

# Dissemination Plan

1.0 – June, 27<sup>nd</sup> 2022

Deliverable 9.3

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*Planning the Future of Research & Innovation in the European University alliance Unite!*

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**Deliverable**

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Abstract	The current document is the Dissemination strategy that aims at defining a strategy to disseminate the outputs arising from the project UNITE.H2020 to achieve their maximum impact on each stakeholder potentially interested in the above-mentioned outputs.

## History of changes

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v0.1	June 11 <sup>th</sup> , 2022	WP9 coordination (UPC)		First draft
v0.2	June 20 <sup>th</sup> , 2022	WP9 coordination (UPC)	Communication team (SCT)	First agreed proposal
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v0.4	June 27 <sup>th</sup> , 2022	WP9 coordination (UPC)		First complete draft revised by W9 coordination
v1.0	June 27 <sup>th</sup> , 2022	WP9 coordination (UPC)	Project coordination (Polito)	Final version to be submitted to EC

## Abbreviation list

EC – European Commission

KLO – Key Liaison Officer

SCT- Strategic Communication Team

WP/WPC – Work Package/Work Package Coordinator

TF/TFC - Task Force/ Task Force Coordinator



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## 0. Executive Summary

**Aim of the document:** the present document aims at defining a **strategy to disseminate the outputs arising from the project UNITE.H2020** to achieve their **maximum impact on each stakeholder potentially interested** in the above-mentioned outputs.

### Strategy steps:

#### 1. Stakeholder mapping (D9.2)

- a. The stakeholder mapping developed, based on the stakeholder list provided by WP2, 4, and 7, allows defining four groups, which are relatively homogeneous concerning the treatment they have to receive for communication and dissemination purposes.
- b. The two variables defined, as well as their levels, have resulted useful for classifying the stakeholders at the current level of the alliance implementation. One of the limitations is the potential subjectivity in assigning variables and levels, that is why a special effort has been devoted to defining the variables (engagement with Unite! and influence on Unite!) and their levels (low and high). As the alliance evolves, a revision of the variables should be done.
- c. The comparison between the current stakeholder map and a simulation of the desired scenario in 2025, provides the basis of the Dissemination strategy (deliverable 9.3).

#### 2. Outputs' survey:

- a. A collection of the expected outputs, generated by the WPs, has been done to assess their potential for dissemination, understand their nature and characteristics and so the potentially interested target users. This has been defined together with all WP coordinators and with the WP9 team.
- b. Four different groups of outputs have been identified: events, written documents, web contents, and other (heterogeneous or not yet identified formats)

#### 3. Dissemination strategy: it has been defined and deployed in a plan, including objectives, and channels for the four groups of outputs. The channels and the correct strategy to capture all the information from the producer are defined. Two examples of specific strategies (written document and event) have been included. Further details will be developed along with the implementation of the plan (Task 9.5 Implementing the dissemination strategy - M18-M36).

The implementation of the previously set plan will be done during the whole project. An important task will be monitoring and reviewing the action plan, as well as discussion with other WPs and within WP9, to improve the implementation during the project. According to it, a revision and corresponding update of the strategy will be done every six months. In each revision, feedback from each WP coordinator will be collected. A final report will be produced.

## Main conclusions

- **Mapping stakeholders**, based on focused information collected from other WPs inside the project, has allowed defining groups relatively homogeneous concerning the treatment they have to receive for communication and dissemination purposes.
- **Locating stakeholders in a matrix**, based on two variables (engagement with Unite! and influence on Unite!), has allowed classifying them in the current situation and also foresee the desired future. Even if there is some degree of subjectivity, the comparison is set under the same context and thus, provides information about where and how the effort should be applied.
- Keeping a **constant and iterative relationship with the WP/TF coordinators** is crucial to understanding the nature and target of the outputs being produced for the community.
- The **Outputs Survey has made it possible to collect information** about the nature, target, expected impact, and calendar of the outputs. Four main types of outputs have been identified: events, written documents, web content, and a group of heterogeneous or not yet defined activities named 'others'.
- The **output survey could be used in the future as a concrete tool** to make dissemination more efficient. The questionnaire can be adapted in such a way that all WPs can use it at the beginning of their creation of each output.
- **Specific dissemination strategies** are being created for each of the four groups of outputs identified with the main goal of reaching the maximum impact on the targeted stakeholder.
- The dissemination strategy has helped to better define the Strategic Communication Team's (SCT) **role in the dissemination** of UNITE.H2020 as intermediaries between the producers and recipients of the information.
- Knowing everyone's role in the dissemination strategy has allowed us to **define circuits to guarantee an easy flow of the information** from the producers to the SCT, and from the SCT to the partners' channels and the external world.
- **Communication and dissemination should be understood as horizontal and transversal activities**, crossing all WPs, running in parallel, and complementing all activities throughout the project's life, to maximize its expected impact. During the implementation phase, a structured and systematic approach will be developed to coordinate, monitor, and assess the impact of all outputs.
- **A set of materials** has been created to enhance the partner community's awareness of the main goals, mission and vision, structure of our alliance, and its corporative culture. The essential role of communication and dissemination is highlighted by visually showing its transversal nature, and by giving access to the whole community to all our communication materials and resources and explaining why and how they can use them.
- From here on we **will keep working on the implementation strategy** which we will adapt and improve as each output is generated

## 1. UNITE.H2020 background

Unite! was firstly selected in June 2019 for a three-year pilot project within the Erasmus+ program of the European Commission, to settle the foundations of Unite! as a European University alliance. Their potential is to significantly enhance mobility and fosters high quality and excellence in education and research, by strengthening the link between teaching, research, and innovation and knowledge transfer, by demonstrating the benefits of multilingual learning, the recognition of qualifications, and developing joint education and research programs and projects. European Universities will play a flagship role in the creation of a European Education Area as a whole.

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**Unite! will promote science, technology, and engineering education on a multidisciplinary, multicultural, and multilingual European campus embedded in fluid regional ecosystems, to provide skills for and shape the mindsets of a new generation of European and global citizens.**

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Within the Unite! alliance framework, the **UNITE.H2020 project**, involving the seven universities of the Unite! Alliance and coordinated by Politecnico di Torino, has been conceived to develop, in synergy with the educational dimension of the alliance, an integrated, shared, and long-term research and innovation (R&I) strategy. It is financed by the EC for the period 2021-23 and it will address the 2030 vision for the future of universities by developing, together with its educational dimension, the field of R&I in Europe. Within the three years of the UNITE.H2020 project, a series of pilot initiatives will be carried out in the fields of Energy, Artificial Intelligence, and Industry 4.0. The overall aim of the project will be therefore to produce tangible results towards the institutional transformation of our Universities and the identification of good practices for the modernization of Research & Innovation (R&I).

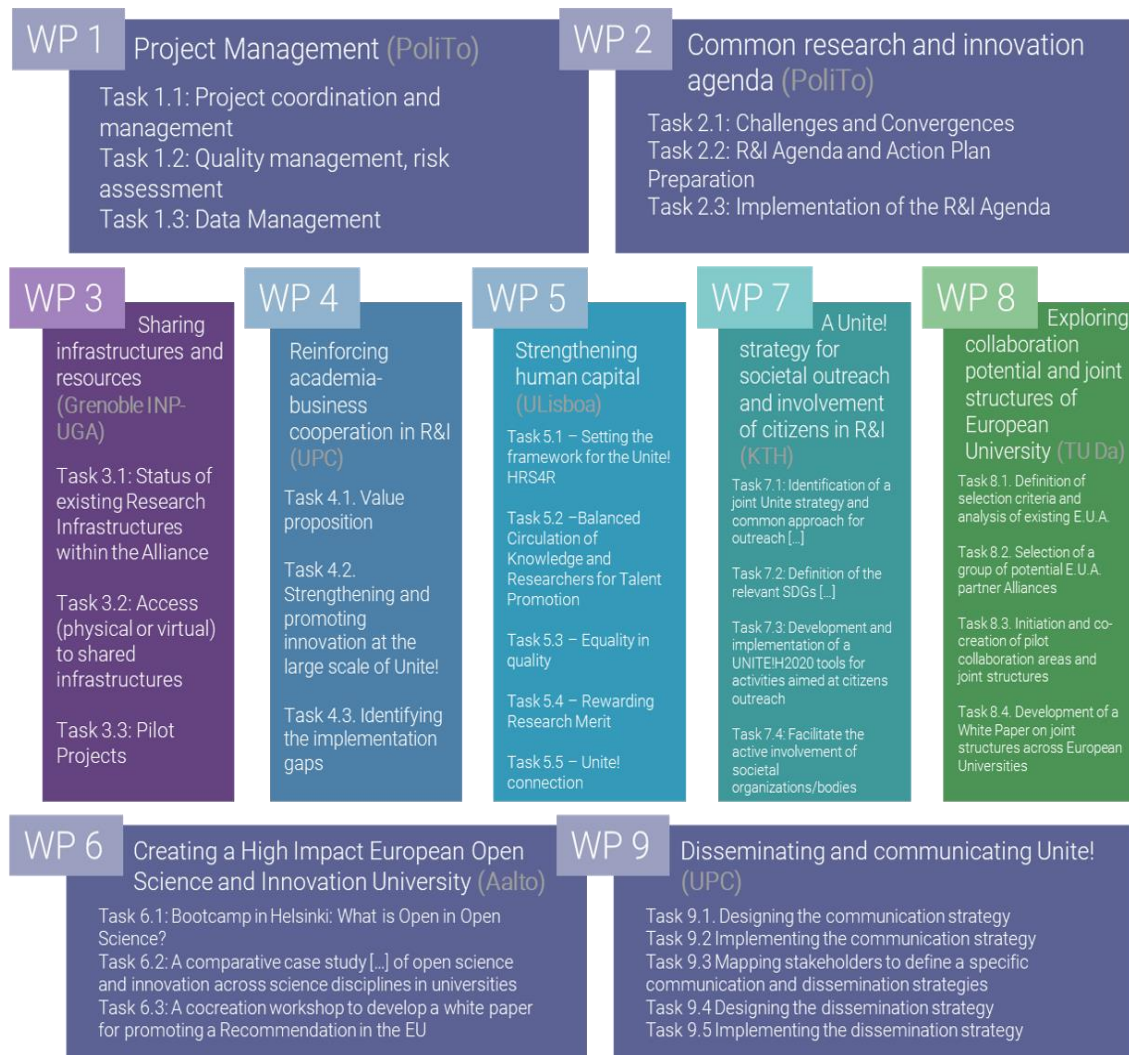
In the 3 years, the project will

- (i) Develop a common R&I 2030 agenda, emphasizing the common DNA of the partners and shared vocation to address major societal challenges;
- (ii) Implement policies to strengthen our R&I human capital by, e.g., new career development initiatives;
- (iii) Identify policies to share our research infrastructures (RIs) supported by, e.g., experimental tests of previously developed guidelines on a selection of RIs;
- (iv) Reinforce cooperation with non-academic R&I players by, e.g. developing a network of Grant Offices & TTOs;
- (v) Mainstream our comprehensive Open Science practices based on, e.g. a detailed experimental analysis

All those objectives will generate a set of outputs. If the alliances are here to become role models those outputs must be disseminated to contribute to the transformation of the European Education and Research Area.

A summary of the WPs and their corresponding tasks is included in Figure 0.





**Figure 0:** summary of all the Work Packages included in UNITE.H2020, with its corresponding tasks.

## 2. Dissemination of UNITE.H2020

**Communication** is a broad concept. It is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange. It takes care of information and promotion activities to raise awareness and enhance the visibility of the project's activities in addition to the dissemination and exploitation of the project results.

**Dissemination** is the public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium. Dissemination activities should aim to enable others to use and take up results, thus maximizing the impact of EU-funded research. It is a planned process of providing information on the results of programs and initiatives to key actors. It occurs as and when the result of programs and initiatives becomes available.



In terms of the Horizon 2020 Programme, this involves spreading the word about the project's successes and outcomes as far as possible to possible users. Making others aware of the project will impact other organizations in the future and will contribute to raising the profile of the organization carrying out the project. To effectively disseminate results, an appropriate process at the beginning of the project needs to be designed. This should cover why, what, how, when, to whom, and where disseminating results will take place, both during and after the funding period.

Dissemination should be an ongoing dialogue with potential users during a project. They may be found among fellow researchers in a specific field, companies, investors, standardization bodies, regulatory bodies, patient organizations, sectoral organizations, NGOs, the education sector, the public sector, etc.

Involving potential end-users and stakeholders in the proposal from the outset can help guide the work towards applications. End-users are drawn from the partners' regional, national and international networks or from the value chains in which they operate, and the aim is to involve them as project partners or, throughout the project, as members of an advisory board or user group in charge of testing results and providing feedback.<sup>1</sup>

**Communication** activities to promote the project itself and its success, as well as the **dissemination** and exploitation of results should thus be **key components of every Horizon 2020 project**. Their successful implementation will bring EU-funded research and its results to the attention of multiple audiences, thus helping to drive competitiveness and growth in Europe and address societal challenges.<sup>2</sup>

Planning an overall strategy framework covering both fields can be a more efficient way to make the most of the available resources.

Our **commitment to H2020** is:

- Promote the action and its results, by providing targeted information to multiple audiences (including the media and the public), strategically and effectively, and possibly engaging in a two-way exchange (Article 38 of the Model Grant Agreement)
- Disseminate results — as soon as possible — through appropriate means, including in scientific publications (Article 29 of the Model Grant Agreement)
- Ensure open access (free of charge, online access for any user) to all peer-reviewed scientific publications relating to its results (Article 29 of the Model Grant Agreement)
- Take measures aiming to ensure 'exploitation' of the results — up to four years after the end of the project — by using them in further research activities; developing, creating, or marketing a product or process; creating and providing a service, or using them in standardization activities (Article 28 of the Model Grant Agreement)
- Acknowledge EU funding in all communication, dissemination, and exploitation activities (including IPR protection and standards) as well as on all equipment, infrastructure, and major

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<sup>1</sup> European Commission. (n.d.). Dissemination & Exploitation - Open Access - H2020 Online Manual. Retrieved April 8, 2022, from [https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results\\_en.htm](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm)

<sup>2</sup> European Commission, Executive Agency for Small and Medium-sized Enterprises, Haardt, J., Weiler, N., Scherer, J., et al., *Making the most of your H2020 project : boosting the impact of your project through effective communication, dissemination and exploitation*, Publications Office, 2019, <https://data.europa.eu/doi/10.2826/045684>

results financed by the action by using the wording and criteria specified in the Grant Agreement (Articles 27, 28, 29, 38)<sup>3</sup>.

The dissemination strategy focuses only on the outputs of the project, so it begins when they're available, and points mainly to the potential users of such outputs.

Furthermore, dissemination and exploitation will have a close overlap, since the main objective of UNITE.H2020 is to develop a shared, integrated, long-term R&I strategy for the Unite! European University Alliance. Dissemination activities will first stimulate the circulation of Unite! guidelines and guarantee their availability, second, in the long term, dissemination will lead to the adoption of these guidelines by the Unite! Universities and target groups. This represents Unite! exploitation potential to generate a structural and sustainable change in society in line with the addressed SDGs. A summary of the meaning of communication, dissemination, and exploitation is included in Figure1.

Communication	Dissemination	Exploitation	
<p>"Communication on projects is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange."</p> <p>(Source: EC Research &amp; Innovation Participant Portal Glossary/Reference Terms)</p>	<p>"The public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium."</p> <p>(Source: EC Research &amp; Innovation Participant Portal Glossary/Reference Terms)</p>	<p>"The utilisation of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities."</p> <p>(Source: EC Research &amp; Innovation Participant Portal Glossary/Reference Terms)</p>	 Definition
<p><b>Reach out to society and show the impact and benefits</b> of EU-funded R&amp;I activities, e.g. by addressing and providing possible solutions to fundamental societal challenges.</p>	<p><b>Transfer knowledge &amp; results</b> with the aim to enable others to use and take up results, thus maximising the impact of EU-funded research.</p>	<p><b>Effectively use project results</b> through scientific, economic, political or societal exploitation routes aiming to turn R&amp;I actions into concrete value and impact for society.</p>	 Objective
<p><b>Inform</b> about and promote the project AND its results/success.</p>	<p><b>Describe and ensure results available</b> for others to <b>USE</b> → focus on results only!</p>	<p><b>Make concrete use</b> of research results (not restricted to commercial use.)</p>	 Focus
<p>Multiple audiences beyond the project's own community incl. media and the broad public.</p>	<p>Audiences that may take an interest in the potential <b>USE</b> of the results (e.g. scientific community, industrial partner, policymakers).</p>	<p>People/organisations including project partners themselves that make concrete use of the project results, as well as user groups outside the project.</p>	 Target Audience

**Figure 1:** definition, objective, focus, and target audience for communication, dissemination, and exploitation in the H2020 program (Source: European Commission, Executive Agency for Small and Medium-sized Enterprises, Haardt, J., Weiler, N., Scherer, J., et al., Making the most of your H2020 project: boosting the impact of your project through effective communication, dissemination, and exploitation, Publications Office, 2019, <https://data.europa.eu/doi/10.2826/04568>)

<sup>3</sup> Idem

Overall, it takes an integrated approach to effectively carry out communication, dissemination, and exploitation activities. It should promote the project on many levels, reaching out to both a wider audience and interested parties, while exploring possible exploitation routes.<sup>4</sup>

Two main sources of information are used as a basis for a dissemination plan:

- a **stakeholder mapping**
- a **collection of the expected outputs** of the project and their description

A **stakeholder mapping** developed by other WPs (WP2 and WP4) has been defined communication-wise by using appropriate variables. It has allowed us to define the level of engagement with Unite! and to draw an engagement matrix. This will contribute to delimiting the most adequate and efficient channel, material, frequency, and message for each stakeholder to maintain and/or increase their engagement.

A **collection of the expected outputs**, generated by the WPs, has been done to assess their potential for dissemination, understand their nature and characteristics and so the potentially interested target users. This has been defined together with all WP coordinators and with the WP9 team.

From these bases, a **dissemination strategy** will be defined and deployed in a plan, including objectives, and channels. Further details will be developed along with the implementation of the plan (Task 9.5 Implementing the dissemination strategy (M18-M36)). The main features of the plan have been discussed and shared with all the partners. Frequent interaction with other WPs has been crucial.

The implementation of the previously set plan will be done during the whole project. An important task will be Monitoring and review of the action plan, as well as discussion with other WPs and within WP9, to improve the implementation during the project. According to it, a revision and corresponding update of the strategy will be done every six months. In each revision, feedback from each WP coordinator will be collected. A final report will be produced.

## 2.1. Main objective

The present document aims at defining a dissemination strategy of the outputs arising from the project UNITE.H2020 to achieve their maximum impact on each stakeholder potentially interested in the above-mentioned outputs.

The dissemination and exploitation of results can help to maximize the effect of the activities being developed so that they will impact the stakeholders for years to come. The ambition is, through feedback, iteration, and interventions, to generate a communication platform to answer to the needs of all key stakeholders.

The dissemination strategy is based on a stakeholder map (D9.2) and a collection of outputs gathered from the WPs.

### 3. Unite! stakeholder analysis and mapping

The stakeholders are all the individuals, groups, or organizations with a vested interest in a project<sup>5</sup>, in this case, UNITE.H2020, and, in general, in the Unite! alliance. All the stakeholders will contribute to building up the project's social capital and will somehow shape its implementation and management. They can influence the project and, at a time, they can be influenced by it. Therefore, when starting a project, like UNITE.H2020, it's crucial to analyse the stakeholders that will play a role, both from inside and outside the project, and its relationship with it.

Stakeholder mapping is the visual representation of the previous stakeholder analysis, describing the relation of the stakeholders with a project or organization and, potentially, the evolution of this relationship over time. Again, this means that inside a project the same stakeholder analysis can bring to several stakeholder maps according to the different purposes.

The Unite! stakeholder map presented as Deliverable 9.2, aims to categorize in a map the relationship between the UNITE.H2020 project, and in general the Unite! alliance, with its stakeholders according to Communication and Dissemination purposes. This categorization will allow defining a specific dissemination strategy for each stakeholder category.

#### 3.1. Methodology

According to that, a stakeholder analysis has the following steps<sup>6</sup>:

1. Planning the process: This mapping is based on the stakeholder inventory done from the different stakeholder analyses from WP2 (focused on Common Research and Innovation Agenda), WP4 (focused on Reinforcing academia-business cooperation), and WP7 (working for a UNITE! strategy for societal outreach and involvement of citizens in R&I)
2. Identifying key stakeholders: The WP2 (Common Research and Innovation Agenda) needed to develop a stakeholder inventory to fulfil Task 2.1. a (Review of partners' R&I strategic plans and query of stakeholders' input on Alliance R&I). The WP4 (Reinforcing academia-business cooperation) needed a stakeholder analysis to understand the diverse Unite! ecosystems and improve co-working of academia with companies and institutions by identifying needs and values for all actors. The WP7 (A UNITE! strategy for societal outreach and involvement of citizens in R&I) needed an inventory of the type of organizations willing or capable to provide societal input to the joint R&I activities of the alliance and that is representative of citizen categories. Finally, the WP9 (Disseminating and communicating UNITE!) also needed to develop a stakeholder map as a basis to extend and deepen the communication channels and fulfil a dissemination strategy.)
3. Defining stakeholders' categories: To be able to create a map that is consistent over time, the definition of the stakeholders' categories and the variables defining their relationship with Unite! was shared and agreed upon by all the individuals that participated in the creation of this mapping. In the case of the Unite! alliance, the Communication Plan of the Unite! alliance includes three main communities (ecosystems) of stakeholders, which

<sup>5</sup> Brugha, R. & Varvasovsky, Z. 2000. Stakeholder analysis: a review. *Health policy and planning*: 15 (3):239-246.

<sup>6</sup> Bourne, L. & Weaver, P. 2010. Mapping stakeholders. In: *Construction stakeholder management*. Edited by E. Chinyio, P. Olomolaiye. ISBN 978-1-4051-8098-6. Wiley-Blackwell, UK.

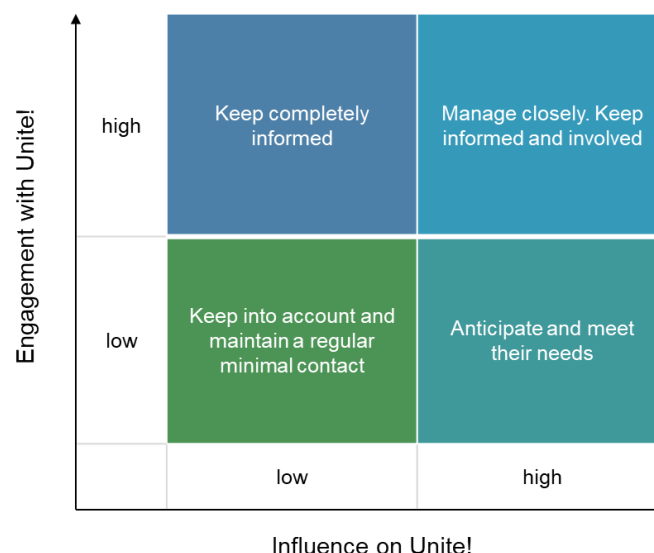
are defined in the document with their specific features and goals (The Unite! community, the partner community, and the external community).

4. Defining the variables that set their relation with the project or the organization: For this stakeholder mapping for communication and dissemination and considering the level of implementation of Unite!, the variables selected were (1) engagement with the UNITE.H2020 project and with the Unite! alliance and (2) capacity to influence the implementation of Unite!
5. Creating a stakeholder map or grid: The Stakeholder map for communication and dissemination purposes (Deliverable 9.2) has two axes labelled with the variables previously defined and the area between the two axes shows the current relationship between the stakeholders and the alliance, it's like a still picture of the situation today.

One further aspect to consider is that a stakeholder map will be as dynamic as the project itself, or, in this case, the alliance. The new initiatives, activities, or events that are organized may interest or involve new stakeholders, therefore it is essential to consider that a stakeholder map can never be considered closed or definitive, but is always a work in progress, subject to changes and new additions.

### 3.2. Unite! Stakeholder Map results

When drawing the two-axis graph, resulting from the application of the two variables (engagement x influence) with their corresponding two levels (low-high) to the list/inventory of the stakeholders, four groups appear that will need a homogeneous treatment regarding communication and dissemination. The resulting graph (Figure 2) describes the summarized objective to be reached for each of the four groups. It will determine the treatment concerning communication and dissemination, i.e. intensity, frequency, channel, and type of content required.



**Figure 2:** Stakeholder grid resulting from the application of the two levels to the two variables (engagement with Unite! x influence on Unite!). The communication goal is summarized in each quadrant.

In summary, the four resulting quadrants will require a specific strategy according to their level of engagement x influence:

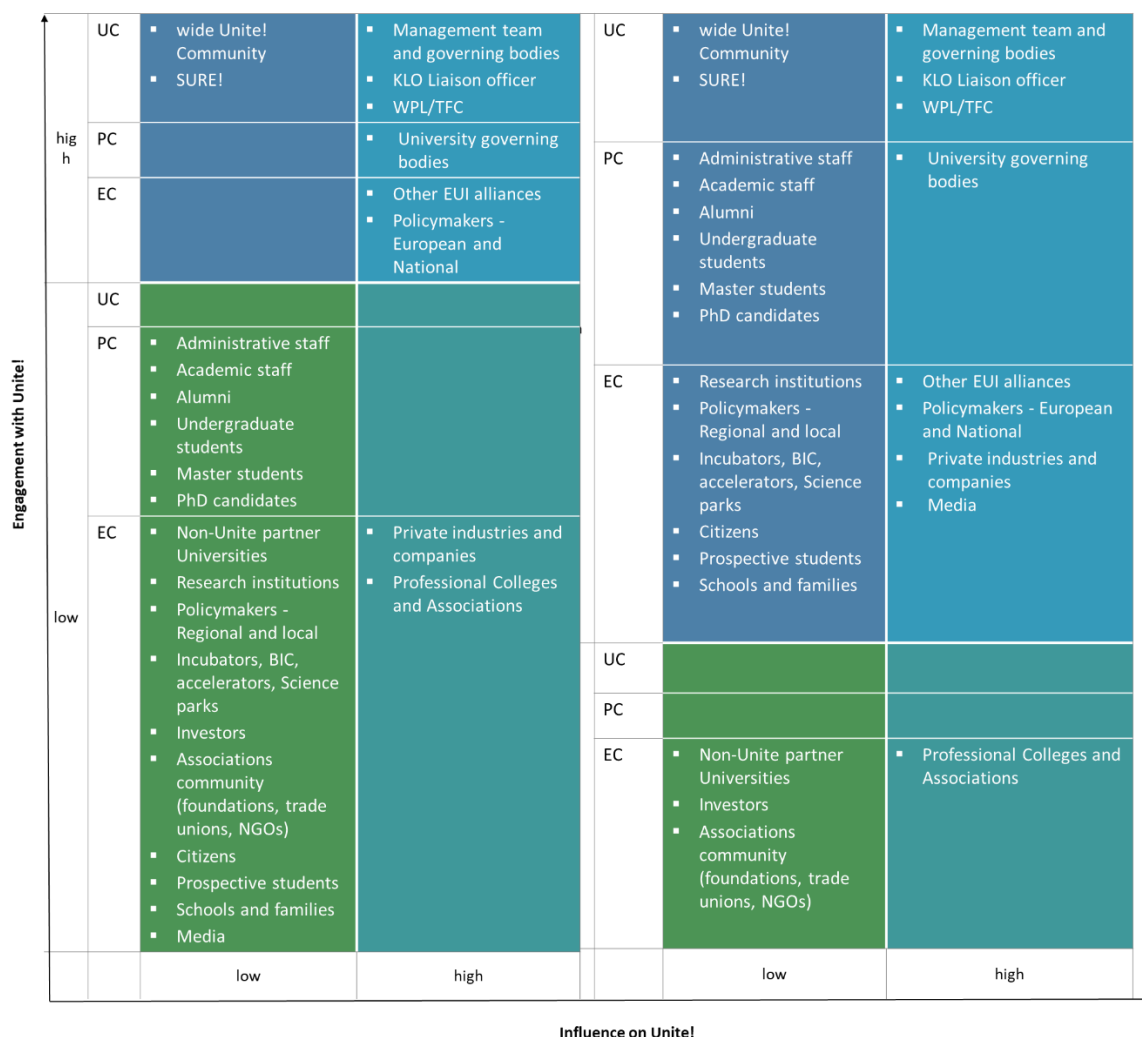
- In the case of Q1 (LowEng/LowInf), the main objective would be to keep them into account and informed on a minimal basis;
- In the case of Q2 (LowEng/HighInf) the main objective would be to monitor them from Unite! and try to anticipate and meet their needs if they have them;
- In the case of Q3, (High Eng/LowInf) the objective would be to keep them informed and updated as well as satisfied with the information they receive;
- In the Q4 (High Eng/High Inf) the goal should be to manage them closely, as they are committed to Unite! and can strongly influence it, to keep them fully involved in the project.

The assignation of the stakeholders' categories to the four quadrants of the map, done by members of the Disseminating and Communicating UNITE.H2020 (WP9) shows the situation assessed in January 2022. Figure 3 deploys the relationship of the vested stakeholders concerning UNITE.H2020 and according to the vision of the WP9 members, as in January 2022 and the desired scenario in 2025. According to it, most of the stakeholders have a very low level of engagement. This is especially true when considering the stakeholders that are external to the project or alliance, but also those in the partners' community, while the engagement of the Unite! community is higher.

Regarding the influence, in this map, this variable is taken as independent from engagement, as it has been considered as the capacity to change UNITE.H2020 because of their position, but their ability to modify anything from Unite! in those cases is smaller. With this approach, the combination of the two variables together provides a form of synergy. In some stakeholders, engagement will increase influence and vice-versa, varying together. In some others, even when the variables evolve more independently, we could assume that if a stakeholder has a high influence on Unite! and we're able to increase its engagement, the final contribution of this stakeholder can be much higher and more relevant. In those cases, the level of influence cannot be changed from the WP9, i.e. policymakers but we can try and increase the level of engagement, which ultimately will contribute to a higher impact of such a stakeholder on Unite!

The comparison between the current situation in 2022 and the desired scenario in 2025 (Fig. 3) provided some insights that are the basis of the Dissemination strategy. Considering the time frame considered, some stakeholders will be more difficult to approach. The map allows setting priorities for actions and the level of effort that should be applied to at least maintain the relationship with Unite! and, if possible, improve it.





**Figure 3:** Distribution of stakeholders inside the grid after the assignation of the variables and levels to the categories of stakeholders considering the current situation (January 2022, left) and the desired scenario (2025, right). UC = Unite! community, PC = partners' community, EC = external community.

### 3.3. Unite! Stakeholder Map main findings and next steps

**Stakeholder mapping** allowed us to **classify more clearly the differentiated strategies for each stakeholder group to improve its relationship with the project and reach the goals set in the communication and the dissemination strategy.**

The **main findings** from the resulting map were the following:

- Managing the engagement is crucial to increase influence or to make it more relevant.
- For the Unite! community and partners' community, influence is considered a synonym of interest, in such a way that a higher engagement leads to a higher interest
- Currently, most of the stakeholders (except the Unite! community), are concentrated at the lowest level of engagement.



- For those external stakeholders which we cannot manage their influence on the project, we should aim to increase their level of engagement, which ultimately will contribute to a higher impact of such a stakeholder on Unite!

Prioritized stakeholders by their capacity to influence the implementation of Unite!:

- As private industries and companies still have low levels of engagement but can highly influence the project, we should aim to increase their engagement
- Media is also another key stakeholder in terms of their influence on the project. However, their engagement will also be determined by the outputs of the UNITE.H2020 project which can only happen with time.

Prioritized stakeholders by their level of engagement with the UNITE.H2020 project and with the Unite! alliance:

- Most of the Unite! partner community (except their governing bodies), needs to increase their engagement in the project.
- Within the external community, research groups, society, regional policymakers, and prospective students are our priority target in terms of boosting engagement.

## 4. Unite! Outputs identification and mapping

One cannot speak about the concepts of communication, dissemination, and exploitation in Horizon 2020 projects without clarifying the term 'project results'.<sup>7</sup>

In a nutshell, **results encompass all project outputs and outcomes that may be used by the project partners or other relevant stakeholders outside the project**. They have the potential to be either commercially exploited (e.g. concrete products or services) or lay the foundation for further research, work, or innovations (e.g. novel knowledge, insights, technologies, methods, data).<sup>8</sup>

The next step then, after having determined and categorized the targets of the project dissemination, is to define the outputs or outcomes to be disseminated. This is a task to be done with the community that is building the project and producing activities. Such a task is to be done when the dissemination strategy is designed but also along with the project through a continuous dialogue with the relevant actors.

### 4.1. Methodology

To find out what was the right content for our dissemination we needed to make sure we were aware of all the past, present, and future outputs of the project. To do so we thought that the most effective way to gather all the information was to **create a survey we would share with the**

<sup>7</sup> European Commission, Executive Agency for Small and Medium-sized Enterprises, Haardt, J., Weiler, N., Scherer, J., et al., *Making the most of your H2020 project : boosting the impact of your project through effective communication, dissemination and exploitation*, Publications Office, 2019, <https://data.europa.eu/doi/10.2826/045684>

<sup>8</sup> European Commission, Executive Agency for Small and Medium-sized Enterprises, Haardt, J., Weiler, N., Scherer, J., et al., *Making the most of your H2020 project : boosting the impact of your project through effective communication, dissemination and exploitation*, Publications Office, 2019, <https://data.europa.eu/doi/10.2826/045684>

**community building the project and producing activities.** The first step when defining the content of the survey was to define what is understood as an output for UNITE.H2020, to define a shared understanding of the concept from the very first beginning.

### What is an output?

It is a production, something that is produced by the work of the WP/TF. Outputs come in every shape and size: documents, programs, websites, events, etc. They are created for a given objective and a targeted audience. Whereas an outcome is a consequence, an impact, or something that has changed after your action.

For example, a WP has organized a summer school about solar energy in Grenoble (output) and now students want to come over for a semester (outcome).

To define the questions several **blocks of information** were considered crucial:

- The relation with a specific WP or TF to set the context of the output
- The description of the output
- The expected target for such an output
- The expected impact and the time frame for such an impact

According to those requirements, the **questions were defined** as follows:

- What WP/TF do you run/participate in?
- If you run a subtask, what number/name is it and inside which WP/TF?
- Briefly describe the content of your output (add links if necessary)
- Could you present the output in 1 sentence?
- Type of output (written document, web content, event, graphic document (brochure, ppt, etc), project/consortia, multimedia content, others)
- If your previous answer has been 'others' please describe the type of output
- Public Targeted (Unite! community: management and governing bodies / Unite! community: key liaison officer / Unite! community: WP leaders and TF coordinators / the wide Unite! community (those producing Unite! activities) / SURE! / Administrative staff from all partners / Academic staff from all partners / Alumni from all partners / Undergraduate students from all partners / Master students from all partners / PhD students from all partners / Partner universities governing bodies / External community: academia (non-Unite! universities, other alliances) / External community: administration (policy makers) / Industry / Civil society / Others)
- If your previous answer has been 'others' please describe the target
- Objective - which is the impact that you expect from this output?
- Time frame: when will the output be released?

The next step was to define the **respondents of the survey**. The main addressees were the coordinator of WPs and the sub-WP coordinators. In some cases, the WP is organized into tasks and subtasks, in those cases, their coordinators were also addressed.

Taking advantage of the activity, and considering that the communication and dissemination of the alliance are managed by the same group of people (TF10 in E+ and WP9 in H2020, grouped

in the Strategic Communication team, SCT) the survey was also sent to the coordinators of WPs and TFs in the Unite! E+.

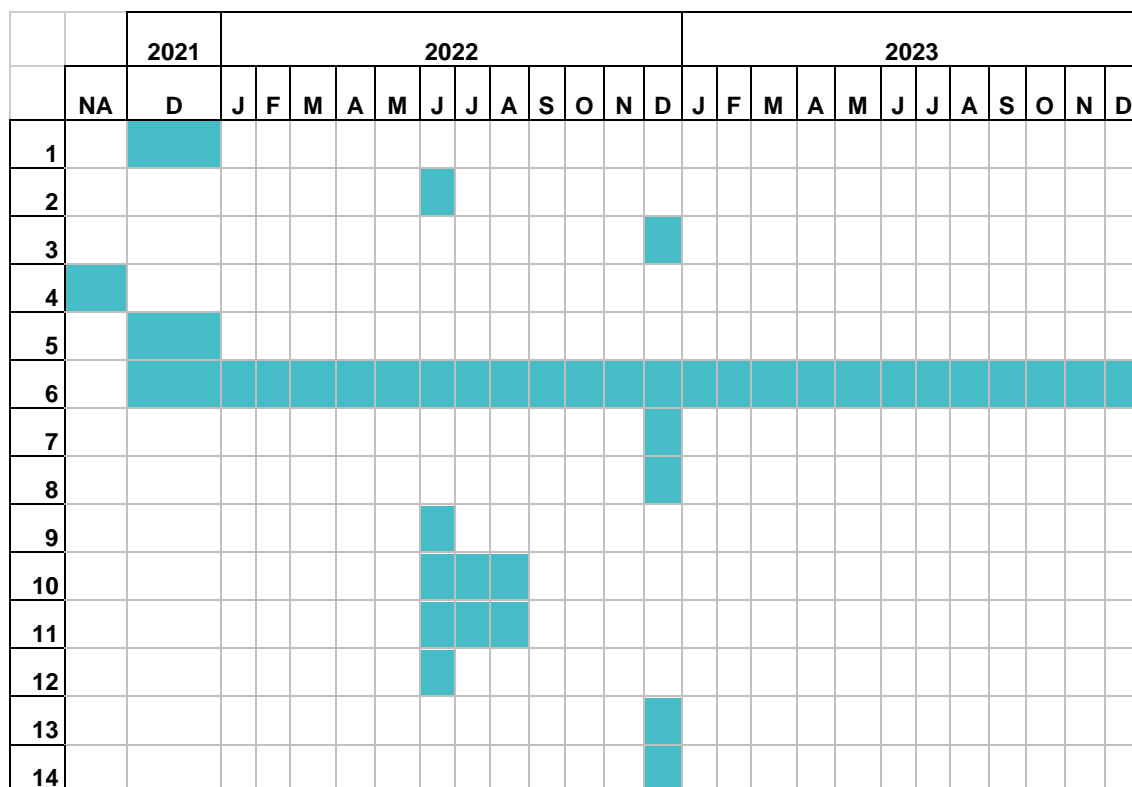
## 4.2. Unite! Outputs: results and chronogram

Up to **14 different outputs** were collected, referring to the UNITE.H2020. A set of 37 outputs concerning the E+ project, which is already in its last year of activity, were also collected. The outputs were classified according to their nature: **event**, **web content**, a **written document** (white papers, articles, etc), and **others** (heterogeneous activities or not yet defined). They were classified according to the stakeholder categories previously defined. The summary is included in Figure 4.

		Unite community			Partner community			External community
type of output	subtype of output	wide Unite! community (those producing Unite! activities)	Unite! community: management and governing bodies	academic + administrative staff from all partners	PhD students from all partners	Partner universities governing bodies	ERC (Early career researchers)	external actors working in Innovation and Technology Transfer
event	workshop					Handbook on HRS4R strategies (1)	Common roadmap to ensure equality (2)	
						Joint action plan (3)		
web content	Online communication			Online communications sufficiently in advance and accurate to allow staff to register and participate (6)				
	Intranet	Network of Innovation Offices & Tech Transfer Offices (8)						Open Innovation Hub (7)
	web	List of RI and interactive searching tool (9)						
written document (white paper, articles, etc)	report						Common training roadmap and mentoring guideline to promote talent (13)	
						Common framework for the open and transparent evaluation of academic merit (14)		
			Most interesting Partner alliances identified: Una Europa, Eurotech, FORTH, Circle U. (12)					
	NA		Matrix of legal issues towards development of a common LLL framework (10)					
	NA	Design of a LLL prototype course on Digital/Green Transition (11)						
other	handbook				Handbook on HRS4R strategies (5)			
	Do not know yet			Presenting the process for setting up successful job-shadowing and individual mobility activities for all staff. (4)				

**Figure 4:** Collection of outputs x target, corresponding to the UNITE.H2020 project, organized by the main types of outputs (event, web content, written document, others) and the three main communities of stakeholders (Unite!, partner, and external)

The information collected allowed to draw a chronogram useful to define the dissemination strategy (Figure 5).



**Figure 5:** Chronogram of the outputs (numbered according to Figure 4) from December 2021 to the end of the project in December 2023.

### 4.3. Unite! Outputs main findings

Although the survey was first intended only to gather the information from the outputs that had already been generated or were in the process of doing so, we realized that the survey was in fact, a very useful resource to use at the very beginning of the creation of each output.

The list of questions has been thought to potentiate the impact of the outputs, by gathering the necessary information to describe them in a way that allowed it to transfer its knowledge and use the results. In sum, the questions addressed the main 4 aspects needed for its dissemination:

- What do we have to explain?
- Who is the expected target?
- What's the aim of each outcome?
- When is it going to be available?

Since our project is made up of very talented multidisciplinary profiles, there is a risk that dissemination ends up being too disparate, technical, or specific, which means that only those who already have some knowledge on the topic would understand the relevance of each output.

**Encouraging WP participants to think about their final target, will ultimately influence their creation of each output in a way that is tailored to the needs of the final audience.**

From this, we learned that it is important that we follow up on the upcoming outcomes so that we can advise each WP leader from the beginning. Having a questionnaire to set out the framework of the relevant information to bear in mind when communicating each output will allow us to have coherent and more effective dissemination.

To closely capture, monitor, and manage results (including the accompanying IP Rights) over the entire lifetime of the project and adjust communication activities, as well as dissemination and exploitation plans accordingly regularly keeping track of the project's progress will not only help capture results once they are achieved, but will also help identify possible outcomes that were not originally foreseen at the start of the project. These unforeseen results should be closely evaluated to determine their exploitation potential and further application in various fields<sup>9</sup>.

## 5. Dissemination Strategy

To define the best dissemination strategy, the following should be considered:

- Choose the relevant channels to disseminate the results according to the interests/needs of the target audiences defined during and after the project.
- Define a coherent knowledge management strategy, linking the building community and the team responsible for dissemination, that addresses the results generated by the project, including appropriate measures to capture and manage key project assets.
- When adequate, define possible ways to ensure active stakeholder involvement and management, e.g. through workshops with potential users interested in the project outcomes.
- When needed, develop a data management plan, in line with EC open access and open data policies, under the quality standards of the Unite! alliance, and specifying what data will be open, what data will be generated by the project, whether it will be exploited or made accessible for verification and re-use, and how it will be preserved. UNITE.H2020 Data Management Plan (Deliverable 1.1) was created in M6 as a "living" document that can be updated over the course of the project.

### 5.1. Key questions to be defined

To ensure the success of a dissemination plan some questions should be answered in advance. In the present context, in the project UNITE.H2020, many of them have been already addressed through the stakeholder map and the output survey, but the questions are listed here to be considered for the present and new results:

Output description	What are the main exploitable (intended) outputs of the project? How will the value of subsequent use be assessed?
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<sup>9</sup> European Commission, Executive Agency for Small and Medium-sized Enterprises, Haardt, J., Weiler, N., Scherer, J., et al., *Making the most of your H2020 project : boosting the impact of your project through effective communication, dissemination and exploitation*, Publications Office, 2019, <https://data.europa.eu/doi/10.2826/045684>

Relation with the call and the project	<p>How will the results be used to a) address the challenges of the call topic and expected impacts, and b) for other uses?</p> <p>What (other) results will be produced and can they be exploited by persons or organizations outside the project, and under what terms and conditions?</p> <p>What are the possible additional application areas (including outside the research field of the project) that could benefit from your developments</p> <p>Who are the key innovators within the consortium to drive commercial exploitation?</p>
Stakeholders	What are the needs and wants of the market and clients?
Message to be spread	What are the key messages related to your results that you want to communicate (e.g. what is new? Why is it important?)? What are your objectives and which audiences do you want to reach with your communication activities and, consequently, what are the appropriate communication tools?
Potential impact	<p>What impact do your results have on everyday life, how might society benefit from your work, what would be the implications for future policy-making, what are the needs and wants of the market and what are the implications for new policy development?</p> <p>What are the expected results, and how will they address the specific challenges of the call topic and contribute to the expected impacts?</p> <p>To what extent will the expected results bring benefits? - Will the project results stimulate further innovation and use?</p>
Potential barriers and facilitators	Analyse potential barriers and facilitators to wider use of project results: - Are there critical ethical, privacy, security, or safety issues?
Regulatory issues	Have all relevant regulatory issues or standards been addressed?

## 5.2. Unite! channels for dissemination

Several channels are used in the Unite! alliance that could be useful for dissemination. Besides the ones described below, another channel should be mentioned, it is Ushare. It's considered an internal communication channel and repository of all the information of the alliance. Due to its internal nature, it is not considered appropriate for dissemination.

The Unite! channels to be used are the following:

### Metacampus for Unite! (M4U)

The Unite! Metacampus (M4U, <https://metacampus.unite-university.eu/?lang=en>) is a digital platform that connects the seven universities of the alliance, to enable mobile access exclusively

to the range of programs and diversity of activities that are offered through Unite!. It is addressed to the partner community, to allow access to Unite! contents and events for all staff and students within the alliance. It will be used to promote UNITE.H2020 activities and events to the Unite! and partner communities. A special feature of Unite! is that it is a platform where the organizers and participants can co-create the contents, that is why it's considered that the Metacampus is where Unite! happens.

### Unite! Website

UNITE.H2020 was included in the Unite! website ([www.unite-university.eu](http://www.unite-university.eu)), established when the Unite! E+ was financed. This website is the main Unite! alliance's reference, and as such, it articulates the information for general audiences of the project. It includes all publishable project outcomes. Its ever-evolving development answers to the positioning of the Unite! alliance growth. The homepage is the most dynamic page of the public part of the website. To account for the variety of our audience, the language of the website news will have an institutional tone, focusing on communicative pragmatism and following the standard editorial guidelines, while also using more informal registers to ease reading. UNITE.H2020 has a specific section, as the Unite! E+ has, describing each of the WPs where updating progress of their work is described.

### Linking Websites

Every partner created a section or a dedicated page on their official university's website that introduces the university as a Unite! partner, stating their involvement in the consortium. The goal of this page is to provide information that is locally relevant, as well as to show the diverse and multilingual reality of the Unite! alliance. Follow the link as an example:

<https://www.polito.it/international/unite/index.php?lang=en>. UNITE.H2020 is also detailed in the dedicated linking pages.

### Social media accounts

In addition to the Unite! alliance website, UNITE.H2020 will benefit from Unite! alliance social media which are used to communicate/ disseminate events and achievements, as well as to promote discussions and engage the different Unite! alliance audiences. Social media are useful tools for establishing a continuous interaction with project stakeholders, for keeping daily interest in project initiatives and events, and for sharing key achievements. The investment is low and the social impact is very high, reaching an EU and global scope in a very short time, within reasonable costs.

An analysis of the audience feedback will allow the adjustment of the communication strategy accordingly. All social media will be connected, as well to the website, and links will be visible and easily accessible to stimulate interaction and views.

The main objectives of the Unite! alliance social media accounts are spreading project information, activities, and results, expanding the outreach of Unite!, allowing the creation of very interactive communication, attracting talent and quality subscriptions, and generating and sharing quality content.

The Unite! alliance social media accounts will expand its contents and targets for the UNITE.H2020 project which will leverage on and will benefit from the following accounts:



## Twitter

The Twitter account of Unite! alliance, @Unite\_tech\_univ, will be used as the closest public channel to Unite! audiences which is why an informal tone will be used. It aims at being an updated information source, as well as a networking platform. In terms of frequency, quality will be prioritized over quantity. Twitter will be updated *adhoc* with selected information about UNITE.H2020 as well as taking advantage of external information when there's no Unite! exclusive content. Some tweets will be shared in their original language to attract a diverse audience that reflects the Unite! alliance multilingual reality.

Some have been agreed by the Unite! partners: #LetsUnite, #EuropeanUniversities, #UniteH2020, as well as the main accounts to be tagged: @TUDarmstadt @AaltoUniversity @RI\_GrenobleINP @KTHuniversity @PoliTOnes @ULisboa @la\_UPC.

Other accounts of interest have been identified: @EU\_Comission, @EUErasmusPlus, @euatweets (European University Association), ESNA (European higher education News), and other European University alliances (@charm\_eu, @EC2U\_alliance, @allianceYufe, @EDUCUniverCity, @YERUN\_EU, @CIVICA\_EU, @euhalliance...), network partners, etc. The accounts are further delimited in the implementation phase.

## YouTube channel

The alliance YouTube channel Unite! Technological Universities' alliance will collect all the contents related to the Unite! E+ project and the UNITE.H2020 project. The purpose of the YouTube channel is to act as the nucleus for multimedia references, making them easily accessible and shareable. The YouTube channel includes basic Unite! alliance information; links to website and Twitter; Unite! video repository. A video manual has been created to aid the partners in the branding process of the videos.

Special attention will be paid to the use of keywords and hashtags: #LetsUnite, #EuropeanUniversities, #Innovation, #Technology, #Engineering.

## LinkedIn








The LinkedIn account of the Unite! alliance has been created recently (<https://www.linkedin.com/company/uniteuniversity/mycompany/>) as a channel to connect mainly with professional audiences, which implies a more formal tone. A LinkedIn group has also been set to offer the possibility to the Unite! community to generate discussions on interesting topics. It aims at being a source of networking not only inside the Unite! and the partner communities but also with the external ones. It aims at being an updated information source, as well as a networking platform.

Additional social media channels for specific audiences (e.g. Instagram) will be evaluated based on feasibility analysis.

## Partner-specific communication channels

In addition to the Unite! channels, each partner will echo the outputs of the project through their channels. The joined audiences of the seven partners amount to an impressive number of followers and so, the likelihood of a huge impact. This is why aligning correctly the Unite! channels with the partners' channels is a very relevant action in the dissemination plan to make the most out of the Unite! outputs.

Each university will use its official website as well as a linking page to Unite! inside it. Furthermore, the social media accounts of the partners are aligned to give an echo to the Unite! social media posts. Figure 6 shows the list of main institutional social media accounts of Unite! partners and their followers.

follower x 1000	 LinkedIn	 Facebook	 Instagram	 Tweeter	 TikTok	 YouTube	 Telegram
<b>PoliTO</b>	166,1	79,7	38,1	18,6	F	16	
<b>TU Graz</b>	37,7	9,1	6	6,6		1,23	0,2
<b>ULisboa</b>	103,7	55,3	38,5	3,6		3,3	
<b>KTH</b>	170	68	68,0	9	3,8	10	
<b>Grenoble INP-UGA</b>	28,1	7,5	3,3	8,3		1,9	
<b>WroclawTech</b>	85,2	38,8	17,6	7,8			
<b>Aalto</b>	37,7	61,2	36,9	45,3	77	27,2	
<b>TU Da</b>		26,1	12,7	10,9			
<b>UPC</b>	163,9	14,5	15,0	34,5		10,1	0,6
<b>Total</b>	<b>792,4</b>	<b>360,2</b>	<b>239,1</b>	<b>144,6</b>	<b>80,8</b>	<b>69,7</b>	<b>0,8</b>
<b>Unite!</b>	<b>0,7</b>	no account	no account	<b>0,9</b>	no account	no account	no account

**Figure 6:** Institutional social media account of the Unite! partners' channels. The followers are shown (x1000) as well as the total for each channel.

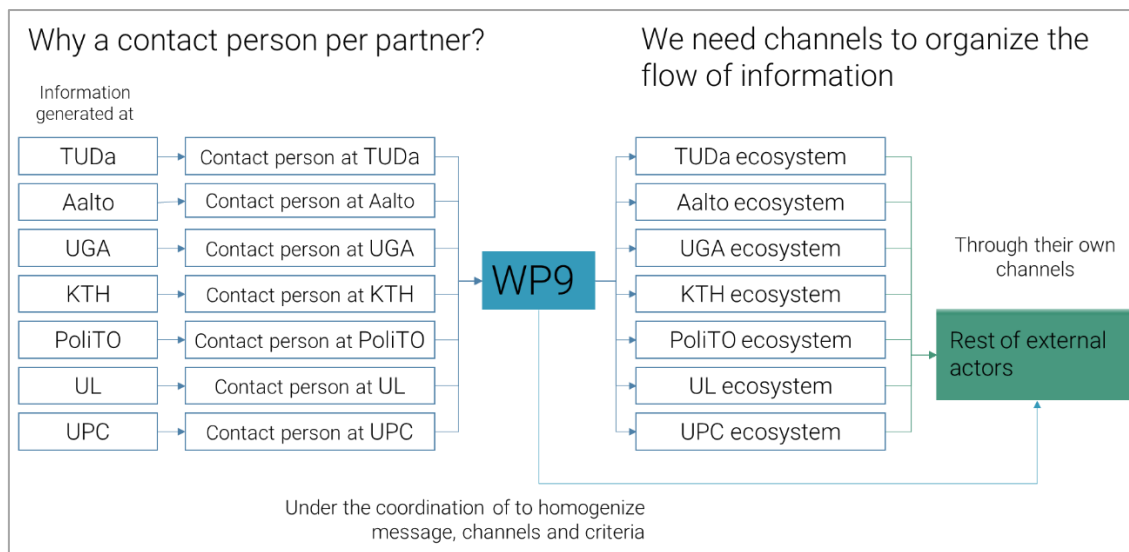
### 5.3. Knowledge management strategy to capture the outputs to be disseminated

The Unite! alliance has the same team to deal with the communication and dissemination of the E+ and the H2020 projects, this is the so-called Strategic Communication Team (SCT). The SCT is responsible for communication coordination, brand management, Unite! wide external communication channels, templates, and strategic communication support.

But Unite! channels are still in development, which means that their impact is not yet comparable to the potential impact of its partners. That is why it's crucial to align Unite! channels with those of the partner universities. The SCT is responsible to set an adequate flow of information to capture all the information arising from the WPs, and give it coherence to the Unite! mission, vision, and values, and disseminate it through its channels and those of the partners. Partner universities are then responsible for disseminating Unite! outputs within their universities, and each partner coordinates how, when, and where information will be promoted.

To make this flow of information efficient, each university has a relevant person for communication and dissemination purposes who is included in the SCT: the 'contact person per partner' (CCP). The relationship between the CCP and the rest of the Unite! community is deployed in Fig. 7. The CCP is a strategic position aiming at linking SCT closely to each partner university. They have a double key role: first, connecting with other WP leaders and TFs within their universities, and

second, helping WP9 and TF10 take advantage of the existing teams, resources, and channels within each partner university.



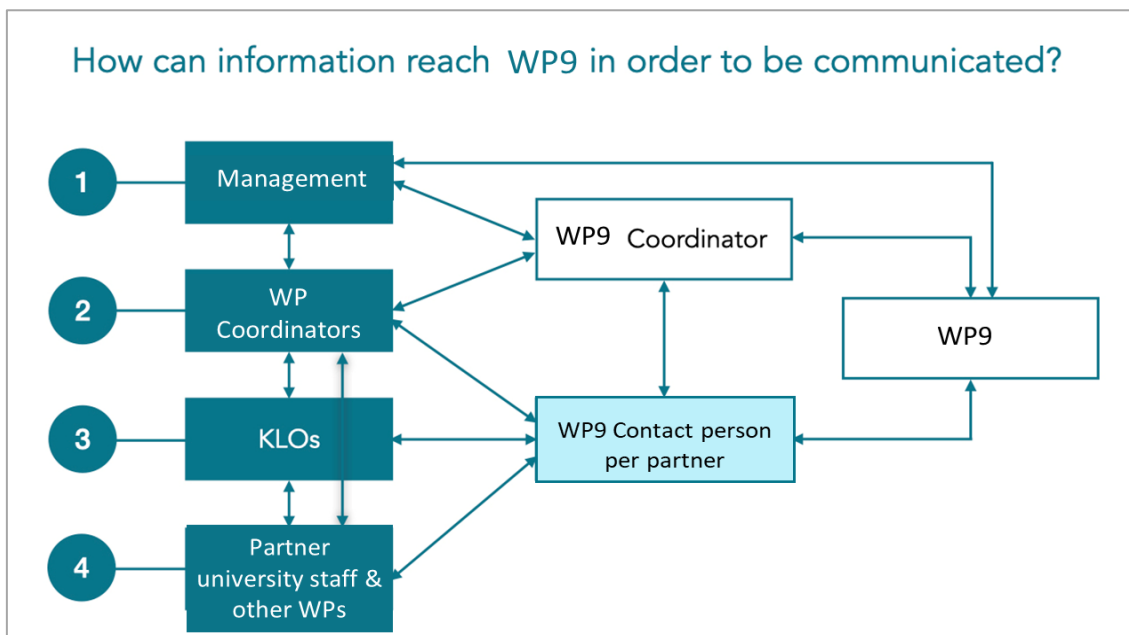
**Figure 7:** Relationship between the contact person per partner with his/her university and with the SCT

All work packages are responsible for providing the information to be disseminated among their target groups. These activities should be coordinated with the SCT and adhere to communication principles in the communication and dissemination strategy, guidelines, and recommendations from the SCT. For this reason, each working group will be asked to designate a person from the group responsible for liaising with the SCT for dissemination to create more efficient information flows. This will be the Contact Person per WP (CPWP). In this way we will create a matrix between the partners and the working packages that will allow retaining all information generated by the wide Unite! Community.

An *ad hoc* questionnaire has been developed and made available to all members of Unite! where the main questions are asked to define the best strategy for the specific output to be delivered.

Another scheme about how to move information inside Unite! has been spread among the community (Fig. 8) to make it clear which are the ways to be used to guarantee that the information reaches the maximum impact.

To align the communication and dissemination of outputs and activities coming from the WPs with Unite! goals, mission, and vision, a set of materials has been created to enhance the partner community's awareness of them, besides the structure of our alliance, and its corporative culture. In it, we specially highlight the essential role of communication and dissemination, not only by visually showing its transversal nature but also by giving access to the whole community to all our communication materials and resources (uploaded in Ushare) and explaining why and how they can use them.



**Figure 8:** Relationship between the SCT (WP9 in the UNITE.H2020) and all actors in the Unite! community

## 6. Practical examples

A pair of practical examples are provided to show how a specific dissemination strategy is defined and deployed for two types of outputs: a written document and an event. Each example provides some context for the specific output and shows how the channels and actions are set for a dissemination plan.

### 6.1. Written document

As a practical example of a detailed dissemination strategy for one of the outputs of UNITE.H2020, the actions taken to disseminate the Unite! Open science and innovation strategic roadmap (Deliverable 6.1), are deployed below.

Unite! has presented the alliance's strategic roadmap for moving towards open science. The proposal includes a set of objectives and recommendations that universities and schools should promote, develop and transform into actions, redesigns, and incentives, to advance the adoption of open science practices, principles, and objectives in all the partner universities of the alliance.

This strategic roadmap is a guideline whose target is university leaders and regional and national science and innovation policymakers. It will ensure the openness of science in the research systems of Unite! universities. The objectives and recommendations encompass the international framework of policies and practices set by the UNESCO Recommendation on how to advance open science, adopted on 23 November 2021, and promote transparency, accessibility, legitimacy, and the participation of researchers, students, staff, teachers, citizens and other professional groups in science.

From our experience with the dissemination of Unite! Open science and innovation strategic roadmap (Deliverable 6.1) some learnings arise about how to adapt our channels and materials to improve dissemination:

- Outline the broader socio-economic and policy context of your project, and demonstrate how the expected results may influence future policymaking.
- Develop first approaches towards a potential exploitation strategy: - What are the exploitation interests of the project partners? - What are possible exploitation routes? - What are appropriate exploitation activities during the project's lifetime and beyond?<sup>10</sup>

For example:

- Tailoring the different messages that we need to deliver for the different audiences of a unique output.
- Publishing the information in different formats suited for each of our communication channels
- Carefully selecting the content to be published in each of our channels so that we can attract and maintain the engagement of our desired target by providing them with the relevant information.

The specific dissemination plan for this output includes the following channels and actions:

- Website article (<https://www.unite-university.eu/whatsnew/unite-presents-its-strategic-roadmap-towards-open-science-in-the-digital-age>)
- Social media campaign

Video on Youtube: [https://youtu.be/lw\\_Q6DrZz5I](https://youtu.be/lw_Q6DrZz5I)

Twitter:

[https://twitter.com/Unite\\_tech\\_univ/status/1511961976993366016?s=20&t=v2v\\_WfKEYMdZToafLjfT6Q](https://twitter.com/Unite_tech_univ/status/1511961976993366016?s=20&t=v2v_WfKEYMdZToafLjfT6Q)

- Open events gathering our partner community to exchange the relevance and impact of the output: <https://www.unite-university.eu/whatsnew/unite-staff-gathered-to-define-an-open-science-and-innovation-strategic-roadmap-towards-a-high-impact-alliance>
- Private meetings with relevant stakeholders such as policymakers, university governing representatives, researchers, and librarians, among others.
- Outline the broader socio-economic and policy context of your project, and demonstrate how the expected results may influence future policymaking.
- Develop first approaches towards a potential exploitation strategy: - What are the exploitation interests of the project partners? - What are possible exploitation routes? - What are appropriate exploitation activities during the project's lifetime and beyond?<sup>11</sup>

## 6.2. Event

Another practical example concerns the events. The Dialogues are the most important events in the Unite! Alliance, occurring twice a year. Since the approval of UNITE.H2020, the activities

<sup>10</sup> Idem

<sup>11</sup> Idem



related to this project have become included in the Dialogues. The fact that the SCT works in an integrative manner for Unite! E+ and for UNITE.H2020, helps projecting a homogeneous image of the alliance and its mission.

In this case, the 4th Unite! Dialogue of the alliance held at the Universitat Politècnica de Catalunya, in Barcelona, in November 2021. The singularity of this event was that it was closed with the Unite!'s 1st Branding Event, aimed at promoting the alliance's visibility and enhancing its engagement with the various stakeholders. The UNITE.H2020 Work package Leader Board meeting took place in Barcelona in the occasion of the 4th Unite! Dialogue.

The UPC Auditorium hosted the reflections of different speakers from the world of business, industry, politics, and civil society who debated, together with the members of the alliance, around the impacts of universities in regional innovation ecosystems, leadership in smart technologies, and the global impact on society, through the universities' social responsibility to face together the current challenges for a new future. In the first session, different speakers from the industrial field shared their vision of the new paradigms that must be addressed in terms of knowledge and technology transfer if the great economic and technological challenges in Europe are to be assimilated.

The day also included the vision of policymakers and one University Social Responsibility session where speakers discussed how community engagement refers to how universities address societal needs in collaboration with their external communities. Finally, in the last session representatives of the 4 European University Initiative alliances of the city of Barcelona (ECIU, EUTOPIA, CHARM-EU, and UNITE) discussed the future relationships between universities, cities, and society.

The summary of key dates for dissemination of the event was defined as follows:

Key dates	October 8 <sup>th</sup>	October 15 <sup>th</sup>	November 5 <sup>th</sup>	November 26 <sup>th</sup>
Summary	Publication and distribution of the "Save the Date"	<ul style="list-style-type: none"><li>• Publication and distribution of the program</li><li>• Open the registration for all participants</li><li>• Questionnaire of topics for <i>"Everything you ever wanted to know about Unite! but never dared to ask"</i></li></ul>	<ul style="list-style-type: none"><li>• Deadline for final registration for physical attendees.</li></ul>	Deadline for final registration for on-line participants
Channels	<ul style="list-style-type: none"><li>• Unite! website post – a link will be provided to register at the Dialogue's virtual platform.</li><li>• Unite! twitter post</li><li>• Mailing through your internal newsletters.</li><li>• Dissemination through your Social media channels.</li></ul>		<ul style="list-style-type: none"><li>• The link for registration will be in Unite!'s website post.</li><li>• Mailing through your internal newsletters.</li><li>• Dissemination through your Social media channels.</li></ul>	
Dissemination resources (MUST use)	<ul style="list-style-type: none"><li>• 4<sup>TH</sup> Dialogue Barcelona Branding image<ul style="list-style-type: none"><li>• Use the hashtags: #UNITEDialogueBarcelona #LetsUNITE #EuropeanUniversities</li></ul></li><li>• Video Unite!'s 4<sup>th</sup> Dialogue Barcelona</li></ul>			

Besides, a set of actions to take before, during, and after the events were defined and shared with the SCT in such a way that all partner channels are aligned to this strategy:

#### Before the event:

- **Registrations:** We will unify all registrations (physical and online) through Dialogue's virtual platform, which is why all attendees must be familiarised with the platform. However, as it

can be seen there are two different deadlines: for attendees coming physically or for the ones attending online. We must emphasize the dissemination of the event for the partner and external community so that they can all meet the registration deadline of the 26<sup>th</sup> of November.

- **Branding event:** As Unite!'s communication team, since this year we will include the Branding event, you will also be in charge of formulating the communication strategy to reach this Dialogue's external stakeholders. It is, for this reason, we will provide you with the text publications and materials of the table above, for you to disseminate through all your internal channels you deem necessary.
- **Dissemination:** Campaign: We ask you to react to the different posts that will be published on UPC's and Unite!'s channels (i.e. share, like, and comment on social media). In doing so, tag us and use the hashtags from the table below.
- **Co-creation dates to keep in mind:**
  - ❖ **October 15<sup>th</sup>** an email will be distributed including a detailed program and **inscription formulary**.
  - ❖ In addition, it will also include a **questionnaire to suggest topics** for the session "Everything you ever wanted to know about Unite! but never dared to ask" (optional). *Send information to [future.unite@upc.edu](mailto:future.unite@upc.edu)*
  - ❖ **October 22<sup>nd</sup>** Deadline for the submission of **expression of interest by WPs or TFs** leaders to present a **poster** that will include updated information on recent advances. Posters will be printed in Barcelona so you do not have to carry them on. Instructions will be sent to those who expressed their interest in participating. *Send information to [dialogue.poster.session@upc.edu](mailto:dialogue.poster.session@upc.edu)*
  - ❖ Deadline for the **submission of suggested topics** for the session "Everything you ever wanted to know about Unite! but never dared to ask". *Send information to [future.unite@upc.edu](mailto:future.unite@upc.edu)*
  - ❖ Deadline for WPs and TFs coordinators to **express their interest** in having a **f2f meeting** of their working group in Barcelona (either November 29<sup>th</sup> or December 2<sup>nd</sup>). *Send information to [dialogue.unite@upc.edu](mailto:dialogue.unite@upc.edu)*
  - ❖ **November 8<sup>th</sup>** Deadline for **f2f participants to the meeting**. *Send information to [dialogue.unite@upc.edu](mailto:dialogue.unite@upc.edu)*
  - ❖ **November 20<sup>th</sup>** - Deadline for **poster reception** at the secretariat of the 4<sup>th</sup> Dialogue. This deadline cannot be extended for logistic reasons). *Send information to [dialogue.poster.session@upc.edu](mailto:dialogue.poster.session@upc.edu)*
  - ❖ **November 26<sup>th</sup>**- Deadline for **final registration** for online participants. *Through the Dialogue's virtual platform.*

All the face-to-face sessions will be held following strictly the sanitary regulations of the Health Authority of the country.



### During the event:

- UPC will do live reporting. UNITE!'s Twitter will contribute by sharing and engaging in the Twitter campaign, as well as tweeting to inform of the start and end of the event.
- Engagement is one of the measurable Key Performance Indicators that will be used to assess the success of online campaigns. This is why all our partner channels must encourage the public to follow us on Unite!'s Twitter, use the hashtags, and check to Unite!'s website.

### After the event:

- We created and published press clipping, results, wrap-up video, attendance report, evidence, and feedback for reporting the post-Dialogue campaign.
- “Thank you” publication from Unite! & UPC.
- We ask you to share some of these posts from the post-Dialogue campaign. To align the communication and dissemination of outputs and activities coming from the WPs with Unite! goals, mission, and vision, a set of materials has been created to enhance the partner community's awareness of them, besides the structure of our alliance, and its corporative culture. In it, we specially highlight the essential role of communication and dissemination, not only by visually showing its transversal nature but also by giving access to the whole community to all our communication materials and resources (uploaded in Ushare) and explaining why and how they can use them.

This protocol is replicated in each Dialogue including the required adaptations according to the specific event and the partner institution. Due to the synergy of the Unite! E+ and UNITE.H2020 project, UNITE.H2020-related initiatives were organized in the occasion of the Unite! Dialogues and are expected also for the future Dialogues: WPLB meeting during the 4th Unite! Dialogue in Barcelona and during the Unite! Summer community event in Stockholm; UNITE.H2020 plenary meeting during the 5<sup>th</sup> Unite! Dialogue in Stockholm in hybrid format and in the upcoming 6th Unite! Dialogue in Torino). For this reason, the experience of the SCT regarding the event organization is very useful also in view of the integration of the UNITE.H2020 initiatives in the wider context of the alliance Dialogues.

## 7. Main Conclusions

- Mapping stakeholders, based on focused information collected from other WPs inside the project, has allowed defining groups relatively homogeneous concerning the treatment they have to receive for communication and dissemination purposes.
- Locating stakeholders in a matrix, based on two variables (engagement with Unite! and influence on Unite!), has allowed classifying them in the current situation and also foresee the desired future. Even if there is some degree of subjectivity, the comparison is set under the same context and thus, provides information about where and how the effort should be applied.

- Keeping a constant and iterative relationship with the WP/TF coordinators is crucial to understanding the nature and target of the outputs being produced for the community.
- The Outputs Survey has made it possible to collect information about the nature, target, expected impact, and calendar of the outputs. Four main types of outputs have been identified: events, written documents, web content, and heterogeneous groups defined as 'others'.
- The output survey could be used in the future as a concrete tool to make dissemination more efficient. The questionnaire can be adapted in such a way that all WPs can use it at the beginning of their creation of each output. Some examples of the new questions<sup>12</sup> would be the following, as recommended by the EC:
  - In what area do you expect to make an impact?
  - What needs might be solved/met thanks to the results of your project?
  - What outputs will be created?
  - Where will the outputs be made available during and after the project?
  - Who are the potential users of your results?
  - How will you contact them?
- Specific dissemination strategies are being created for each of the four types of outputs identified with the main goal of reaching the maximum impact on the targeted stakeholder.
- The dissemination strategy has helped the Strategic Communication Team (SCT) to better define its role in the dissemination of UNITE.H2020 as intermediaries between the producers and recipients of the information.
- Knowing everyone's role in the dissemination strategy has allowed us to define circuits to guarantee an easy flow of the information from the producers to the SCT, and from the SCT to the partners' channels and the external world.
- Communication and dissemination should be understood as horizontal and transversal activities, crossing all WPs, running in parallel, and complementing all activities throughout the project's life, to maximize its expected impact. During the implementation phase, a structured and systematic approach will be developed to coordinate, monitor, and assess the impact of all outputs.
- A set of materials has been created to enhance the partner community's awareness of the main goals, mission and vision, structure of our alliance, and its corporative culture. The essential role of communication and dissemination is highlighted by visually showing its transversal nature, and by giving access to the whole community to all our communication materials and resources and explaining why and how they can use them.
- From here on we will keep working on the implementation strategy which we will adapt and improve as each output is generated.

<sup>12</sup> Questions from: European Commission. (n.d.). Dissemination & Exploitation - Open Access - H2020 Online Manual. Retrieved April 8, 2022, from [https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results\\_en.htm](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm)

