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Dissemination Plan
V1.0

Deliverable D4.1

30/06/2017

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EXECUTIVE SUMMARY

This report presents objectives, means and guidelines for the communication and dissemination actions to be conducted within the Interflex project. One of its major goals is to ensure a good coordination of initiatives from the project members, as described in Section 1 which gives further introduction to this document.

The Dissemination Strategy is described in Section 2:

- It includes the dissemination objectives and the targeted audiences with their targeted expected level of commitment, which will be key drivers for the communication and dissemination actions.
- It also describes the strategic chronological phases and key communication principles, which will ensure synergy between the members involved in communication actions.

Sections 3, 4 and 5 describe the elected communication channels, materials and activities which are expected during the project:

- It includes details on graphical identity, printed material, as well as digital material which will be key to share results in an efficient manner.
- It includes a complete social media strategy, detailing the elected social media, a content strategy, communication guidelines and social media influencer's analysis and mapping. A social media crisis management is further detailed in Section 6.
- The different events involving Interflex are described, whether they are organized by external stakeholders or by Interflex.

Section 6 deals with the dissemination administration:

- It includes a publication approval process, with a detailed review process for publications.
- It also underlines the existence of a shared document space which should be used internally by the project.
- A special attention has been paid to the applicable processes in case of an eventual communication crisis.

Section 7 gives a frame for the definition of dissemination Key Performance Indicators:

- More than a list of figures, it intends to prepare a specific mindset for every member involved in communication and dissemination actions.
- It underline the importance of Feedback Mechanisms for each communication action and gives a set of mechanisms that could be set.
- It gives a list of Key Performance Indicators that should be reviewed during the project.

Section 8 intends to pave the way for the Exploitation Plan, as it details the exploitation objectives and a number of analyses that should be performed in order to assess the result exploitation possibilities.

Finally, Section 9 gives an overview of the different dissemination activities during the three years of the project.

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1. INTRODUCTION

1.1. Scope of the document

The Dissemination Plan is a key deliverable of the Dissemination and Communication Work Package, as it insures a good coordination of initiatives from the project members and defines the targeted audiences, messages and communication channels. It gives an overview of activities which will involve a number of project members and it should be regularly reviewed and updated during the lifetime of the project.

The Dissemination Plan aims at presenting the following items:

- A dissemination policy for the knowledge and know-how generated by the project
- Objectives of the dissemination actions
- Targeted audiences for each objective
- Communication channels
- Schedule of the dissemination actions all along the three years of the project
- Key factors of success for these dissemination actions
- Methodology to assess the effectiveness at delivering information to the addressed stakeholders based on measurements of stakeholder feedbacks

1.2. Notations, abbreviations and acronyms

The table below provides an overview of the notations, abbreviations and acronyms used in the document.

DSO	Distribution System Operator
ESCO	Energy Service Company
EC	European Commission
EC-GA	European Commission Grant Agreement
EU	European Union
GA	General Assembly
GWP	General Work Package
KPI	Key Performance Indicator
PC	Project Coordinator
SC	Steering Committee
TC	Technical Committee
TD	Technical Director
WP	Work Package
WPL	Work Package Leader

Figure 1 - List of acronyms

2. DISSEMINATION STRATEGY

2.1. Objectives of the dissemination strategy

The following objectives should be taken into account when implementing dissemination activities:

a) Deliver the new knowledge gained in the project in a packaged way suited to meet the multi stakeholder expectations

b) Convince distribution system operators (DSOs), electricity retailers, aggregators and Energy Service Companies (ESCOs) to replicate the demonstrated solutions and the developed business models

c) Invite other services providers or investors to test and replicate the developed business models in order to further develop advanced monitoring, local energy control and flexibility services at EU level

d) Prepare the roadmap for the progressive deployment of the results gained in the demonstrations

e) Develop Interflex notoriety and innovative character from the regulators and energy professionals point of view through the proven feasibility of the developed business models

2.2. Targeted Audiences and expected impact

Although main targeted audiences of dissemination actions are smart grids professionals, who are already aware of the project context and stakes, the general population is also non-negligible target and has to be taken into account in the dissemination strategy.

The targeted audiences have been grouped into three categories according to their involvement in the project and to the expected level of commitment which has been identified. These three audiences are described in the following table:

Targeted Audiences	Who ?	Why ?	Expected level of Commitment
Core Targets	Those who are impacted by or influencing the Project, and those who provide skills, knowledge, decision making, and/or approval to the project. It includes the European Commission and the direct beneficiaries of the project	The special communication effort for this audience is mainly due to its importance as catalyst for external communication to reach the primary audience.	“Operational”
Primary Audience	Those who are indirectly affected by the project. It includes National Regulatory Authorities, local authorities and member states, non-participating DSOs, TSOs, energy suppliers, manufacturers, standardization bodies, distributed generation operators, ISGAN and the scientific community.	This allows gaining notoriety in the community, sharing results and developing exchanges on works.	“Commitment”

Secondary Audience	Includes all end users of electricity distributed with Smart Grids.	Communicating towards all Smart Grids users has been proved to be necessary to ensure the commitment and buy-in of the local population. Moreover, the project has for aim to contribute to the public awareness on Smart Grids in Europe.	"Understanding" for the local population of areas where the Demonstration projects take place and "Awareness" for other Smart Grids users

Figure 2 - Audiences categories and expected level of commitment

The expected behaviors and interactions for each level of commitment are the following:

- Awareness :
    - Audience is interested in Smart Grids in general and by the project
    - May have some curiosity fostered by communications
- Understanding :
    - Audience can articulate the relationship between the different Smart Grids activities
    - Can review information online and ask questions to clarify concepts
    - Understands the context, stakes and benefits of the project
- Commitment :
    - Audience demonstrates positive support and endorsement
    - Actively seeks information about new results and concepts
    - Proactively inputs data and comments into the project
    - Champions the project
- Operational :
    - Audience demonstrates involvement with the project
    - Proactively sets objectives, initiates discussions with stakeholders and manages dissemination and communication

The figure below represents the initial and targeted commitment for each audience.

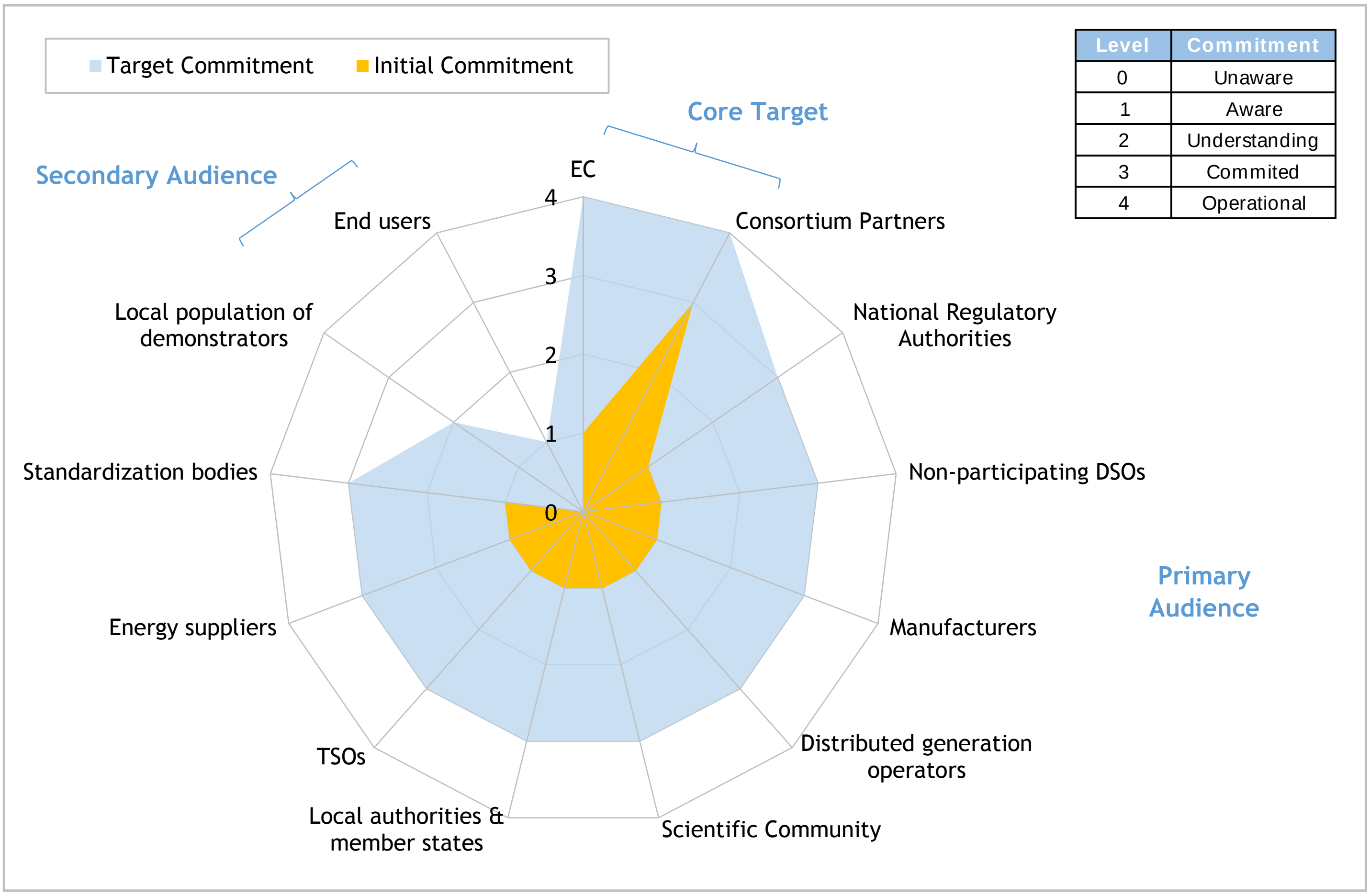


Figure 3 - Initial and targeted levels of commitment per audience

In order to reach these targeted commitment levels, the following elements should be identified:

- Communication barriers that may prevent dissemination content to reach maximum efficiency
- Appropriate communication channels and delivery mechanisms adapted for the difference audiences.

The current perception of the project by the different stakeholders and examples of the communication barriers to be mitigated or removed are given in the following table. This analysis should be deepened and reviewed during the lifespan of the project along with the evaluation of the audiences' commitment levels.

Targeted Audiences	Current perceptions & barriers
Core Targets	• Risk of confusion between the objectives and results of the different WP (in particular for Demos) • Competitive environment between actors
Primary Audience	• Competitive environment between actors.
Secondary Audience	• Limited technical knowledge • Possible reluctance to smart grids as they can be identified as a threat for health and life privacy • Smart Grids perceived as "hype", "trendy" communication topic with no actual application to daily life.

Figure 4 - Perception and communication barriers per audience

The most effective communication means for each audience should be used in order to reach targeted commitment level. The table below lists adapted communication channels and materials to be employed in this regard. A continuous evaluation of the efficiency of the different channels should be performed in order to insure that the adapted means are used for each audience. This evaluation through Key Performance Indicators and Feedback Mechanisms is further described in **Section 7 - Dissemination KPI**.

Targeted Audiences	Channels	Materials
Core Targets	Intranet, General Assemblies, Technical Committees, Project team meetings, Workshops, Deliverable review, Visit of Demonstrators	Deliverables, Scientific publications, Internal newsletters
Primary Audience	Open data repository, Project website, Scientific journals, Dedicated workshops / Events, Newsletter, Social Media	Deliverables, Scientific publications, Technical spotlights on results, Videos on social media, Posters
Secondary Audience	Project website, Showrooms, Dedicated events, Newsletter, Social Media	Publications for the general public, Videos on social media, Infographics

Figure 5 - Communication mechanisms per audiences

2.3. Dissemination strategy phases

The four phases presented in the table below underline the main actions to be performed and communication channels to be fostered during the lifetime of the project.

Strategic project timeframe	Dissemination objectives	Associated dissemination activities and tools
Initiating the dissemination plan and preparing the ground	- Present the project to different stakeholders in a succinct manner and create interest in it and adhesion.	- Creation of project website and activation of social media - Analysis of social media influencers - Definition of the Advisory Board and Replicability Board - Participation in conferences and events to introduce the project - Introducing the project through articles in journals - Assessment of communication channels and perception barriers for the different audiences
Developing the dissemination plan and the stakeholders community	- Build and inform a stakeholder community about use cases and project progress and receive feedback - Build a strategy to approach and engage communication with targeted stakeholders - Start the diffusion of Newsletters to the stakeholder community	- Participation in conferences and events - Submit articles to journals - Communication of project progress and involvement in events through social media - Project presentation newsletter
Implementing the dissemination actions	- Actively communicate on various channels, ensuring feedback collection	- Participation in conferences, events and meetings to share results - Sharing of results and project events through social media - Workshops organization & promotion - Frequent Newsletters & press releases presenting project results
Building commitment and paving the way to exploitation	- Sustain and improve the stakeholder community commitment so that stakeholders proactively share and comment results - Share exploitation recommendations - Make project results available for future research	- Frequent review of KPIs and Feedback from stakeholders and members in order to evaluate communication efficiency and eventually adjust communication activities - Use of social media to foster discussions on exploitation recommendations - Frequent Newsletters, including final results presentation newsletter - Final event organization - Final results repository implementation

Figure 6 - Dissemination phases and activities

2.4. Key Communication principles & themes

The following principles should be underlying for every dissemination & communication action:

- **Roles & responsibilities**
    - Input and review of communication messages will be obtained from Work Package leaders.
- **Feedback Mechanisms**
    - In order to allow communication efficiency assessment, feedback mechanisms should be implemented as described in Section 7 Dissemination KPI.These mechanisms should be simple and create opportunity for a two-way communication between the project members and the external stakeholders
- **Consistency**
    - Communication and dissemination actions should share tangible results & facts obtained from the different demonstrators.
- **Communication driven by milestones**
    - Main project findings, milestones and events can be used to drive communication
- **Publication approval process**
    - Every communication and dissemination action should follow the Publication approval process described in **Section 6.1 Publication approval process**.
    - A notification process should be respected in order to avoid work duplication.
- **Commun Repository**
    - Communication material should be stored in a shared document space (Google Suite) with defined access rights.
- **Logos & graphical unity**
    - All communication and Dissemination materials should comply with Interflex graphical identity including Interflex logo as well as Horizon2020 and EU emblem.
    - As specified in Article 29.4 of the Grant Agreement, dissemination of results should include one of the following acknowledgments:
        - *"This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement N° 731289"*
        - *Or, if applicable (see Appendix 1 – graphical identity - for more details), the simplified version "Co-funded by the European Union"*
    - When displayed together with another logo, the EU emblem must have appropriate prominence
- **Communication channel**
    - The most effective communication channel will be evaluated and chosen in function of the audience and the expected commitment level resulting from the dissemination action.

- **Key Themes to be addressed**
  - Environmental impacts
  - Lessons Learnt
  - Regulatory recommendations & policy framework
  - Scalability
  - Replicability potentials and interoperability
  - Policy framework
  - Expected economical and societal impacts
  - Technical performances
  - Main Use Cases addressed by the demonstrators:
    - Demand Response
    - Cross Energy Carrier Synergies
    - Energy Storage
    - Electrical Vehicle, Smart Charging
    - Islanding
    - Grid Automation

3. DISSEMINATION MATERIAL & RECURRENT ACTIVITIES

3.1. Project Graphical Identity: Logo, Templates

Among the first dissemination actions, the creation of the project graphical identity is key in order to build the project notoriety in the Smart Grids landscape. The repeated use of the graphical identity (Logo, templates, etc.) on a wide variety of documents aiming at all the targeted audiences is an impactful action which should be carried on during the entire lifecycle of the project to ensure a coherent and effective communication.

The Interflex Logo allows the project to be easily recognized and is represented below. Its main characteristics include:

- 5 stars representing the 5 EU countries hosting the project's demonstrators
- Double lines representing electric networks
- Local interactions between networks of different kinds

Figure 7 - Project Logo

Graphical layout guidelines and document templates have been designed to unify communication efforts and to ease project member's involvement in building communication documents. Templates will be easily accessible through the shared document space (Google Suite) and should be shared with every new resource joining the project.

The detailed graphical chart can be found in Appendix 1.

3.2. Written Material: Flyer, Posters, Brochures

Although the project will privilege digital communication channels because of their increasing reach, because of environmental issues and because of they are easier to update, more classical printed materials such as flyers, posters and brochures will be used during the project. These materials will be particularly used for mass circulation at internal or external events (conferences, workshops).

Brochures and posters should be updated according to the development of the project to reflect the main milestones, at least on a yearly basis. While the first versions will present the different demonstrators and their stakes at a high level, the final versions of these written materials should present the last project results and replicability as well as recommendations.

Digital versions of the printed materials should be available on the shared document space (Google Suite) but also on the project website for download.

3.3. Project Website

The project website will serve as the main dissemination platform for external stakeholders from the three audience's categories (core, primary and secondary audiences) during the whole duration of the project, allowing two-way communication and feedback collect. It can be found at the following address, which should be clearly visible on the different written materials (printed or digital):

www.interflex-h2020.com

The objectives of this website are multiple:

- Present the project to external stakeholders, aiming at reaching the "*Aware*" level of commitment at least for general population.
- Share the stakes of the different project phases, the expected outcomes, the obtained results and the main milestones, aiming at reaching the "*Understanding*" level of commitment for end users in areas where the demonstrators take place.
- Foster the discussions on deliverables and on replicability concerns, reaching the "*Commitment*" level of commitment for smart grids professionals and other members of the Primary audience
- Eventually recruit stakeholders for participation in project, reaching the "*Operational*" level of commitment.

The project website structure should be built following the Best Practice Guidelines for Project Websites issued by the EU and presented in Appendix 2. It should contain:

- Project high level presentation
- Members presentations
- Demonstrators presentations (with balanced contents for each demonstrators)
- Project plan and scheduled deliverables
- Results and deliverables
- Dissemination materials available for downloads
- Project updates, events and news (including newsletter subscription and contents)

- Link to social media pages

The website graphical layout should be aligned with the project graphical identity described in **Section 3.1 Project Graphical Identity**: Logo, Templates. It should be user-friendly and adapted to the different kind of classical devices, by using a responsive design approach.

Roles & Responsibilities: Its original implementation should be coordinated by the WP4 Leader. It should be updated on a regular basis by the WP4 Leader, however content could be supplied by the different Work Package Leaders during the project in order to present news and outcomes from the different project activities.

Analytical tools should be deployed in order to monitor website activity and its efficiency to reach the different audiences on a periodic basis. The main monitored values include:

- Numbers of visits
- Visitors geographical origins
- Visitors traffic sources
- Time spent on the website
- Most viewed pages
- Number of returning visitors

The website is also a privileged platform to gather feedback through the publication of online survey. In order to build and sustain commitment, it should present a simple newsletter subscription process.

A visualization of the project website beta version can be found below in Figure 8.

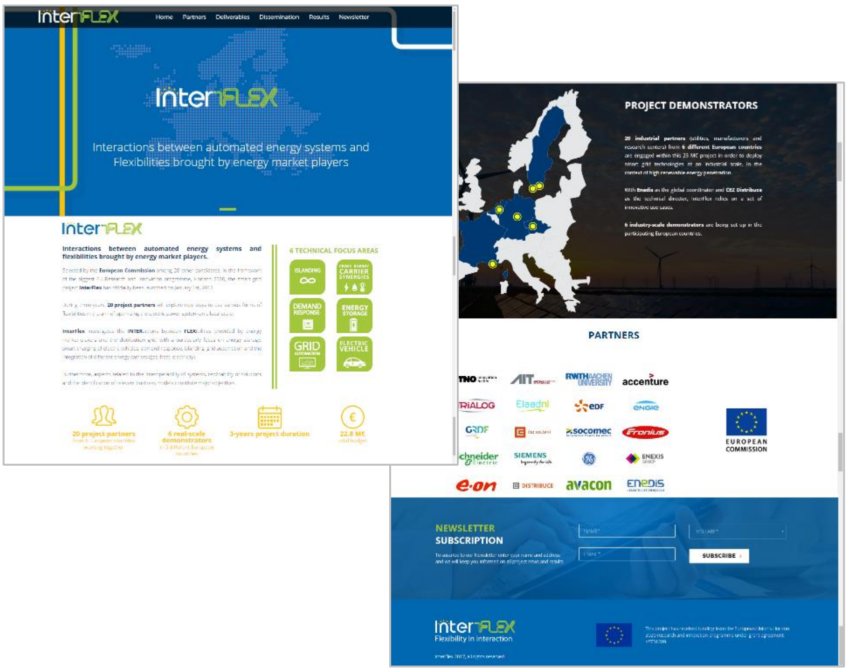


Figure 8 – Website beta version visualization

3.4. Newsletters

Implementing a digital project newsletter is an efficient way to communicate results and build up on existing commitment during the duration of the project.

Subscription to the newsletter should be a simple process which can be launched from the project website, but it should also collect basic information about the recipients, including:

- Type of recipients (smart grids professional, end user, DSO, member of the project, etc.)
- Information they would like to receive
- Geographical location

Subscription should also be fostered through events by collecting contact data manually.

The key themes and messages found in the newsletter should allow to reach the targeted commitment levels for the different audiences: they should include information and explanation about use cases, technologies and business models at stakes to create awareness and understanding for the general population, but they should also include details about the upcoming project events and workshops, details about the available project results, and launch replicability discussions to create commitment from the primary audience. The main identified subject categories are the following:

- Project Status
- Project Milestones and participations in recent events
- Focus on project experiments (main achievements, success stories, etc.)
- Experts insights on developed technologies & Business Models
- Links to the European regulatory framework

Content should be proposed by the WP4 Leader, and project members are invited to contribute. Members are invited to submit requests to WP4 Leader to include content which will be integrated or not. Project members should validate newsletters before release.

The newsletter should consist in a light digital document giving hyperlinks to longer contents hosted on the project website or to other sources. Written material inside the newsletter should be synthetic (for instance, an editorial, graphics and headlines) so that the newsletter support itself can be read in a maximum of 5 minutes and the key messages are delivered in an impactful way. However the outsourced material should be longer and more detailed. This formatting should allow the following:

- A brief newsletter has more chance to fit in the recipient emails reading ritual.
- The key messages will be better integrated as they appear detached of second importance information.
- Links to the project website should create more traffic and bring the recipient to a more complete database, thus raising his awareness level.
- Links to more interactive content such as video or social media can be included in the newsletter.
- The newsletter should be more efficiently monitored, as analytics tools allow to assess the click rate of the different links to outsourced content.

The newsletter should be published at least twice a year but a rhythm ramp-up could be set throughout and at the end of the project to share widely project results and prepare exploitation. A first publication is aimed at the 30th of September 2017.

The newsletters documents should be archived on the project website after publication.

Key Performance Indicators should be set and monitored in order to evaluate the efficiency of the newsletters and its evolution. Analytics tools allow to assess the newsletter's opening rate and content click rates. This information will allow to check public interest and acceptance for the different newsletters topics, but also to check if a topic needs to be communicated again re-formulated (in case of a low click rate). The type of recipients who are subscribed to the newsletter should also be monitored in order to be sure that all targeted audiences are reached, and to take actions if a target is missing.

Feedback mechanisms can easily be implemented in the newsletters, by including clickable "feedback cards" to evaluate satisfaction rates and collect comments from recipients.

Figure 9 - Example of a feedback card to be included in newsletters

3.5. Communication Kit

The Communication Kit is a key tool to harmonize communication while accelerating dissemination in the early phase of the project and consists in a set of simple and light documents to communicate in an efficient way both inside and outside of the consortium. Once built, this kit will serve as an efficient tool to bring new project resources on board or to raise awareness about the project.

It should include:

- A short external communication document, presenting the project characteristics with a dozen slides. This document should include main figures, members list, demonstrators and use cases presentation, synergies and common work. The demonstrators presentation should give concrete application cases as well as photographs and geographical representations
- Kick-Off report,
- Links to social networks
- Links to project website and other digital media such as videos

The communication kit should be updated twice a year by the WP4 Leader in order to present the latest project status.

This kit will be stored on the project shared document space (Google Suite)

4. SOCIAL MEDIA STRATEGY

4.1. Influencers Identification

4.1.1. Scope of analysis

Performing an influencer analysis should pave the way for an efficient use of Social Medias during the project duration. It should be exploited for different uses:

- As a database for day-to-day communication
- For event invitations (where Interflex is a participant or an organizer)
- For specific targets and communication needs during the lifespan of the project
- For workshop organization and invitations
- For a potential influencer engagement approach and follow up process if needed
- As a database to accelerate Interflex reaction and efficiency in case of a social media crisis (“bad buzz”).

The scope of the analysis covers influencers using Twitter or blogs as social media, from the project countries or with an international influence.

The influencer spheres which are targeted are defined according to the analysis objectives and are described in the figure below.

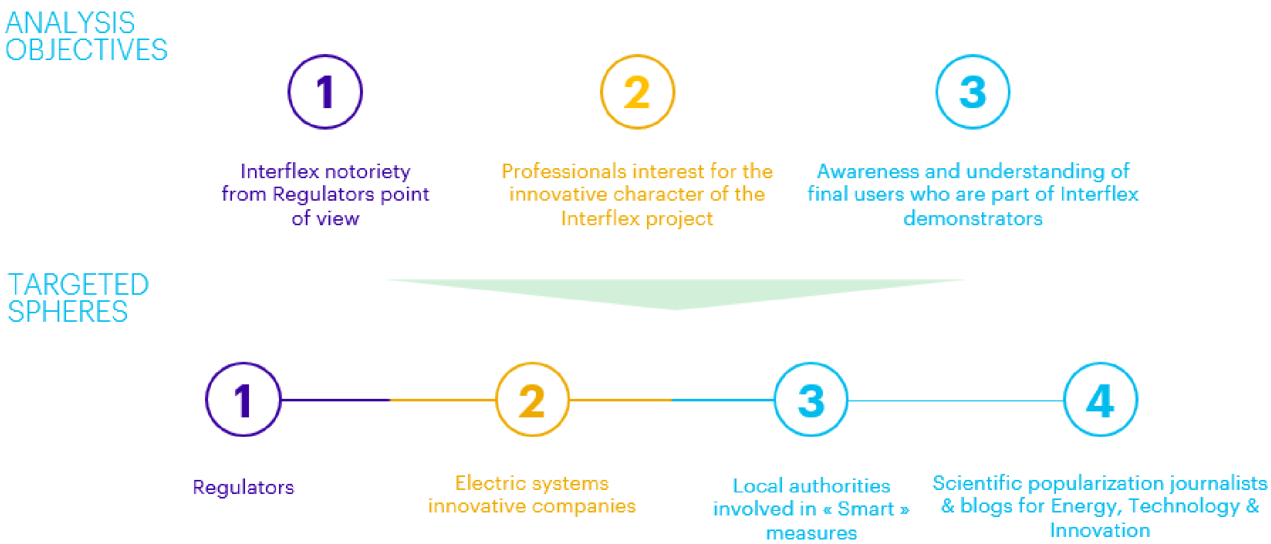


Figure 10 - Social Media influencer analysis objectives

4.1.2. Influencers Map

One of the main outputs of the influencer analysis is the production of a mapping and ranking of influencers, thanks to the use of analytical tools.

The influencers mapping construction follows a 2 steps approach:

- Input centralization : influencers identification through stakeholders professional network

- Mapping & ranking production using a dedicated analytic tool

Figure 11 - Influencers mapping and ranking illustrations

The involvement of project members at the beginning of the project is key to perform this analysis. Guidelines have been shared in order to gather influencer inputs identified by all project members. A dedicated excel file has been shared in this regard to collect data.

A yearly update process should be coordinated by the WP4 Leader.

4.1.3. Influencers engagement approach

The influencer analysis can be used as a base work for the definition of an influencer engagement approach if needed. An efficient engagement approach gives a way to leverage the relevant influencers reach and impact to raise awareness and commitment in the targeted spheres.

It includes guidelines for efficient communication with influencers, as well as a follow-up process of the different engagement actions.

4.2. Twitter

4.2.1. Twitter Account presentation & statistics

Twitter has been identified as a relevant Social Media for Interflex, as it allows to increase the project notoriety for both general public audiences and professional audiences. It is known as an efficient Social Media to share project updates and news and to create and animate an expert community. It can be found at the following address:

https://twitter.com/InterFlex_H2020

Figure 12 - Twitter account overview

The account has already been activated firstly in order to cover the project Kick Off ceremony, with a content strategy aiming at sharing news and presenting all stakeholders. It has been continuously used since the project start in order to share demonstrator updates and to give a wider reach to project member publications.

The WP4 Leader should perform a monthly review of the account statistics thanks to the analytics possibilities offered by Twitter. This includes assessment of:

- Number of followers
- Number of profile visits
- Number of tweets
- Number of retweets of Interflex account content
- Number of Impressions
- Number of mentions of @Interflex
- Engagement rate

The number of Impressions corresponds to the number of occurrences when a tweet is displayed on screen on a user device. The engagement rate is defined as the number of engagements (retweets, replies, clicks, etc.) divided by the total number of impressions and is a fairly trusted indicator of the public interest for a tweet. The value and trends of these indicators will allow to assess the efficiency of the twitter account with simple and recognized KPIs.

4.2.2. Guidelines for Twitter account uses

Reactivity and flexibility are key to ensure efficient use of the Twitter account. In this regard, a simple process is set in term of roles and responsibilities: The WP4 Leader is in charge of the Twitter account centralized management and content to be published, while the other Work Package Leaders can also propose publications and content to be tweeted or retweeted, or ask for control of the account in order to directly publish content. The proposed contents should however comply with the guidelines described in this section.

Interflex Twitter « Code of Conduct »:

- Contents should be published in English and follow twitter restrictions (i.e. messages limited to 140 characters).
- The content strategy should be focused on project presentation, updates on deliverables publications, themes defined in Section 2.4 “Key Communication principles & themes”, upcoming and past events information and live multimedia coverage of events where Interflex is involved.
- Graphic media will be privileged. As an example, the different members and demonstrators have been presented through a set of pictures, graphics, photos and videos which are presented below and through the following links: Video1 and Video2.
- Contents should prioritize quality to address the themes defined in Section 2.4 “Key Communication principles & themes” with innovative medias – rather than quantity.
- The contents should not include member actions or express member insights which are not related to Interflex.
- Contents should have no immediate commercial goal.

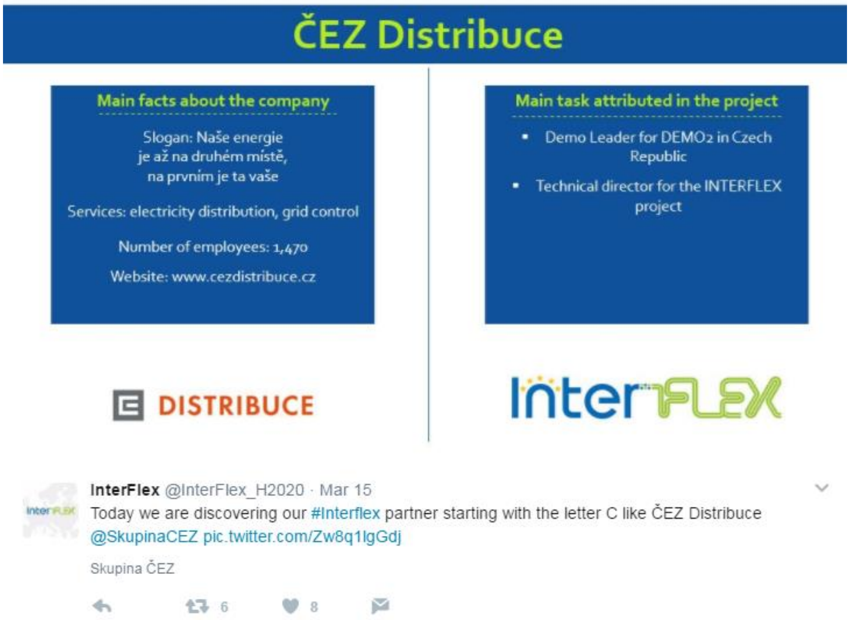


Figure 13 - Example of a member presentation using the Interflex Twitter account

The Interflex account should embrace the possibility of leveraging project members professional and corporate Twitter accounts, as this is an efficient way to extend network and to re-use live content. In this regard, Work Package Leaders should actively leverage their unit's professional accounts to interact with the Interflex account.

Figure 14 - Example of retweet of project member account live content

A process review should be performed by the WP4 Leader in order to ensure that the content published is following the guidelines presented in this session and to delete publications when they are not respecting this requirement.

4.3. LinkedIn

An Interflex LinkedIn profile should be set up as it is an efficient social media to reach professional targets.

Dissemination and communication actions through LinkedIn should aim at bringing core targets or primary audiences to a “Commitment” or “Operational” commitment level.

LinkedIn blogs could also be used to share results and insights and to discuss replicability on the behalf of Interflex.

4.4. Blogs & other wide audience communications

Publications in wide audience scientific popularization blogs may be considered in a second stage in order to raise end-user level of commitment to “Awareness” or “Understanding”.

5. DISSEMINATION EVENTS & PUBLICATIONS

5.1. Dissemination Events Overview

This section gives an overview of the different events related to Interflex during the lifecycle of the project. It includes project events – such as Steering Committee and Advisory Board meetings – External Events where Interflex is participating as a member (and not just as a simple visitor), and Workshops which are to be organized aiming at different targets.

The list of events presented in the following figures gives an initial picture which will evolve over the duration of the project as new opportunities are likely to be identified. This list included in the Dissemination plan should be updated at least on a yearly basis.

Dissemination Events	Month											
	janv-17	févr-17	mars-17	avr-17	mai-17	juin-17	juil-17	août-17	sept-17	oct-17	nov-17	déc-17
Project Events												
Project Kick-Off	■											
Steering Committees					■							
Technical Committees			■		■	■						
General Assemblees												
Advisory Board											■	
Replicability Board											■	
External Events												
Innogrid 2020+						■						
IEEE PES Innovative Smart Grid Technologies (ISGT) Europe									■			
IEC 61850 Europe									■			
European Utility Week										■		
Smartgrid+SmartCity & Intelligent Building Systems										■		
IEEE SmartGridComm										■		
ČK CIRED (Čzech committee CIRED)											■	
Workshops organized by Interflex												
Workshop DSOs											■	
Workshop regulators											■	
Workshop professionals											■	

Note : This is a draft version which will be yearly updated as dates and events need to be confirmed

Figure 15 - List of 2017 Events and Meeting

Dissemination Events	janv-18	févr-18	mars-18	avr-18	mai-18	juin-18	juil-18	août-18	sept-18	oct-18	nov-18	déc-18
Project Events												
Steering Committees												
Technical Committees												
General Assemblees												
Advisory Board											■	
Replicability Board											■	
External Events												
Distributech	■											
IEEE PES Innovative Smart Grid Technologies (ISGT) Global				■								
Life Needs Power				■								
E-mobility charging in Europe				■								
SGTech Europe					■							
Smart Energy Systems Week Austria (SESWA)					■							
Smart Energies Expo Paris / Smart Energies Summit						■						
Innogrid 2020+						■						
CIRED Workshop						■						
IEEE PES Innovative Smart Grid Technologies (ISGT) Europe									■			
IEC 61850 Europe									■			
ISGAN IEA Workshop in Paris									■			
IEEE Smart Grid for Smart Cities (IEEESG4SC)										■		
European Utility Week										■		
ISGAN - IEA Workshop in Paris										■		
Smartgrid+SmartCity & Intelligent Building Systems										■		
IRED 8th Inter. Conf. on Integration of Renewable and DER										■		
IEEE SmartGridComm										■		
ČK CIRED (Čzech committee CIRED)											■	
Hawaii Power Summit												■
Workshops organized by Interflex												
Workshop DSOs											■	
Workshop professionals											■	
Exploitation Workshop						■						

Note : This is a draft version which will be yearly updated as dates and events need to be confirmed

Figure 16 - List of 2018 Events and Meeting

Dissemination Events	Month											
	janv-19	févr-19	mars-19	avr-19	mai-19	juin-19	juil-19	août-19	sept-19	oct-19	nov-19	déc-19
Project Events												
Steering Committees												
Technical Committees												
General Assemblees												
Advisory Board					■						■	
Replicability Board											■	
Final Event												■
External Events												
Distributech	■											
IEEE PES Innovative Smart Grid Technologies (ISGT) Global				■								
Life Needs Power				■								
E-mobility charging in Europe				■								
SGTech Europe					■							
Smart Energy Systems Week Austria (SESWA)					■							
Smart Energies Expo Paris / Smart Energies Summit						■						
Innogrid 2020+						■						
CIRED Workshop						■						
IEEE PES Innovative Smart Grid Technologies (ISGT) Europe									■			
IEC 61850 Europe									■			
ISGAN IEA Workshop in Paris									■			
IEEE Smart Grid for Smart Cities (IEEESG4SC)										■		
European Utility Week										■		
ISGAN - IEA Workshop in Paris										■		
Smartgrid+SmartCity & Intelligent Building Systems										■		
IRED 8th Inter. Conf. on Integration of Renewable and DER										■		
IEEE SmartGridComm										■		
ČK CIRED (Čzech committee CIRED)											■	
Hawaii Power Summit												■
Workshops organized by Interflex												
Workshop DSOs											■	
Workshop regulators											■	
Workshop professionals											■	
Exploitation Workshop											■	

Note : This is a draft version which will be yearly updated as dates and events need to be confirmed

Figure 17 - List of 2019 Events and Meeting

5.2. External Events

The external events discussed in this section are professional events – mainly conferences, forums, summits, workshops held by other smart grids projects or professional associations) – which should be used in order to reach the Primary Audience targeted commitment level, to present and share project results and to prepare replicability discussions and results exploitation. Members should actively contribute to identify external events, as well as participate in relevant events themselves by preparing and performing presentations.

A preliminary list of events where Interflex members are present as participants and not just as simple visitors, or where Interflex results are presented, has been prepared and briefly presented in Section 5.1 Dissemination Events Overview. However, this list is not a definitive version as events dates and details might evolve in the future.

A collaborative list of events has been set and shared with the consortium in order to centralize and monitor information about events where Interflex participation could be relevant in regard of the pre-quoted objectives. This collaborative approach should ease project members' involvement to identify and share local and international events, as well as Key Performance Indicators collection.

WP4 Leader should be notified when a member intends to add a new event to this list. In addition to the event's name and a short description, the following items should be detailed:

- Event place & dates
- Stakeholders addressed
- Project members to be involved
- KPIs and foreseen feedback mechanisms (if applicable)

Moreover, if project results which are not public yet are intended to be shared, then the project members should refer to Section 6.1 Publication approval process.

After the event, participating members should share with the WP4 Leader the different Key Performance Indicators, the main facts, the major outcomes and the communication material which was used. If a specific communication material has been built for the event, it should be shared on the Google Suite (examples: brochures, fliers, presentations, etc.). The WP4 Leader should monitor the different Key Performance Indicators, in particular to be sure that the whole variety of the primary audience stakeholders are addressed through these events.

Feedback mechanisms will be key in order to improve efficiency of Interflex participation to external events. Members are thus encouraged to set simple mechanisms to get qualitative feedback whenever possible. They can include surveys during or after the events, interviews, or digital feedback cards attached to communication material available for downloads during or after the events.

Interflex social media footprint should also be driven by the participation to events, before (announcing upcoming dates), during (with the use of live tweets) or after the events (retrospective content).

A review and monitoring process of the event list should be set by the WP4 Leader. Main events where Interflex participation is key should be discussed with the Technical Committee.

5.3. External consultative boards

5.3.1. Advisory Board (Members, Meetings, Responsibilities)

The Advisory Board is an (external) consultative organ without voting power, in charge of answering questions prepared by the Steering Committee upon request of any consortium member, to minimize either the Project risks or the future result exploitation risks. Answers of the Advisory Board are supposed to propose options regarding such risks, the final choice being the responsibility of the Steering Committee or the General Assembly.

The Advisory Board is composed of 7 external members. The Steering Committee will provide the General Assembly with a list of potential members for the Advisory Board. The General Assembly will appoint from this list maximum seven experts to the Advisory Board. The final list should encompass representatives of the Project stakeholders, such as members of different consumer associations, DSOs, retailers, regulators and related associations. The constitution process should include a screening phase in order to avoid any conflict of interest with the final list of members.

The Advisory Board will be consulted upon demand of the Steering Committee:

- At least once a year
- At least four times during the project
- And whenever it is appropriate, for example in case of an upcoming task to be taken over by the AB, or an upcoming critical recruitment phase of end users for the future exploitation of the market place, or to help ensuring the consistency of project results.

Two of these consultations are to be in the form of physical meetings in a location decided by the Steering Committee.

One of the roles of the Advisory Board role should be to foster the deliverables reviewing process and thus the timeline of Advisory Board meetings should be adjusted during the project lifecycle to match the deliverables and project results release calendar.

5.3.2. Replicability Board (Members, Meetings, Responsibilities)

The objective of the Replicability Board is to allow to connect with external stakeholders who can foster the replicability of technologies and business models tested by Interflex, in order to reach more efficiently the dissemination objectives b), c), d) and e) presented in Section 2.1 Objectives of the dissemination strategy.

The Replicability Board should be composed of voluntary external stakeholders: Electricity and Natural Gas DSOs and local authorities already involved in Smart Grids implementation, who will be gathered to react on Interflex technologies replicability potentials and ideally to show their interest in it. They should provide feedback, opinions and further exploitation prospects on the Project results. These DSOs and other relevant stakeholders should not be Parties to the Project.

The Steering Committee will provide the General Assembly with the working rules of the Replicability Board as well as a list of candidates. There's no limited number of members of the Replicability board.

The Replicability Board should be gathered in a timely and coordinated manner with other project events, such as the exploitation workshops which will be held at the end of the first and second reporting period

5.4. Workshops

The workshops presented in this section have been identified as critical Dissemination Tools in the project Grant Agreement and correspond to dedicated tasks of the WP4.

During the workshop organization, specific processes should be set to collect Key Performance Indicators such as number and origin of participants. WP4 Leader should monitor those indicators to be sure that the relevant audiences are addressed in terms of targeted stakeholders and their geographical origins.

5.4.1. DSO Community

This task is identified as part of the GWP4.5: “Actions towards the DSO Community”

Based on an interaction with the Replicability board, a set of yearly dedicated technical workshops towards the DSO community will be organized by Accenture in Years 1, 2 and 3. The intent of these workshops is to anticipate on the presentation of technical results which will ease the early take-up by non-participating DSOs and cities in which they are involved.

5.4.2. Professional associations and public bodies

This task is identified as part of the GWP4.6: “Dedicated workshops towards Professional associations and public bodies”

These workshops aim at disseminating detailed results per key business areas:

- Professional bodies in the DER manufacturing sector (wind, PV, CHP, storage...)
- Professional bodies in the Demand Response sector (e.g. Smart Energy Demand Coalition)
- Professional bodies in the standardization sector (e.g. CEN / CENELEC /ETSI)

They will be yearly based and coordinated by ENEDIS with the help of the other DSOs of the project.

5.4.3. Regulatory Bodies

This task is identified as part of the GWP4.7: “Dedicated workshops towards regulatory bodies”

To highlight the potential of project for fostering new business models requiring new energy frameworks, a workshop with a regulatory body (e.g. CEER) will be held at the end of the first year.

To pinpoint regulatory barriers hampering the replication and scaling-up of the most promising approaches, a workshop with a regulatory body (e.g. CEER) will be held on the third year.

These workshops towards regulatory bodies will be organized by Enedis and Accenture.

5.4.4. Exploitation workshops

This task is identified as part of the GWP4.10: "Exploitation plan of the project results"

Under the management of the coordinator, two exploitation workshops are held at the end of the first and second review periods, prior to the general assembly to maximize the contribution of all the consortium partners. The outcome of such workshops are:

- The characterisation of the exploitable results and identification of new results as the project progresses;
- The business opportunities validation (regulated and non regulated markets) for these results, which depend on their replication potential ;
- A continuous update of the consortium about competitive solutions (existing or emerging alternative solutions);
- The identification and assessment of the risks and barriers to be overcome in order to enable the exploitation of the results and design of a mitigation plan
- At the second exploitation workshop: fine-tuning and validation of the exploitation plan, in particular the management of IP and the business model(s) for each of the retained results.

A dedicated attention will be given to use cases demonstrated with real customers following an approach addressing 5 key elements:

- Value creation, provides an overall view of the product / service representing a new, distinctive benefit for customers.
- Customers, which refers to the market potential and how the targeted customers will be reached.
- Management of the necessary resource combination to deliver the value to the customers.
- Networking which refers to the range of envisaged collaborations with other.
- Financial and other requirements to bring the results to the market.

5.5. Scientific Dissemination

Open access to scientific publications should be considered in accordance to Grant Agreement Article 29.2:

"Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results.

In particular, it must:

> *(a) as soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications;*
>
> *Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.*
>
> *(b) ensure open access to the deposited publication — via the repository — at the latest:*
>
>> *(i) on publication, if an electronic version is available for free via the publisher, or*
>>
>> *(ii) within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.*

(c) ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.

The bibliographic metadata must be in a standard format and must include all of the following:

- the terms "European Union (EU)" and "Horizon 2020";

- the name of the action, acronym and grant number;

- the publication date, and length of embargo period if applicable, and

- a persistent identifier."

6. DISSEMINATION ADMINISTRATION & KNOWLEDGE MANAGEMENT

6.1. Publication approval process

The dissemination and communication activities by one or several Parties of the project, including but not restricted to publications and presentations are governed by the following publication approval process.

Two different approval processes shall apply, depending on the type of information foreseen for dissemination.

1/ Whenever project foreground results are to be disseminated , i.e., information, materials and knowledge generated within the InterFlex project (whether or not such results can be protected), the Party or Parties proposing the publication must respect the following process, unless these results are already public and/or has been earlier agreed (in accordance with section 8.4 of the Consortium agreement):

- The following steps should be followed:
  - The proposed publication shall be handed to the corresponding WP leader at least 45 calendar days before the publication.
  - The WP leader will transmit the proposed document to the Steering Committee for review. The latter will have to formulate any objections within 15 calendar days. In case of objections, the involved Parties shall seek in good faith to agree on a solution and obtain validation by the Steering Committee.
  - If there are no objections or after having resolved previously formulated objections the publication shall be submitted to all project members. The latter will have to formulate any objections within 15 calendar days. In case of objections, the involved Parties shall seek in good faith to agree on a solution and obtain validation by the Steering Committee.

- The different steps and responsibilities in this process are detailed in Figure 18 – Publication Approval Process below.

- The dissemination should be in English or translated into English to allow validation process and dissemination to international audience.

- Dissemination content should be stored on Interflex shared document space (Google Suite).

- Dissemination contents should follow principles and themes highlighted in Section 2.4 of the present document “Key Communication principles & themes”.

- For the avoidance of doubt, a Party shall have no right to publish or allow the publishing of Results or Background or Confidential Information of another Party (as Defined in Section 1.2 of the Consortium Agreement), even if such Results or Background or Confidential Information is amalgamated with the Party’s Results, Background or other information, document or material, without the other Party’s prior written approval. For the avoidance of doubt, the mere absence of an objection according to point a) of this process is not considered as an approval. Any such publication without such other Party's written agreement justifies, in addition to any other available remedies, objection to the publication by the Party concerned in accordance with Grant Agreement Article 29.2.

2/ For other types of dissemination activities, including general public communications (eventually on social media), corporate communications and press releases, which include sharing of general information on the project without any reference to foreground project results, or Background or Confidential Information of another Party (as Defined in Section 1.2 of the Consortium Agreement) the following requirements shall be respected:

- The Party proposing the publication should notify the Project Coordinator as well as the concerned Work Package Leaders.

- Dissemination content should be stored on Interflex shared document space (Google Suite).

- Dissemination contents should follow principles and themes highlighted in Section 2.4 Key Communication principles & themes.

Public and press documents released by the project members have to mention the Interflex project name and acknowledge EU co-funding whenever information about the project is included. Documents which are meant for an international audience shall systematically use the full Interflex graphical identity and acknowledge EU co-funding in the defined format.

This publication approval process is represented in the figure below.

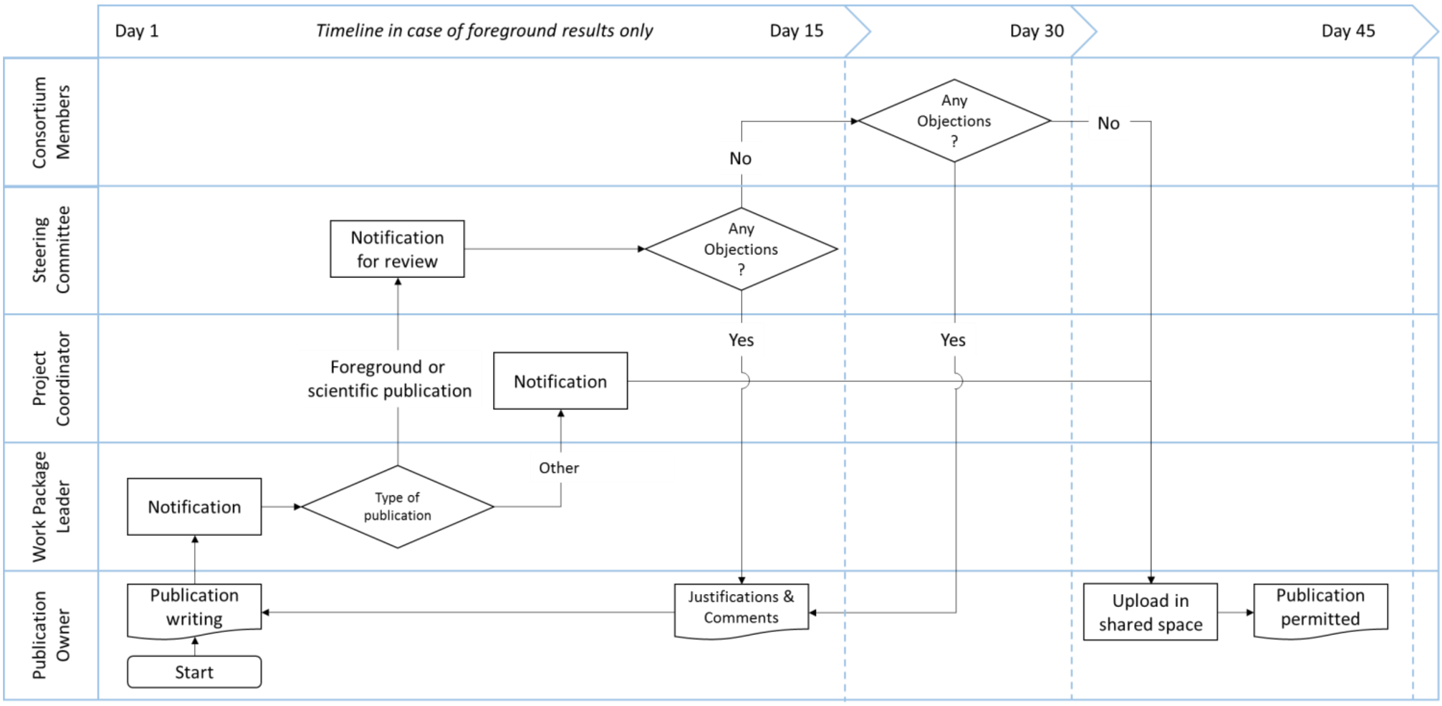


Figure 18 - Publication Approval Process

6.2. Sharing with the Consortium

Google Drive logo

A digital version of all material used in communication and dissemination actions will be stored on an online repository shared with the consortium. This shared document space will consist in a folder of the project Google Drive, part of the Google Suite used for the project coordination. It can be found under the following folders structure and address:

Project Coordination > 5. Communication (WP4) > *External/Public*

This will allow the consortium member to re-use in an efficient way the material built by other members and to enhance participations in various dissemination events.

Materials should be uploaded with relevant details, including date, theme and concerned Work Package. The WP4 Leader should be notified when new material is added to the shared place.

In addition, Deliverables should be uploaded directly on the project website accordingly to their expected degree of confidentiality.

Note about non-disclosure of confidential information:

Section 10 of the Consortium Agreement, “Exchange of data and Non-disclosure of information”, sums up rules concerning confidential information. As underlined in Section 10.1 of the Consortium Agreement:

> *“If, for the purpose of the Project, DSOs have to collect data from other Parties within the Consortium these data will remain confidential and used for the sole purpose of the Project.”*

6.3. Crisis Management

Even before the rise of social media, experience has shown for a long time that unexpected events, unforeseen mistakes and bias perception from general population can lead to communication crises which can impact a project or company ability to carry on normally its operations. With the acceleration of information propagation speed on digital channels, such impacts might take a bigger dimension without the pre-existence of a crisis management process. Although the risk of a communication crisis might appear quite low for Interflex, recent experiences linked to smart meters deployment programs have shown that ICT and energy companies, as well as DSOs, are not totally safe from such events.

Two main types of communication crises can be anticipated for the project: crises from an internal source (for example, results published by a partner without the agreement of the other concerned partners), or from an external source (for example a publication from an external source getting press coverage and creating negative “Buzz”, i.e. spread and amplification of negative interpretations in the general population).

Along with continuous communication actions during the project in order to raise awareness and understanding from the Primary and Secondary Audiences, planning ahead is one of the most critical actions that should be undertaken to tackle crisis impacts, as such events cannot be foreseen. Planning ahead might help to decrease the probability of a crisis, might make communication actions easier during and after an eventual crisis, and might limit the impacts that can be caused to the project during the time of a crisis.

Crisis management actions that can be planned ahead include:

- **Preparation language elements (wordings)** on InterFlex key communication themes (as described in Section 2.4 Key Communication principles & themes). These elements should be broad in order to remain flexible. They should cover Interflex qualities but also answer to critics that could arise. They could be reviewed if they are not adapted to the various targets in case of crises.

- **Preparation of a crisis management plan**, describing the different actions that should be taken in a successive order once the crisis has occurred. For Interflex, the following steps could be coordinated by Enedis (as WP4 Leader and Project Coordinator) :
    - Designation of committed resources and organization to tackle the communication crisis
    - Internal communication (by mail) to inform about the crisis which occurred, and to prevent or monitor any upcoming external publications on social media (or eventually to professional stakeholders). This communication should also be the occasion to share guidelines for future publications.
    - Analysis of the trigger event and of the crisis’ eventual impacts: impacts in term of project notoriety but also on project teams and operations.
    - This impact analysis should allow the definition of target contacts for communication actions to tackle the crisis. These contacts should be prioritized with at least three levels of priority 1 – To be contacted first; 2 – To be contacted when all level 1 contacts have been contacted; 3 – To be contacted when all levels 1 and 2 contacts have been contacted.
    - Scheduling (including responsibilities definition) and executing communication actions, starting with priority level 1 contacts.

- **Coaching of InterFlex ambassadors** who would be ready to communicate the project stakes on a regular basis to the general population and local authorities, but also in time of crisis.

- **Social media influencer analysis**, as described in Section 4.1 Influencers Identification. This analysis can be helpful in case of crises to identify the main communication targets.

- **Definition of an influencer approach procedure**. This can include communication channels to be privileged, themes to be underlined, and follow-up process to monitor the different influencers contacted and their reaction.

- **Monitoring and watch** on pre-defined topics, with reports at frequent intervals.

For external crises, and especially when social media are involved, the following key principles should be kept in mind:

- **Reactivity**: depending on the amplitude of the crisis, it is important to respond accordingly and rapidly. Absence of response can be misinterpreted by Primary or Secondary audiences.

- **Adequate reaction**: long debates on social media should be avoided, as well as engagement with angry messages or tweets exchanged with people talking about the crisis, as these actions may amplify the crisis. When responding, messages should be factual and benevolent.

- **Analysis**: time to analyze the crisis should be taken before reaction: what happened? How are people reacting and why? Are you guilty of anything? Depending on the analysis, the response strategy can vary.

Among the tools to be prepared in order to accelerate Interflex reaction in case of crises, the following ones have been identified:

- An efficient Communication Kit, see **Section 3.5 Communication Kit**
- A social media influencers analysis, see **Section 4.1 Influencers Identification**.

7. DISSEMINATION KPI

The goal of this section is to present the means to assess the efficiency of dissemination and communication actions, to gather feedback and to allow the consortium to continuously evaluate and improve the dissemination actions.

The evaluation should be an integrated part of the dissemination processes and thus, more than a simple list of figures to reach, this section intends to prepare a set of questions that should be risen by every member launching a dissemination action:

- What are the targets of this dissemination action?
- What can we measure and what do we want to measure?

- How this measurement can be used by the consortium to continuously improve dissemination actions?

Feedback Mechanisms are key to ensure the ongoing effectiveness of project communication and introducing continuous improvement for dissemination actions. They might be simple but should allow to receive qualitative information, as well as information concerning the dissemination audiences which might not be assessed through a classical collect of analytical indicators. They are an efficient way to assess the understanding of messages by targeted audiences and to create opportunities for a two-way communication.

The implementation of Key Performance Indicators and Feedback Mechanisms for a dissemination action should allow to measure:

- The efficiency of the communication channel which was used to reach a considered audience and its targeted commitment level. This should be measured not only thanks to volume indicators but also thanks to more qualitative indicators such as diversity of the targets, levels of acceptance, levels of interaction, etc.
- The commitment levels of the considered audiences.
- The interest of the considered audience for the different themes and use cases
- The coverage of the different themes and use cases (can indicate either the consortium is privileging a theme or another in order to insure balance)

Such measures should allow the consortium:

- to assess that an efficient dissemination has been implemented for each theme,
- to monitor periodically the reach of the different communication actions,
- and to take decisions on which channel communications and themes to foster for the next actions.

Sharing and review of the dissemination KPI and feedback received should be performed in a timely manner and coordinated by the WP4 leader. Actions should include:

- Collect of KPI and feedback
- Review and sharing at the Steering Committee when relevant
- Follow-up of detailed action plan (to foster dedicated communication channels or themes)
- Centralization of KPI and feedback in a shared document space (Google Drive)

The rest of this section presents a non-exhaustive list of KPI and feedback mechanisms which can be implemented and monitored. The use of a new communication channel which is not addressed in the lists below should imply the design of relevant KPI and feedback mechanisms.

Examples of feedback mechanisms:

- Website
    - Online surveys
- Newsletter

  - Quick survey (feedback cards) at the end of the newsletters
- Events (conferences, workshops, etc.):
  - Feedback survey sent to participants and guests to evaluate level of satisfaction
- Dissemination material
  - Feedback cards attached to the material
- Project email
  - An email address anyone can send questions to. This mailbox can be regularly reviewed and used to ensure people receive timely feedback.

The following questions can be covered through the different channels:

- Do people know that specific contents exist?
- Would people be keen to interact further?
- Has the right information been covered in the delivered message?
- Have people understood the objectives of a specific media?

A set of KPI is described below for the different communication channel and activities:

Communication Channel	KPI
Website	• Monthly number of website pages viewed • Number of downloads of specific documents • Origin of visitors • Average Session Duration • Number of visitors, including “returning” visitors
Newsletter	• Number of people who subscribed • Type of stakeholders who subscribed • Number and frequency of newsletters • Open rate • Click rate for the different links in the newsletter • Satisfaction level (can be measured through feedback card)
Events/Workshops	• Number of participants • Number of workshops • Type and number of stakeholders involved • Satisfaction level (measure through feedback mechanisms)
Technical Publications	• N° of articles published in the technical literature and dedicated journals
Twitter account	• Number of followers • Number of tweets and retweets • Engagement rate

Figure 19 - Key Performance Indicators

8. RESULTS EXPLOITATION PREPARATION

Although the exploitation plan will be detailed in deliverable D4.10, the communication and dissemination actions should be conducted in preparation of the result exploitation, and thus this section describes actions and analyses to be performed in order to pave the way to the result exploitation.

Exploitation Objectives

The demonstrated solutions and services are foreseen to be rolled-out progressively in Europe and beyond:

- **Short term**: replication in the countries covered by DSOs members of InterFlex (i.e. France, The Netherlands, Germany, Sweden, the Czech Republic) by the project partners
- **Medium term**: replication by other DSOs and associated market players in the rest of Europe, the DSOs acting as facilitators (this replication will rely on the enabling role of the associations of DSOs, e.g. EDSO or regional associations)
- **Longer term**: worldwide replication, beyond Europe

The exploitation plans must take into account three specific features of the electricity ecosystem involved in the present demonstrations:

- The national law regarding metering data use which are, in most of the EU 28 Member States owned by the customers,
- The constraints faced by DSOs as regulated players, since obliged to be market neutral when dealing with retailers or aggregators or ESCOs that are in competition,
- The impact of national regulatory regimes on service performances that are demonstrated in a single Member State.

Exploitable Result Analysis

An analysis should be carried out in order to identify and characterize the different exploitable results. This analysis output shall rely on the project report and shall thus be updated along with the successive versions of the Exploitation Plan, i.e. deliverables D4.7 and D4.8, respectively 1st and 2nd version of the Exploitation Plan of the project results.

The analysis should present for each exploitable result the following items:

- Owner
- Contributors and interested partners
- Market size and potential for replication,
- Potential customers and benefits (lead early adopters)
- Barriers for exploitation
- Estimated cost structures to be incurred after the project and before exploitation,
- Exploitation route and timetable (including estimated time to market)

A preliminary list of exploitable results for DSOs and for industrial partners has been presented in the Grant Agreement and should be further developed.

Exploitation plan per partner

The exploitation plan of each partner should be detailed, including (but not limited to):

- Particular interests in exploitable results
- Exploitation potential for each exploitable results
- Potential levers and barriers for exploitation
- Measures to be implemented after the project

Exploitable foreground in the deliverables

An analysis should be carried out to determine and list in a synthetic way the exploitable results that can be found or which are expected to be found in each deliverables. Deliverables without expected results for exploitation will be detailed as well.

Commercial Strategy

An analysis of Interflex' exploitable results should be carried out in terms of Strengths, Weaknesses, Opportunities and Threats (SWOT analysis). This analysis should take into account the list of exploitable results which has been designed, and it should be applied to the Interflex project as a whole or for each of the business models and use cases.

Based on the information learned from the SWOT analysis, a strategic plan could be further developed, for example using the TOWS framework (Strategic Alternatives Matrix)

IPR Management

For each exploitable result, the Intellectual Property Rights should be considered, detailing which partner is owner or contributor.

Concrete actions during the project

The dedicated tools, channels and activities which are deployed to ensure that the result exploitation is defined by the whole consortium and shared in an efficient way with stakeholders should be described in the Exploitation Plan. These activities can include:

- Exploitation workshops, as described in **Section 5.4.4 Exploitation workshops**
- Dedicated meetings
- Focus Groups
- Deliverable publications
- Exploitation reports
- Participation to conferences specifically targeted to foster results exploitation

These actions should allow the consortium to accelerate the characterization and analysis of exploitable results and to identify the main barriers for exploitation. The exploitation reports should also be the occasion to centralize and deliver recommendations for exploitation.

A set of Key Performance Indicators should be defined in order to monitor the efficiency of the different exploitation activities.

9. OVERVIEW OF THE DIFFERENT DISSEMINATION ACTIVITIES

The roadmap presented in this section presents an overview and a macro-planning of the different dissemination activities presented in this document. It sums up the members responsibilities and underlines possibilities of different feedback mechanisms implementation

ID	Event	Audience	Event Objective	Channel	Material	Owner	Timing / Frequency	Feedback Mechanism
#1	Project Kick Off	Core Target & Primary Audience	Introducing Interflex and creating Awareness	Conference	Packaged presentations & printed material	Enedis	Month 1	-
#2	Steering Committee meetings	Interflex Members	Presenting Interflex global progress	Committee	Internal presentation material	Enedis	Minimum 3 times per year	Minutes & Decisions
#3	Technical Committee meetings	Interflex Members	Presenting Interflex global progress	Committee	Internal presentation material	Čez Distribuce	Every 2 month	Minutes & Decisions
#4	General Assemblee	Interflex Members	Presenting Interflex global progress	Committee	Internal presentation material	E.ON	Months 1, 19, 36	Minutes & Decisions
#5	WP Leader Meeting	Interflex Members	Presenting Interflex concerned WP progress	Committee	Internal presentation material	Concerned WP Leaders	Weekly	Minutes & Decisions
#6	European Commission Meeting	Interflex Members & European Commission	Presenting Interflex global progress and focus on specific request from the EC	Committee	Internal presentation material	Steering Committee	Once a year	Minutes & Decisions
#7	Advisory Board	Interflex Members & European Commission	Accelerate and sharpen the Interflex deliverables	Committee	Internal presentation material	Steering Committee	Once a year; At least 4 times	Feedback forms
#8	Replicability Board	Interflex Members & European Commission	Accelerate the results exploitation towards non-participating DSOs and local authorities	Conference / Seminar	Packaged presentations & printed material	Steering Committee	To be defined	Feedback forms

ID	Event	Audience	Event Objective	Channel	Material	Owner	Timing / Frequency	Feedback Mechanism
#9	Workshops towards the DSO Community	DSOs external to the project	Presentation of technical results to non-participating DSOs	Workshops	Packaged presentations & printed material	Accenture	Once a year	Feedback forms & Online survey
#10	Workshops towards Professional associations and public bodies	Primary Audience	Dissemination of detailed results to professionals of different key business areas	Workshops	Packaged presentations & printed material	Enedis	Once a year	Feedback forms & Online survey
#11	Workshops towards regulatory bodies	Regulatory bodies	Highlight the potential of project for fostering new business models requiring new energy frameworks	Workshops	Packaged presentations & printed material	Enedis	End of year 1 and end of year 3	Feedback forms & Online survey
#12	Exploitation Workshops	Interflex Members	Maximize the contribution of all the consortium partners for results exploitation	Workshops	Packaged presentations & printed material	Enedis	End of each period review (Months 18 and 36)	Feedback forms & Online survey
#13	Conferences, Seminars, Forums, Summits, etc.	Primary Audience	Increase Primary Audience commitment level and present project results	Conference / Seminar	Packaged presentations & printed material	All Members (adapted to each event)	Depending on events planning	Feedback forms, Online surveys, Interviews
#14	ISGAN Activities	Primary Audience	Dissemination of detailed results	Workshops	Packaged presentations & printed material	Enedis	Year 2 and year 3	-
#15	Project Website	Primary and Secondary Audiences	Facilitating communication with a reference of presentation, updates and results	Website	Website pages including general presentations + Newsletter material	Enedis	Month 6	Online Surveys, polls, feedback cards

ID	Event	Audience	Event Objective	Channel	Material	Owner	Timing / Frequency	Feedback Mechanism
#16	Stakeholders Surveys	Primary Audience	Collect feedback from external stakeholders	Website / Emailing	Printed surveys, feedback cards, online surveys	Enedis & relevant members	Depending on events planning	-
#17	Google Suite Online	Interflex Members	Facilitating sharing of communication material and working documents within the consortium	Google Drive	-	Enedis	-	-
#18	Publication of packaged findings	Core Target & Primary Audience	Producing packaged findings	Website/ Google Drive	Packaged files	Concerned WP Leaders	Depending on deliverables planning	Feedback forms
#19	Newsletter publications	Primary and Secondary Audiences	Communication on project updates to increase commitment level and accelerate exploitation discussions	Emailing / Website	Editorials, project presentation & updates	Enedis	At least 2 per year	Feedback cards
#20	Press articles	Primary and Secondary Audiences	Increase primary and secondary audiences commitment levels	Press	Press articles	Concerned WP Leaders	Depending on opportunities	-
#21	Visit of demonstrators sites	Primary and Secondary Audiences	Increase primary and secondary audiences commitment levels	Onsite visits (meetings)	Showrooms	Concerned WP Leaders	To be defined	Feedback forms
#22	Interflex posters, fliers, brochures	Primary Audience	Increase efficiency of communication at events	Printed material	Printed Materials	Enedis & relevant members	-	Feedback cards
#23	Communication Videos	Primary and Secondary Audiences	Increase primary and secondary audiences commitment levels	Online Video	Videos	Enedis	To be defined	-

ID	Event	Audience	Event Objective	Channel	Material	Owner	Timing / Frequency	Feedback Mechanism
#24	Communication Kit	Primary Audience	Allow an efficient onboarding of new resources and communication to new targets	Mixed media	Packaged presentations & links to websites	Enedis	Year 1	Feedback cards
#25	Use of social media	Primary and Secondary Audiences	Increase primary and secondary audiences commitment levels and accelerate results exploitation	Social Media	Multimedia content	Enedis	All along the project lifespan	-
#26	Influencers Analysis	Primary and Secondary Audiences	Increase primary and secondary audiences commitment levels and accelerate results exploitation	Social Media	-	Enedis	Year 1	Interviews
#27	Event list review	Interflex Members	Increase project members commitment to identify and participate at events	Conference call	Shared list data base	Enedis	All along the project lifespan	-
#28	Communication meetings	Communication experts from different work packages	Exchange on communication actions performed and to be done, and on best practices	Committee meeting	Internal presentation material	Enedis	To be de determined	-
#29	Final event	All stakeholders	Increase primary and secondary audiences commitment levels and accelerate results exploitation	Conference / Seminar/ Closing event	Packaged presentations & printed material	Enefis	Month 36	Feedback forms, Interviews

Figure 20 - Communication Road

10. APPENDICES

10.1. Appendix 1: Graphical Identity

Documents about the project Graphical Identity are available on the shared document space in the following folder:

Project Coordination > 1. Reference documents > communication > *Graphical identity*

INTERFLEX_graphica
l id_En.pdf

10.2. Appendix 2: EU Project Websites - Best Practice Guidelines

Appendix 2 - EU
Project Websites - B

STYLE GUIDE

Interflex

Style guide

CONTENTS

LOGOTYPE

MAIN LOGOTYPE:

WITH TAG LINE:

Flexibility in interaction

Flexibility in interaction

AREA OF PROTECTION:

Exclusion zone
= size of the N in the logo

MINIMUM SIZE:

20 mm

LOGOTYPE

USAGE RULES

In colour on a white background or light-coloured visual:

In white on a dark background or dark photo:

EXCEPTION, THE MONOCHROME LOGOTYPE

In black for printing in greyscale,
for faxing or a special production:

In white exclusively on yellow- or green-coloured background, to ensure the stars or 'FLEX' are visible:

LOGOTYPE

INCORRECT USAGE:

In colour on a dark background

In white on a light background

In monochrome colour

In halftone over a visual

In colour on a coloured background

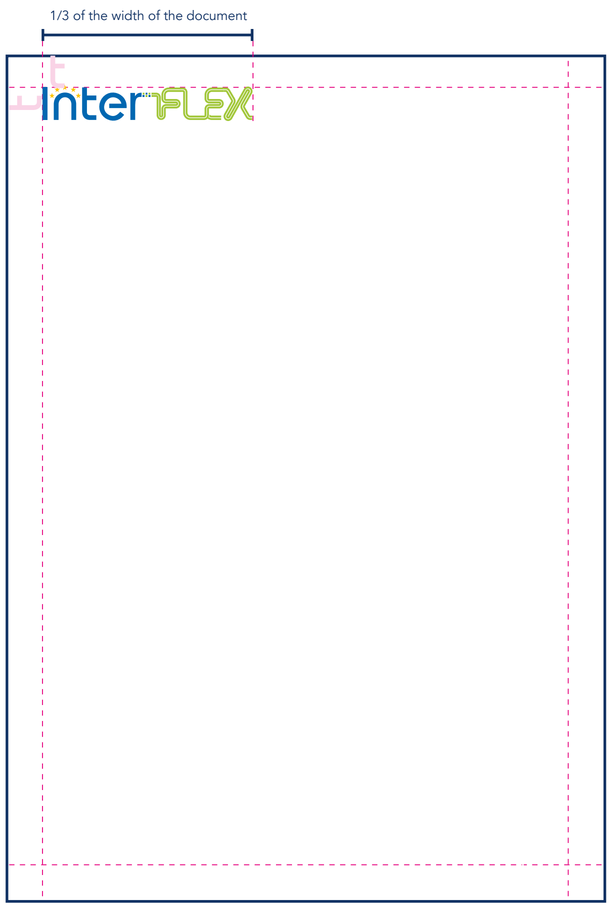
In black or greyscale for four-colour printing

In colour or white on a yellow background as the stars do not stand out

In colour or white on a green background as the 'FLEX' does not stand out.

POSITION AND SIZE OF THE LOGO:

Rectangular shape, A4-style:



LOGOTYPE

POSITION WITH OTHER LOGOTYPES:

If necessary, the Interflex logo may be placed next to the logos of the various Interflex partners.

In this case, the Interflex logotype must always appear first and should be larger in size.

Additionally, as for all projects that receive funding from the European Commission, on the majority of communication materials, the flag of the European Union must be included, together with the phrase 'Co-funded by the European Union'.

Co-funded by the European Union

Examples:

COLOURS

MAIN COLOURS:

C: 90 M: 55 J: 0 N: 0
R: 10 V: 105 B: 180

C: 45 M: 0 J: 90 N: 0
R: 155 V: 195 B: 55

C: 0 M: 25 J: 100 N: 0
R: 255 V: 195 B: 10

SECONDARY COLOURS:

For shadow effects

C: 0 M: 0 J: 0 N: 6
R: 244 V: 244 B: 244

For body text

C: 95 M: 70 J: 0 N: 50
R: 15 V: 50 B: 100

C: 0 M: 50 J: 100 N: 0
R: 243 V: 146 B: 0

C: 90 M: 10 J: 0 N: 0
R: 0 V: 160 B: 225

C: 80 M: 40 J: 60 N: 30
R: 50 V: 100 B: 90

C: 60 M: 100 J: 0 N: 0
R: 130 V: 0 B: 130

TYPOGRAPHY

MAIN FONT: "MUSEO SANS"

5 weights in Roman:

MUSEO SANS 100

MUSEO SANS 300

MUSEO SANS 500

MUSEO SANS 700

MUSEO SANS 900

5 weights in Italics:

MUSEO SANS 100

MUSEO SANS 300

MUSEO SANS 500

MUSEO SANS 700

MUSEO SANS 900

REPLACEMENT FONT:

For some digital media and office documents

TREBUCHET MS REGULAR

TREBUCHET MS ITALIC

TREBUCHET MS BOLD

TREBUCHET MS BOLD ITALIC

Sample heading
Museo 300 →

AM HILIBUS EX

Sample subheading
Museo 700 →

Elendelenim reri arum sectintur ? Luptatur alitia doluptate nihil iducias suntiae oditi optae cum aliquiscit.

Sample body text
Museo 300 →

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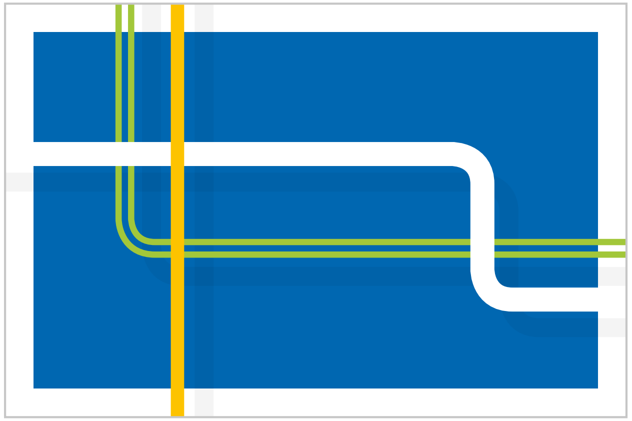
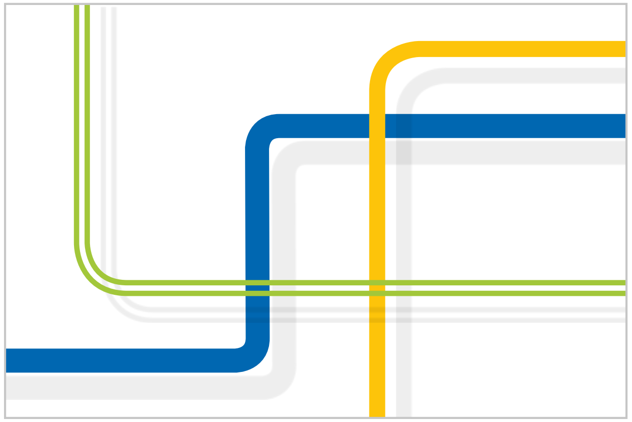
GRAPHIC ELEMENTS

LEADER LINES:

To be used sparingly.
The lines always run from one edge to another. While yellow, white and blue are always used as single lines, green is a double line. They can have different thicknesses. Each line has its grey drop shadow (see page 7), always offset to the bottom right except when the line is being used to format a textual element, and the shadow makes this less legible.

Examples, lines with shadow:





Examples, lines without shadow:

DOUBLE LINE:

To be used as formatting, between two blocks of text or to mark the end of a block of text.

Example:

ORE CONSENDA NESSIT

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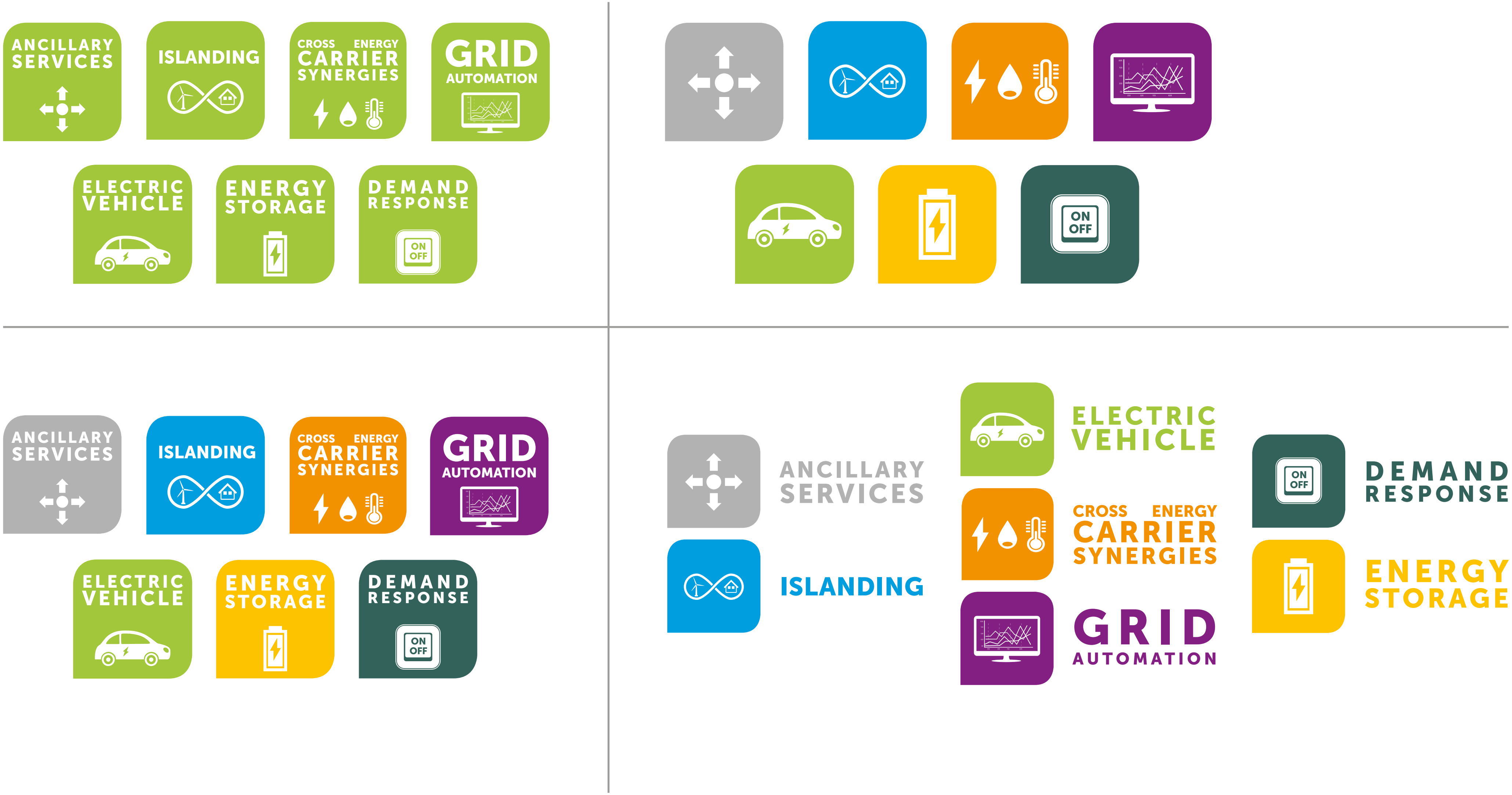
Eptaquae exped maiorest pores dolenet ut exererem quia sedi ut et pa doluptae voluptum dipsantiis remqui rerum volupta nonsequid et harupta erestio coribus, voluptatque laborupta nonsequam ea

GRAPHIC ELEMENTS

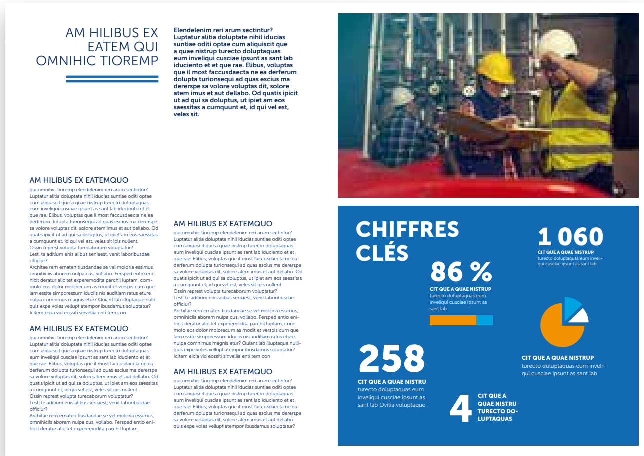
BACKGROUND:

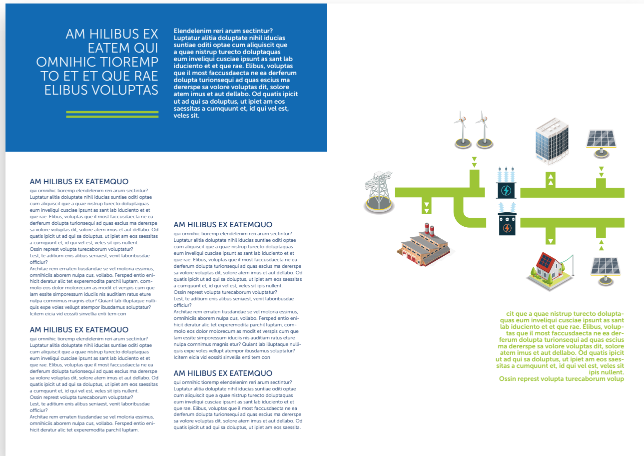
PICTOGRAMS:


ANCILLARY SERVICES
ISLANDING
CROSS ENERGY CARRIER SYNERGIES
GRID AUTOMATION
ELECTRIC VEHICLE
ENERGY STORAGE
DEMAND RESPONSE
ON OFF
ON OFF
ANCILLARY SERVICES
ISLANDING
CROSS ENERGY CARRIER SYNERGIES
GRID AUTOMATION
ELECTRIC VEHICLE
ENERGY STORAGE
DEMAND RESPONSE
ON OFF
ANCILLARY SERVICES
ISLANDING
ELECTRIC VEHICLE
CROSS ENERGY CARRIER SYNERGIES
GRID AUTOMATION
DEMAND RESPONSE
ON OFF
ENERGY STORAGE

PUBLISHING

BROCHURES

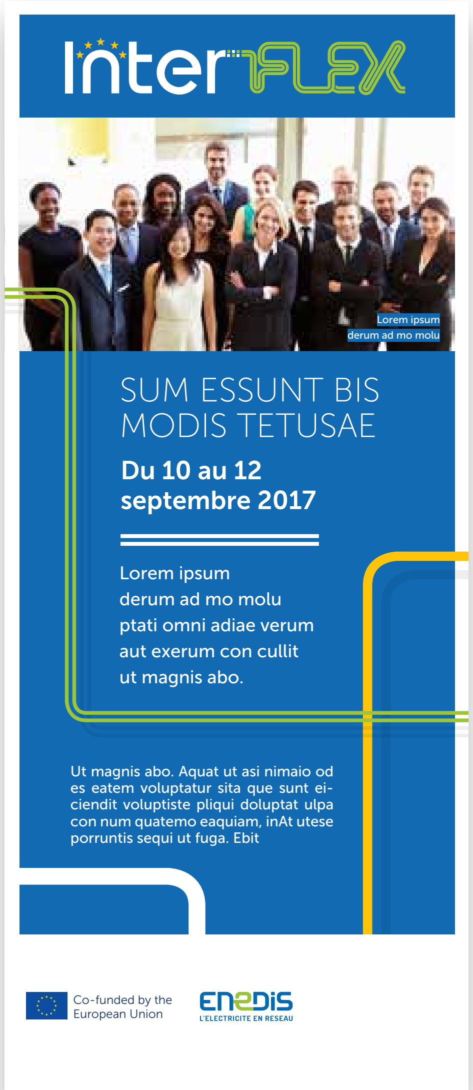




INSTITUTIONAL MATERIALS

ROLL-UPS

For events
or meetings



INSTITUTIONAL MATERIALS

PRESS RELEASES

Press release
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22 pt

Date

Heading 1 - Trebuchet Bold
14 pt

Heading 2 - Trebuchet Bold
12 pt

Body text - Trebuchet Regular
10 pt

InterFLEX

COMMUNIQUÉ DE PRESSE

LE XX/XX/2017

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Co-funded by the European Union

Interflex : 20 avenue Léon Marchand - Boulogne - interflex.com
@ Bruno@interflex.com M. 06 XX XX XX XX T. 04 XX XX XX XX

Enedis

STATIONERY

LETTERHEAD:


Bernard DUPONT
Responsable en charge
d'Interflex et estibeat ulloreh
@ Bruno@interflex.com
M. 06 XX XX XX XX
T. 04 XX XX XX XX

interflex-h2020.com

Co-funded by the European Union

Catherine ROLAND
Conseillère en charge
lorem ipsum et estibeat

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1

Trebuchet Bold - 10 pt
Trebuchet Italic - 8 pt

Trebuchet Bold
10 pt

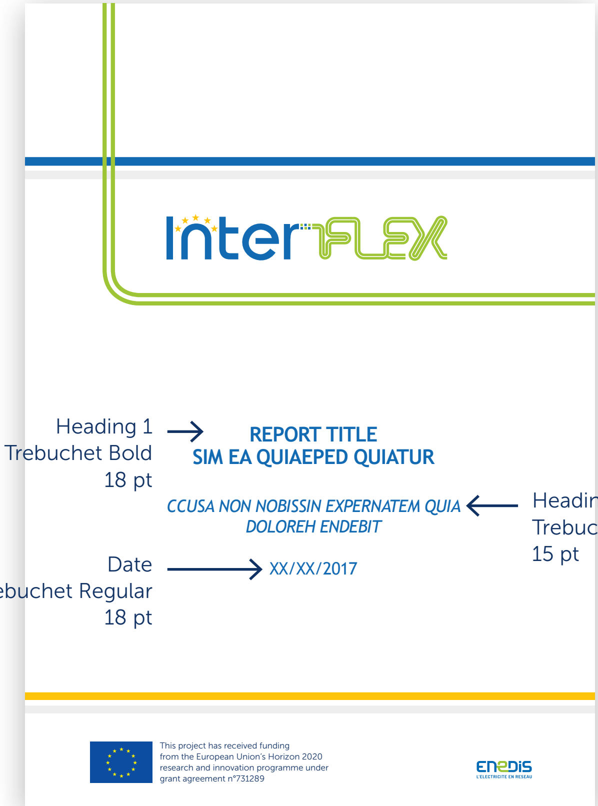
Trebuchet Regular
10 pt

STATIONERY

BUSINESS CARD:

OFFICE DOCUMENTS

WORD DOCUMENT



Heading 1
Trebuchet Bold
18 pt

Heading 2
Trebuchet Italic
15 pt

Date
Trebuchet Regular
18 pt

Heading 3
Trebuchet Bold
14 pt

Body text
Trebuchet Regular
10 pt

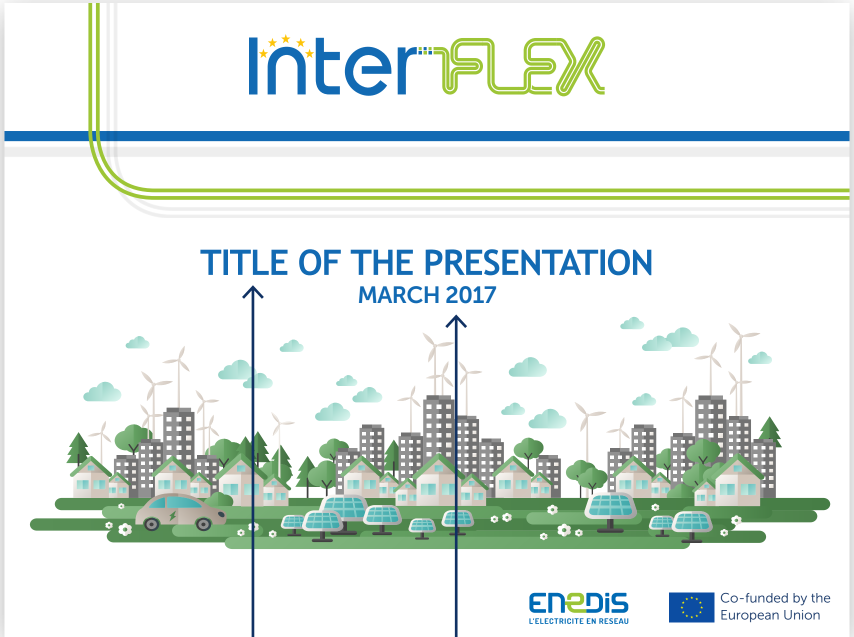
Heading 4
Trebuchet Bold
12 pt

Heading 2
Trebuchet Bold
16 pt

Page and document number
Trebuchet Regular
8 pt

POWERPOINT PRESENTATION

(for projection or printing)

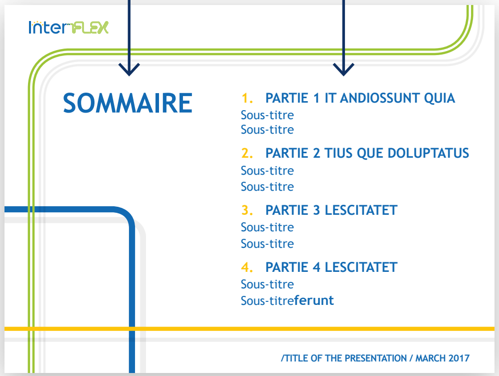


Presentation title
Trebuchet Bold
30 pt

Date
Trebuchet Bold
20 pt

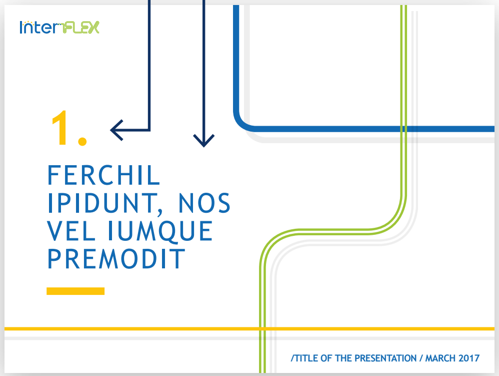
Contents heading
Trebuchet Bold
40 pt

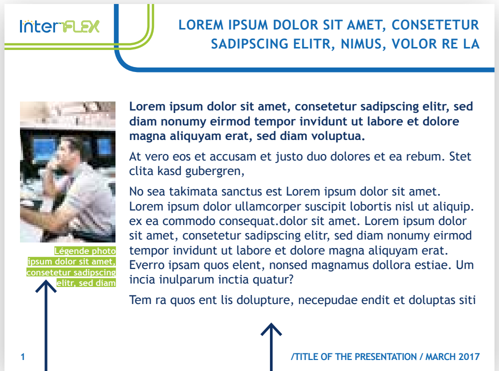
Contents
Trebuchet Bold
20 pt



Section number
Trebuchet Bold
60 pt

Section heading
Trebuchet Regular
40 pt





Caption
highlighted in green
Trebuchet Bold
13 pt

Body text
Trebuchet Regular
18 pt

Page numbers and
document title
Trebuchet Bold
14 pt

Heading
Trebuchet Bold
20 pt

VIDEO JINGLE

OPENING / CLOSING

COVER

PRODUCED BY THE AGENCY Artkom®

EUROPEAN COMMISSION
DIRECTORATE-GENERAL RESEARCH & INNOVATION

Directorate I - Environment

EU Project Websites – Best Practice Guidelines

1. Why these guidelines?

- Project websites are one of the main communication tools of projects funded under the EU Framework Programme (FP) for Research, but reviews have shown that many sites suffer from a contextual and structural neglect. FP-funded project websites also lack a harmonised visual identity.
- These guidelines are meant to provide "good practice" to those designing the structure and contents of project websites. Projects are very welcome to go beyond the minimum contents and structure outlined below.
- This guide does not attempt to address restricted access websites set up by projects for their own internal project management activities.
- This guide does not impose an obligation on projects to divert from potentially existing institutional web guidelines, visual identity recommendations, etc of the potential "hosting website" (e.g. university homepage).
- What are the benefits of using the guidelines?
  - Better quality and user-friendliness of project websites, triggering higher popularity
  - Better visibility for the projects and the European Commission due to a more standardised format

2. General recommendations

- Be visible: Make maximum use of free or affordable methods to increase page ranking on search engines
  - ➢ Update contents regularly; consider the use of social media (e.g. blogs, social networks)
  - ➢ Use Webmaster Tools provided by search engines to check indexing status and optimise visibility
  - ➢ Ensure good cross-linking between the different pages of your site and other sites
  - ➢ Add keywords to the web page metadata; use frequently used keyword search phrases both in the metadata and in the contents pages
  - ➢ Use intuitive URLs to increase hit rates.
  - ➢ Consider use of an "eu" domain
- Make best use of "virtual meeting facilities" (web streaming, e-learning) to reduce adverse effects of travelling on the environment.

3. Website structure

- When structuring your site, try to find the happy medium between a site that has too many menus and therefore lacks accessibility, and a structure that is too condensed, i.e. presents too much information under few headings.
- "Best practice" structure:

  3.1 Homepage

3.1 Project Homepage

- The Homepage should be visually attractive and informative, giving access to sections 3.2 to 3.10 that can be further expanded into sub-sections if necessary.
- It is expected that the EU co-funding be duly acknowledged, also by the inclusion of the relevant logos (i.e. EU, FP7). It should be stated that "*This project is supported by the European Commission under the Environment (including climate change) Theme of the 7th Framework Programme for Research and Technological Development*". The EC logos may be obtained at: http://ec.europa.eu/research/fp7/index_en.cfm?pg=logos and http://europa.eu/abc/symbols/emblem/download_en.htm
- Additionally, it is recommended to link to the Environment theme website to create better linkages with other funded projects. Please check the rules for linking to sites on the EUROPA website.

3.2 Project overview

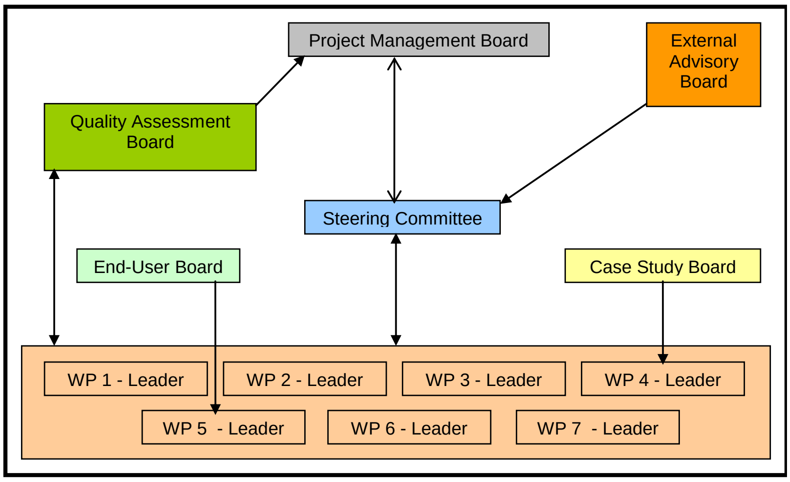
- Basic information about the project and its duration
- Minimum subdivisions: the challenge being addressed, the project objectives, an outline of the methodology, and the expected results and impacts.
- Provide this information in a downloadable format (PDF), using the Project Factsheet Template of the Environment Directorate (provided by the Policy Officer of the European Commission)
- Place the project in a broader scientific and societal context to help the outside world perceive its relevance. This will be all the more successful if different target publics (the general public, the project community, the wider scientific community, other stakeholders) are taken into account, and the text and menu structure move from generic to detail.

3.3 The Consortium

- Include a list of partners with their country of origin, logo, principle scientific contact person and website address. Please update if new parties join the consortium. A map showing the geographical distribution of the participating institutions should also be included.

3.4 Management Structure

- The best way to represent the Management Structure is through a detailed organisation chart (see example below). Following the logic of the Russian doll, a clickable format allows to list not only the different committees, but also each of their members.



3.5 Scientific Methodology and Work Packages

- Describe the overall scientific methodology and the work package breakdown. Work packages should correspond to those mentioned in the Description of Work (DoW). Each work package and the key deliverables should be explained and the contact details of the leaders of the work packages should be indicated.
- A graphical representation of how the different work packages are linked should be included, too.

3.6 Case Studies (if relevant)

- Describe each case study and its relevance to the project. Indicate the case study leaders.
- In addition to a map of each site, case studies should be shown on a European or global map to indicate their relative geographical distribution.

3.7 Deliverables and publications

- *Public deliverables* should be downloadable and listed in a table providing the following information: deliverable number, title, due date, author or contact and a clickable downloadable PDF document.
- *Scientific publications* should be added in a separate table (listing the title, author, journal, publisher, year, etc). If covered by "open access" (generally six months after their official publication) they should also be downloadable from the project website. These publications should derive directly from the outputs of the project.

3.8 Events

- Provide a calendar that presents future and past events.
- Provide dates and a contact point, especially if an event is of public nature
- List conferences and special sessions during which the project will be presented.
- Consider web streaming of events or the upload of conference videos.

3.9 Media Centre

As a minimum this section should include:

- E-Newsletter (if applicable)
- Brochure/Posters/Flyers
- Videos/Virtual Tours
- Project factsheet
- Policy briefs
- Copyright-free Photographs

3.10 Glossary

Ideally this section should include:

- a glossary of terms and abbreviations
- a WIKI