REINCARNATE

D6.1 – Reincarnate Impact Master Plan

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Task leader/Main author	Carmen Serna (AUS)
Contributing partners	Samaneh Rezvani (DEMO), Andrea Torres (AUS)
Reviewer(s)	Pedro Avellanosa (VIAS), Ismael Sánchez (VIAS) and João Gonçalves (EUR)

Abstract

The present document presents a detailed overview of Reincarnate's communication, dissemination and exploitation strategy, vital elements of any successful Horizon Europe-funded project, while defining the goals, priorities and potential implementation mechanisms to achieve all desired outcomes. Furthermore, Reincarnate's Impact Master Plan sets out the tools, materials, and channels to be exploited to effectively disseminate the project activities, achievements and tangible results to targeted audiences, becoming the cornerstone for the successful commercialization and market uptake of the Reincarnate solutions and innovations.

Keywords

Construction, Circular value flows, Waste use, Dissemination, Communication, Exploitation, Agile, Impact, Information Management, IoT, Digital Twin

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Disclaimer

Acronyms and definitions

Acronym	Meaning
CDW	Construction and demolition waste
CP-IM	Circular Potential Information Management
RTD	Research and technical development
PPPs	Public-Private Partnerships
TRL	Technology readiness level
PLGBC	Polish Green Building Council
ECTP	The European Construction Technology Platform
P4Planet	The Processes4Planet Partnership
EIT	The European Institute of Innovation & Technology
CSO	Civil Society Organisation
FIEC	European Construction Industry Federation
WP	Work Package
KPI	Key Performance Indicator
SMEs	Small Medium Enterprises
IoT	Internet of Things
R&D	Research and Development
IFC	International Finance Corporation.
CAGR	Compound Annual Growth Rate
IPCC	Intergovernmental Panel on Climate Change
IPR	Intellectual Property Rights
KEA	Key Exploitable Asset
HVAC	Heating, ventilating, and air conditioning
LFA	Life cycle analysis
BIM	Building information modelling
DMO	Demo Consultants
MFX	Mainflux Labs Doo Beograd Zvezdara
TUD	Technische Universiteit Delft
RAS	RagnSells
AUS	Australo Interinnov Marketing Lab SL

Reincarnate project

The average lifespan of a building is 39 years — in Europe, it is only 25-30 years — and the main reason for demolition is obsolescence. This is why there is a large amount of construction and demolition waste (CDW) — representing approximately 25-30% of all waste in Europe —, in addition to that generated in current construction works.

The recycling rate for CDW is relatively high (above 75%). This activity generated $126.89 billion in 2019 — Europe contributed the largest share, almost two-fifths of the total global market — and is projected to reach $149.19 billion by 2027. Unfortunately, many of the most valuable materials in CDW cannot be meaningfully separated and end up in landfills. This helps to get an idea of the efficiency potential for climate neutrality in construction.

Reincarnate aims at advancing circular economy practices within the European construction industry and enabling to significantly maximise the life cycle of buildings, construction products and materials, reduce CDW by 80%, increase the reusability of buildings, construction products and materials and, as a result, lower the sector's emissions by 70%.

As a result of these actions, Reincarnate will significantly advance circular economy practices within the European construction industry.

First, it will create a Circular Potential Information Management (CP-IM) platform and a set of innovations to use it. These solutions will draw upon emerging digital technologies, such as digital twin representation, artificial intelligence, and robotic automation. Three empirically proven social science insights will allow fostering widespread adoption of reused high-quality construction products and materials, and business ecosystem development frameworks to combine actors within sustainable value chains.

All innovations will be demonstrated on eleven selected real-world projects and value chains. Furthermore, business process guidelines and an e-learning platform will be developed to drive the dissemination and exploitation of the Reincarnate results.

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1. Introduction

Research innovation is a driving force for economic growth, the creation of new job opportunities and the enhancement of the standard of living. It is therefore important to ensure that the knowledge generated within research and innovation projects is properly diffused and that the means through which such knowledge can be delivered to society are effectively explored, which Reincarnate is committed to. This is realized through the commercial exploitation of products and services, which is the primary way of delivering research results to the citizens (end-users). In addition, communicating research results can effectively accelerate research and technical development (RTD) towards increasing the technology readiness level (TRL), going beyond the current state of the art, and even creating new research horizon lines on future and emerging trends. Furthermore, dissemination activities, such as participation in workshops or publication of informative articles in websites, enable participants to get feedback on the economic and scientific potential of the products and services delivered and thus can guide the market-oriented exploitation pathways.

The current document outlines the initial **Reincarnate Impact Master Plan.** It includes the **overall project dissemination, communication and exploitation strategies starting from an extensive stakeholder engagement strategy**, which will be the basis for community building and impact generation, including an extensive overview of the standardization landscape in the area of construction waste.

The plan is the result of a coordinated effort among partners, considering stakeholders' categories and needs as well as partners' communication channels and tools. In this sense, it is a supporting tool for each partner in maximizing the impact of their own dissemination actions while providing means to ensure high visibility of activities and outcomes of the project as a whole. This plan proposes a list of suitable communication and dissemination tools and activities for engaging the target groups in Reincarnate. To this end, a multi-step and multi-channel dissemination strategy is proposed in order to maximize the impact of the dissemination activities, adjusting the materials and tools to the specific needs, interests and potential for involvement of the target audience.

The Reincarnate consortium considers this plan as a living document, reflecting an open, ongoing dialogue with potential users and related networks during the project to be inclusive and ensure the best possible results.

2. Agile Stakeholder Management

2.1. Stakeholder Engagement Strategy

Identifying and engaging with the most relevant stakeholders is an activity often referred to as 'community building' and it is a key aspect of every Horizon Europe project, such as **Reincarnate** (as it was in the predecessor H2020). Indeed, the programme relies on communities, initiatives and projects that will either use the outcomes or relate and possibly liaise with its activities along its course.

Creating and nurturing an ecosystem of key players around an initiative is always a crucial factor in the outcomes and success of its value stream. The stakeholder's impact on a project depends on its potential power - the ability to influence the value proposition - and the interest in exercising that power. Assessing the stakeholder's impact on Reincarnate will support the project decision on whom to spend time and effort to realize the greatest benefits because circular innovation is still an emerging field, current but also future influence will be taken into account for this decision-making process.

When it comes to addressing fundamental challenges in Research and Innovation, multiple initiatives often work in a standalone manner to address the same issue from various directions, incurring inefficiencies and being incapable of delivering their full potential. By adopting an **open framework of collaboration** with peers and groups that can benefit from and contribute to the impact of the project, **Reincarnate** will be able to reach a deeper understanding of the requirements and benefits of aligning efforts with similar task forces. This is because it requires a responsive growth factor capable of prospecting and creating brand new synergies over the project's lifetime, facilitating a greater advantage and extending its range of action.

2.1.1. Engagement Framework

To maximise the effectiveness of the dissemination, communication & exploitation plans that will be introduced in this document, the consortium requires a mechanism for managing in a systematic manner the ever-changing list of organisations, initiatives and players with a position to influence the value streams of the project.

For this reason, **Reincarnate** will implement an **Agile Stakeholder Engagement** framework designed to continuously develop and strengthen relationships with a significant audience through the values of the **Agile Manifesto**[1]:

The Agile Manifesto Principles		
Individuals and interactions	over	processes and tools
Results	over	comprehensive documentation
Collaboration	over	formality
Responding to change	over	following a plan

Table 1: Agile Manifesto Principles

- **Individuals and interactions over processes and tools**: Ecosystem building is a team-based approach to deliver value as a joint effort. Tools are an important part of projects, but the team needs to work together effectively through productive interactions with the stakeholders.

- **Results over comprehensive documentation**: It is much more valuable to interact with the stakeholders, obtaining continuous feedback and managing increments of the ecosystem's snapshot rather than overspending resources on studying and reporting about their profiles and potential objectives.

- **Collaboration over formality:** This framework is designed to promote and facilitate cooperation in the programme. The team aims to engage and collaborate with stakeholders to inspect and adapt the vision, so that project will be as valuable as possible.

- **Responding to change over following a plan**: Rather than maintaining a fully defined and static vision of the stakeholders from the project, this methodology focuses on building up an ecosystem of interested parts throughout its lifetime.

The framework follows an iterative implementation structure based on **Sprints**, time-boxes of 6 months where the main goal is to incrementally increase and reinforce the engagement of the stakeholders with the initiative. A new Sprint starts immediately after the conclusion of the previous Sprint at the end of each semester of the project (Sprint Qx). Its workflow includes the following phases:

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[1] http://agilemanifesto.org/
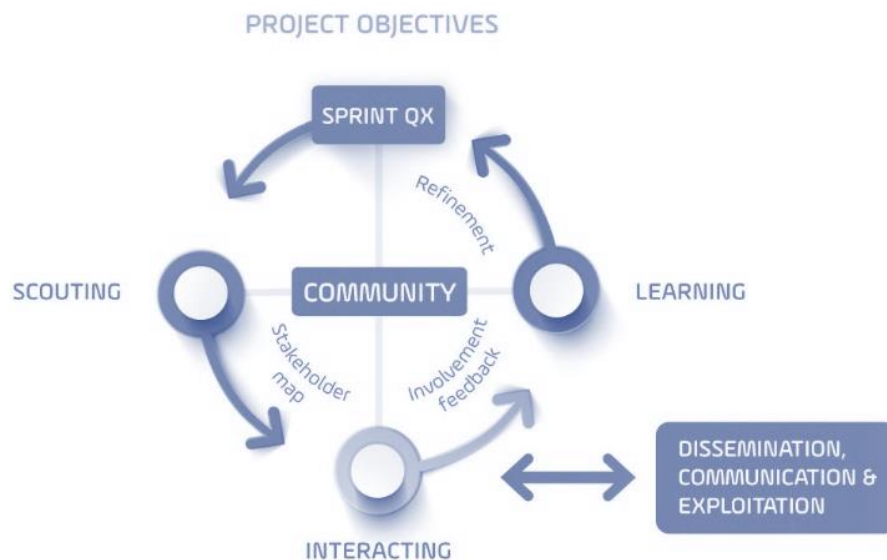
Figure 1: Stakeholder Engagement Framework

- **Phase 1 – Scouting:** Building upon the objectives of **Reincarnate** and the findings from previous Sprints, this phase will explore, map and assess Target Groups -and specific candidates- with different degrees of relevance for the scope and impact of the work plan. **Reincarnate** will build upon the sound experience and active involvement of the consortium members in initiatives and players that must be considered as baseline for engagement, taking advantage of new leads generated by second-degree partnerships and new opportunities as an outcome of the Interaction phase, including emerging PPPs and Horizon Europe projects. The key result will be a version of the 'Stakeholder Map', a graphical instrument to 1) list key actors -and specific candidates within them; 2) thoughtfully organise and correlate these audiences; 3) define a common terminology to be used in all the project's reference.

- **Phase 2 – Interaction:** The next stage will imply the interaction as such with the identified target groups, supporting the activities outlined in the Dissemination, Communication and Exploitation strategies. This is the phase where **Reincarnate** will collaborate with initiatives having a specific mandate on construction digitisation. Whenever relevant, the project will formally join specific Task Forces and Working Groups, contribute to scientific publications and participate in events. Feedback extrapolated from previous Sprints will be used to enhance the efficiency and impact of these measures;

- Phase 3 – Learning: From the actions performed during the interaction, the consortium will learn lessons and collect findings that will feed the next Sprint. This will also include insights obtained from consultation (e.g., in the form of quick questionnaires or interviews), gathering valuable external remarks about the project and its operation.

2.1.2. Target Audience & Stakeholders

Promoting **Reincarnate** and encouraging stakeholders to engage with the initiative requires understanding who the 'target audience' is. Understanding these profiles and their influence in the value chain is essential to crafting the Dissemination, Exploitation and Communication Plans.
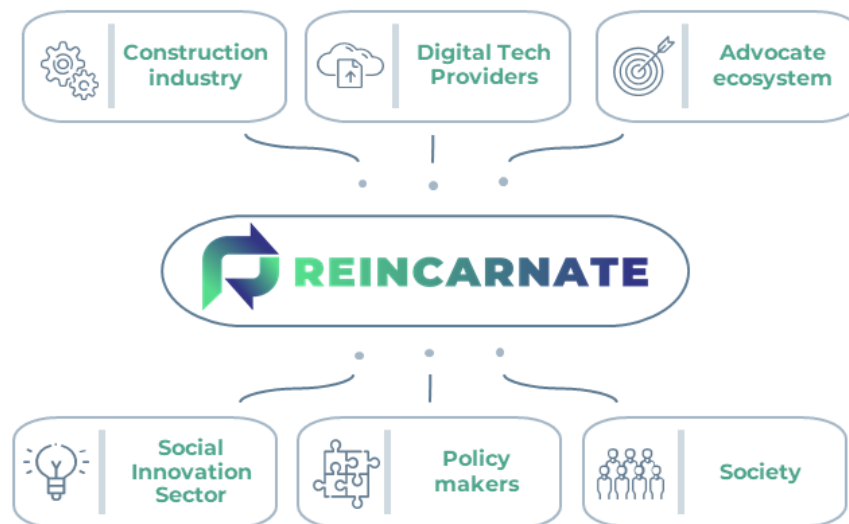
Figure 2: Reincarnate's Target Audience

Construction Industry:

This group includes a number of actors and individuals who are at the heart of the construction industry value chain, such as the site owner, the construction manager and speciality contractors, the construction labour force, the material and equipment supplier and others. The current group outlines the beneficiaries in terms of productivity, resource-efficient management and safety of applying digital twin technologies to the construction sector. The involvement of different actors from the value chain will be extremely meaningful to **Reincarnate** when it comes to 1) obtaining integrated requirements and feedback to support the implementation of the project,

understanding internal processes, risk allocation and sustainability as a whole, reducing the effect of the fragmented nature of this industry; 2) facilitating access to the data collection; and 3) raising awareness on the potential advantages of the reuse of construction and demolition waste in real-world scenarios.

- o **Owner:** the one who has the legal right or title to a piece of property.
- o **Client:** entity, individual or organisation commissioning and funding the project, directly or indirectly (main role in design phase).
- o **Facility manager:** ensures functionality, comfort, safety and efficiency of the built environment by integrating people, place, process and technology (for operation phase).
- o **Project manager:** plans and oversees construction projects from beginning to end. Hires subcontractors, works with engineers and architects as needed, and keeps track of an inventory of equipment and materials.
- o **Site manager (or construction manager):** the overall responsible for project construction management at the construction site. The site manager is required to keep within the timescale and budget of a project and manage any delays or problems encountered on site during a construction project.
- o **Waste management manager:** responsible for waste management, environmental services and recycling. The waste manager or waste management company collects, treats and recycles waste and residual products from businesses, organisations and households, leading the transformation to circularity.
- o **Surveyor:** works within construction on the measurement and monitoring of projects, as well as producing maps, plans and charts of different features. When construction workers are unsure about the data in the model, or whether dimensions taken are correct, they often ask surveyors to mark and check, for instance, construction points or work. Surveyor' is a very broad term that covers a wide range of disciplines and activities.
- o **Planner engineer:** works with the construction technology and schedule. They model and understand all the subsequent phases of the construction, creating 4D.
- o **Quality engineer:** an employee in this position is responsible for archiving it in the system or directly in the BIM model, assigning documents to the specific elements.

- o **Tender engineer:** handles data needed to prepare a tender of the project.
- o **Health and safety specialist:** such a person can notice possible risks and dangers and then pass them on in an accessible and understandable form to the employees.
- o **Foreman:** a construction worker or skilled tradesperson in charge of a construction crew. This role is generally assumed by a senior construction worker.
- o **Construction worker:** a worker employed in the manual labour of a physical construction.
- o **Project controller:** a person working in this position must know, among other things, how the data and documentation management system works or where to find the current status of the project.
- o **Material and Equipment suppliers:** a company that provides all materials and equipment for the construction of the building.

Construction Waste Management

The general application of a construction waste management plan is to minimise the number of materials going to landfills during construction by diverting the construction waste and demolition and land clearing debris from landfill disposal. It also helps redirect recyclable recovered resources back to the manufacturing process and reusable materials to appropriate sites. The premise is that waste management is a part of materials management, and the recognition that one project's waste is material available for another project leads to an efficient and effective waste management process.

To be successful, waste management requirements should be spelt out early in the design process and be the topic of discussion at both preconstruction and ongoing regular job meetings to ensure that **contractors and subcontractors** are fully informed of the implications of these requirements on their work prior to and throughout the construction process.

- Waste management is the set of activities necessary for the treatment of waste, from its generation, to its elimination or reuse. This includes the collection of waste, its transport, the management of those that are especially dangerous, the recycling of usable materials.

- Waste Manager is the person or entity, public or private, that carries out any of the operations that make up the management of waste, whether or not it is the producer thereof.
- The waste management companies collect, treats and recycles waste and residual products from businesses, organisations and households, leading the transformation to circularity.

Digital Technology Providers

This stakeholder group includes technology providers such as Large Tech Industries, Tech SMEs/ start-ups, Universities & RTOs, Standardization Organisations and others. They are responsible for developing and delivering digital twin related technology to the construction industry.

- o **Large industry:** large technology companies are investing billions all over the world in R&D and acquisitions in an attempt to lead the digitalisation of the construction industry. Construction is a vast industry that is made up of many types of building and civil engineering jobs.
- o **Technology small providers:** although with fewer resources to invest, small and medium-sized enterprises (SMEs) and start-ups accumulate up to 98% of the construction chain. Digitisation of SMEs in the construction sector is strategic for the EU.
- o **Data engineers/ aggregators:** data brokers operate in the shadows of the Internet and most consumers are unaware or unsure how to put restrictions on their activity. **Reincarnate** will put emphasis on developing a narrative for ethical and transparent use of good-quality data, fostering better practices among smaller entities without access to swathes of user data with the repository of health images envisioned in the scope of the project.
- o **Universities and Research Technology Organisations (RTOs):** a large amount of research, development and innovation for AI is taking place in academic organisations. They are a prime source of AI talent for a field that will be shaped by a vast array of academic researchers and data scientists, and not just a handful of corporate giants.
- o **Standards Developing Organisations (SDOs):** The construction industry is regulated by a myriad of standards, guidelines, codes of practice and regulations, where formal international standardization for BIM is organized

by ISO and on European level by CEN. **Reincarnate** will identify and contribute to those bodies and technical committees working in advanced research towards global standards infrastructures, from data capturing to advanced knowledge and decisions.

Digital Transformation Advocates

This critical group is dedicated to the initiatives and organisations actively advocating the digitisation of the construction sector, promoting innovation, competitiveness and sustainability, with a special focus on SMEs and start-ups, such as the European Commission, the European Construction Industry Federation, the European International Contractors association, National and International Green Building Councils and others.

o **European Construction Technology Platform** – The European Construction, built environment and energy efficient building Technology Platform (ECTP) is a leading membership organisation promoting and influencing the future of the Built Environment.

o **Made in Europe Partnership** – Made in Europe is the manufacturing partnership with the European Commission under the Framework Programme Horizon Europe. It is the voice and driver for sustainable manufacturing in Europe based on joined expertise and resources boosting European manufacturing ecosystems towards global leadership in technology, towards circular industries and flexibility.

o **AI, Data and Robotics Partnership** – one of the European Partnerships in digital, industry and space in Horizon Europe. To deliver the greatest benefit to Europe from AI, Data and Robotics, this Partnership will drive innovation, acceptance and uptake of these technologies. By 2030, European sovereignty is expected in the development and deployment of trustworthy, safe and robust AI, Data and Robotics, compatible with EU values and regulations.

o **Processes4Planet Partnership** – P4Planet aim is to transform the European process industries to achieve circularity and overall climate neutrality at the EU level by 2050 while enhancing their global competitiveness. P4Planet is a European co-programmed public-private Partnership established between A.SPIRE – as the private entity – and the European Commission in the context of the Cluster 4 (Digital, Industry and Space) of the Horizon Europe funding programme.

- o **EIT Digital / EIT Manufacturing** – The European Institute of Innovation & Technology (EIT), an independent body of the EU set up in 2008, spurs innovation and entrepreneurship across Europe to overcome some of its greatest challenges. Within the Reincarnate scope, EIT Digital and EIT manufacturing are of most interest.
- o **European construction associations** – private organisations representing the interests off their members -often from the industry- and facilitating prospects and road maps of the sector. The European Construction Industry Federation is structured into 32 national member federations, that is in charge of the "Construction 4.0 Working Group" to follow relevant policy developments, inform member federations and select priority issues for more in-depth research and discussion. Other initiatives include the European International Contractors and the Global Alliance for Buildings and Construction – the mission by the United Nationals Environment Programme as a catalyst to encourage "greater pace and impact of climate action in the buildings and construction sector";
- o **Green Building Councils** – non-profit organisations made up of businesses and organisations working in the construction of 'green buildings', that, in their design, construction or operation, reduce or eliminate negative impacts and can create positive impacts on our climate and natural environment. As part of Reincarnate, we count on direct support from Polish Green Building Council (PLGBC).
- o **Enterprise Europe Network** – one of the most relevant networks for supporting innovative SMEs in Europe, with 600+ active member organisations in 60+ countries worldwide;
- o **European Digital Innovation Hubs** – pan European network of one-stop shops that help companies to become more competitive with regard to their business/production processes, products or services using digital technologies.

Social Innovation Sector

REINCARNATE understands technical solutions alone will not be able to establish the required reduction of CDW. Therefore, the project plans to set out and develop the required social innovations for establishing the necessary circular markets and value flows, as well as understanding the mechanisms for fostering the widespread adoption

of CDW reducing technologies and processes, so that change does not only impact specific organisations but also happens at a societal level.

As the circular products are meant to be reused at national/regional level to match technical, economic, and cultural needs the disruptive social innovation is: enable **user groups** -based on a business economy platform, approach- and share all required information about application at societal level.

- o **Civil Society Organisations:** a civil society organisation (CSO) is a group of people that operates in the community in a way that is distinct from both government and business. In Europe, Reincarnate has identified the European Construction Industry Federation (FIEC). Through its 32 national member federations in 27 European countries (24 EU & Norway, Switzerland, Ukraine), it represents construction enterprises of all sizes (from one person artisan and SMEs through to large international firms), from all building and civil engineering specialities, engaged in all kinds of working methods (whether operating as main or sub-contractors).
- o **Digital Education Providers:** supporting cross-sector collaboration and new models for the seamless exchange of digital learning content addressing issues such as interoperability, quality assurance, environmental sustainability, accessibility and inclusion, and EU common standards for digital education.
- o **New European Bauhaus:** a creative and interdisciplinary initiative that connects the European Green Deal to our living spaces and experiences.

Horizon and H2020 Funded Projects

Together with Reincarnate, another project has been funded under the HORIZON-CL4-2021-TWIN-TRANSITION-01-11 topic, with who we will cooperate and create bonds of mutual knowledge and expertise.

Moreover, other Horizon Europe and H2020 EU funded projects, operating and researching in the same domain as Reincarnate, are also a key stakeholder group with which the project will seek to create active synergies.

Policy Makers

Members of a government department, legislature, or other organisations responsible for making new policies and promoting strategies responsible for construction and demolition waste, are also a vital part of the value chain. Therefore National/Regional

policy makers for buildings & waste, Regulators, Local governments and others, cannot be left outside the equation, as are a key part of Reincarnate's engagement target.

Society

The general public should not be overlooked due to the fact that they are often the "end user" of buildings, and its preferences and tastes often determine design and construction decisions.. It is crucial to inform the public about the benefits that digital transformation brings to the construction industry, incentivising a circular strategy towards the world's largest consumer of raw materials and constructed objects account for between 25 and 40 per cent of total carbon emissions in the world.

2.2. Stakeholders Map

The figure below contains the first version of the Reincarnate Stakeholders Map, which graphically summarises all the target audiences at this stage. This diagram has been defined by taking into consideration the different target stakeholders' groups identified so far as the outcome of the ongoing Sprint Q1 of the Agile Stakeholder Framework

Owner
Client
Facility manager
Project manager
Site manager (construction)
Waste management manager
Surveyor
Planner engineer
Quality engineer
Tender engineer
Health and safety specialist
Foreman
Construction worker
Project controller
Material suppliers

Construction waste management

Large industry
Technology small providers
Data engineers / aggregators
Universities and RTOs
Standards Developing Organizations

Horizon Europe funded projects
H2020 funded projects

Construction industry

Digital Tech Providers

Advocate ecosystem

European Construction Technology Platform
Made in Europe Partnership
AI, Data and Robotics Partnership
Processes4Planet Partnership
EIT Digital / EIT Manufacturing
European construction associations
Green Building Councils
Enterprise Europe Network
European Digital Innovation Hubs

REINCARNATE

Social Innovation Sector

Policy makers

Society

Civil Society Organizations
Digital Education Providers
New European Bauhaus
UX researchers
Privacy, Security and Legal Agencies
Ethical Researchers

European Commission
National and Local Regulators
Public Agencies
Observatories / Think Tanks
International Organizations

General public
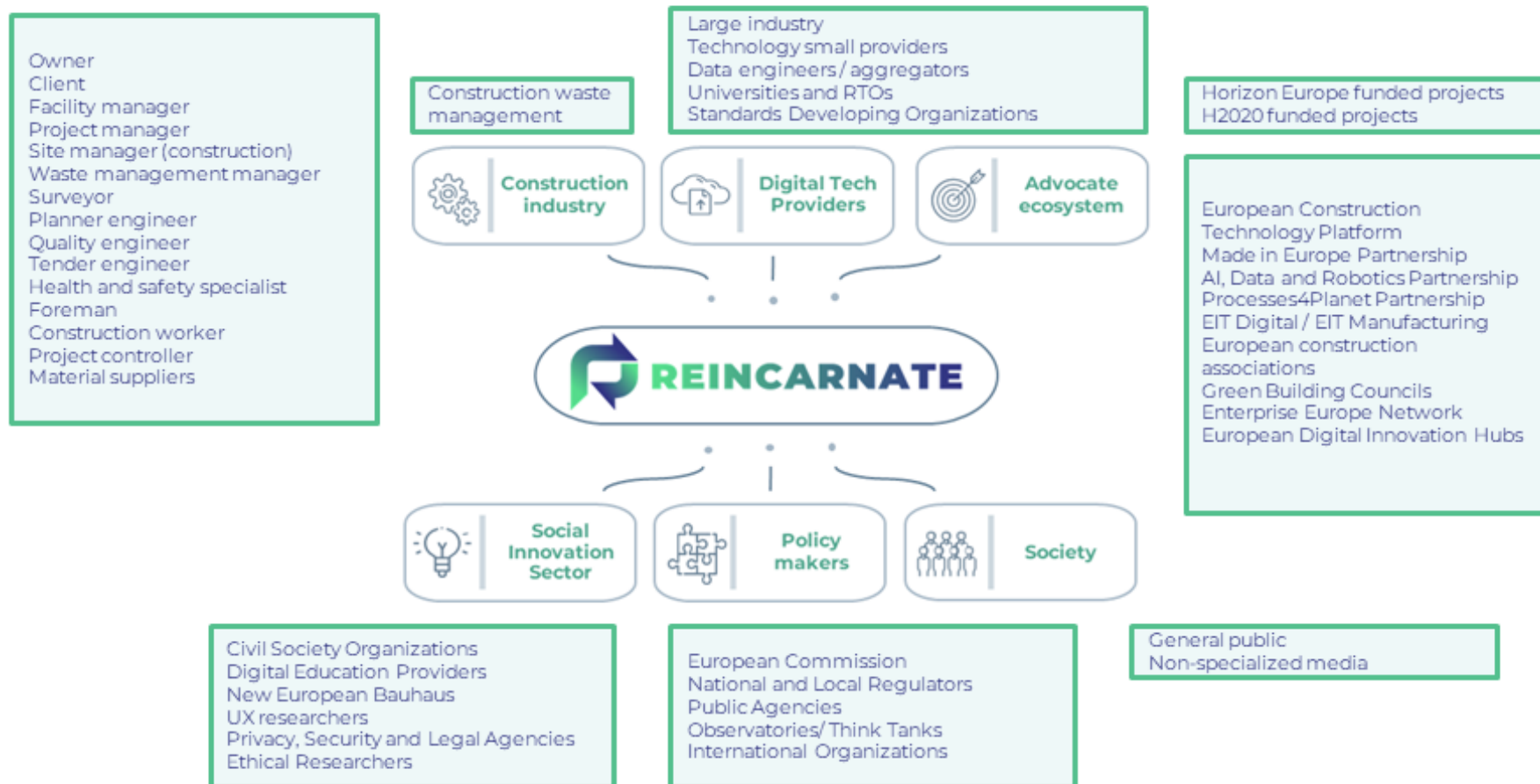Non-specialized media

Figure 3: Reincarnate Stakeholders Map

3. Dissemination and Communication

Dissemination and Communication in Research and Innovation Projects is a key and necessary element for achieving the desired impact of the project. According to the European Commission:

"Dissemination means sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers). By sharing your research results with the rest of the scientific community, you are contributing to the progress of science in general."[2]

"Communication in Research and Innovation 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 to communicate to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange".[3]

3.1. Dissemination Plan

To this end, **Reincarnate has developed a flexible and adjustable Dissemination Plan** that aims at building effective awareness of the project results, creating understanding and aiming for action among the key target audience identified. The execution of this strategy will facilitate the best use and uptake of the outcomes and research insights generated throughout the project's lifetime, reinforcing each of the impacts in the work plan.
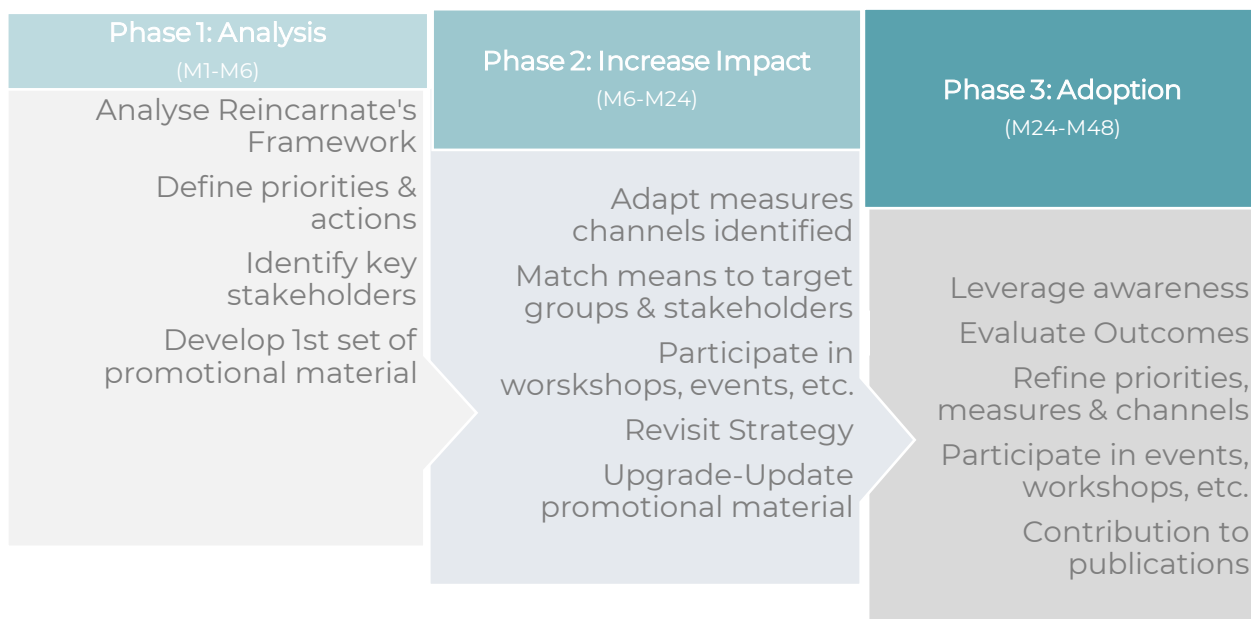
3.1.1. The '3 phases' approach

Dissemination activities will be carried out in **three main phases**. Each of these has specific objectives and will therefore perform specific actions using appropriate channels. These phases will be presented and discussed at the beginning of the project and will be refined accordingly to **match the priorities of Reincarnate**.

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[2] https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm
[3] https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

Phase 1: Analysis (M1-M6)	Phase 2: Increase Impact (M6-M24)	Phase 3: Adoption (M24-M48)
Analyse Reincarnate's Framework	Adapt measures channels identified	Leverage awareness
Define priorities & actions	Match means to target groups & stakeholders	Evaluate Outcomes
Identify key stakeholders	Participate in worskshops, events, etc.	Refine priorities, measures & channels
Develop 1st set of promotional material	Revisit Strategy	Participate in events, workshops, etc.
	Upgrade-Update promotional material	Contribution to publications

Figure 4: Dissemination Plan Phases

Phase I: Analysis (M01-M06). In this preliminary phase, the consortium will analyse the project's framework, with a special attention to internal and external barriers and obstacles that could slow down the dissemination activities. It will also define the priorities and actions for the first year of the project. Australo, the Dissemination and Communication Leader, will coordinate the engagement activities to align the dissemination and communication activities with the needs of the stakeholders identified, creating general awareness about the project's objectives and expected results. During this phase, a first set of promotional material, produced in the frame of Reincarnate dissemination plan will be prepared and delivered.

Phase II: Increase impact (M06-M24). The main objective of Phase II is to increase the impact and awareness generated during Phase I and to expose mainly the Reincarnate achievements. The Dissemination & Communication Leader will adapt the channels and measures identified in the proposal phase (and refined during Phase I) to the specific needs of Phase II, and it will work to properly find the right means to engage and collaborate with the target groups. This will help increase the potential impact of the project's results. Participation in workshops, organisations of ad hoc events, as well as organisation of tutorials/webinars (if needed) will boost the dissemination process. Specific PR material will be also produced.

Phase III: Adoption (M24-M48). This phase will leverage the general awareness raised in Phase I and Phase II, attracting more potential users and customers of Reincarnate project's results. First, the Dissemination and Communication Leader together with the Exploitation Leader will evaluate the outcomes of Phase I and II and, if needed, it will refine the priorities, channels and measures previously settled, also in concertation with the agile stakeholder management activities. Secondly, it will define the main activities that could increase the impact beyond the project's lifetime, such as continuing use of events, participation in workshops and conferences, and contributions to publications in targeted specific online media and printed trade and research journals. Here it is important to mention the close collaboration with WP4, focusing on social innovation and adoption.

3.1.2. Objectives

The main and key objectives of the dissemination strategy are as follows:

- To set up the information dissemination mechanisms and priorities of Reincarnate;
- To establish, maintain and grow a community around Reincarnate in coordination with the stakeholder management framework;
- To create visibility and promote the work and results for target stakeholders by creating promotional material and information campaigns;
- To disseminate project and outcomes to the widest possible community through various channels and instruments. External participation and knowledge sharing will be encouraged through networking activities and events aimed at increasing the impact potential and enriching the contribution to the project;
- To liaison with other EU, national and international initiatives to maximise the impact.

3.1.3. Measures

In order to execute the dissemination plan, the consortium identified a number of measures that need to be implemented throughout the project, enabling to reach the above-mentioned objectives in the most efficient and effective way.

In the following table, the **dissemination material** is outlined:

MATERIAL			
Measure	Description	Benefits	Stakeholders
Project Documentation	Material describing and reporting on technical outputs, APIs, architectures, models, recommendations, promotional activities and any kind of insights acquired by the consortium.	Publicly available information which can be disseminated and infused to similar to Reincarnate initiatives and to the community as a whole.	Construction Industry, Tech Providers, Social Innovators, Advocate Ecosystem, Policy Makers
Peer-reviewed Publications	Publish and contribute to open access peer-reviewed publications in top refereed scientific journals and conferences relevant to the green transformation of buildings and its assets.	Ensure the project's technical achievements and experimental findings will be known and exploited by the larger research community and related scientific domains.	Tech Providers, Social Innovators
Non-scientific Publications	Release and contribute to blog posts, articles, books and any other non-scientific publication oriented to end-users and the public society.	Widespread awareness, uptake and validation among a broad audience.	Construction Industry, Advocate Ecosystem, Policymakers, Society
Guidelines	Guidelines to ease external development efforts, including 'code of conduct', 'Development environment', 'security	Facilitate general guidelines to ease external development efforts.	Tech Providers

	guidelines', 'coding style', 'debugging' and 'performance considerations.		
Training Material	Streamline the transfer of technical knowledge to the workers, supporting the upskilling related to basic digital capabilities, operational upgrades, and generic consideration on the model.	To provide low-threshold access to the solution.	Construction Industry
Policy Brief	Populate a series of recommendations to construction organisations and policymakers as the decision-makers of the value chain.	Formulate more effective and stakeholder-oriented policy instruments to raise awareness and encourage behavioural change in CDW recycling and assist policy makers in establishing regulations and practices for sustainable CDW recycling management.	Construction Industry, Advocate Ecosystem, Policymakers

Table 2: Dissemination Material

In the following table, the **dissemination channels** are explained:

DIGITAL CHANNELS			
Measure	Description	Benefits	Stakeholders
Source Code Repository	Make accessible its software repositories through	This measure will encourage another Tech	Tech Providers

	well-known source code management platforms, such as GitHub or GitLab.	providers to re-use the outcomes easily.	
Open Access to Research	Online repository to manage and publish material with different access permissions, including peer-reviewed publications, shareable scientific research data, and other type of resources generated.	Encourage open access publishing platform for scientific articles among the consortium, with no author fees and compliant with open access requirements.	Construction Industry, Tech Providers, Social Innovators
Q&A	Email support via a generic contact point (e.g., info@reincarnate.eu), including bug tracking and feature requests, and a FAQ section on the website.	Common problem-solving.	ALL Stakeholders

Table 3: Dissemination Channels

The list below is an indicative list of events that have been identified as main targets. This list is continuously updated by all project partners while actions per event and per partner are being identified and assigned, depending on the maturity of the project.

EVENTS			
Measure	Description	Benefits	Stakeholders
Webinars/ Workshops	REINCARNATE will (co-) organise and participate in on-site/ online technical and business workshops during the project's lifetime as a means of	Facilitate hands-on training and exchange of ideas related to circular economy, building efficient management, and material recycling, providing opportunities for	Construction Industry, Tech Providers, Social Innovators, Advocate Ecosystems

	transferring knowledge with the community.	round table discussions.	
Conferences/ Fairs	Participating in conferences and trade fairs is a strategic mechanism to interact actively with multiple stakeholders.	Showcase results achieved by the project through presentations, talks, exhibition spaces and personal engagement.	Construction Industry, Tech Providers, Social Innovators, Advocate Ecosystem

Table 4: Dissemination Events

The following list introduces some of the **conferences** that the project will emphasise on. However, this list is dynamic and gets updated in a frequent basis according to the scientific and technical maturity of the project.

IDENTIFIED CONFERENCES	
Event	Short Description
ECTP Conference	ECTP was launched by the construction sector in October 2004 to develop new R&D&I strategies to improve competitiveness, meet societal needs and take up environmental challenges. It gathers more than 140 Member organisations from the whole supply chain of the Built Environment.
Intelligent Building Europe	Meeting point for anyone involved in making buildings smarter, more efficient and sustainable, Intelligent Building Europe, previously Smart Building Expo.
buildingSMART Summit	buildingSMART International is leading the digital transformation by enabling better collaboration and digital workflows through the solutions and standards it delivers.
CONSTRUTEC	The reference event in southern Europe for the entire Building Industry.
Hannover Messe	HANNOVER MESSE is the most important international platform and hot spot for industrial

	transformation - with excellent innovations or unusual products.
Sustainable Places	Sustainable Places prides itself on being an ideal platform for the dissemination of research, the conduct of workshops, EU project clustering and networking between stakeholders of all types.
EU Green Week	EU Green Week is an annual opportunity to debate European environmental policy with policymakers, leading environmentalists and stakeholders from Europe and beyond.

Table 5: Identified Events interesting for Reincarnate

3.2. Communication Plan

In the case of the Reincarnate project, **Communication activities involve specific measures for promoting the project itself and the results attained**. The communication plan has the mission to reach out to a broader audience, beyond the project's core community.

The plan herein has the mission to reach out to the broadest audience possible. Communication campaigns will be implemented throughout the project lifetime to efficiently build traction among the target audience, emphasising on **Reincarnate's technological innovations and pilots' activities.** Such campaigns will build upon the **Promotion Mix** -the fourth element of the **Marketing Mix**[4]- that focuses on creating awareness and persuading the audience to initiate the engagement. In the particular case of Reincarnate, this Promotion Mix is the integration of **Personal Selling, Digital Marketing, Promotional Material and Branding**.

Figure 5: The Marketing Mix

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[4] https://neilpatel.com/blog/4-ps-of-marketing/

Why communicate?

✓ Attract the best experts to your team

✓ Share best practices with others

✓ Promote your project's activities and results

✓ Trigger new collaborations & opportunities

✓ Generate market demand for the products or services developed

✓ Raise citizens' awareness of how their money is spent

✓ Show the success of European collaboration

✓ It is a legal obligation

Build your own communication strategy

▤ Be strategic: allocate resources, involve professional communicators and ensure continuity.

♡ Set your goals and objectives: make clear what you want to achieve with your communication strategy, and how.

👥 Define your audience: include all relevant target groups and tailor your content to each audience. Do you have a media list relevant to your area?

📢 Choose your message: is it news? Share it with your audience. Keep it simple and remember to tell a story; do not just list the facts.

✈ Use a channel that will reach your target audience. Remember to let your Project Officer and National Contact Point know about your achievements!

🏆 Evaluate your efforts: set simple indicators to measure your success.

Article 17 of the Horizon Europe grant agreement: Obligation to promote the action and its results

Beneficiaries must promote the action and its results by providing targeted information to multiple audiences in a strategic and effective manner (including to the public).

Communicate your project

A comprehensive communication strategy is crucial to promote your project and its results. Your plan should define clear objectives adapted to a range of target audiences. It should be proportionate to the scale of your project.

Go digital:

- Website, videos
- Social media (your account and your institution's)
- Newsletters
- Factsheets

Build networks:

- Events (i.e. conferences, symposia)
- Project & experts meetings
- Reach out to the media

Figure 6: European Commission Communication Principles

3.2.1. Objectives

The main objectives of the communication strategy are as follows:

- Set up internal communication mechanisms among the partners of the consortium;
- Support the external promotion of Reincarnate and its outcomes, managing the branding;
- Deliver top level messages about the project to all identified and relevant stakeholders;
- Raise awareness to non-specialised audiences of the added value of Reincarnate and its application in pilot activities;
- Increase awareness and interest about the project.

3.2.2. Measures

A series of measures and communication tools will be implemented in order to allow the project to reach the right audiences in a communication friendly and to synchronous way.

PERSONAL CHANNELS			
Measure	Description	Benefit	Stakeholder
Email Campaigns	Implementing targeted email campaigns to stakeholders for raising awareness about the projects and its activities.	Broadcasting messages to a target pool of contact points via email is a highly effective measure of engagement, especially when promoting activities and outcomes among different ecosystems.	Construction Industry, Tech Providers, Advocate Ecosystems
One-to-one Meetings	Follow up activity with targeted stakeholders to engage them into future activities and maintain a constant communication flow.	Although this is not a scalable mechanism, one-to-one phone calls and meetings are successful when targeting very specific key actors, often as a follow-up of an email campaign or an event. For the scope of the project, this is especially relevant when engaging members of the Construction	Construction Industry, Advocate Ecosystems

		Industry and Digital Transformation Advocates with access to their networks.	

Table 6: Communication - Personal Channels

DIGITAL MARKETING			
Measure	Description	Benefit	Stakeholder
Project Website	Establish online presence – website where general public and interested individuals can read about the project progress and findings, including news, articles and public deliverables.	key instrument for enhancing visibility of the project, introducing visitors to Reincarnate's rationale and educates them about the project concept.	ALL Stakeholders
Social Media	Reincarnate will create and maintain actively its presence in a number of social media channels, with particular focus on Twitter and LinkedIn as they have proven to be the most effective tools when engaging with industry communities.	Social media are fast, low-cost channels of reaching interest groups and communities that are normally not present at any events or conferences (physical or digital).	ALL Stakeholders
Newsletters	Complementary to email engagement, online newsletters will provide a snapshot of the main activities and achievements of. The project will	Project newsletter shows the progress of the project to all stakeholders and keeps their interest high	Construction Industry, Tech Providers, Social Innovators, Advocate Ecosystems

	pursue contributing to other Newsletters by the European Commission or associated initiatives. Professional marketing platforms (e.g., Sendinblue) will be used to automate the distribution among all contact points.		
Press Releases	Reincarnate will develop and distribute press releases to mainstream and specialist media as well as relevant civil society newsletters, magazines and journals. Press releases will be also distributed individually by partners to communicate the project to their network of customers, members and collaborators.	Within the Communication tactic, press releases can also target specific stakeholders depending on the journal/paper/website where the press release is published or distributed.	Construction Industry, Tech Providers, Advocate Ecosystems
Developer Community	The project will periodically connect and execute promotional activities in open communities and channels of	Widespread awareness, uptake and validation among the developer community.	Tech Providers

	developers		
Portals	Reincarnate will leverage pre-existing multi-stakeholder portals to promote the project, its results and demonstrators, such as BuildUp, Circular Economy or EU Agenda.	Widespread awareness, uptake and validation among the general public.	Construction Industry, Tech Providers, Advocate Ecosystems

Table 7: Communication - Digital Marketing

PROMOTIONAL MATERIAL			
Measure	Description	Benefit	Stakeholder
Printing & Merchandising	This is the predominant element when participating in events and meetings, including brochures, flyers, posters and other laid out paper-based resources. The material will be available as e-files and printed when needed. Reincarnate will explore merchandising as a creative measure that entices the audience to know the project.	Project collateral distributed at various events, conferences, workshops, etc. gain the project visibility with the general public and the national and European media	ALL Stakeholders
Slide Decks	Slide decks will replace in some cases the website as 'Point of Market Entry' of the project, mainly in events, email campaigns and one-to-one meetings. Reincarnate will produce several versions to fine-tune content for the target audience and update achievements.	Project presentation to be shared with the broad audience of the project.	Construction Industry, Advocate Ecosystems

Infographics & Banners	Infographics and banners are eye-catching elements to quickly draw attention about the project, its objectives, announcements, partners, or the beneficiaries from the funding instruments. The project will design and produce these items regularly, integrating them in the website, social media and newsletters.	Visual content has always proved to be a very effective means for communication.	ALL Stakeholders
Multimedia material	The project will produce videos and clips to have self-explanatory and appealing material for the website and social media, leveraging other available distribution channels of promotion.	Visual content has always proved to be a very effective means for communication.	ALL Stakeholders
Logo & Templates	Reincarnate will keep a brand that will be used, refined and protected throughout the project.	Common visual branding.	ALL Stakeholders

Table 8: Communication - Promotional Material

Reincarnate website

The project has its own website accessible following this URL: https://www.reincarnate-project.eu/
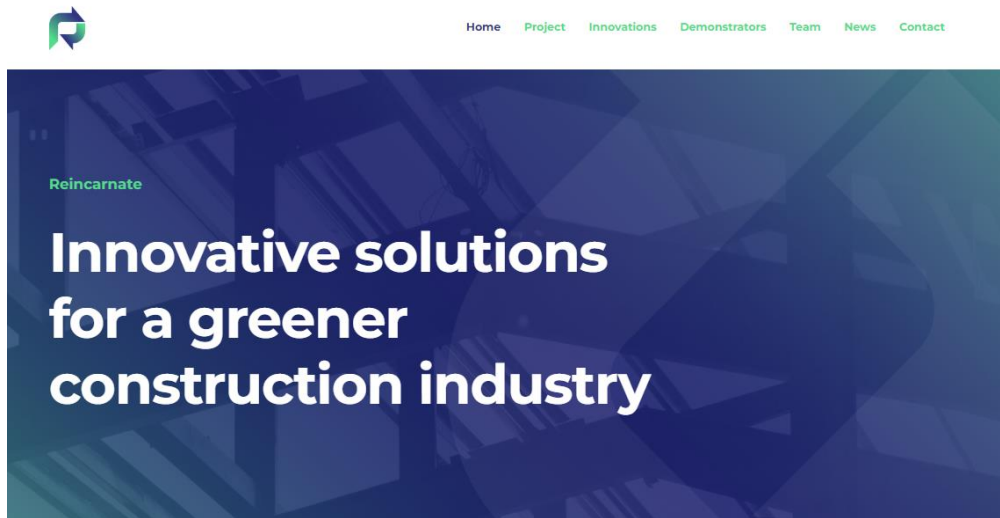
Figure 7: Visual of project website

Reincarnate social media channels

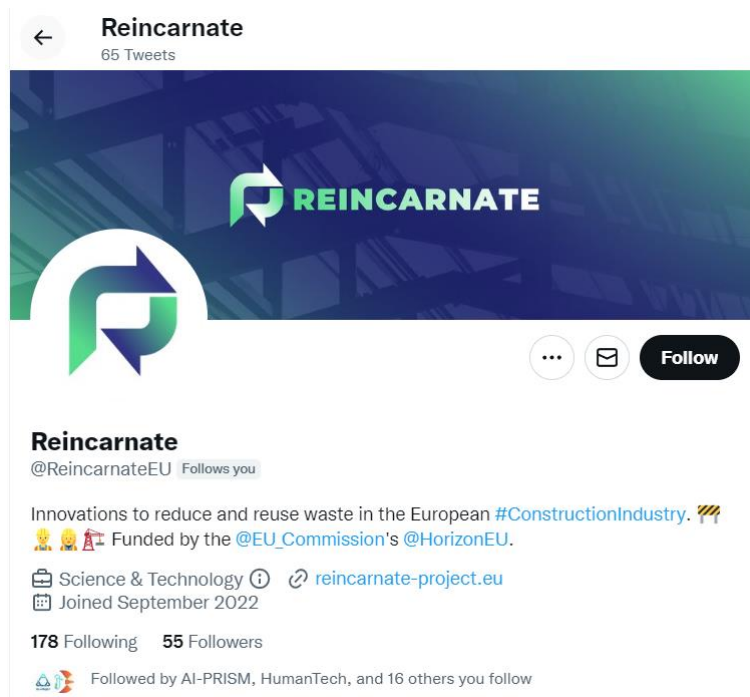Reincarnate is actively using Twitter, Linkedin and Youtube Channels:
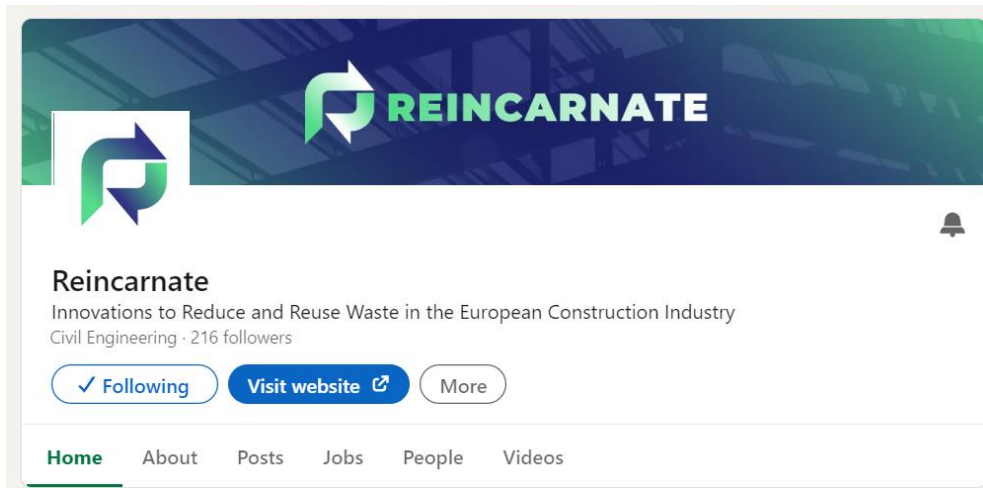

Figure 8: Visual of Twitter channel

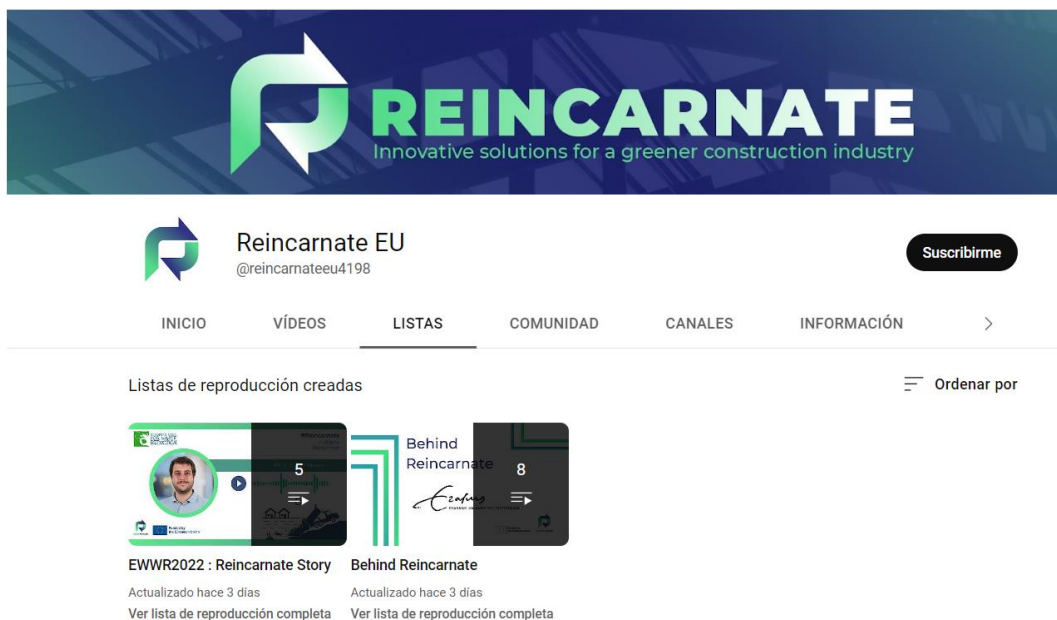*Figure 9: Visual of Linkedin channel*

Figure 10: Visual of Youtube channel

Press Release

Reincarnate produced the first Press Release at the beginning of the project and it is accessible following this URL: https://zenodo.org/record/6779071#.Y4XAT3bMK3A.

Slide Deck

The project has available the first Slide Deck, that has been used to present the project in events and meetings.

The Slide Deck is available at the NextCloud repository following this URL: https://nextcloud.reincarnate-project.eu/index.php/apps/files/?dir=/Reincarnate/00%20Templates%2C%20manuals%2C%20website%20content%20and%20promotion%20materials&fileid=1338

Multimedia material

Reincarnate is producing article and social media campaigns since the beginning of the project. The articles are accessible in the 'News' section of the website (https://www.reincarnate-project.eu/news/) and two outstanding social media campaigns implemented are:

a) **Meet the team behind Reincarnate**: series of videos to introduce the partners of the project.
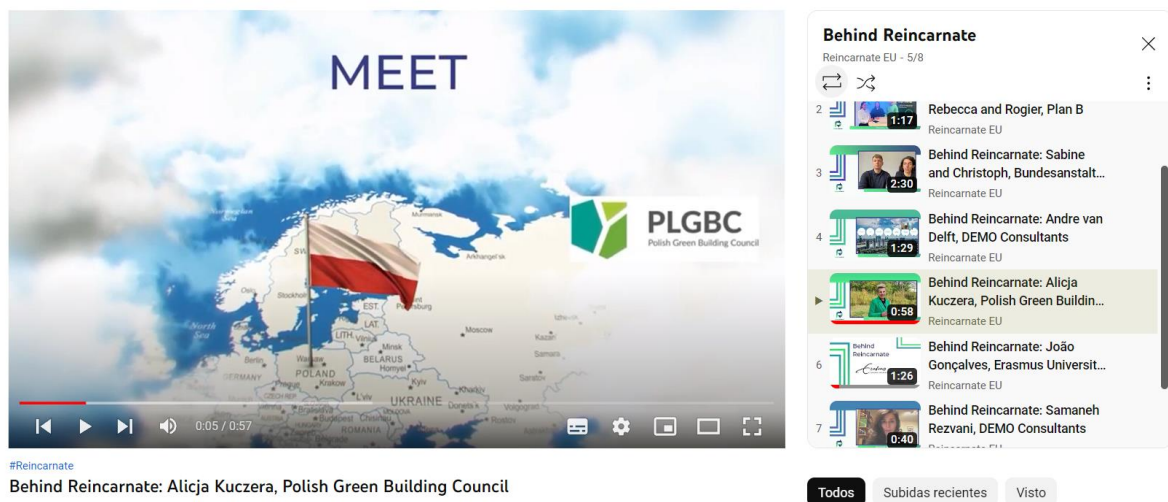
Figure 11: Visual of Behind Reincarnate campaign

b) **Reincarnate 4 Waste Reduction:** podcast storytelling during the European Week for Waste Reduction (EWWR).
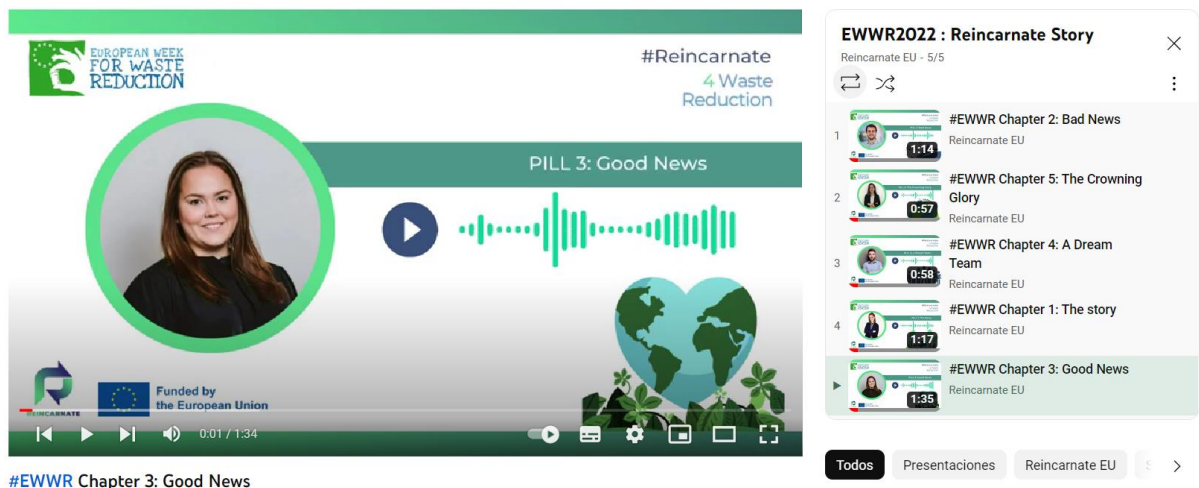
Figure 12: Visual of EWWR campaign

3.2.3. Internal communication

The main internal communication channels of the Reincarnate project, where all information related to dissemination and communication activities will be shared, are:

- **Email**: Reincarnate mailing list, saved in our Nextcloud channel and being continuously updated.
- **Mattermost**: This channel allows us to maintain agile communication between all consortium partners.
- **Nextcloud**: This channel allows us to have a shared repository with the project's documents. *The communication and branding materials are being saved in the "Templates, manuals, website content and promotion materials" and "WP6_Communication, Dissemination, and Exploitation" folders. The material that can be shared publicly will also be uploaded to the open-access repository Zenodo.
- **Monthly communication calls**: All task leaders from WP6 and, if possible, one representative from each partner organisation should always be present. They have been held as of September 2022.

At least one person from each partner organisation must be active in these channels and attend our communication calls. This has been taken into account in the Data Management Plan as well as in the Project Management Handbook.

3.3. Dissemination and Communication monitoring

Monitoring and adjusting the Dissemination and Communication plan, on a frequent basis, is a fundamental element of the project's success. Continuous monitoring allows the consortium to correct any possible deviations and improve its effectiveness by applying correction and mitigation measures when needed.

It will also address possible implementation problems and identify whether further action is required to ensure that objectives are met. Emphasis is given on the pre-assessment of information needs, on the monitoring frequency and the method of collecting evidence.

The execution and effectiveness of the Dissemination and Communication Plan is dependent to a close monitoring, flexible and prompt response mechanism. Every designed and implemented activity will be monitored and evaluated according to its account and closely related to the KPIs (see 3.1.1 Monitoring Strategy).
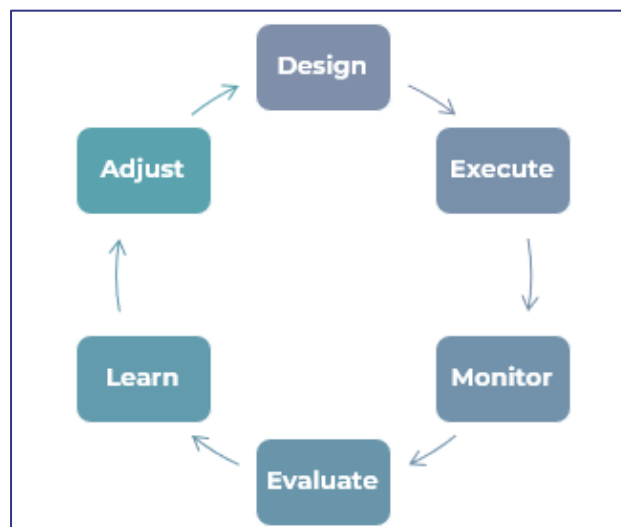
Figure 13: Dissemination & Communication Loop

- **Design:** Design is activity based on the Dissemination & Communication Plan and the desired impact;
- **Execute:** Execute according to plan;
- **Monitor:** Closely monitor the activity and collect input and results. Monitoring will be based on a template that is available only to partners through the internal website;
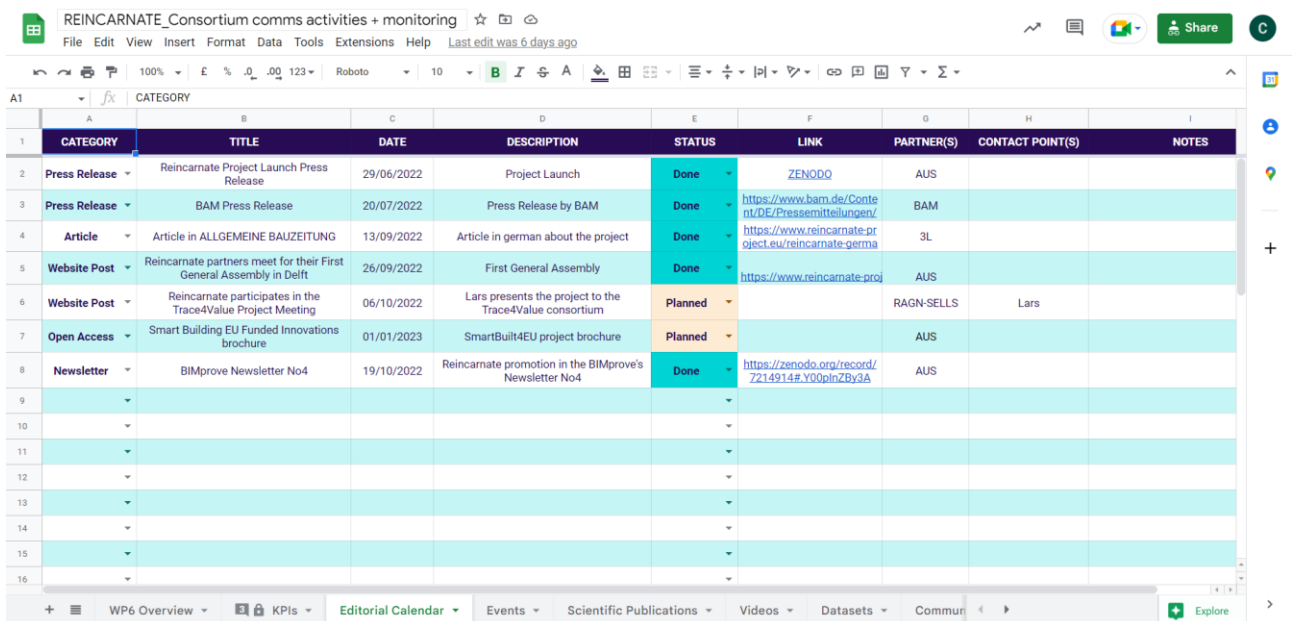
- **Evaluate:** Evaluate the outcomes of the activity in a collaborative way according to the desired targets set in the design phase;
- **Learn:** Learn through this evaluation and try to extract the most valuable outcomes out of it;
- **Adjust:** Absorb findings and lessons learnt adjust the plan accordingly, if needed.

All outcomes and results of the Dissemination and Communication plan will be reported in **D6.2 REINCARNATE Dissemination and Communication Interim Report** at Month 25 and **D6.4 REINCARNATE Dissemination and Communication Final Report** at Month 48.

3.3.1. Monitoring Strategy

To plan and keep track of all the dissemination and communication activities, the Dissemination and Communication Leader has designed a monitoring tool that all project partners can easily access and use through the NextCloud Channel.

The monitoring tool, in Excel format, keeps track of every dissemination and communication action (foreseen or done) in the frame of Reincarnate measuring the KPIs achievement and partner's involvement.

Figure 14: Reincarnate Monitoring Tool view

3.3.2. Possible risks

There are a number of risks and potential issues related to the communication and dissemination side of the project. **These risks will be monitored and mitigated** by the Communication & Dissemination leader who will also control these risks on a regular basis and will report any changes to the Project Coordinator. Examples of communication risks include but are not limited to:

DISSEMINATION AND COMMUNICATION RISKS		
Risk	Priority	Measure to minimise the risk
Communication & Dissemination activities fail to target the correct audiences. The project may fail to draw interest from relevant stakeholders.	High	Reincarnate's partners have defined a clear set of objectives and measures for each target group. However, this agile strategy allows us to revisit and mitigate our activities if needed. Close monitoring and frequent evaluations will make sure that our strategy will remain on track throughout the project.
Lack of public awareness of Project activities	Low	The network is diverse and includes leading scientists, industrial partners, end users, standardization partners, etc. most of them affiliated to international Committees that guarantee relevant connections and channels. If needed, extra budget coming from indirect costs or own resources will be directly allocated to perform any needed foreseen or unforeseen mitigation measures to meet project goals.

Table 9: Dissemination and Communication Risks

3.4. Dissemination and Communication Guidelines

Communication and dissemination efforts are essential to Reincarnate success. Given their importance, all consortium partners must contribute to promoting its objectives, activities, and achievements. The Dissemination and Communication Leader has prepared the following guidelines in order for the Reincarnate consortium to have common rules when it comes to communicate or disseminate project activities and results (see **ANNEX 2: Dissemination & Communication Guidelines**).

4. Exploitation and Sustainability

Strategic target of all the exploitation activities will pave the way towards a **widespread adoption of Reincarnate results during the project and beyond the end of the project**. In the following sections we have specified our preliminary exploitation strategy and the required steps aimed at identifying sound business models, replicable to various markets. The proposed strategies and plans will be adopted and enhanced during the project via conducting exploitation workshops. At the end of the project, a full report of activities and the detailed business models will be presented. The main objective of the exploitation activities is to position the Reincarnate project among the identified key stakeholders and maximise its impact during its life through the execution of different activities involving the offline and online world. This task is connected to WP4 and the development of new businesses ecosystems.

4.1. Exploitation principles

REINCARNATE recognises **three main** exploitation models for the project results:

- **Commercial exploitation model**, which implies the paid provision of the project results to the end users, complying with a licensing scheme that will be defined at a later stage. E.g., software applications by industrial partners or SMEs;
- **Research exploitation model**, which implies the use of the research know-how acquired in future research activities. e.g., integrating results in research and teaching activities, especially by academic partners; and
- **Technological exploitation model**, which implies the use of the technological know-how gained for the development of innovative products and the provision of advanced services built on top of them. e.g., integration of some results (for example open source IoT platform) into other services and products by R&D or industrial partners.
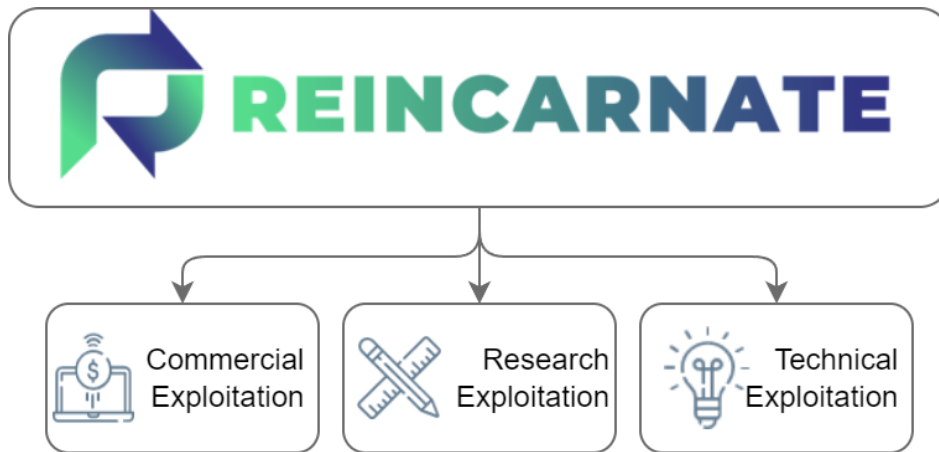
Figure 15: Exploitation Models

4.1.1. Target market

In 2019, the European buildings and construction market value annual rate of change maintained a low rate of growth of 2.3%, compared to the Asian markets and in particular China, seeing construction growth in the region at 4.4% per year[5]. Buildings and construction market with 99.9% composed of SMEs, it is a highly fragmented sector, with micro-enterprises displaying the biggest part of the sector with 94.1%. To identify a reference point, in 2016, construction SMEs made up 88% of total employment and 80% of total value added.

The global construction & demolition waste recycling market garnered USD 126.89 billion in 2019 and is projected to reach USD 149.19 billion by 2027, witnessing a CAGR of 2.7%[67]. Based on region, Europe contributed the highest share in 2019, accounting for nearly two-fifths of the total share of the global market and will maintain its dominant position during the forecast period. However, Asia-Pacific will portray at the highest CAGR of 3.9%.

4.1.2. Market Opportunity Analysis

There are four important aspects related to the building value chain in the context of climate neutrality[8].

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[5] "World Green Building Council Annual Report 2019/20," *World Green Building Council*. https://www.worldgbc.org/news-media/annual-report-2020 (accessed Oct. 12, 2022).

[6] C. Alexander, *A pattern language: Towns, buildings, construction*. Oxford University Press, 2018. [Online]. Available: https://books.google.nl/books?id=FTpxDwAAQBAJ

[7] R. and M. ltd, "Construction & Demolition Waste Recycling Market by Source, Service and Material: Global Opportunity Analysis and Industry Forecast, 2020-2027."
https://www.researchandmarkets.com/reports/5157261/construction-and-demolition-waste-recycling (accessed Oct. 12, 2022).

[8] D. Ürge-Vorsatz et al., "Advances Toward a Net-Zero Global Building Sector," Annu. Rev. Environ. Resour., vol. 45, no. 1, pp. 227–269, 2020, doi: 10.1146/annurev-environ-012420-045843.

- **<u>Lifetime</u>** – the long turnover rates in the building sector, especially in developed countries where the majority of the buildings determining mid-century emissions already stand, needs accelerated deep retrofit programs avoiding or delaying obsolescence.

- **<u>Utilisation</u>** – reliability of the goods and the process to obtain them is crucial for high-level quality compliance and circular models. When the demolition stage finally arrives, recycling materials efficiently becomes a struggle, ending up in downcycled resources hardly reused for the same settings. Only 20-30% of construction and demolition waste is recovered globally, down below the 70% recovery and recycling target by 2020 set in the waste Directive 2008/98/EC[9].

- **<u>Green transition</u>** – although the frontiers of building operational energy use have achieved major advances, constructing just the necessary new urban infrastructure with today's average technologies will consume one-quarter to one-half of our remaining carbon budget to 1.5°C (more than 220 GtCO2eq of the total remaining budget that the IPCC estimates to be between 420 and 770 GtCO2eq), without turning even one light on in buildings. The sector needs to focus on minimizing embodied emissions in addition to operational emissions.

- **<u>Digital inclusion</u>** – smaller firms generally lag behind large firms to adopt Industry 4.0 data-driven technologies (e.g., according to Eurostat, 12% of SMEs adopted Big Data analysis in 2018, while the share in large firms doubled that indicator). In addition, many SMEs struggle to recruit and retain the operatives and technicians they need. Only 17% of the sector held a high education level in 2019 in Europe, and 13% a high-tech occupation[10].

4.1.3. Reincarnate added value

REINCARNATE will aim to scale up the circularity potential of built assets by extending their **<u>end-of-life</u>** (delaying the generation of waste streams), while optimising the possibilities to transform CDW into high-quality recycled materials (**<u>utilisation</u>** of building goods by improving reusability performance and) ready for new construction. To this end, REINCARNATE will develop **<u>digital tools</u>** and processes to bridge the gap

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[9] *Directive 2008/98/EC of the European Parliament and of the Council of 19 November 2008 on waste and repealing certain Directives (Text with EEA relevance)*, vol. 312. 2008. Accessed: Oct. 13, 2022. [Online]. Available: http://data.europa.eu/eli/dir/2008/98/oj/eng
[10] "Skills intelligence," *CEDEFOP*, Oct. 07, 2020. https://www.cedefop.europa.eu/en/tools/skills-intelligence/sectors (accessed Oct. 13, 2022).

between building operators and constructors. According to our initial survey, there are not so many platforms available to assess the circular potential of a product, component, or a building. During the course of the project the competitive landscape of the project will be analysed and unique selling points of the Reincarnate results will be highlighted.

4.1.4. Knowledge management and protection strategy

The basic principles concerning the intellectual property rights (IPR), background and results, access rights, and rights of use are described in the DoA.

4.1.4.1 Joint Ownership of Results

In principal results are owned by the party that generates them. Joint ownership is governed by Grant Agreement Article 16.4 and its Annex 5, Section Ownership of results, with the following additions:

Unless otherwise agreed:

- each of the joint owners shall be entitled to use their jointly owned Results for non-commercial research and teaching activities on a royalty-free basis, and without requiring the prior consent of the other joint owner(s).
- each of the joint owners shall be entitled to otherwise Exploit the jointly owned Results and to grant non-exclusive licenses to third parties (without any right to sub-license), if the other joint owners are given: (a) at least 45 calendar days advance notice; and (b) fair and reasonable compensation.

The joint owners shall agree on all protection measures and the division of related cost in advance.

4.1.4.2 Transfer of Results

Each Party may transfer ownership of its own Results, including its share in jointly owned Results, following the procedures of the Grant Agreement Article 16.4 and its Annex 5, Section Transfer and licensing of results, sub-section "Transfer of ownership". Each Party may identify specific third parties it intends to transfer the ownership of its Results to in Attachment (3) of this Consortium Agreement. The other Parties hereby waive their right to prior notice and their right to object to such a transfer to listed third parties according to the Grant Agreement Article 16.4 and its Annex 5, Section Transfer of licensing of results, sub-section "Transfer of ownership", 3rd paragraph. The transferring Party shall, however, at the time of the transfer, inform the other Parties of such transfer and shall ensure that the rights of the other Parties under the Consortium Agreement and the

Grant Agreement will not be affected by such transfer. Any addition to Attachment (3) after signature of this Consortium Agreement requires a decision of the General Assembly. The Parties recognise that in the framework of a merger or an acquisition of an important part of its assets, it may be impossible under applicable EU and national laws on mergers and acquisitions for a Party to give at least 45 calendar days prior notice for the transfer as foreseen in the Grant Agreement. The obligations above apply only for as long as other Parties still have - or still may request - Access Rights to the Results.

4.2. Exploitation and Sustainability Plan

The circular model proposed by REINCARNATE will develop two major business benefits:

- <u>Cost Reductions</u> – the more straightforward set of benefits lie in the potential for lowering overall costs:
    - **Material costs:** by optimising set-ups and production sequences less material is sacrificed to scrap;
    - **Energy costs:** the impact of optimising decisions on energy consumption can drive lower costs, expecting savings in the range of 45% to 60%;
    - **Labour costs:** early-stage and tailored training programmes will upskill employees with the capacity to control and operate efficiently the new digital tools, minimising the impact of the 'learning curve' cost versus the gains from better productivity;
    - **Maintenance costs:** applying predictive analysis, as well as more advanced evaluating maintenance, should lower maintenance costs (according to IDC Manufacturing Insights, manufacturers will reduce onsite personnel by 30% by 2023, delivering engineering and maintenance support from anywhere);
    - **Cost of adverse quality**: the costs of poor quality are well documented, where every 1% increase in reliability translates to a 1.5% improvement in margins over the long term.
- <u>Increased Revenues –</u> enhanced maintenance represent an opportunity for enjoying a higher revenue capacity for building operators, upscaling:
    - **Customer satisfaction**: a real-time maintenance of the building and its assets enables more responsiveness to customer needs. This builds customer loyalty, so improved capabilities can be critical to gaining a

larger share of existing customers' budgets and in capturing customers from the competition;

- **Capital expenditure avoidance**: extending the lifetime of a building delays (or avoids in the ideal scenario) the required investment to replace it;

- **More purchases:** operating more efficient buildings or cheaper recycled material can represent an opportunity to reduce the selling price, leading to more purchases.

4.2.1. Business model principles

REINCARNATE will facilitate building and waste management operators to become more agile in the use, re-use and recycling of their production lines, while involving the labour force effortlessly. Therefore, the project aims to generate three major revenue streams based on the business model of coordinating circular value chains through data by:

- **subscription fee** to the integration of the solution, that will include operating licence and maintenance;

- **commercial business agreements** with third-party solution providers (e.g., BIM platform vendors) to certify/integrate their assets with REINCARNATE solution, including access to datasets through APIs;

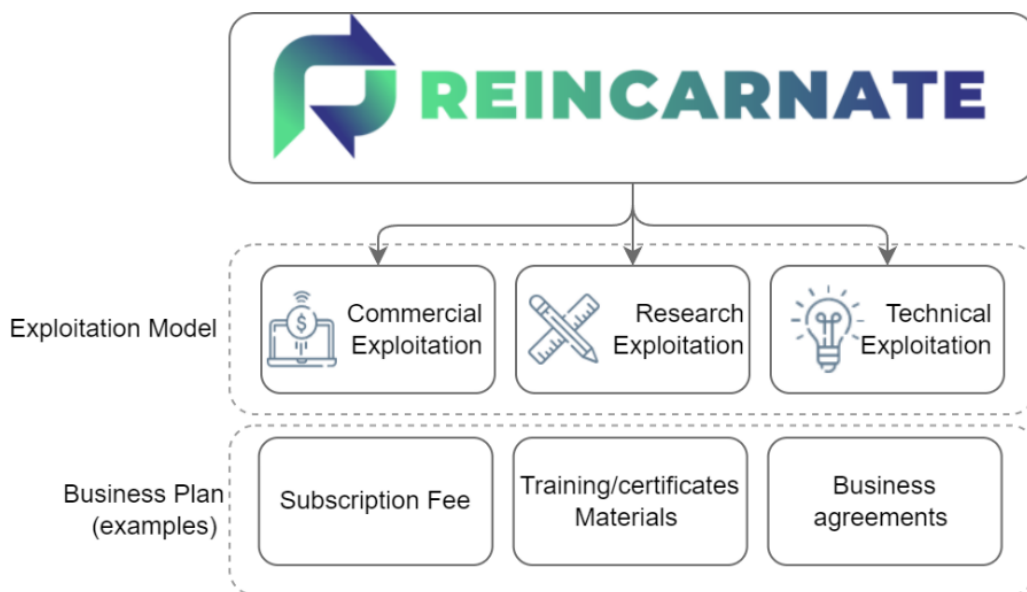- **training/certification material**, facilitating digital upskilling.

Figure 16: the envisaged business models

4.2.2. Key technologies and exploitable assets

Key Exploitable Assets (KEAs) are the project's exploitable results, including the knowledge generated and published, the framework of technical features and services released, as well as the strategic relationships created among critical stakeholders. The consortium has identified several assets that will be of prime interest, the most important of them are detailed briefly below. Of course, additional results may be revealed throughout the project's lifetime, independently assessed, and tested.

KEA #1: CP-IM	
Short Description: Circular Potential Assessment Information Management and Decision Support Tool	**Background IP:** The CP-IM will be developed based on the existing Open-Source solution of project partner MFX and the commercial facility management BIM solution of project partner DMO.
Exploitation Strategy: At the end of the project commercialization possibilities for the CP-IM solution must be found that will allow balancing the open-source character of the existing solutions with the economic requirements for providing a professional online software platform for the European market. During the project possibilities will be explored to secure the required capital for providing important development steps for reaching TRL 8-9: Internationalization to provide the platform on the European market, integration within existing standards (IFC, national standards), and the development of professional cloud-based deployment and provision methods – ideally using the quickly evolving European GAIA cloud platform.	
KEA #2: Building Assessment Robots	
Short Description: Wall climbing and drone-based robotic solutions to automatically assess the circular potential embodied in a building	**Background IP:** The solutions will be based on the robotic wall-climbing robotic platform (TRL-2) and commercial drone and sensor solutions.
Exploitation Strategy: At the end of the project, possibilities for establishing start-ups providing building assessment and CP-IM modelling services will be evaluated in close cooperation with the TUB Centre for Entrepreneurship. If possible, patents will be filed for base technologies and working principles to secure the IP for the solutions. A very important part of the exploitation strategy for this KEA will be the integration of non-destructive test assessments with existing norms and regulations, national and international. Additionally, the development of economic business processes will be of importance. Technologically, efforts will be undertaken to develop further solutions for the automation of the processes, such as improvements in the autonomous behaviour of the robots using BIM-integrated path finding and optimization methods and by improving the mobility of the robots with novel mechatronic solutions.	

KEA #3: Tiny House Production	
Short Description: Robot-supported automated upgrade solutions for building components for assembling tiny houses completely from reused components.	**Background IP:** Architectural solutions for the upgrade of building products (windows, façade elements, HVAC elements) developed by 3L on the P2Endure project
Exploitation Strategy: Project partner 3L will develop a strategy to establish a product line for circular tiny houses using the insights gathered from the project. The most important part of the strategy will involve securing the required capital to set up its own robotic production facility to automate the methods developed within the robotic cell at TUB. The developed business eco-system insights will be used to establish the business networks to get access to the required obsolete construction products and to potential clients purchasing tiny houses.	

Table 10: Primary Key Exploitable Assets

4.2.3. Individual partner's initial exploitation plan

In the following table, we have identified the preliminary innovations of the project that have exploitation potentials.

		INNOVATION	Resp.	Description
CP-IM related innovations (WPI)		Building inspection and valuation	T1.1 DMO	Non-destructive testing methods for materials and performance of products together with status assessment methods
		Interfaces to existing databases & planning tools	T1.1 DMO	Interoperability technologies to instil data from various external sources, such as LCA database, national waste registries, or e-Marketplaces
		BIM for circular value flow planning	T1.4 RAS	Tools and methods to allow for understanding possibilities to reuse materials & construction products beyond their initial use within a single building.
		On-site waste assessment and separation	T1.1 HKP	Automated robots adopting hyperspectral imaging and deep learning technologies for material recognition upon the prior knowledge from CP-IM
Innovations to extend		Lean construction resource planning	T2.1 TUD	A BIM supported process model to ensure effective and efficient resource promoting integrated planning including resources and allows for aggregation

	INNOVATION	Resp.	Description
Innovations for restarting cycle (WP3)	Strategic circular decision making for real estate assets	T2.2 TUD	Methods to understand adaptive reuse potential of buildings and/or reuse potential of construction products / materials within large building portfolios.
	Upgrade solutions for construction products	T2.3 3L	Solutions for deinstallation, performance, and upgrading of construction products, such as windows, façade elements and HVAC components.
	BIM supported modular dismantling planning methods	T3.2 PlanB.	Using functional, spatial and interface information of construction products, detailed dismantling work plans, and more general construction schedules can be automatically generated.
	Architectural design methods	TUD	Parametric modelling techniques and functional classification of systems and components the design allows for reuse of building components and recyclables to be semi-automatically
	Valuation of recycled materials	T3.2 PlanB	Methods to indicate the functional quality of recycled materials with a high confidence based on data-driven modelling approaches (machine learning).

Table 11: List of innovations
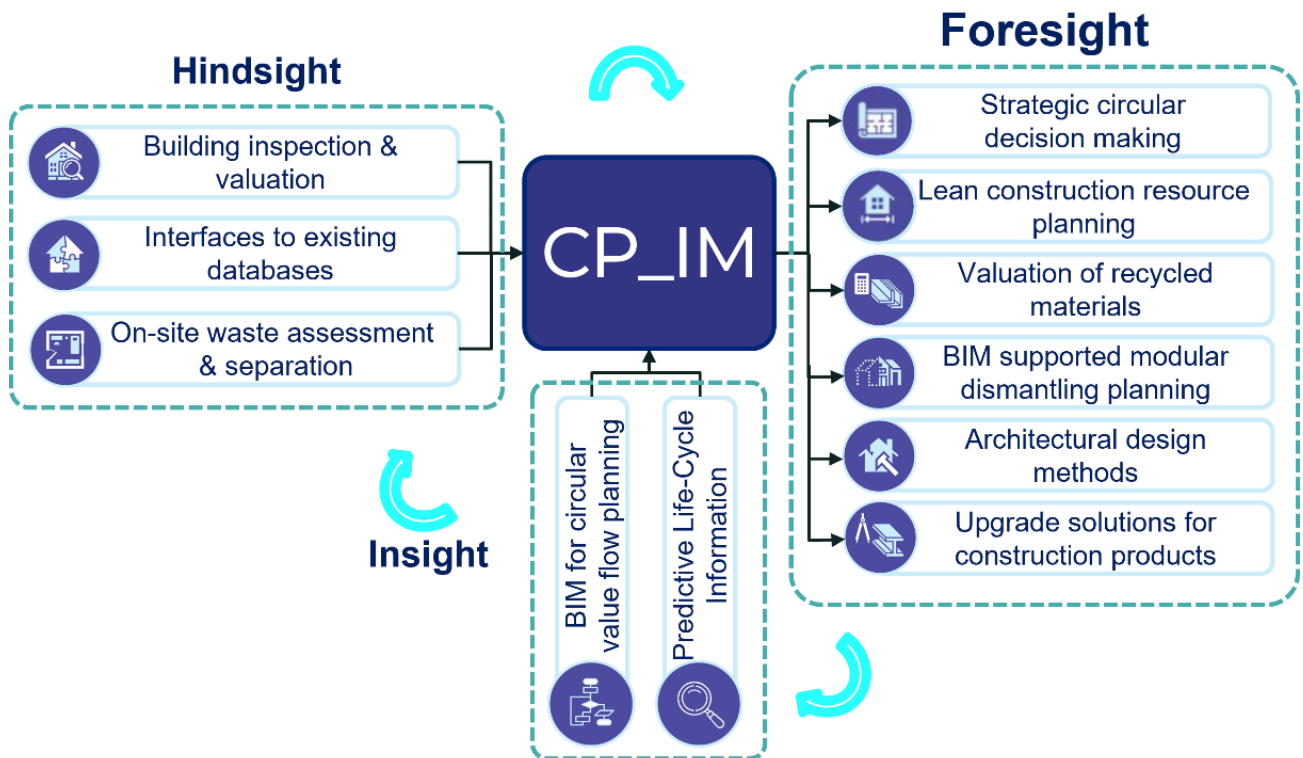
Figure 17: Innovation pathways to reach increased utilization of CDW by 80% and increase of reusability by 50%

Based on the identified needs in the market and the identified target groups as explained in the section **Error! Reference source not found.**, a detailed exploitation plan and dissemination strategy will be tailored for each KER followed by the required protection of the intellectual property rights. Following the steps explained in

, every partner will prepare a detailed exploitation plan.

Identifcation of KERs	Market Analysis & Unique Selling Points	Target Group	Explotation Models	IP protectipon	Bussiness Models
Identifying the KERs during the project	Positioning the competitors. Identification of the benefits with respect to Cost Reductions and Increased Revenues	Defining the customer, establishment of trust with customers, and strategic planning for adoption.	Identifying the relevant exploitation model (commercial research, educational, and technical) and the business plan	Specifying the IPR plans	Identifying and evaluating the sustainability and viability of possible business models and alternative solutions

Figure 18: Major steps to design individual initial exploitation plan

The intensity of exploitation activities will vary in the project based on the delivery of the project results. In this context, the first preliminary plan and ideas are presented in the deliverable 6.1(current report) as part of REINCARNATE impact master plan. Through distribution of questionnaires and conduction of workshops, the preliminary exploitable assets will be identified and an initial market analysis to categorize potential stakeholders and competitors will be performed. These efforts will be documented in Impact Assessment report midway in the project. Then we will intensify our activities with the more analytical definition of all possible commercial and non-commercial exploitation models and definition and evaluation of the sustainability and viability of possible business models and alternative solutions. The peak of exploitation activities will be prior to the delivery of the project's results, when the project dissemination activities will also be intense with the purpose of reaching and attracting potential stakeholders

and customers. Next to that a detailed business model will be prepared by each partner indicating their short-term and long-term objectives. (see Figure 19).
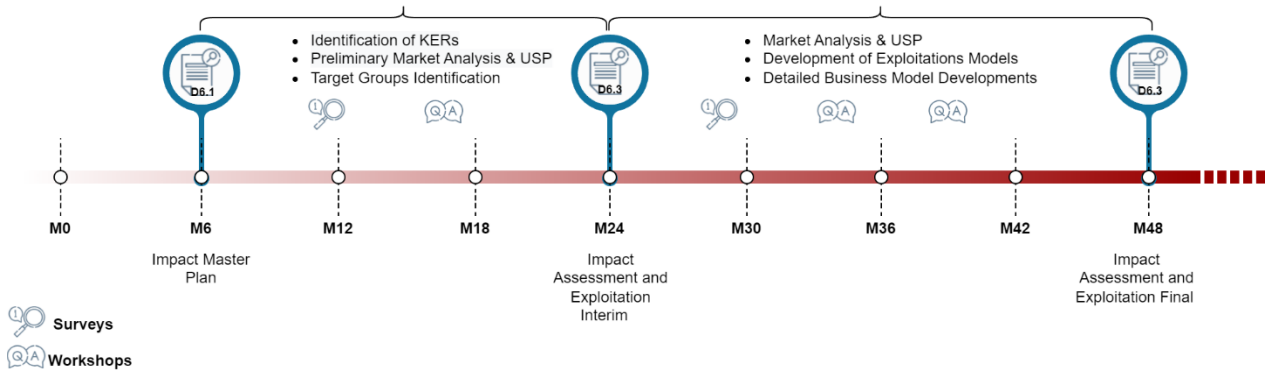

Figure 19: Intensity of Exploitation Activities

5. Conclusion

Communication, dissemination and exploitation in Horizon Europe projects are structured to ensure that projects have an impact beyond the mere research outcome. To this end, **Reincarnate has developed the Impact Master Plan which outlines the most important and critical elements related to its communication, dissemination and exploitation strategy**, that have to be taken into account throughout the entire project lifetime. The current document is expected to act as a point of reference for current and foreseen communication, dissemination and exploitation activities while all mentioned activities will be continuously monitored and updated throughout the project lifetime.

Regarding communication and dissemination, Reincarnate aims to publicise the outcomes of the project, in its different phases, to the right audiences in the right time to demonstrate the ways in which research and innovation are contributing to a European 'Innovation Union'. Communication activities will show our **multidisciplinary European consortium achievements** in scientific excellence and contribution to competitiveness. In addition, the plan has been made keeping in mind the multidisciplinary nature of Reincarnate members, which allows them to reach very different and well targeted segments of the identified stakeholders. Some channels have been chosen to accomplish a wider visibility and boost the project throughout some of the most common means of communication nowadays, such as social networks, events, papers, conferences or email marketing. At the same time, public relations campaigns have been planned to keep all related stakeholders updated on Reincarnate's progress and results. All of these actions must be done under the designed **corporate image** and by **spreading the right messages**, so that every communication released to the audience is coherent with the scope of the whole project. To make sure all of these procedures are carried out properly, a system of metrics has been designed to measure the obtained results and compare them with the previously set objectives.

Regarding exploitation, **Reincarnate's consortium will continuously monitor and evaluate project's outcomes**, examine possible exploitation routes and identify the most prominent exploitation pathway for each of individual asset. Various possible routes, such as individual and/or joint exploitation, scientific vs commercial exploitation etc. will be examined in order to define the optimum way to go forward and **generate impact, beyond the closed borders of the project.**

6. ANNEX 1: Dissemination & Communication KPIs

DISSEMINATION AND COMMUNICATION KPIs		
Measure	Indicator	Target
Website	No. of Unique Visitors (monthly average)	500
Social media	No. of Followers (total)	5.000
	No. of Impressions (total)	200
Publications	Peer-reviewed Scientific Publications in Journals	10
	Peer-reviewed Scientific Publications in Conferences	30
	Awareness Publications: • Policy brief • Articles • Newsletters • Press releases	50
Events	No. of Events participated	50
Webinars/Workshops	No. of Webinars / Workshops (co-)organised	10
	No. of Registrations / Participants	300
Open Access	No. of Downloads (total)	1.000

7. ANNEX 2: Dissemination & Communication Guidelines

Reincarnate Dissemination and Communication Guidelines

Communication and dissemination efforts are essential to Reincarnate's success. Given their importance, all consortium partners must contribute to promoting its objectives, activities, and achievements.

Index

1. External communication

   - Website
   - Social media
   - Partners and EU organisation's social media profiles
   - Newsletters
   - PR material
   - Merchandising
   - Participation in events
   - Technical & scientific publications
   - Open access repository

2. Project materials and brand identity elements

   - The project in a nutshell
   - Branding
   - PPT and Word templates
   - Imagery

3. GDPR compliance

4. EU logo, acknowledgement and disclaimer

1. External communication

Website

Reincarnate's website: http://reincarnate-project.eu/

Apart from giving a general overview of the project, the website will be continuously updated to share Reincarnate's progress, activities and achievements and promote its public consultations and their outcomes, as well as our consortium to external stakeholders.

All partners must contribute to populating the website by sending their content regularly to Australo, the Dissemination & Communication Leader, at reincarnate@australo.org.

The content can be about:

- their organization's participation in project-related scientific publications, events, conferences, awards, etc.
- the main scientific and technical achievements of the project,
- news related to a given WP/Task.

Social media

> Twitter: @ReincarnateEU
>
> LinkedIn: @REINCARNATE Project
>
> YouTube: Reincarnate EU

We kindly invite all partners to **follow** Reincarnate's social media accounts — both via their organisation's profiles as well as the personal profiles of the team members involved in the project.

Also, we encourage them to always **mention** them in their posts about the project and **engage** (click, share, comment, react) with our updates.

▪ Content

In all Reincarnate social channels, we will share content about the solutions we are working on (goals, results, facts, methodology), the partners involved, the project's latest updates, news and events, as well as interesting external information and resources (videos, articles, newsletters, reports, eBooks, infographics) relevant to our audience and sector.

- On **Twitter**, we will share more real-time information on events and developments, as well as external content.
- On **LinkedIn**, we will focus on sharing information about the project and its partners.
- On **YouTube**, we will upload the project's videos, webinars, online events, and interviews.

The partner's Reincarnate posts can also be about:

- their progress and collaborative work with other partners,
- their participation in meetings, events and workshops,

- their latest news and publications,
- interesting external resources related to the topic of the project.

▪ **Tone**

We recommend our consortium partners to talk about the project in a clear, concise, informal, engaging, and positive way;

- use simple and approachable language,
- make creative and innovative content,
- and don't be afraid to use humor to be entertaining.

▪ **Hashtags being used in our posts**

- **#Reincarnate**: When talking about the project on channels where it doesn't have an account and can't be mentioned (out of Twitter, LinkedIn and YouTube).
- **#ReincarnateNews**: When sharing news about the project.
- **#ReincarnateCommunity**: When talking about the organizations and people involved with the project.
- **Related to the project's sector and subject**:
  #ConstructionIndustry #ConstructionTech #Construction #Building
  #Infrastructure
  #GreenTransformation #GreenConstruction #GreenBuilding #Sustainability
  #CircularWasteReduction #CircularEconomy #Circularity #ClimateAction
  #Environment #Energy #WasteBasedMaterials
  #DigitalTwin #ArtificialIntelligence #InternetofThings
  #DigitalTransition #DigitalTransformation #DigitalTechnology #Digitalization
  #Technology #Innovation #Research #Science #SocialInnovation
  #EUfunded #HorizonEU #HorizonEurope #GreenDeal #Construction2020

Recommended number of hashtags to use per channel:

- **Twitter**: 1-2
- **LinkedIn**: 1-5
- **YouTube**: 3-5
- **Instagram**: 3-5
- **Facebook**: 2-3

Partners and EU organizations social media profiles

Social media profiles to communicate with or mention in our posts about Reincarnate so that they have a wider reach.

Partners

Twitter	LinkedIn
@AustraloTeam	Australo
@TUBerlin	Technische Universität Berlin
—	Mostostal Warszawa S.A.
@democonsultants	DEMO Consultants
@tudelft	Technische Universiteit Delft
@ATstandards	Austrian Standards
—	Plan B
@PLGBC	PLGBC Polish Green Building Council
@Mainflux	Mainflux Labs
—	Vías y Construcciones S.A.
@erasmusuni	Erasmus University Rotterdam
@HongKongPolyU	The Hong Kong Polytechnic University
—	Lafarge Polska
@RagnSells_Swe	Ragn-Sells Group
@BAMResearch	Bundesanstalt für Materialforschung und -prüfung

@REINCARNATE_EU	REINCARNATE Project
@AustraloTeam	Australo
@TUBerlin	Technische Universität Berlin
—	Mostostal Warszawa S.A.
@democonsultants	DEMO Consultants
@tudelft	Technische Universiteit Delft

EU organisations

Twitter	LinkedIn
@EU_Commission	@European Commission
@HorizonEU	—
@EUScienceInnov	@EU Science, Research and Innovation
@EU_HaDEA	@European Health and Digital Executive Agency (HaDEA)
@REA_research	@European Research Executive Agency (REA)
@DigitalEU	@EU Digital & Tech

Newsletters

If a partner organization is going to include information about Reincarnate in a newsletter, they should **share it with reincarnate@australo.org at least two weeks in advance** so that the information and materials they may need can be prepared and shared well in advance.

Once the newsletter has been sent, the partner can report it in the project's **consortium communications activities + monitoring document** (Editorial Calendar tab) so that we can have a record of the newsletters in which it has appeared.

Also, partners can **add all other online references** that their organization makes about the project in this document (in the press, journals, blogs, etc.).

PR material

Reincarnate PR material will be available in the project's Nextcloud channel. Its press releases will also be posted on the project website and Zenodo.

PR material will be available online and will be printed whenever necessary (e.g. for events, conventions, workshops) — by Australo or other project partners, depending on volume and logistics.

This material, whether in electronic or hard copy format, must always include:

- **Reincarnate social media and website links.**
- **Reincarnate** and the EU flag **logos**.
- **EU-funded claim**: This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No 101056773.

Merchandising

For any merchandising material the partner organizations may need to print or produce, they should request a free quote from several suppliers (at least three) before placing their order. In any case, they should contact reincarnate@australo.org beforehand to assist with designs and other related tasks.

Participation in events

If a partner organization is going to participate in an event, conference, webinar, workshop or meeting that can impact Reincarnate, **they should let us know at reincarnate@australo.org within at least two weeks' notice** so that a communication campaign can be created and promoted on the project's channels. The rest of the consortium members can also be informed so they can promote it among their community and participate.

Steps partners can take when participating in events
BEFORE the event

- Inform Reincarnate's dissemination & communication team at least two weeks in advance.
- Mention Reincarnate and tag its accounts when promoting the event on social media.
- Use Reincarnate's PPT template if they are representing the project. If they are just mentioning it in their presentation, they can use their company's template. Still, they must:
- Indicate they are part of Reincarnate,
- Add Reincarnate and the EU flag logos with the acknowledgement: Reincarnate has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No 101056773.

DURING the event

- Publish content about it on social media mentioning Reincarnate and tagging its accounts.
- They can also share content (text + graphic material) so it can be published in Reincarnate's accounts.

AFTER the event

- Report the participation in the project's consortium communications activities + monitoring (Events tab).
- Create a blog post about their participation in the event — with the main highlights and takeaways, interesting stories and data.

- Send the blog post to reincarnate@australo.org so it can be published on Reincarnate's website.

Technical & scientific publications

> Partners must send the publications their organizations make about Reincarnate (papers, blog posts, PRs, etc.) to reincarnate@australo.org two weeks before publishing them so they can be reviewed.
>
> Once they're published, they can include them in the project's consortium communications activities + monitoring (Scientific Publications tab).

All partners are welcomed to identify and propose opportunities to publish technical outcomes (articles, workshops, congresses) via the project's mailing list.

Open access repository

> The Reincarnate open access repository is available at Zenodo.

Partners can also send the papers, articles, press releases and other public materials they create in the context of the project to reincarnate@australo.org so they can be published on Zenodo, an open access repository.

*The European Commission has launched Open Research Europe (ORE), an open access platform for research stemming from Horizon 2020, Horizon Europe and Euratom funding across all subject areas.

ORE upholds the principles of open science by publishing articles immediately, followed by transparent and open peer review, including supporting data and materials. Reviewers' names are public, as are their reviews, which are also citable. Article-level metrics continuously track the scientific and societal impact of publications. In short, ORE gives everyone, researchers and citizens alike, free access to the latest scientific discoveries.

Publishing in ORE is optional. The European Commission covers all costs upfront, so there is no author's fee or administrative burden. In addition, automatic compliance with Horizon 2020 and Horizon Europe open access requirements is guaranteed. Lastly, ORE is also a solution to publish articles even after the Horizon Europe grant has ended.

2. Project materials and brand identity elements

Some of the materials presented below will be modified and enriched according to the needs of the project.

The project in a nutshell

You can use this Reincarnate description in different contexts, such as emails, presentations, social media, websites, etc.

> Reincarnate is a groundbreaking European initiative that aims at **advancing circular economy practices within the European construction industry** and **enabling to significantly maximize the life cycle of buildings, construction products and materials**, reduce construction and demolition waste (CDW), increase the reusability of buildings, construction products and materials and, as a result, lower the sector's emissions by 70%.
>
> To this end, Reincarnate will create a Circular Potential Information Management (CP-IM) platform and a set of innovations to use it. The platform will provide a digital representation of building products and materials with information on their life cycle, and will allow assessing their potential for life extension
>
> and reuse, as well as predicting circular value streams.
>
> Reincarnate will then generate ten technical innovations using CP-IM data. From solutions for building inspection, to construction and dismantling planning, and identification and classification of CDW — these solutions will draw upon emerging digital technologies, such as digital twin representation, artificial intelligence, and robotic automation.

16 multidisciplinary organizations from 8 countries will work together for 48 months on the project.

Reincarnate has received funding from the European Union's Horizon Europe research and innovation program under grant agreement N° 101056773.

For more information, visit reincarnate-project.eu

Branding

Reincarnate brand elements include its name, logo, fonts and colors that partners must use in all communication and dissemination activities about the project.

Project name: Reincarnate

The name of the project must be written with the R in upper case and the rest in lower case.

Logo

It can be downloaded from our Nextcloud "Templates, manuals, website content and promotion materials" folder.

It is **unalterable**, so it is strictly forbidden to modify it in any way.

It must be **visible** in its entirety and placed on a background that does not compromise its integrity. In addition, it must always be surrounded by a free space or a protected area where no other element (text, image, drawing, figure, etc.) can infringe it.

When adding the logo to the partner's company's website or any other online platform, it should be **linked to the** project website. Ideally, it should appear before any user interaction options (click, scroll, comments section, etc.), and it does not need to appear on pop-up windows or redirected pages.

There are a few things to take into account when using its different versions.

- Whenever possible, the main logo should always be preferred.

- With a dark background, the alternate logo should be preferred.

- If the background on which it is to be placed has a medium color or the gradient of the brand (green to blue), the white logo should be preferred.

- The black logo should only be used when color is not available (i.e. black & white printing, embossing on specific materials, laser etching, etc.).

- The PNGs with background versions are there just as a reference and their use should be avoided unless necessary.
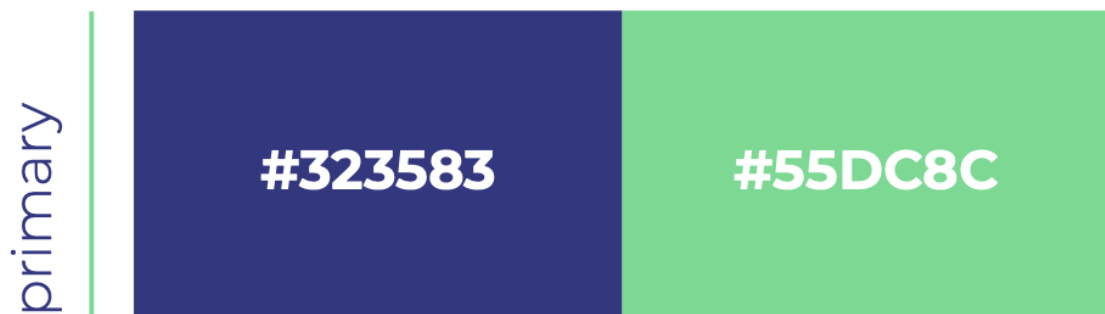
Fonts

The font used in the project is **Montserrat** - download

Colours

Primary

Green: #55DC8C
Blue: #323583

Secondary

#181E6B
#02CCC6
#FFECB8
#8BFCB9

Neutrals

#FFFFFF
#878787

PPT and Word templates

PPT and Word templates with all Reincarnate brand elements included can be found in the project's Nextcloud "Templates, manuals, website content and promotion materials" folder.

Partners can use these templates to promote Reincarnate in meetings and events. Remember to export their PDF version when presenting.

Imagery

To avoid copyright issues with the images partners use in their project communications, it is best to use Creative Commons licenses images or free for commercial use/no attribution required images that can be found in online image libraries.

Creative Commons licenses are a set of copyright licenses that offer the creator of a work a simple way to give the public permission to share and use their work under their own terms and conditions.

These licenses are composed of four features:

- Attribution (BY) requires referencing the original author.

- Share Alike (SA) allows derivative works to be made under the same or a similar license.

- <u>Non-Commercial (NC)</u> obliges that the work is not used for commercial purposes.

- <u>No Derivative Works (ND)</u> does not allow the work to be modified in any way.

Free images for commercial use that you can use without risking legal problems are:

- Images whose author has given you written permission.

- Images that have a Creative Commons 0 or CC0 License. The CC0 License indicates that they are public domain images and you can use them freely for commercial use, modifying them and without the need to refer to their author.

When using image libraries, partners must make sure that their images indicate that they are free for commercial use or no attribution is required, like in this example:
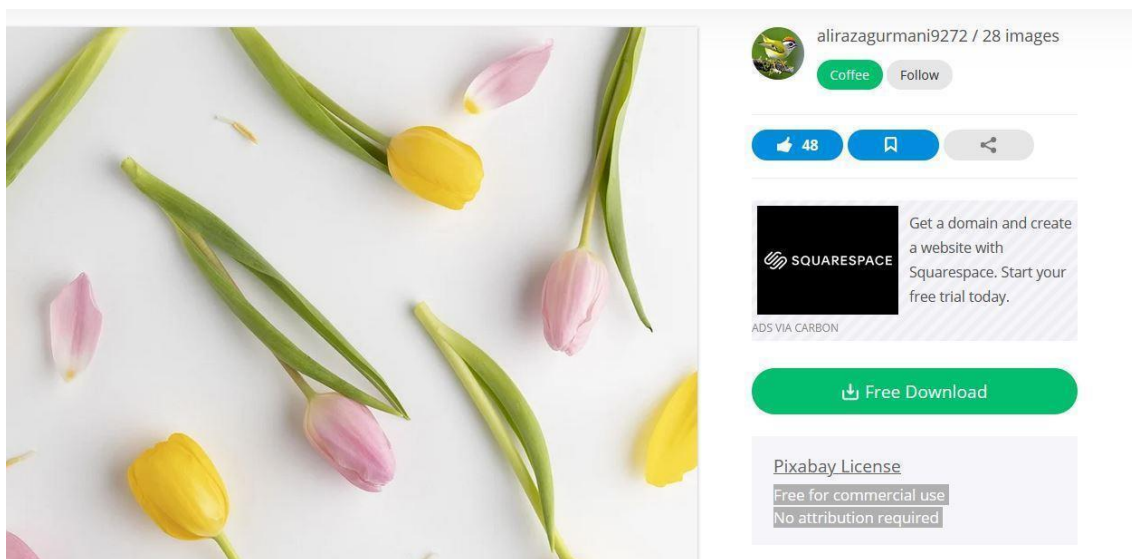
Partners can find suitable images for the communication of the project in online free image libraries, such as:

[Google images](#)

Google is a good place to start searching for images since results will include photos from Flickr and other stock photography sites.

In the advanced image search, enter keywords and specify the size, aspect ratio and other details about the image you need. At the end of the form, select the usage rights

that apply. Once you've found an image you like, click through to the page to double-check its license.

- [The Stocks](#)

- [Unsplash](#)

- [Gratisography](#)

- [Death to the Stock Photo](#)

- [Reshot](#)

- [ISO Republic](#)

- [FOCA Stock](#)

- [Pixabay](#)

- [Canva](#)

- [ShotStash](#)

- [FreePhotos](#)

- [Picjumbo](#)

- [Pexels](#)

- [Barnimages](#)

3. GDPR compliance

GDPR compliance is crucial for many of the activities within the project (newsletters, webinars, bootcamps, interviews, etc.).

The EU GDPR (General Data Protection Regulation) applies to everybody who handles the personal data of European citizens. The legislation gives individuals rights over what organizations do with their data and includes strict fines for organizations that fail to comply.

More information can be found in the Reincarnate Data Management Plan.

Newsletters

Data permission

Data permission is about how we manage email opt-ins (people who subscribe to our newsletters). We cannot assume that they want to be contacted according to the GDPR.

Leads, customers and partners need to explicitly confirm that they want to be contacted. Therefore, a pre-ticked box that automatically opts them in won't cut it anymore — people have to deliberately confirm they want to be contacted.

Example of the type of form we can use:

Email Address

blanca@australo.org

First Name

Blanca

Last Name

Arregui

Organisation

AUSTRALO

GDPR Consent

By checking the tick box below, you consent to provide your personal data (full name, email and organization) in order to receive the H2020 BIMprove project newsletters and you agree to our Privacy Policy, as presented on our website https://www.bimprove-h2020.eu/.

☑ I consent

You can unsubscribe at any time by clicking the link in the footer of our emails. For information about our privacy practices, please visit our website.

Data Access

Reincarnate newsletter subscribers must be able to access their data. Also, the right to be forgotten allows them to have obsolete or inaccurate personal data deleted.

The Reincarnate project will include an unsubscribe link in its newsletters and mailings and linking it to where users can manage their email preferences.

Example:

Data focus

Partners must avoid collecting any unnecessary data and stick with the basics.

GDPR compliant online events

Key GDPR-related aspects to consider when creating an event registration form:

- **Don't collect more information than you need to**. For example, information about the gender of participants is sensitive and does not always need to be collected. One option could be to make it optional to respond to these types of fields.

- When indicating how participants can exercise their rights, **include an email address that is in use and monitored regularly**.

- **Be transparent** about why you are collecting data and with whom you are going to share it.

Public consultations

Public consultations often collect personal data to use in a consultation. Therefore, the collection and further processing of such data will fall within the scope of the GDPR.

Even if the data is simply collected and stored, with no active steps taken to "use" it, the conditions set by the GDPR will still apply. For example, you must ensure adequate data security or that no more data is retained than necessary.

4. EU logo, acknowledgement & disclaimer

EU logo and acknowledgement

As recipients of EU funding, Reincarnate has to use the European flag and emblem in its communication to acknowledge the support received under EU programs.

Partners can adapt this acknowledgement text depending on what they need to deliver or submit.

	Reincarnate has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No 101056773.

EU disclaimer

It is also necessary to include a disclaimer in any document that has to be delivered within the scope of the project — a statement that denies liability and is intended to prevent civil liability arising from certain acts or omissions.

> The content of this document does not represent the opinion of the European Union, and the European Union is not responsible for any use that might be made of such content.

Text can appear on the right, left, bottom or top, depending on needs, and in various fonts. For more information, follow the guidelines on the use of the EU emblem in the context of EU funding and apply the indicated graphic rules.