



Boosting innovative Digitech Value chains
for Agrofood, forestry and environment

GRANT AGREEMENT N. 777890

DELIVERABLE D6.1

Communication & Dissemination Plan

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1 EXECUTIVE SUMMARY

The objective of the deliverable is to outline the strategy for dissemination and communication activities carried out during the project.

The deliverable is structured in four sections addressing the different aspects that a communication plan may focus on: the strategy from the project to the external audience, the basis for a proper internal communication between the project partners, the elements needed to evaluate and measure the results of the communication strategy and finally the obligations and constraints dictated by the EC regarding communication activities in every H2020 INNOSUP project.

The document encompasses:

A. External Communication Plan

- Communication strategy
- DIVA key messages
- Target groups
- Dissemination tools and channels

B. Internal Communication Plan

- Internal Communication procedures
- Rules and recommendations for a correct use of external communication tools
- Working internal templates

C. Evaluation and monitoring of DIVA dissemination activities

D. Obligations and requirements for communication actions

2 INTRODUCTION

Dissemination activities are a core part of the project. Clear, specific, and measurable objectives are key to the success of any communications strategy.

They will be aligned with major milestones to maximise the impacts of the project and in strong interaction with all the other work packages. They will be defined by the dissemination strategy, which must enable to answer to the key questions about dissemination.

The main objectives of the plan are:

- Guarantee an effective communication of the project messages and activities at Local, National and EU level.
- Identify appropriate target groups to address the dissemination messages.
- Implement a wide and differentiated set of dissemination tools and events.
- Identify the dissemination KPIs, useful to measure the effectiveness and efficiency of the activities conducted
- Illustrate how the project will cooperate with other EC-funded projects or related initiatives
- Define how the dissemination activities will be administrated.
- Assist DIVA partners to implement correctly the communication strategy

3 THE COMMUNICATION AND DISSEMINATION PLAN

Work Package (WP) 6 will be responsible for the dissemination of DIVA goals and will coordinate this task at a consortium level. To accomplish this objective, AMETIC as WP6 leader will define the main guidelines for a high impact communication strategy and will work in close collaboration with the rest of partners.

AMETIC will monitor the frequency of the publication of results, workshop organization, news and project evolution in terms of dissemination, leading the overall fulfilment of the objectives and the tasks defined in WP6.

To multiply the impact on the people involved and enlarge the community reached by this effort, DIVA will develop links with agrofood, forestry, environment and ICT related organizations to engage them in the promotion of DIVA's news and upcoming events. Hence, a wide and effective dissemination of results has been planned as one of the strong components of the project and all partners are committed to contribute.

DIVA dissemination actions aim at communicating the project's objectives and results to a wide audience by promoting the adoption of project's results and demonstrating its impact, as well as by facilitating the exchange of information and the interaction not only with other related projects and initiatives but also with activities in industry, academia, and society as a whole.

DIVA project is funded under H2020 INNOSUP 2016-2017 call. Hence, it is expected that visibility and communication actions should focus on development with the EU as partner and on the achievements and impact of the action, not on administrative or procedural milestones.

In order to maximize the impact of communication efforts:

- Activities need to be carried-out in a timely manner
- Information used must be accurate
- Activities should be coordinated closely with the Commission
- The right audience(s) should be targeted
- Messages should interest the target audience(s)
- Activities should be appropriate in terms of resources spent, timing and expected impact

4 EXTERNAL COMMUNICATION PLAN

4.1 Communication Strategy

A careful design of the action plan for communication is critical in reaching success in a project like DIVA, which is not confined to inner research and innovation tasks developed by DIVA partners but to reach, support and fund external companies through different instruments as the main objective of the project.

During the first three months of the DIVA timeline in WP6 a set of tools, methodologies and communication flows addressing the external audience have been thoroughly selected and tailored to the context, considering the existence of a main objective, and multiple secondary goals specifically defined according to different local, national and European levels, diversity of targets or the level of interaction sought.

Dissemination actions envisaged in DIVA will be directed by a common axis drawn according to the general aim of the project, expressed in the DoA (submitted to CE H2020 call) as follows:

The overarching objective of **DIVA** (Boosting innovative Digttech Value chains for Agrofood, forestry and environment) is to provide **support to the emergence and development of new industrial digitech value chains with applications to the Agrofood sector and related sectors forestry and environment**. New technologies bring new perspectives, either to fulfil existing needs from applications sectors or to imagine new services and products. This particularly fertile framework is favourable to cross-sectorial fertilisation between digital industries, applications sectors and other emerging industries such as creative, experience industries, etc.

The DIVA project concept relies on the creation of open-spaces in order to boost cross-fertilisation between SMEs, stakeholders from the application sectors and operators of the digital economy. Direct and Indirect support to SMEs will be provided in order to accelerate new ideas all along the innovation chain, from idea emergence up to the demonstration and the internationalization stages with a focus on the creation of new value chains.

Therefore, driven by this main aim, specific communication messages (defined in section 4.2) will be underpinned by several main concepts:

1. Transmit to the end user community in the industry of agrofood, forestry and environment related sectors the opportunity to broadcast their needs at a local, national and EU level throughout DIVA project.
2. Understand the technology as the key asset capable of bridging the gaps derived from the end user needs.
3. Support the creation and implementation of new value chain models thanks to digital technologies applied to the industrial mentioned sectors.
4. Provide financial support specially to SME's in agro and ICT sectors, focused on boosting technology maturation, testing, market adoption and internationalisation.
5. DIVA outcomes can be adopted as a valid reference for the definition and implementation of forthcoming policy frameworks or strategic plans at national or European level.

4.2 Communication Messages

Arising from the concepts previously mentioned, a set of “backbone” messages have been defined, as the basis for a deeper approach to specific target audience and in relation with the activities that compose the project implementation plan:

1. **“DIVA project is able to connect you with agrofood, forestry, environment and ICT stakeholders. Discover trends and needs of the industry and bridge the gap with digital technologies”**

Stimulate awareness of the project and strengthen connection among cross-sectorial community interested in agrofood, forestry and environment sectors. Awareness about the potential of ICT for reinforcing industrial leadership of agrifood value chains. Stimulate the creation of disruptive and globally competitive cross-sectorial value chains among the two ICT and agrifood communities.

Special effort will be made particularly to ensure a strong dissemination strategy around the document “Digitech value chain inspiration framework”, as one of the best means to make ICT SMEs aware of the agrofood market opportunities and imagining open-innovative approach solutions to answer those needs. It will be promoted together with the “Calls for Challenges” and the “Calls for solutions” in order to foster the creation of new value chains.

2. **“Don’t miss the chance to share your business technological needs. You can cooperate to define innovative value-chain models that can increase your market potential and will facilitate digital transformation”**

Reach and encourage DIVA sector industry stakeholders to cooperate in the identification of technological, functional or organisational challenges affecting their businesses. Specific messages will be broadcasted in order to get the attention of agrofood end-users and encourage them to participate in the **Call for Challenges**.

DIVA will help to integrate such actors, and will propose homogeneous, proactive demonstrating approaches in order to speed up the introduction of new businesses and maximize the business impacts of the proposed solutions in the agrifood sector.

3. **“Benefit from direct funding applying to DIVA open calls”**

Inform SME's about how to apply to direct funding opportunities implemented through DIVA calls for solutions, demonstration and internationalisation.

DIVA vouchers scheme will provide rapid funds for POC development, demonstration to SMEs, support from experts or internationalisation allowing them to be the first ones to reach the market.

Communicating DIVA calls must be defined in a simple and unambiguous way including clear info about call scope, definition of topics, eligibility criteria, legal aspects, voucher conditions, etc.

Each type of call will have its own central message to communicate according to its characteristics:

3.1. “Benefit from direct funding to mature your solution”

DIVA will directly fund SME's that need to upgrade their technology or prototype to reach a TRL 5-6 stage. Technological bricks integration, tests and experiments in laboratory are envisaged. The voucher will support the SMEs technological maturation work and/or the expertise of a third party (consultants, laboratory, R&D center, ...) to accelerate the innovation process of the selected SME.

3.2. “Benefit from direct funding to activate your demonstration project”

DIVA will support small scale and large-scale demonstrations in real conditions (or close to real conditions). This will give to SMEs the opportunity to really demonstrate to agrofood end-users the breakthrough benefits they will be able to retrieve from the new value-chains they offer. This step will be key for supporting these new value chain contributors at improving and specifying their offers, at validating their business models and at building the “window dressing” needed for further market replication.

3.3. “Benefit from direct funding to internationalise your business”

DIVA support SME's to open new markets worldwide and to upgrade their business to an international level. This financial help might cover support to define international business plans to address markets abroad, specific research on IPR policies, market trends, certification and regulation policies in third countries or geographical areas, etc.

4. “Strengthen your business ties participating in networking DIVA events at local, national and European levels”

DIVA will support the establishment of liaisons and ties within the whole ecosystem of stakeholders: agrofood and ICT SMEs, large enterprises counterparts who might act as end-users of the innovations, technical community, other regional clusters in Europe and associated countries, scientific community, policy makers, private financing actors, and general public.

The participants attending DIVA events will benefit from the earlier access to key information about DIVA calls.

5. “DIVA will spread and share its relevant outcomes and good practices arisen from the project to other related European initiatives and EC projects”

Strong dissemination process is planned towards other related Initiatives and projects throughout Europe, by encouraging the adoption of good practices found out in DIVA to other European initiatives that share common objectives. DIVA will accelerate market replication schemes at the European if not global scales.

6. DIVA results can be adopted as validated inputs for the European Commission. They could assist the EC in their labour of drawing new strategic plans or policy frameworks for the agrofood European industry.

Demonstration of the best DIVA digitech value chains will constitute key references in terms of homologation and certification requirements. Such references will be usable by the European Commission for preparing European and data policy framework with the ultimate aim to secure the development of new digitech value chains in the agrifood industry.

4.3 Target Audience

The more refined the target audience description, the more precise and effective your communication will be. DIVA target audiences have been clustered in the following categories:

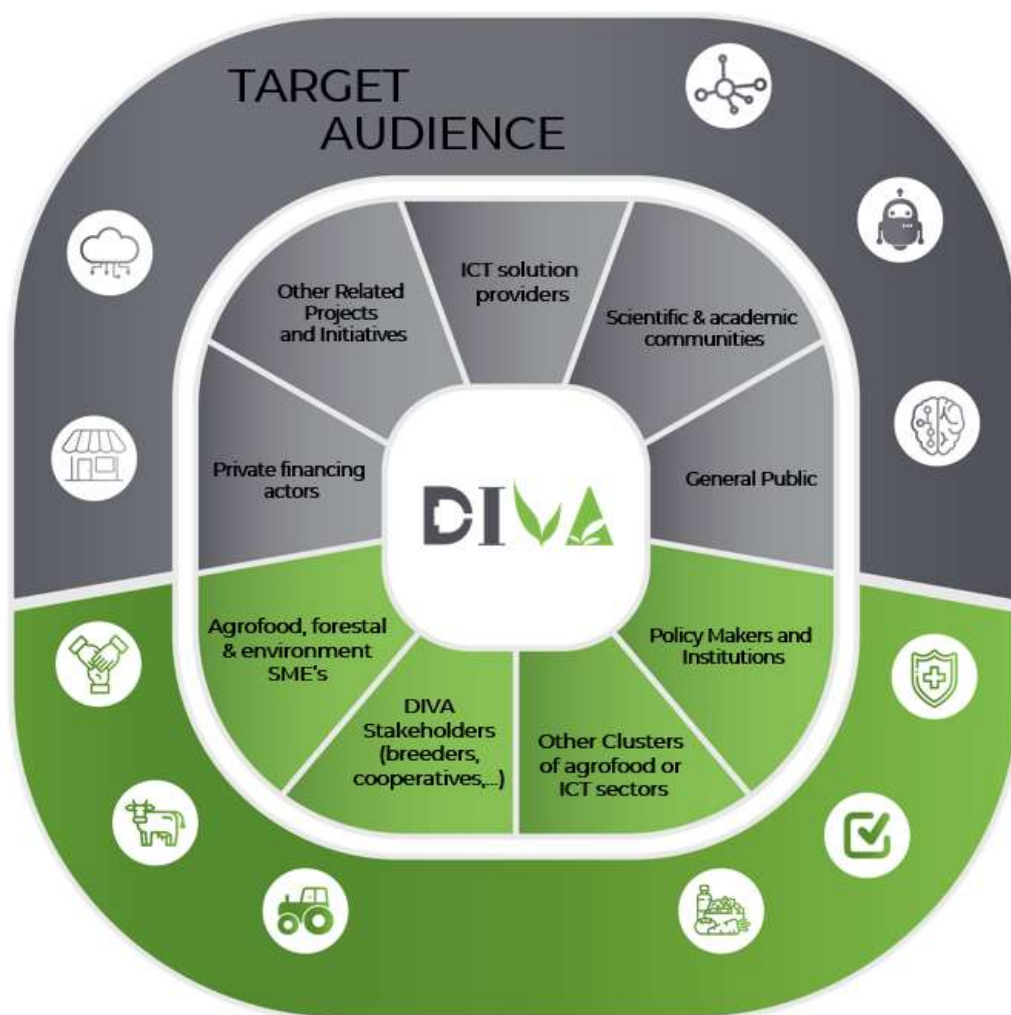


Figure 1. DIVA Target Audience

According to this classification, a specific approach in terms of communication has been elaborated for most of the clustered groups:

SMEs from ICT industries	
Communication Approach	<p>Aiming to openly inform SMEs the opportunity to participate in the calls launched by DIVA and apply for funding support for:</p> <ul style="list-style-type: none"> - Maturation of technology - Support from coaches and mentors to accelerate the innovation process. - Connection with potential clients - Test solutions in real environments <p>Describe the voucher and grant mechanism as well as the direct and indirect benefits of it (coaching, network, expertise, etc.)</p> <p>Enhance their participation in DIVA networking events in order to build alliances with agro-food, forestry and environment stakeholders.</p>
Dissemination Level	Primary Level
Target audience profiles	<p>Technology-based SME's in the fields of:</p> <ul style="list-style-type: none"> - Internet of Things - Cloud Computing - Artificial Intelligence and Big Data - Digital Marketplaces - Robotics - Photonics - Digital Electronic components - Other additional ICT innovation areas

Stakeholders in the agrifood, forestal and environment sectors	
Communication Approach	<p>Share business technological needs and work on the definition of new value chain business models in the agrofood, forestal or environment industries.</p> <p>Participate in the focus-group sessions which will be organized by DIVA for collection of pressing challenges.</p> <p>Enhance their participation in DIVA networking events in order to build alliances with digital technology providers and connect with other relevant players in the value chain.</p> <p>Inform about the opportunity to cooperate with funded SME's in DIVA calls to:</p> <ul style="list-style-type: none"> - Participate in the demonstration activities - Test technological enablers to optimize their business - Develop new products and services

	<p>In the case of SME's, inform about the opportunity to participate in the calls launched by DIVA and apply for funding support and describe the voucher and grant mechanism and the direct and indirect benefits of it (coaching, network, expertise etc.)</p> <p>Register in the demonstration site network for those who wish to provide pilot sites, plots, production units, etc. to host demonstrations of innovative solutions.</p>
Dissemination Level	Primary Level
Target audience profiles	<p>Candidates who will support the technology transfer, and then the exploitation, of DIVA technologies/products/services.</p> <p>Stakeholders participating in the agriculture, forestry and environment value chain:</p> <ul style="list-style-type: none"> - Individual companies - Industrial Associations - Cooperatives - Breeders - Agro-equipment manufacturers - Input Firms - Insurance Groups - Waste recovery - Food production, processing and distribution - Sellers - Additional players in the value chain

Scientific & academic communities	
Communication Approach	<p>Provide them with specific in-field results background from DIVA activities to establish new basis for research work and scientific papers, especially results from the maturation projects and demonstration pilots.</p> <p>Participate in the focus-group sessions organized by DIVA for collection of pressing challenges, providing the scientific approach.</p> <p>Take part as third parties to the SMEs projects as providers of lab. Services.</p>
Dissemination Level	Secondary Level
Target audience profiles	<ul style="list-style-type: none"> - University research groups - Public and Private Research Centers - R&D groups in private companies

	- Scientific communities & Expert boards
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Clusters in agrifood and ICT sectors	
Communication Approach	<p>Encourage the adoption of DIVA innovative value chain business models and promote market replication schemes to the members of agrofood and related sectors clusters at local, national and European level.</p> <p>Increase awareness of market possibilities in the field of agrofood, forest and environment industries for digital technologies providers, addressing them via ICT clusters.</p> <p>Promote DIVA calls and recruitment of experts inside the clusters.</p>
Dissemination Level	Secondary Level
Target audience profiles	<p>Regional, National and European clusters in agrofood industry, forestry and environment related sectors</p> <p>Regional, National and European ICT clusters</p>

Other Projects and Initiatives related to support digital transformation of agrofood, forestry and environment sectors	
Communication Approach	<p>Coordinate activities considering on-going initiatives in other projects. Investigate on the possibility of defining joint actions looking for synergies.</p> <p>Exchange of best practices about the adoption of technologies in DIVA sectors or new innovative business models.</p> <p>Enhance collaboration to transform the activities from DIVA and other related projects into policy recommendations (addressing the EC) towards the application of trusted innovative DIVA value chain business models.</p> <p>Collaborate with the rest of the ongoing INNOSUP projects and share best practices related to the support to European SME's</p>
Dissemination Level	Primary Level
Target audience profiles	<p>European projects and initiatives in the field of technologies applied to agrofood, forestry and environment sectors</p> <p>H2020 INNOSUP call projects</p>

	Regional and National relevant initiatives related to cross-fertilization of digital technologies and agrofood and related industry sectors.
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Policy makers, Institutions and Public Authorities at European level, National level and Regional level	
Communication Approach	<p>Provide sector-specific recommendations addressed to policy makers, relevant institutions and the rest public bodies at local, national and European levels to develop national policies and strategic sectorial plans.</p> <p>Report about the general outcomes of the project and its sustainability.</p>
Dissemination Level	Primary Level
Target audience profiles	<ul style="list-style-type: none"> - Namely authorities at European level in charge of the development of the European Digital Single Market strategy. - European public decision-makers in agrofood, forestry and environment sector - European Commission - Digital Europe - Business Europe - National Public Bodies responsible for defining national strategies in agriculture, forestry, environment, technology/science or R&D&I domains - Public Procurers of Innovative solutions (PPI) - Regional institutions

Private financing actors	
Communication Approach	Leverage their possibilities to finance ICT projects applied to the agricultural, agri-food and forestry sectors.
Dissemination Level	Secondary Level
Target audience profiles	<ul style="list-style-type: none"> - Private investors - Business angels - Investment companies

General Public	
Communication Approach	Increase public awareness of the project's objectives and activities, and more largely of challenges at stake in agriculture, agri-food and forestry.
Dissemination Level	Secondary Level
Target audience profiles	<ul style="list-style-type: none"> - Students in digital, agriculture, agro-food and forestry subjects. - General Consumers

4.4 Communication Tools

AMETIC is in charge of the production of a diverse set of dissemination tools, both online and offline, that are the main instruments for DIVA partners for a correct performance of communication actions.

4.4.1 DIVA Visual Identity

As a first outcome, AMETIC has designed a complete DIVA visual identity, that is centralized on a clear DIVA logo concept and a color pantone. DIVA Logo has been the result of a combination of essential concepts that surround the two main industries involved in DIVA: technology and agro sector.

In order to set a common visual line for all dissemination elements a short **DIVA visual identity manual** has been released:

Guides for correct usage of logo, typography and colors



FONTS

Montserrat Regular

A B C D E F G H I J K L M N Ñ O P Q R S T U V X Y Z
a b c d e f g h i j k l m n ñ o p q r s t u v x y z
1 2 3 4 5 6 7 8 9 0 ¿ ? ¡ * () _ - + # % &

COLORS



HTML #4F4F58

C 65% R 79
M 55% G 79
Y 45% B 87
K 40%

PANTONE 431 C



HTML #81BC4B

C 86% R 128
M 0% G 188
Y 85% B 75
K 0%

PANTONE 367 C

CLEAR ZONE



MINIMUM SIZE



VARIATIONS



COLORS



Figure 2. DIVA Visual Identity Manual

4.5 Online dissemination tools

4.5.1 DIVA website

Our DIVA website will be the main information showcase of the project. It will be developed by DIGITAL PLACE in cooperation with AMETIC. The proposed domain of the website is www.projectdiva.eu. A complete functional and operational website is foreseen for M4.

Website efficiency will be underpinned by the criteria of:

- Usability. Clear and accessible structure
- Content updating
- Accuracy in the content suitability

All partners will be requested to deliver content for the website. The working language of the website is English, but it is the ambition to have the most relevant parts accessible for non-English speakers and therefore have it translated into “DIVA languages” (Spanish, Portuguese, French, Italian and Greek).

The Web Site map has been designed to offer a complete overview of the project and an easy access to all its activities. Moreover, there will be a main “**DIVA Wall**” promoting the latest updates related to DIVA calls, events or activities open to the public. The download area will give the possibility of free downloads of all the public outputs carried out during the project's life.

The website will also allow visitors to formalize their online subscriptions to DIVA events and to submit proposals to DIVA calls.

Password protected intranet private platforms accessible from the public website are also envisaged:

1. **Intranet for DIVA partners:** This private tool will enhance the information exchange among all DIVA partners. (minutes, internal documents, WP's specific information, etc.), facilitating internal coordination.
2. **Private tool for DIVA applicants:** A specific private platform will be developed for applicants. This tool centralizes submissions of proposals to DIVA calls.

The website map structure is as follows¹:

- **HOME/MAIN PAGE**
 - Main Slider
 - DIVA Wall
 - Social Networks Widgets
 - Website Footer

¹ Provisional structure. DIVA Website is under construction at the time of the release of this deliverable.



- **ABOUT DIVA**
 - DIVA Project Info and Objectives
 - Partners
- **NEWS & PUBLICATIONS**
 - DIVA News
 - DIVA Publications (Download area)
- **DIVA EVENTS**
- **FIND YOUR OPPORTUNITIES (DIVA Calls)**
- **FAQ**
- **CONTACT**

After the project's conclusion the web site will be online for 2 more years, during which the materials and results of the project will be available for Project Participants and for the public.

4.5.2 DIVA Social Networks

Social media has become a very popular means of disseminating information fast across heterogeneous target groups. These channels serve on-demand access to content anytime, anywhere, on any digital device. To extend the project target audience (specially to involve the great public and not only sector experts) DIVA is integrating these media tools strategically in the communication activities.

Twitter, and LinkedIn has been selected as the most appropriate social networks to promote the project achievements, news and outcomes. AMETIC will act as moderator of both social profiles, that means, control and filter inadequate contents and monitor the suitability and relevance of information to be published.

TWITTER		
	Account: @EU_ProjectDIVA Official Hashtag: #ProjectDIVA	Use of Twitter will be focused on broadcasting relevant DIVA news, calls, events and partners activity, in real-time if possible (a.e. live action of a DIVA partner in an external event).
LINKEDIN		
	LinkedIn Profile: EU Project DIVA Discussion Group: EU Project DIVA	<p>DIVA profile is intended as a mirror of the main updates in DIVA website. The most relevant contents and news of DIVA will be posted on this profile in order to reach a wider audience.</p> <p>By the other side, the discussion group will be focused on the interaction of DIVA audience.</p>

4.5.3 DIVA final promotion video

One video the project results compilation will be produced and uploaded on the websites and social media, to be officially presented at the project final event.

4.5.4 Partners websites

Most partners have regular newsletters and regular posts on their own websites. This activity will be used to disseminate the activities of the project regularly and frequently via these channels.

Additionally, **a general description of DIVA will be created in all partners websites** as a static information point and linked to DIVA official website.

4.5.5 Communication page on European Cluster Collaboration Platform

The European Cluster Collaboration Platform (ECCP) (<https://www.clustercollaboration.eu/>) is an action of the Cluster Internationalisation Programme for SMEs funded under COSME launched by DG GROW of the European Commission in 2016.

The ECCP provides networking and information support for clusters and their members aiming to improve their performance and increase their competitiveness through trans-national and international cooperation.

The ECCP addresses primarily the needs of cluster managements, but its rich content is useful for both the SME cluster members and for the cluster policy makers at regional, national or international level.

DIVA will create its entry in the ECCP website in the category of Cluster Projects in EU Programmes – H2020 INNOSUP projects.

4.5.6 DIVA newsletter

A six-monthly newsletter will be broadcast by electronic channels (email, Social Networks, ...) to the free online subscribers to spread the work of the project. The newsletter will come out alongside the project in month M6, M12, M18, M24, M30, M36.

The newsletter will essentially synthesise the project advancements and provide links to download the reports and relevant information elaborated in DIVA. The newsletter will provide information in a synthetic form, which will be accessible in full version in DIVA webpage.

4.6 Offline dissemination tools

4.6.1 Printed promotional material

The production of a number of brochures, posters and roll-ups in national languages will widen the public reached by the communication activities, allowing other potentially interested stakeholders and the general public to be informed about DIVA project.

We envisage to have a brochure that will focus on specific elements of DIVA (consortium, target audience, events, funding calls, etc.). The brochure will exist in electronic form to be forwarded via e-mail and downloaded on the website; furthermore, there will be printed versions to be used for conferences and live events. When preparing the brochure special attention will be given to an appealing and clear language and a friendly, light design which represents the idea of the project via nice pictures and key visuals.

Information showed in the brochure will be adapted to additional formats: **posters and rollups**. These elements will be printed and available for partners to be used in specific dissemination actions in events, or workshops promoting DIVA project. (booths, corners, etc.)



Figure 3. Final art of the DIVA brochure. (English version)

4.6.2 Specific printed material for DIVA final event

Additional efforts will be made when the final DIVA event approaches in terms of design of new specific promotional material for this individual event, that will take place at the end of the project. Hence, the focus of this new material will be pointed on the final outcomes and results of the project achieved along these 3 years.

We envisage to produce at least the following materials for the event:

- Specific brand/logo for the event
- Customized event agenda lay out
- New version of the DIVA Brochure
- Brochure adaptation to rollup format

4.6.3 Press conferences and press releases

Press releases will be issued by all partners during the project coinciding with important milestones like local or European events, launch of call for proposals or publication releases.

They will be targeted at key players (e.g. SME's, DIVA stakeholders, relevant local authority departments, local and national media, service providers, Managing Authorities and other funders). Communication team will actively follow up the releases to assure maximum coverage.

Regarding press conferences, at least one press conference per partner will be organised with regional/national relevance within the duration of the project.

4.6.4 Organization of DIVA Events

During the project a number of regional, national and international events will be organized as follows:

- **DIVA Local Events**

DIVA partners will collaborate in disseminating DIVA activities to their national and local audience, taking advantage of the close network they could have in their own country. Organizing cross-fertilization and networking events at national level is one of the activities to be carried out by national consortia. Local events have, essentially, three main aims:

- **Provide general information about DIVA and its activities.** Define cross-fertilization activities with regional-national audience between agrofood, forestry and environment related sectors and digital technology and ICT industry. Inform about the benefits that companies, specially SME's, may bring from the project.
- **Organize focus-group sessions** aiming to identify relevant challenges affecting DIVA's targeted application sectors in their territories, bearing in mind the digital trends and opportunities mapped in WPI. The first hands-on session will be organized by INESC TEC and will involve other partners to ensure that the methodology is replicable in the other participating countries.
- **Sign off events:** presentation of the final project results, with regional-national audience, including a training event addressed to enterprises and business operators.

Each national consortia must hold **at least two local events per year during the project** (if possible preceding major European events and call openings), **plus one signing off** event near the end of the project. After each event they will provide information to be uploaded on social media and DIVA project website along with press releases related to the events.

- **DIVA European Events**

DIVA will organize two events at European level, one in France and another in Portugal, with the main goal of selecting out of the challenges prioritized at national level those which present a stronger transnational dimension and call for ICT-based solutions highly likely to scale up and / or lead to the creation of transnational value-chains. The planned events will also give participants the opportunity to meet each other, reflect on possible collaborations and envision new value chains.

- **DIVA Final Event**

A two-day final Dissemination Event will be organised at the end of the project. It will be a high-level international event focused on summarize the project outcomes in front of a wide international audience: EU officers, regional-national institutions, enterprises, research institutions, students and citizens in general, encouraging dialogue and networking.

The event programme will include thematic workshops featuring operational teams and coordinated by experts.

Specific promotional printed and electronic material will be produced for the final event.

4.6.5 Participation in external events

In terms of global dissemination, all partners will spend part of their resources in participating and disseminating DIVA project at external third party's events that are addressed to potential DIVA audience groups and aligned with DIVA objectives.

5 INTERNAL COMMUNICATION PLAN

5.1 Internal Communication Tools

The mechanisms that will be used throughout the project in order ensure the quality level of an internal communication is described in WP7 deliverable "Quality Management Plan".

The following scheme shows how communication may flow through different task leaders, WP leaders, project technical group towards the coordination bodies, and also towards the CE and the Advisory Board (or other observers).

The centric role of the dissemination manager, in cooperation with the project coordinator must ensure an efficient, fluent and controlled communication on among all DIVA partners during the project life.

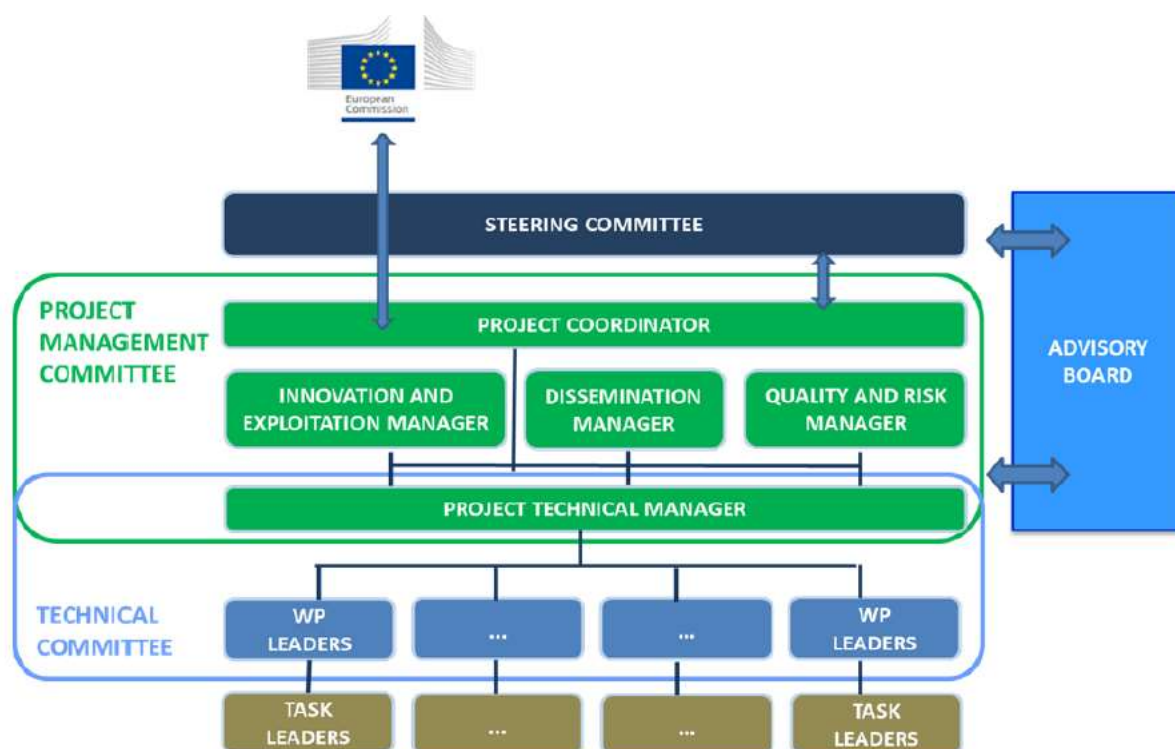


Figure 4. Coordination and communication flows in DIVA

A 'Communications Committee' will be established integrating all the communication specialists of all the members of the Consortium. During the periodic planned meetings (every 3-6 months), we will coordinate the communications aspects of the project in every country, as well as evaluate the performance of the dissemination plan and undertake correcting measures when needed.

The basic tools that will be used during the project to accomplish the internal communication among the partners are:

- Regular email
- Communication Committee Periodic Meetings (every 3-4 months)

- Steering Committee Periodic Meetings (every 6 months)

5.2 Internal rules and procedures for a proper use of communication tools

5.2.1 DIVA Website

DIVA website is the main channel to communicate with our audiences and disseminate news. Every partner of the project will have the ownership of one or two website's users (depending on their needs).

Every user may create and upload content on the website. However, an approval from an AMETIC, who will act as website administrator will be needed who will have to prioritise, make sure the content is aligned with the general rules and approve it (before it goes public).

Please have a look at this useful list of tips to create your posts on the website:

Minimum length: 250 words

Maximum length: N/A

1. **Select a heading** (no longer than 180 characters): **Page titles** explain to searchers what the article is about, and they're also a big part of how search engines determine our site ranking. Titles usually answer the 'what' question very precisely. In this section, we should mention 'who' is involved or the place 'where' and 'when' the action happened / will happen. Besides, the website will take the text written in the 'title' as a reference to create an automatic message to post on Social Media when clicking the 'share' button on the website.
2. **Write a subheading** (*no longer than 300 characters*): This paragraph explains a bit more in depth what we want to communicate, responding to the 'how' question and giving key pieces of information.
3. **Body text:** (*no character limitation*): Explain the context, and further information to complete the article.
4. **Select an impactful image** (*preferably with high resolution*) that describes what is explained in the article.

(!) Do not miss the chance to optimise the article and make it easier to be found on Google. Please, insert any 'tag' you may consider as appropriate to define the article, e.g. 'Diva project', 'Agrofood', 'Forestry', 'Smart tech', 'Environment'.

5.2.2 Publications, Press Releases, Interviews and press conferences

The content of each publication will be agreed by all members of the Consortium. Every partner will oversee the translation of the content and lead the dissemination at National level.

As general rule, it is advised to include a description of the project at the end of every publication / press release with a link to our website and social media networks. Please take the below one as a template:

DIVA (Boosting innovative Digitech Value Chains for Agrofood, forestry and environment) is a European funded project that aims to support innovative SMEs by fostering new cross-sectorial and cross-border collaborations, setting up collaboration of stakeholders around joint business models and helping them to raise international visibility and to extend their markets worldwide. This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 777890

More information: www.projectdiva.eu | info@projectdiva.eu | [Twitter](#) | [LinkedIn page](#)

5.2.3 DIVA Newsletter

AMETIC, as the leader of the WP6, will coordinate the newsletter of the project. A mailing template will be designed for this purpose.

Description of the Newsletter:

- While the sections of this publication are still to be determined, it will be fully nourished by the news published on the website.
- We envisage sharing newsletter edition every 6 months as a summary of all the DIVA events (past and upcoming ones), publications, press releases, and open calls.
- The sender will always be an official account of the project, i.e. info@projectdiva.eu
- The language of the newsletter will be English, although translations and adaptations for National languages are permitted.
- Until we build our own DIVA project database, dissemination will be taken by every member of the Consortium at National level. There will be a specific form on our website to enable users to subscribe to our newsletter *[Link to be included once available]*
- It is recommended for members to compile all the URLs and proofs of articles, news or any content that quotes the project to be included in the periodic reports [here](#).

The procedure will be as follows:

- **2 weeks before the mailing** is sent, AMETIC will circulate a draft version of the message among the members of the Consortium.
- The Consortium will have **1 week** to send any comment, suggestion or improvement to the coordinator of the newsletter.
- The coordinator will adapt the messaging based on the feedback from the Consortium and will circulate a final version of the newsletter.
- Once the newsletter goes out to our databases, the Admin will make it available on the website and broadly disseminated on DIVA's Social Media channels. All members will be asked to repost and / or to share it on their own profiles.

5.2.4 DIVA Social Networks Profiles

What sort of content are we going to share through our DIVA Social Media Profiles?

In general terms, we will be sharing two different kinds of information:

- 1) We will be populating our channels with news coming from our members' activities related to DIVA and the performance of the selected projects to be funded.
- 2) **To coordinate this task**, we created a Google Sheet on our Drive (available [here](#)) where members will be asked to fill in with the information such as: 'Name of your organisation + users', 'date', 'suggested message to be posted', 'URL where to get more information' + 'Other Users to be tagged in the post' (e.g. other organisations, public administration).

This on-line document will feed our editorial plan on Social Media thanks to your contributions. Be aware that only strategic events and messages will be shared on our corporate channels.

As you will see, the first two columns will be completed by the admins to inform you when the post will be published according to our social media plan. Once the post is shared, the URL will be added to the 'Posted URL' column in the document.

For immediate publication of your pictures in live (for example, when attending an event), please feel free to send them directly to mmoreno@ametic.es

To avoid spamming our audiences and to optimise the reach of our publications, posts will be shared **upon the volume of activity of each season**. Therefore, the frequency rate will be higher in some picks, such as: 'Open of each call'.

Important note: Do not forget to quote and tag our corporate profiles on Twitter and LinkedIn and add the official hashtag #DIVAProject when sharing a new post. This will allow to receive an immediate notification.

- 3) On the other hand, we will be checking the press and share strategically content supporting the main ideas of the project. Members are welcome to repost and reshare this kind of information through their corporate profiles.

Once the purpose and audience are clear, the key messages can be defined. To that end, it is useful to keep the communication principles in mind:

- Messages should be clear, simple and easy to understand. The language should be appropriate for the target audience, and non-technical language should be used where possible.
- Messages should be tailored to the recipient(s). It is crucial to carefully consider what they should know about the project.
- Messages of different projects related to the same subject can be coordinated to enhance impact.
- Information should be correct and realistic.

5.3 Working internal templates

Another important asset in terms of communication activity within the project is to have homogeneous formats related to project deliverables, documents, presentations or any other item eventually produced.

For this purpose, AMETIC has produced different templates available for DIVA partners for main formats: .doc (for documents and deliverables), .ppt (for DIVA presentations), and an eSignature for external emails:

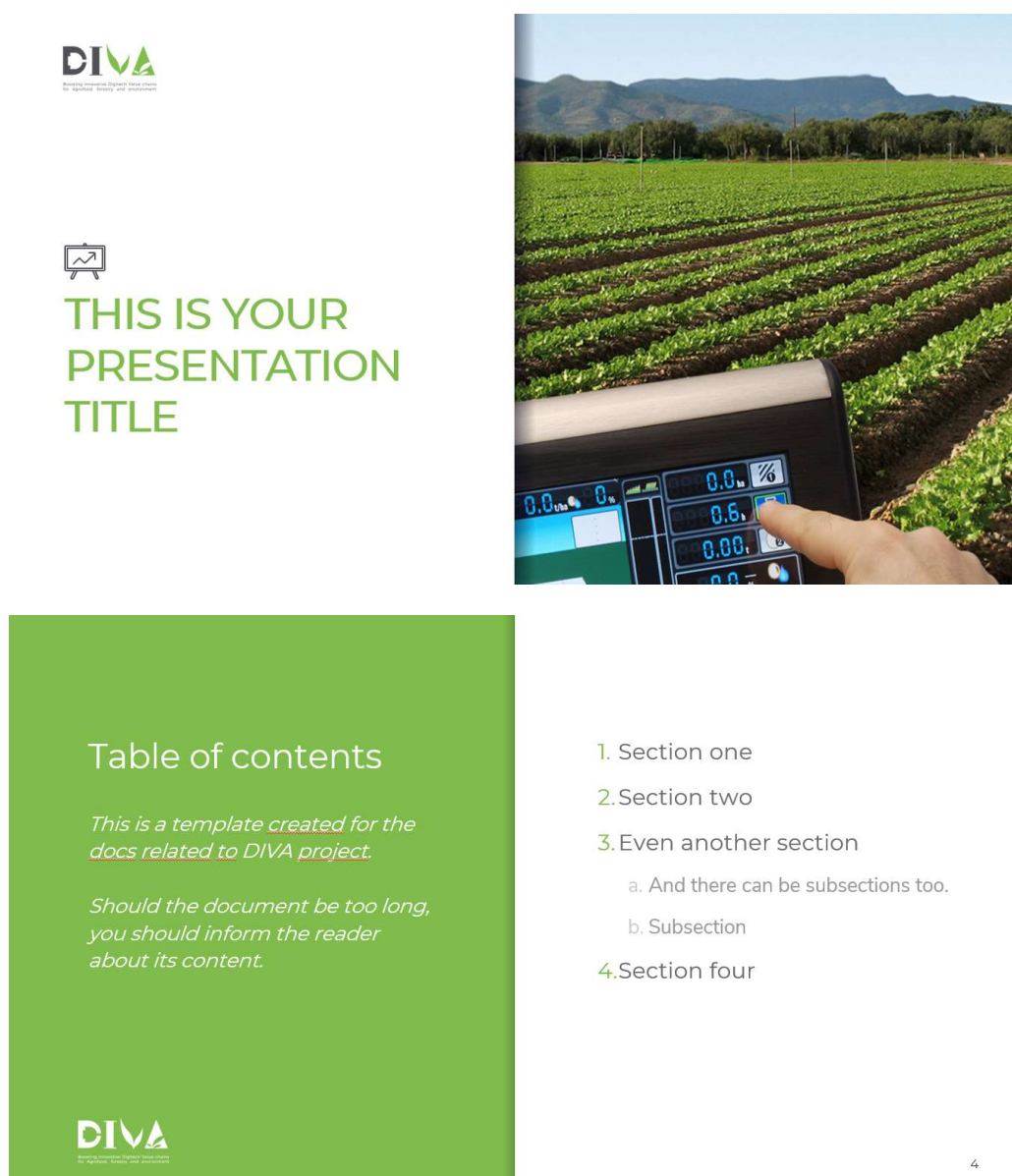


Figure 5. DIVA .ppt template



Boosting innovative Digitech Value chains
for Agrofood, forestry and environment

GRANT AGREEMENT N. 777890

DELIVERABLE D4.3

<Deliverable Title>

Due Date: DD/MM/YYYY
Main Author: <Partner Acronym>
Contributors: <Partners Acronym>
Dissemination: <Private/Public> deliverable

 This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777890.



 This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777890.

Document Control Sheet

Project Number: 777890

Project Acronym: DIVA

Work-package: WP6

Last Version: VXX

Issue Dates: DD/MM/YYYY

Classification

This report is:

Draft	X
Final	
Confidential	
Restricted	
Public	

Main Editor	AMETIC
Partners Contributed	All

<DELIVERABLE TITLE> <version>

Page 2

Figure 6. DIVA .doc template



FIRST NAME LAST NAME

Boosting innovative Digitech Value chains for Agrofood, forestry and environment (DIVA project)

email@email.eu

T: +XX XXX XXX XXX | +XX XXX XXX XXX

www.divaproject.eu

Join our Diva project community now!

[Twitter](#) | [LinkedIn page](#) | [LinkedIn Group](#)

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Email: info@divaproject.eu



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement N° 777890

If you have received this communication in error, please, notify the sender by reply e-mail.
Please consider your environmental responsibility before printing this e-mail.

Figure 7. DIVA .eSignature template

6 EVALUATION AND MONITORING OF DISSEMINATION ACTIVITIES

Communication activities will be monitored according to a set of quantitative and qualitative success indicators. The evaluation of communication activities will determine the degree to which the communication objectives have been reached, and the relationship between the outcomes and the efforts made to reach the goals. This analysis will help the project to better understand facilitators and barriers of a successful communication and will serve to refine the communication activities accordingly.

A set of KPIs has been specifically defined to monitor the successful deployment in terms of efficiency and effectiveness of dissemination activities. These indicators comprise:

Outputs / KPI's	Measurement Unit	Target Value
Project visual identity	-	1
Project website	-	1
Project brochure (in English and local editions in national languages)	Nr of project brochure produced	10000
Project poster (in English)	Nr of project posters produced	100
Project Roll-ups (in English)	Nr of project rollups produced	10
Project communication strategy (1)	-	1
International DIVA e-newsletter	Nr of newsletter produced	6
Movie-documentary about DIVA results, main outcomes and events	-	1
Number of regional local events organized for external audiences	Nr of events organized	30
Number of European events organized for external audiences (including a final event)	Nr of events organized	3
Number of events attended representing the project	Nr of events attended	30
Presence at tradeshow and business event	Nr of events attended	4
Communication with SMEs for participation in events or calls	Nr of SME's contacted	300
Scientific publications in peer-review journals, international conferences and workshops	Nr of publications	10
General press articles published	Nr of publications	20
Activity and dissemination in DIVA website	Nr of entries or publications	120
External audience of DIVA website	Nr of unique visitors (based on Google Analytics)	500
Number of references to DIVA in other websites	Nr of entries or publications	20
Activity and dissemination in DIVA Twitter	Nr of posts in Twitter	250
DIVA Twitter followers	Nr of Twitter followers	1500
Activity and dissemination in DIVA LinkedIn	Nr of posts in LinkedIn	150
DIVA LinkedIn contacts	Nr of LinkedIn contacts	500
multimedia material downloads (website)	Nr of downloads	150
Scientific publications as Open Access		>70%

7 OBLIGATIONS AND REQUIREMENTS FOR COMMUNICATION ACTIONS

7.1 Information on EU funding — Obligation and right to use the EU emblem

Unless the Agency requests or agrees otherwise or unless it is impossible, any dissemination material on any media must indicate that the project received funding from the European Union's H2020 programme.

In particular, it should display the European Union flag,



Figure 9. EU emblem

and the acknowledgement of funding:

- For communication activities:

"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777890"

- For infrastructure, equipment and major results:

"This [infrastructure][equipment] [insert type of result] is part of a project that has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 777890".

When displayed together with another logo, the EU emblem must have appropriate prominence. For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the Agency.

7.2 Disclaimer excluding Agency and Commission responsibility

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

"This communication/publication reflects only the author's view. It does not represent the view of the European Commission and the European Commission is not responsible for any use that may be made of the information it contains."