, prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Grant Agreement in writing to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted. “

2.2.2 Communication materials

During the project, ESC and other partners will produce a variety of communication materials, such as brochures, videos, articles, interviews, social media posts, etc. These communication materials require a different approval procedure compared to scientific articles, as they do not contain detailed IPR-relevant issues.

Before the printing of **brochures** and publication of **videos** by ESC, the project coordinator will be reviewing and approving the materials.

For official OMICRON **press releases**, approval will be required from the coordinator and those quoted in the press release (if applicable). Press releases from the partners will be under the responsibility of the partners and do not require official approval from the coordinator although it is advised to notify ESC about expected publications.

For **journalistic articles and interviews**, only the partners or persons mentioned in the publications will be required to approve or to fact-check the content. No official approval from the Consortium is foreseen. These publications have a journalistic approach and interference by interested parties would be counterproductive for the distribution success.

No approval is needed for **social media posts** done by ESC on the Twitter or LinkedIn pages.



3 Communication and Dissemination plan

The objective of this document is to illustrate the strategy for project dissemination and communication. The overall objective of this plan is to manage and implement effective strategic dissemination and communication activities with the aim to increase awareness, acceptance and uptake of the OMICRON results.

The partners have to take into account the diversity of different addressees in the communication and dissemination activities. To be successful, the project has to define a clear and simple way to talk to each target group differently tailored to the different needs. OMICRON as a project itself as well as brand and product must be in focus on each content piece that is going to be published during the next 3,5 years. Content, collaboration and sharing knowledge are the most effective tools to reach our high-level goals in communication and dissemination in this project. The team is planning the following measures for the OMICRON project:

1. ESC, as WP7 leader, is producing high-quality cross-media content for the best impact. Articles, interviews, graphics, videos and animations, or part of them should be used for different channels and different target groups. Together with project partners, ESC will produce content for the general public, industry and science. To reach them ESC uses mainly digital communication channels like project website, Twitter, LinkedIn, and Youtube. Especially until the pandemic situation of COVID-19 lasts, our activities are focused on all digital opportunities.

2. ESC will build a community and exchange with other interesting and related Horizon 2020 projects. To disseminate the results of the OMICRON project is one of the main topics of our work during the next 3,5 years. As well as sharing learnings and other opportunities in technologies, science and industry to make road construction, inspection and maintenance procedures safer and more efficient. Safety in this sector is also one of the most important perspectives and objectives for the communication and dissemination of the OMICRON project.

3. Primarily for the Inspection and Maintenance as well as the robotics and automation sector, the results and products of OMICRON will be used to enhance market uptake and promote the project's innovative aspect for key target groups, industry, science and the general public.

With all our actions of communication and dissemination, a common understanding of the content and the aims will be created. Whether our target audience is stakeholders, scientists, robotic engineers or the public, everyone should be able to understand the project on their own level.

3.1 Project branding

The term brand refers to a business and marketing concept that **helps people identify a particular organisation, product, or individual**. As such, they help shape people's perceptions of organisations, their products, or individuals. Brands often use identifying markers to help create brand identities within the marketplace, for example, logos or slogans. These are marketing tools that are often used to promote and market products and services. **When used together, these tools create a brand identity**. Successful marketing can help keep a brand front and center in people's minds. Brands provide enormous value to the organisation, giving them a competitive edge over others in the same industry³.

³ Ignyte. "What Is a Brand?" Accessed 3. July, 2021.



Scientific and technological projects can be considered a “product and service” orientated towards a niche market. These are mainly directed to one particular service, a narrowly defined target group seeking a distinctive mix of benefits within a segment.

3.2 Target groups

In the case of OMICRON, the project distinguishes between **three main categories of target groups**. At the current stage of the project, our communication means will be adjusted depending on who is our target audience. The main target groups are identified and shown in Figure 1. The target groups are ordered in relevance to the project.

1. Primary target groups	2. Relevant industries, researchers, engineers	3. Policymakers, the general public
<ul style="list-style-type: none"> • Road constructors • Road managers companies • Road operator companies • Inspection and Maintenance sector • SMEs • Other possible early adopters 	<ul style="list-style-type: none"> • Robotics & automation companies • Civil engineering bureaus • Consultancies and technology providers • Higher education students (MSc, PhD) • Research organisations • Engineering information technology companies • Other relevant industries 	<ul style="list-style-type: none"> • National authorities, governments • Political representatives • Public authorities and public procurement officials • Standardisation committees • European institutions, commission • Relevant associations, other projects • General public

Figure 2 Main target categories and target groups

The OMICRON Consortium has a wide range of members whose expertise covers the whole road construction, inspections and maintenance value chain. This enables us to reach specific audiences through the partner’s communication networks, social media channels. Thus, the communication and dissemination activities of the consortium members will be essential to reach some key target audiences and create awareness about OMICRON solutions.

3.3 Key messages

In order to ensure engagement with different target groups, the key messages have to be tailored according to the needs of the respective groups, addressing their interests and possible benefits. The key messages are the ones the target audience will remember and react to.

To be useful, key messages must:

- Be few in number, usually no more than two or three.
- Be short and concise, generally no more than a sentence or two.

The following types of messages will be communicated throughout the project:

- The problem that OMICRON gives solutions to.
- Project goals and ambitions.
- Project relevance for the:
 - road construction, intervention & maintenance industry,
 - robotics and automation industry,
 - end-users, society at large, the European economy,
 - public safety, environment.
- Project milestones, results, recommendations.
- Detailed information about project-related technologies, solutions.
- Active participation of the project partners in conferences/workshops.
- Project-related news and events.

At the time when this Communication, Dissemination and Engagement Master Plan is being drafted, it is not possible yet to define all the relevant messages. ESC anticipates multiple powerful messages worth communicating arise as the project evolves. As it does, the list of the messages will be adjusted accordingly and distributed among the partners. Nevertheless, a preliminary hypothesis can be made on how OMICRON results will be dealt with from a communication and dissemination perspective. They will be fine-tuned when the project results are available. The tentative key messages are summarized here in Table 2.

Table 2 Initial summary of target group tailored key messages

Target group	Use of language	Key messages	Key platforms
1. Primary target groups	Can be highly technical	OMICRON solutions' benefits, efficiency	Related journals
	Logical reasoning	Ease of use, innovative potential	Partners' networks
	Informative	Personnel cost reduction	LinkedIn
	Accurate	Adaptable combined technology solutions	Website
	Demonstrative	Decreased I&M costs	Events, fairs
		Construction cost reduction	Workshops
		Increased road availability	Conferences
2. Relevant industries, researchers, engineers	Technical	Adoptability of the OMICRON technologies	Industry journals
	Informative	Lower risk of fatal traffic accidents	LinkedIn
	Marketing focused	Key technologies are separately adaptable	Website
	Highlighting innovation	Fewer traffic disruptions in I&M works	Twitter
	Demonstrative	Complete solution, overall efficiency	Conferences
		Cost reduction	Events fairs
		Innovative aspects of OMICRON	Collaborations
3. Policymakers, the general public	Not technical	Safety impacts of OMICRON solutions	Website
	Understandable, clear	Improving the European road network	Twitter
	Explanatory	Less traffic disruption, fewer traffic jams	LinkedIn
	Simple messages	Environment friendly, less pollution	Direct comm.
	Solution-oriented	Modern technologies, intelligent platform	Mass media
	Engaging	The future of road development	

3.4 Visual identity

An attractive and consistent visual identity is essential for portraying the right image of a project. Branding includes logos, slogans, infographics and standard templates such as PowerPoint presentations, Word report styles, posters and letterheads. An easily identifiable and attractive brand allows key stakeholders and influencers to instantly recognise the project. It helps the project to grow and exploit its results.

The visual identity of the project has been developed based on its thematic focus. It should ensure that different messages sent by various project partners to multiple target groups look consistent and professional. The primary colours are ‘oxford blue’, ‘royal fortune’ and ‘grey suit’. The secondary colours range from different shades of blue to orange, turquoise and different tones of grey, in order to convey several levels of information if needed.

The following OMICRON stylesheet (see Figure 3) is available in the OMICRON repository under the folder [WP7. Exploitation, Communication and Dissemination / Visual identity](#)

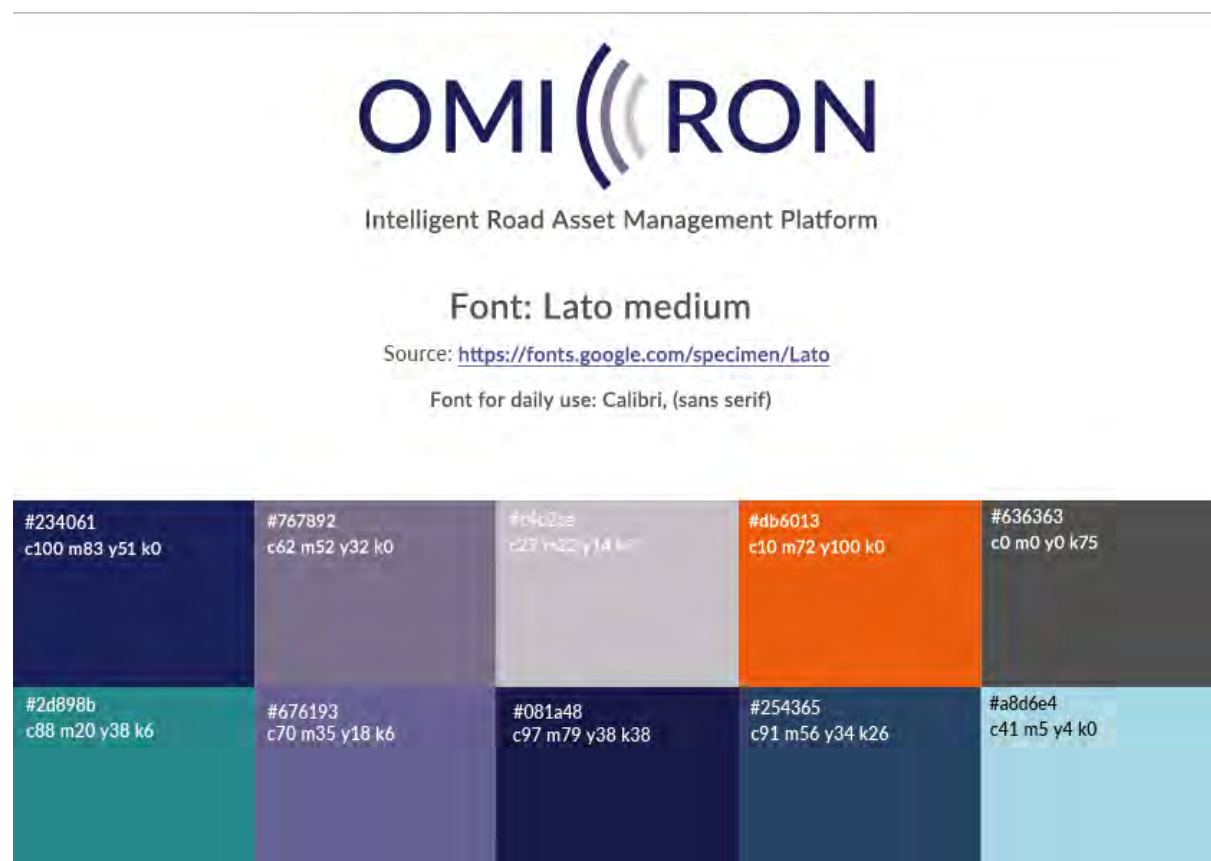


Figure 3 OMICRON stylesheet

3.4.1 Logo

The logo reflects the core of the project and is to be used for internal and external project communication (document templates, presentations, project website and other communication materials).



The logo includes a text element with the name of the project where the letter “C” is represented with the sign commonly used for wireless connection with the three curved lines in different shades of the OMICRON colours (see Figure 4). This style gives the brand a modern, elegant, futuristic and simple look that perfectly embodies the goals of the outreach activities.



Figure 4 Complete logo for white background, with subline

The complete version (see Figure 3 above) displays the slogan “Intelligent Road Asset Management Platform” under the logo design. It is desirable to use this version of the logo in most cases when possible. ESC has created various logos to be used in front of different backgrounds – white or dark, with and without the subline (see Figures 5 and 6 below). This will allow them to stand out on a range of digital and print media. All files are available in .png and .jpg formats to cover all needs in the OMICRON repository under the folder [WP7. Exploitation, Communication and Dissemination / Visual identity](#).

Some examples of the different logo variations:



Figure 5 Logo for white background, no subline



Figure 6 Logo for dark background, with subtitle

3.4.2 Fonts, spelling

The default font of the print materials and deliverables is Calibri (sans serif). The font has been selected in accordance with the project focus, reflecting its technical, modern character. It is installed by default in all the regular office programmes and set default for the templates. The font of the logo is Lato medium.

Standardised British Spelling should be used in all documents. Generic terms are spelt in lower case, specific terms and proper names are spelt with initial capitals.

3.4.3 Templates

Furthermore, templates for the project's official documentation (deliverables, presentations, meeting minutes, interim reports) have been developed in coherence with the project's visual identity (see Figures 7 and 8 below). These will be extended with materials for poster presentations and project brochures. All templates are available in the OMICRON repository under folder [General / 4. Templates](#)



The figure shows a two-page deliverable report template. The left page is the cover page, featuring the OMI((RON) logo at the top, followed by the project name 'Intelligent Road Asset Management Platform'. Below this are fields for 'Title', 'Subtitle', 'Publish Date', 'Deliverable Number', and 'Authors'. The right page is the 'Technical References' page, which includes a table for project details and a table for deliverable information.

Technical References	
Project acronym	OMICRON
Project full title	
Call	
Grant number	
Project website	
Coordinator	
Deliverable No.	
Deliverable nature	[R, ADM, PDE, OTHER]
Workpackage (WP)	
Task	
Dissemination level *	[OO/PU]
Due date	Status completion
Number of pages	
Keywords	
Authors	
Contributors	
Due date of deliverable	
Actual submission date	

* - PU = Public
 FP = Restricted to other programme participants (including the Commission Services)
 RE = Restricted to a group specified by the consortium (including the Commission Services)
 CO = Confidential, only for members of the consortium (including the Commission Services)

Figure 7 Deliverable report template



Figure 8 Presentation template

3.4.4 Infographics

Infographics are a powerful tool to grab the attention of the audience and visual information makes complex technical subjects easier to understand and share across different media, from PowerPoint presentations to Twitter posts. Moreover, they give a professional and modern look to the platform.



ESC will produce numerous infographics for the project, from that, initially, two will be already available on the website from M4 (see Figure 9 and 10 below).

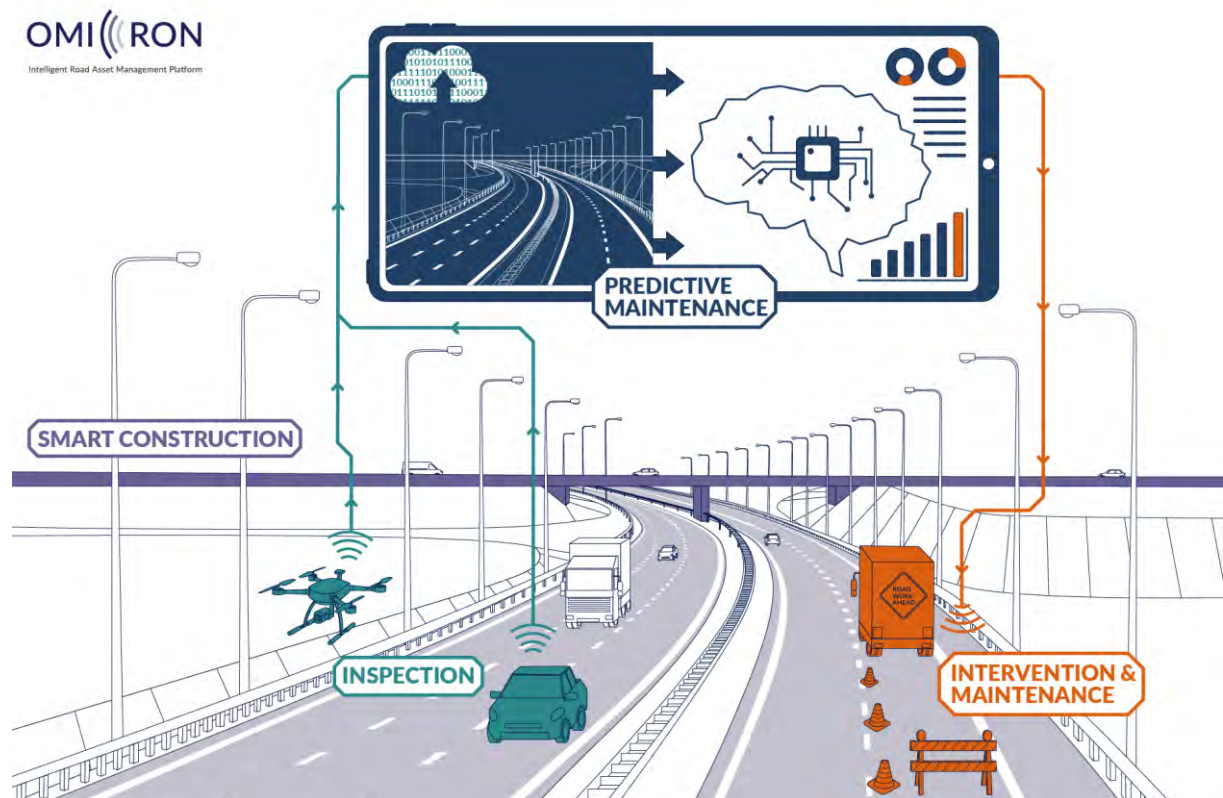


Figure 9 Main infographic visualizing OMICRON solutions



Figure 10 Infographic presenting countries involved, demonstrations and connected technologies



3.4.5 Icons

OMICRON is a technology-focused project, which might sometimes be challenging to clearly explain for non-expert audiences. The different solutions and technologies developed by OMICRON need to be described independently and in relation to the whole concept and the organisation of multiple connected technologies. Therefore, ESC is creating infographics and icons. Each OMICRON technology is going to be presented by a unique icon (see Figure 11 below), thus making it easier to communicate about the project in a visually appealing way. This set of icons will be shared with the partners and can be used in a collection, grouped or one-by-one.

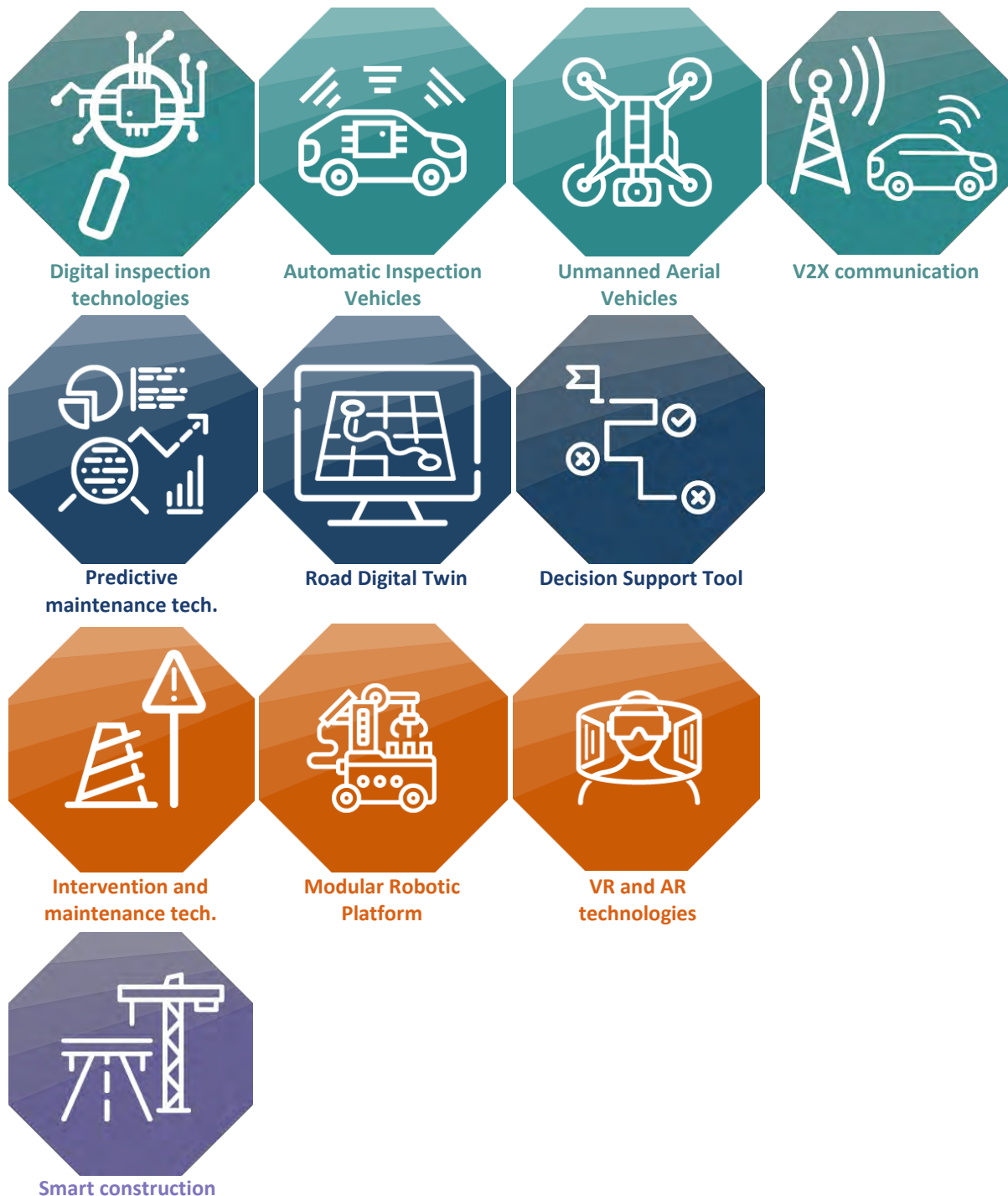


Figure 11 Icon set representing the OMICRON technologies

3.5 Communication and dissemination activities

The following section presents the communication and dissemination activities planned by ESC in large (see Table 3).

Table 3 Overview of outreach activities

Activities	Key message	Target groups	Timing	KPIs
Web presence through the OMICRON website and social media activities	Project objectives, partners activities, progress, news, event participation	All	M4-42 and beyond	>1,000 visits/month
Identification of relevant communication and dissemination channels	Reach out to new channels to multiply media and social media presence	Publishers and journalists	M1-12	Contact with publications, social media channels, journalists
Media presence , provided by interviews, journalistic articles, supported by infographics and fact sheets	Inform about the pros and cons of OMICRON solutions to bring the theme to the media	All	M6 onwards	> 100,000 citizens on various channels
Technical, scientific publications and conference presentations submitted to open-access scientific journals	Share technical details, exchange knowledge and raise awareness on project results	Researchers, academics and key target audiences	M12 onwards	> 1,000 academics > 6 peer-reviewed publications > 4 technical articles, poster presentations
Communication training for consortium members to improve their communication efforts	Create awareness about the project and maximise the outreach of published results	OMICRON consortium members	M4-M8 and M22-M26	2 communication workshops for 20+ participants
Experts' workshops To maximise interest, audience and possibilities of live demonstrations.	Knowledge sharing with industrial partners, new exploitation opportunities for OMICRON partners.	Key primary and secondary target groups	M24 onwards	3 experts' workshops with 40-60 participants > 3.000 video visualisations
External events: fairs and conferences in the road construction, retrofitting and maintenance sector, as well as in	The technological approaches, OMICRON solutions, demonstrations, project results and impact	Early adopters and potential end-users, industrial players	M12 onwards	4 presentations reaching >3 major conferences

automation and digitalisation				
Three training events to inform and develop the capacity of technical and professional staff on how to deploy the solutions developed during the project.	OMICRON solutions and concept, project results and their adaption to individual road maintenance challenges.	End-users from road maintenance, project partners	M36 onwards	3 training events with approx. 30 attendees each
OMICRON final conference to present results and secure networks and visibility for future proposals	The technical solutions, project results and impact (Video recorded, youtube)	All target groups (except the general public)	M40-M42	> 60 stakeholders
Clustering activities incl. bilateral exchange of news & results, joint presence in events, joint dissemination strategies	The collaboration will enhance exploitation and foster new partnerships.	EU projects, other initiatives, EU and national associations	M6 onwards	40 - 80 new contacts

3.6 Communication tools in detail

ESC will produce **communication materials** (see Table 4 below) to increase the impact of the project. These various materials can be used and adapted to different channels and target groups. This will enable all project partners to communicate to their national or regional stakeholders consistently.

Table 4 Outreach activities and tools

C&D Materials	Description
Project brochure M6 onwards	A project brochure will be created in order to support project communication at workshops, fairs and other events. The goal of this brochure is to provide essential information about the project and its objectives and encourage further engagement. Copies will be sent to all partners for their communication and dissemination activities. Additionally, an electronic form of the brochure will be available for download on the project website.
Poster and rollup M6 onwards	To respond to the many opportunities for static display or visual support, a poster and a roll-up poster will be designed and made available for all consortium members to produce and use themselves. The poster will display the key facts about the project, with a call to action for further engagement.

<p>Videos M6 onwards</p>	<p>An introductory video of the project will be created at the first phase of the project. This video will give a general overview of the project and the solutions it will be working on. It will be placed on the YouTube channel and integrated into the homepage of the website, distributed through various media channels and displayed on project events and partner booths on external fairs in order to promote the project and maximise the exploitation chances. Additionally, multi-language videos will be created, focusing on the various results and technologies in the different pilot demonstration sites.</p>
<p>Video News Release</p>	<p>In addition, two Video News Release (D7.8) will be produced to raise public awareness, to be disseminated through ESC's network (500+ journalists using the platform) for broadcasting in at least 8 national TV stations. These are going to be published when project results are available latest by M42.</p>
<p>Infographics M6 onwards</p>	<p>Numerous visually appealing infographics with bite-size extracts from the main project results and concepts will be created for promotional use. These can be easily shared via social media, placed as downloads on the website and displayed on events. Initially, two of them will be already available from M4 as the website will be online.</p>
<p>Publications</p>	
<p>Interviews M6 onwards</p>	<p>Throughout the project eight interviews with internal and external experts, stakeholders and end-users will be developed. The interviewees will respond to questions, relating to their ambitions, challenges, experiences within the project.</p> <p>Initially published on the project website, quotes, images and points of view expressed will drive social media activities and promotion.</p> <p>The interviews are usually in writing, but when conditions allow, they can also be produced and disseminated as videos.</p>
<p>Journalistic articles M6 onwards</p>	<p>With results and demo sites in place, six original journalistic articles will be produced by journalists selected by ESC. The articles will cover project-related topics from an independent and critical perspective, placing them in a wider context.</p> <p>Anchored on the project website, they will be shared with multiplier websites in specialised media, through stakeholder networks and established online groups. If appropriate, the articles will be pitched to the international mass media network of ESC.</p> <p>ESC will have a central role in the articles' production; the articles' content will be carefully selected in co-operation with the Project Coordinator.</p>
<p>Scientific publications M12 onwards</p>	<p>It is expected that the project develops a significant amount of research results which will be disseminated to key scientific journals and events. This will foster knowledge exchange and raise awareness of the project results, stimulating concurrent innovations and further developments.</p> <p>Academic partners will dedicate strong efforts to publishing scientific papers under the framework of global recognised scientific conferences</p>

	and journals. For the entire project, it is expected that the consortium publishes at least six peer-reviewed publications .
Press-releases M1 onwards	Several press releases will be written throughout the duration of the project covering the most significant achievements and milestones reached by the project. They will be published on the project website, distributed via news multipliers (such as Alphagalileo), through the social media channels of the project and the communication channels of the partners. ESC will be responsible for the official press releases from OMICRON, while all partners are encouraged to publish press releases on the project and distribute them to their stakeholders.

3.7 Preliminary timeline

A preliminary timeline has been created by ESC to present the WP7 tasks, deliverables, milestones and other relevant communication and dissemination activities (see Figure 12). The marked deadlines in case of deliverables and milestones reflect the deadlines agreed in the GA, meanwhile, some dates concerning different C&D activities are only preliminary suggestions. Regarding some communication and dissemination tools and materials, it's necessary to adjust proposed timeframes according to available project results, demonstrations, publications, workshops and other events. Thus these dates will be adapted according to the actual needs. Please find the whole timeline in [Annex 2](#).



WP7		PERIOD 1																	
Task or action	Leader	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18
		May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22
Visual Identity (logo, templates, stylesheet)	ESC																		
Social Media Presence: Twitter, LinkedIn	ESC	Social media campaigns scheduled according to project phases																	
Communication and Dissemination Master Plan (D7.1) and update	ESC																		
Website (D7.2)	ESC				MS1														
Infographics (8)	ESC				2					1	1								1
Interviews (8)	ESC											1	1						
Journalistic articles and (6)	ESC												1	1					1
Brochure (1)	ESC						1												
Audio-visual content: introductory video, video news releases (D7.8)	ESC						1												
Fact sheets (4), post cards	ESC						1			1	1								
Poster, roll-up	ESC									1	1								
Press releases	ESC	On-demand basis																	
Communication training (2)	ESC				Dates to be confirmed														
Experts' workshops (3), final conference	ESC, CEM																		
Training events (3)	ESC, CEM																		
External events	ALL													Dates to be confirmed					
Scientific publications (6), conference publications (6)	ALL													Dates to be confirmed					
Plan for Exploitation of project's Results (D7.3, D7.6)	ESC																		
Market Analysis Report (D7.4)	CEM																		
Report on IPR Management (D7.5)	ESC																		
Business Plan Compilation (D7.7)	ESC																		
Good Practices on C&D Activities (D7.9)	ESC																		
Report on the contribution to standardisation (D7.10)	CEM																		

Figure 12 Preliminary timeline for WP7 and C&D activities



WP7		PERIOD 2											
Task or action	Leader	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30
		Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23
Visual Identity (logo, templates, stylesheet)	ESC												
Social Media Presence: Twitter, LinkedIn	ESC	<i>Social media campaigns scheduled according to project phases</i>											
Communication and Dissemination Master Plan (D7.1) and update	ESC												
Website (D7.2)	ESC												
Infographics (8)	ESC												
Interviews (8)	ESC						1	1	1				
Journalistic articles and (6)	ESC											1	
Brochure (1)	ESC												
Audio-visual content: introductory video, video news releases (D7.8)	ESC												
Fact sheets (4), post cards	ESC												
Poster, roll-up	ESC												
Press releases	ESC	<i>On-demand basis</i>											
Communication training (2)	ESC				<i>Dates to be confirmed</i>								
Experts' workshops (3), final conference	ESC, CEM												1
Training events (3)	ESC, CEM												
External events	ALL	<i>Dates to be confirmed</i>											
Scientific publications (6), conference publications (6)	ALL	<i>Dates to be confirmed</i>											
Plan for Exploitation of project's Results (D7.3, D7.6)	ESC												
Market Analysis Report (D7.4)	CEM												
Report on IPR Management (D7.5)	ESC												
Business Plan Compilation (D7.7)	ESC												
Good Practices on C&D Activities (D7.9)	ESC												
Report on the contribution to standardisation (D7.10)	CEM												



WP7		PERIOD 3											
Task or action	Leader	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42
		Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24
Visual Identity (logo, templates, stylesheet)	ESC												
Social Media Presence: Twitter, LinkedIn	ESC	<i>Social media campaigns scheduled</i>											
Communication and Dissemination Master Plan (D7.1) and update	ESC												
Website (D7.2)	ESC												
Infographics (8)	ESC			1					1				1
Interviews (8)	ESC									1	1	1	
Journalistic articles and (6)	ESC										1		1
Brochure (1)	ESC												
Audio-visual content: introductory video, video news releases (D7.8)	ESC										MS9		
Fact sheets (4), post cards	ESC							1	1				
Poster, roll-up	ESC												
Press releases	ESC	<i>On-demand basis</i>											
Communication training (2)	ESC												
Experts' workshops (3), final conference	ESC, CEM			1				1			<i>Dates to be confirmed</i>		
Training events (3)	ESC, CEM							1	1	1			
External events	ALL	<i>Dates to be confirmed</i>											
Scientific publications (6), conference publications (6)	ALL	<i>Dates to be confirmed</i>											
Plan for Exploitation of project's Results (D7.3, D7.6)	ESC												
Market Analysis Report (D7.4)	CEM												
Report on IPR Management (D7.5)	ESC												
Business Plan Compilation (D7.7)	ESC												
Good Practices on C&D Activities (D7.9)	ESC												
Report on the contribution to standardisation (D7.10)	CEM												



4 Communication and dissemination channels

The advances and results of the project will be communicated and disseminated through multiple channels to reach various target audiences. Both online and offline channels (represented by networking, conferences, workshops, magazines and newspapers) will be exploited.

Communication will include activities aimed at increasing the awareness about the project among a large audience, including the general public, decision-makers, press, etc. Dissemination activities will focus on knowledge and information transfer towards specific communities: industry stakeholders, researchers, policymakers, etc. to foster exploitability of the project results.

Online communication channels, such as the OMICRON website and social media accounts will play a prominent role. The online channels are described in more detail in the following sections. As for the offline channels, all the project partners are encouraged to participate at events, fairs, conferences and workshops linked to the OMICRON topics, where they can represent their contribution to the project, the project itself and its results.

As part of dissemination activities, each partner will use their networks and communication channels to disseminate OMICRON-related content. Additionally, ESC will create and manage a project-related stakeholder list as the project progresses.

4.1 Website

The project website – www.omicronproject.eu - is the main reference point for the online content and project outreach activities and functions as a 'Content-Hub'. That means all the communication actions are focused to generate links to visit the OMICRON website and OMICRON ecosystem. The website is being developed to reach out to all target groups effectively.

This project is highly technical and specialized, thus the website will serve as a key tool to introduce the topic to someone who has no initial knowledge in related fields of technology. Meanwhile, the second goal is that interested stakeholders, researchers, possible early adopters should be able to gain enough information to understand the project's highlights, key technologies and results, thus raise interest and direct them to follow and engage if they would like to know more details. Thus, the website needs to fulfil two distinct purposes. Raise awareness among the general public and display detailed information on the project.

To achieve these aims, ESC is developing the OMICRON website with a multilayered structure (see Figure 13 below). The homepage (or landing page) gives a short introduction to the project's topic, goals and solutions. To help the understanding, the homepage will display the two initial infographics (mentioned earlier). One of these infographics (Figure 9) is an interactive graphic design with the OMICRON solutions visualized in a real-life road scenario. This will provide an overview of the complex combination of different technologies and make the audience stay and explore the project. The set of icons were developed for the same reason and will be used for future communication materials together with the infographics. The 'Key technologies' page will feature these icons coupled with short descriptions of the respective OMICRON technologies. Overall, the aim is to keep the website simple to navigate, interesting and easy to understand.

The following website structure is envisioned:



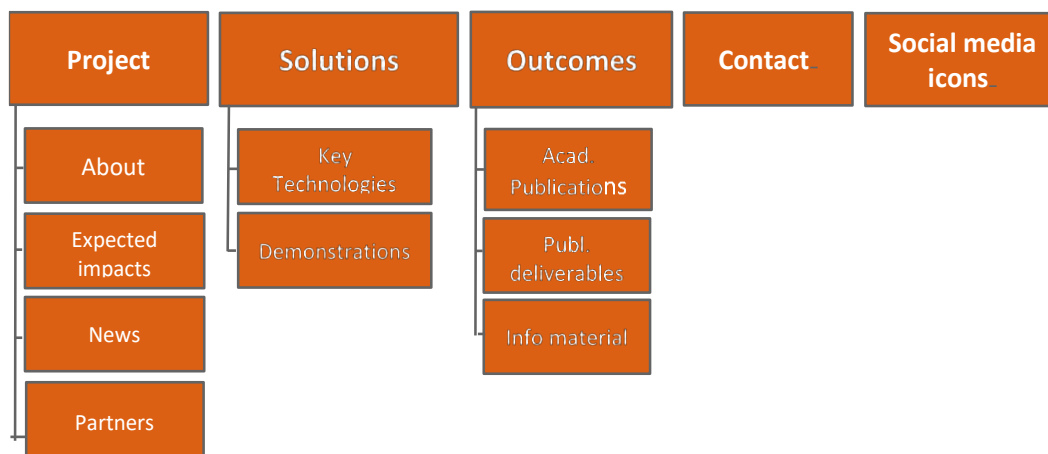


Figure 13 OMICRON website structure

These sections will have the following content:

Table 5 Website content overview

Pages	Description
Project	A brief presentation of the project expected results, and its objectives, key technologies, news and events with the integrated Twitter feed, as well as information about the partners will be provided here.
Solutions	To make sure that the non-expert audience understands the concept and importance and key goals, results, as well as to give more detailed insights for the expert audience.
Key technologies	Here will be presented the different OMICRON technologies integrated into the Intelligent Road Asset Management Platform. Links will be integrated into the description directing to the respective demonstration site pages.
Demonstrations	Presentation of the demonstration sites will be provided here together with the earlier mentioned infographic. From here the interested readers can click on the respective OMICRON technology that was previously described in the ‘Key technologies’ section.
Contact	A contact form, as well contact details of the project coordinator and communication WP Leader will be provided here.
Social media icons	Links to OMICRON profiles on social media platforms such as Twitter, LinkedIn and YouTube will be provided to ensure the highest visibility of the project on the web and to increase the project’s outreach. Additionally, the project Twitter feed will be placed prominently on the home page.

The website already displays an ‘*under construction*’ message (see Figure 14 below) that will stay there until the end of M4 when the website is going to go live (D7.2). With the overall design, the aim is to

capture the modern, innovative nature of the project and present it in accordance with the topics of road infrastructure, robotization and automation.

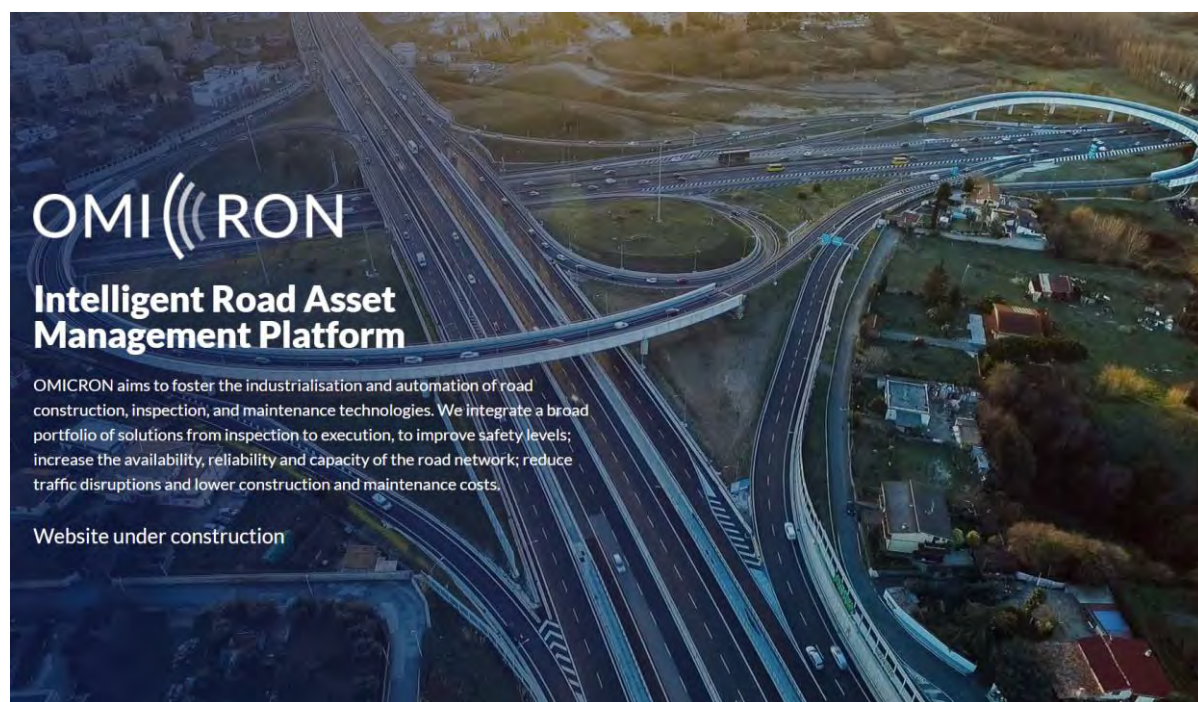


Figure 14 Website initial landing page, "under construction"

4.2 Social media

Social media will play an important role in the project outreach. An "OMICRON community" will be created to increase the visibility and impact of the project results, based mainly on Twitter and LinkedIn.

The amount and nature of posts and tweets will vary during the course of the project. At the initial stage of the project, relevant external scientific and journalistic articles, as well as information about the project and its partners will be published, to increase and keep the interest of multiple audiences. The amount of original content will be limited. Relevant news and event participation will be shared here as well.

When the first project results are expected to be available, the social media channels will be used for promoting the results and benefits of the project, fostering exploitation.

All the project partners are encouraged to use their media channels/profiles after the completion of relevant milestones. They are encouraged to name the project, describe their role in the project, specific milestones or deliverables and upload or refer to respective public documents. The project media channels will repost these publications, increasing the outreach, the impact and boosting the profile building of partners.

4.2.1 LinkedIn

LinkedIn has more than 700 million members (500 million global monthly users) with a recruitment and professional networking focus. It enables users to connect, share content with other professionals and add value to active business/professional conversations. OMICRON will use LinkedIn to promote project actions, send messages between the technical audiences and foster networking. As mentioned previously, a company page – [OmicronH2020](#) - has been created for OMICRON. This company page has been created and customised according to the visual identity of the project.

4.2.2 Twitter

A Twitter account [@H2020Omicron](#) has also been created and customised according to the visual identity of the project. The Twitter account will be used to engage with relevant industry, academic and business communities, potential partners and press, as well as be part of the robotics, automation and European road I&M discussion. ESC is planning to launch the first social media campaign to introduce the project and its partners from M4.

4.2.3 Youtube

YouTube has 2 billion users monthly, and it is a video sharing site, social media platform. It includes a wide range of content, from video clips, short and documentary films, music videos, movie trailers, live streams, video blogging, short original videos, and educational videos, uploaded by individuals but also media corporations. YouTube will be used to promote OMICRON videos to all audience segments. These videos will be published on the ESCI channel (see Figure 15) which has a wide reach that combines followers of several research areas.

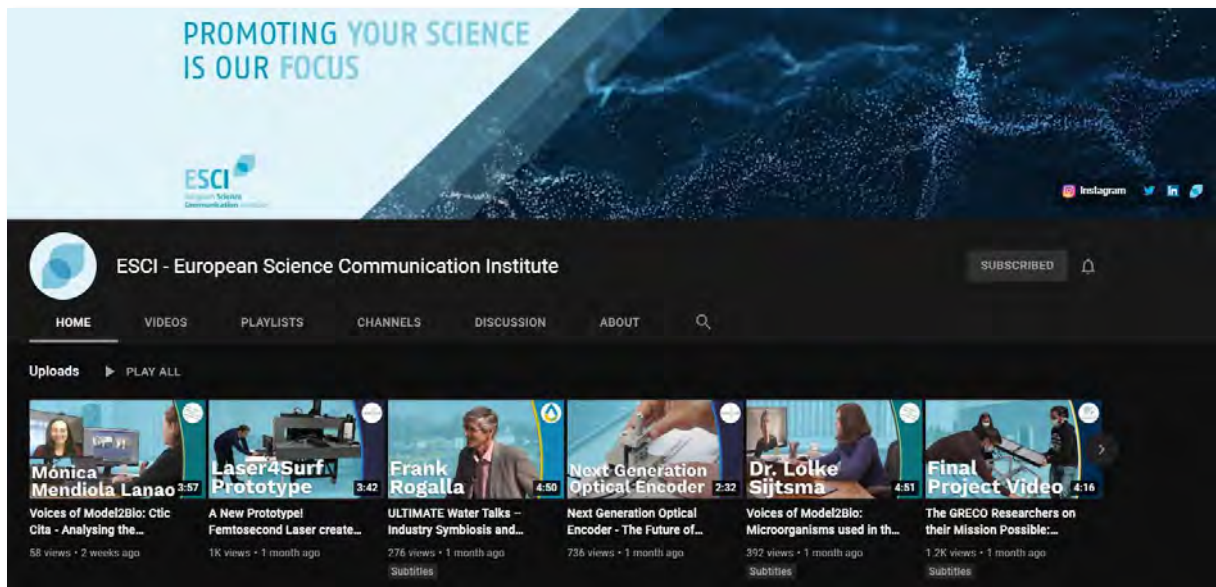


Figure 15 ESCI Youtube channel

4.2.4 Use of Hashtags

All partners are encouraged to redistribute OMICRON content through their personal and corporate LinkedIn and Twitter accounts, tagging the project whenever they write about it.

Whenever the partners tag the project or use the project hashtags, they must spell out the name of the project correctly, avoiding special characters such as “-“ or “+”.

The main hashtags used for the project are #omicron, #road, #inspection, #maintenance, #construction #robotics, #automation, #uav, #drones, #safety, #VR, #AR, accompanied by #DecisionSupportTool, #DigitalInspection, #DigitalTwin, #I&M #Predictivemaintenance, #RoadConstruction, #H2020, #EU.

Accountability: ESCI will be responsible for the social media activities through the project channels, such as creating posts, sharing the news and monitoring the outreach. The partners are asked to approach ESCI with relevant news items, ideas, material, etc. and repost the project content through their channels to maximise the impact.



5 Stakeholder engagement

Stakeholder engagement activities will include but are not restricted to the following:

1. **Mapping of stakeholders:** ESC will identify critical stakeholder groups for this topic and analyse their main concerns and attitudes to understand the best ways to engage them and communicate with them. This mapping will be done first by desk research, which will be complemented with interviews with stakeholders' representatives. Partners will be asked for input to facilitate this action.
2. **OMICRON community:** Based on the mapping, stakeholders with very different perspectives such as policymakers, infrastructure representatives, road workers, data protection analysts or insurance brokers will be brought together in a community to exchange perceptions, expectations and fears about OMICRON solutions. This participation process will use both online tools and also face-to-face meetings. The group will be consulted by the partners and their views will be integrated with the progress of the developments, the communication and the exploitation strategies to maximize its impact.
3. **Clustering with other EU Initiatives:** ESC and CEM will seek contact with other EU-funded projects to create synergies in the awareness creation and to engage with potential end-users, technology suppliers and other stakeholders interested in the OMICRON solutions.
4. Management and organization of activities with the **External Advisory Board (EAB):** CEM and ESC will coordinate the interaction and inputs from the EAB in order to receive external feedback on the developments of the project and to ensure maximum impact.

Additionally, the new EAB concept that has been implemented for the project by CEM has a large contribution potential in engagement activities, thus ESC plans a close collaboration with the EAB Chairman on this matter as well.

5.1 Project events

An important offline channel of communication and dissemination are project events. Depending on the outcome of the COVID-19 pandemic situation a series of events will be organized by the Consortium, involving external stakeholders from the early adopter groups. These events enable direct exchange with the possible adopters of the OMICRON solutions, as well as other key stakeholders, thus enhancing the visibility of the project, community building and exploitation chances.

5.2 External events

All partners will actively participate at external events like fairs and conferences related to road construction, I&M, robotics and AI, etc., as these provide opportunities for in-depth discussions and exchange of knowledge. Relevant events will be identified by the partners throughout the project lifetime. Information about visited events and project contributions will be distributed through social media platforms and published on the project website. Some preliminary events have already been proposed in the GA (section 2.2.1. Table 16) and are included in Table 6 below.



Table 6 External events

Event	Event type
Transport Research Arena (TRA)	Scientific Conference (Global)
European Robotics Forum	Conference (European)
IEEE International Conference on Robotics and Automation	Conference (Global)
International IEEE Conference on Models and Technologies for Intelligent Transportation Systems	Scientific Conference (Global)
European Conference on Computing in Construction	Conference (European)
IBTTA Global Meeting & Workshops	Conference/Workshop (Global)
PIARC World Road Congress	Congress (Global)
IABSE (International Association for Bridge and Structural Engineering) Congresses and Symposia	Congress/Symposium (Global)
Euroasphalt and Eurobitume Congress and Event	Congress (European)

The partners are encouraged to have an active role during the conferences, such as giving a talk, having a stand or a poster, to increase the visibility of the project, push for business opportunities from the generated results and find further synergies.

The most relevant events are going to be listed in a dedicated document that is going to be shared and regularly updated in the OMICRON repository.

5.3 Collaboration

OMICRON will seek to connect with EU-funded “sister projects”, related organizations and networks, looking for synergies, knowledge exchange and additional dissemination opportunities. Potentially linked initiatives and organizations will be identified and assessed in the first year of the project. OMICRON partners will aim to implement joint activities, thus maximizing the project’s impact.

Moreover, active links will be established with international associations/technology platforms such as ECTP (European Construction Technology Platform), ASECAP (European Association of Operators of Toll Road Infrastructures), PIARC (World Road Association), FEHRL, EAPA (European Asphalt Pavement Association), IBTTA (International Bridge, Tunnel and Turnpike Association), with a focus on market needs, policy guidelines, research expectations and institutional framework.



6 Monitoring activities

The achievement of OMICRON communication targets will be measured through a methodology relying on several instruments that have been used over several years by ESC. Other than the regular press and specialised traditional media, the project website and social media will be monitored.

ESC uses a software called MATOMO that assesses how the OMICRON website performs. It tracks all the available data about the website's traffic and the audience reached. The website will be monitored regarding common metrics and the total number of sessions during different project periods. Overall, the most interesting quantities to be monitored are:

- Total number of visits (Clicks and Impressions)
- Average session and visit duration
- Language and location of visitors
- Number of frequent & one-time visitors
- Visiting prime time regarding day and hour of the day

Social media will be monitored as a way to determine the volume and sentiment of online interaction. The monitoring on Twitter will be using the automated tool FALCON and LinkedIn with that the "Analytics" LinkedIn function. Many kinds of data are accumulated during the acquisition process, from simple information as statistics on followers, likes, retweets to more complex such as comments. LinkedIn and Twitter accounts will be monitored to identify their overall impact on different target groups.

For workshops, records of the number of participants and participants' satisfaction questionnaires will also be used.

Highlights of these activities will be also included in the Good Practices on Communication and Dissemination Actions report (D7.9).

6.1 Monitoring document for all partners

To facilitate monitoring and more efficient assessment of the communication and dissemination activities, all partners will be asked to keep track of their publications and any other dissemination activities.

On a six-monthly basis, all the partners will be asked to report on their individual dissemination and communication activities through a monitoring document, which will be prepared and distributed in the repository. This regular monitoring will provide measures of outreach and feedback to the dissemination and communication strategy of OMICRON. These activities may include participation at events (local, European, global level), publication of news and articles, appearance in TV or radio shows, campaigns on social media.



7 Conclusion

Given its innovative nature and focus on a pressing matter of the improvement of the European road network with automated construction, inspection and maintenance technologies, OMICRON is aligned with the market and societal trends and has all the potential to impact the market with a competitive package of modern tools. Apart from the technical specifications of the actual solutions, strategic dissemination and communication of the project results will play an important role in their uptake by the market after the project was finalized.



Annex 1: EU emblem in H2020 projects

“Beneficiaries of EU funding must display the EU flag and funding statement (“Funded by the European Union” or “Co-funded by the European Union”) in all their communication and dissemination activities and any infrastructure, equipment, vehicles, supplies or major result, results funded by the grant.

The EU flag and funding statement must be displayed in a way that is easily visible to the public and with sufficient prominence.

EU funding must moreover be acknowledged in all types of public outputs (*including patent applications, EU standardisation of results*), media contacts and other public statements.

The EU flag and funding statement are available in the Grant Agreement and on the [Europa website](#).⁴



⁴ Communicating your project — [Acknowledgement of EU funding](#)



Annex 2: Preliminary timeline for WP7 activities

WP7	Task or action	Leader	PERIOD 1																		PERIOD 2												PERIOD 3														
			M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36	M37	M38	M39	M40	M41	M42			
	Visual Identity (logo, templates, stylesheet)	ESC																																													
	Social Media Presence- Twitter, LinkedIn	ESC	Social media campaigns scheduled according to project phases																		Social media campaigns scheduled according to project phases												Social media campaigns scheduled														
	Communication and Dissemination Master Plan (D7.1) and update	ESC																																													
	Website (D7.2)	ESC				MS1																																									
	Infographics (8)	ESC								1	1																																				
	Interviews (8)	ESC										1	1																																		
	Journalistic articles and (6)	ESC											1	1																																	
	Brochure (1)	ESC																																													
	Audio-visual content: introductory video, video news releases (D7.8)	ESC																																													
	Fact sheets (4), post cards	ESC																																													
	Poster, roll-up	ESC																																													
	Press releases	ESC	On-demand basis																		On-demand basis												On-demand basis														
	Communication training (2)	ESC	Dates to be confirmed																		Dates to be confirmed																										
	Experts' workshops (3), final conference	ESC, CEM																																													
	Training events (3)	ESC, CEM																																													
	External events	ALL	Dates to be confirmed																		Dates to be confirmed												Dates to be confirmed														
	Scientific publications (6), conference publications (6)	ALL	Dates to be confirmed																		Dates to be confirmed												Dates to be confirmed														
	Plan for Exploitation of project's Results (D7.3, D7.6)	ESC																																													
	Market Analysis Report (D7.4)	CEM																																													
	Report on IPR Management (D7.5)	ESC																																													
	Business Plan Compilation (D7.7)	ESC																																													
	Good Practices on C&D Activities (D7.9)	ESC																																													
	Report on the contribution to standardisation (D7.10)	CEM																																													

