

# IoT4Industry

## Project Deliverable

### Communication and Dissemination Plan

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### Abstract

The deliverable intends to present an overall outreach strategy dedicated to raising awareness, engaging stakeholders and in particular SMEs, promoting the project and its related results, achievements and knowledge generated of the IoT4Industry project. A sound dissemination strategy will be put in place via different networks related to the project domains. It provides information about the planned and performed dissemination activities within project.

The present document *D4.1 Communication and dissemination plan* is the first deliverable of part of Work Package 4 *Outreach and Sustainability*.

It is prepared at an early project stage (Month 3) and addresses the following issues:

- What are the **objectives** of the dissemination effort?
- **Who** is particularly targeted by the IoT4Industry project? Who would be interested to know about the outcomes?
- What is the most appropriate and effective way to **reach the IoT4Industry stakeholders**?
- **How to measure** the efficiency of the Communication and dissemination plan?

### Keywords

Communication; Dissemination; Strategy; Stakeholders; Communication Kit; Logo; Website; visual identity; Networking; Outreach; Performance indicators



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## Acronyms and definitions

Acronym	Meaning
CP	Collaborative projects
DoA	Description of Actions
ECCP	European Cluster Collaboration Platform
EEN	Enterprise Europe Network
Eoi	Expression of Interest
ICT	Information and Communication Technologies
IoT	Internet of Things
RDI	Research & Development & Innovation
SME	Small and Medium Enterprise
WP	Work Package

## The IoT4Industry project

The proportion of the manufacturing industry is currently decreasing in developed European countries' GDP. Industry 4.0 – also called smart manufacturing, digital industry or industry of the future – provides several technological responses to the challenging competitive market. The Industry 4.0 focuses on the development of processes based on technologies and devices autonomously communicating with each other along a value chain. Indeed, the integration of the Internet of Things (IoT) and related components – Cyber-Physical Systems (CPS), Digital Security, Cloud Computing and Big Data – in manufacturing SMEs will improve efficiency and flexibility in production and consumption.

IoT4Industry is an EC-funded project aiming at fostering this integration by connecting ICT clusters having capacities in IoT with Advanced Manufacturing clusters having access to process manufacturers and manufacturing SMEs. Based on a cross-border and cross-sectorial approach, a hundred of SMEs will be selected to receive funding and support to develop their access to smarter means of production and to modernize their processes and security. In fine, the project and this integration aims at creating new or improved value chains and new business opportunities.



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# 1. Background and context

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The proportion of the manufacturing industry is currently decreasing in developed European countries' GDP. Industry 4.0 – also called smart manufacturing, digital industry or industry of the future – provides several technological responses to the challenging competitive market. The Industry 4.0 focuses on the development of processes based on technologies and devices autonomously communicating with each other along a value chain. Indeed, the integration of the Internet of Things (IoT) and related components – Cyber-Physical Systems (CPS), Digital Security, Cloud Computing and Big Data – in manufacturing SMEs will improve efficiency and flexibility in production and consumption.

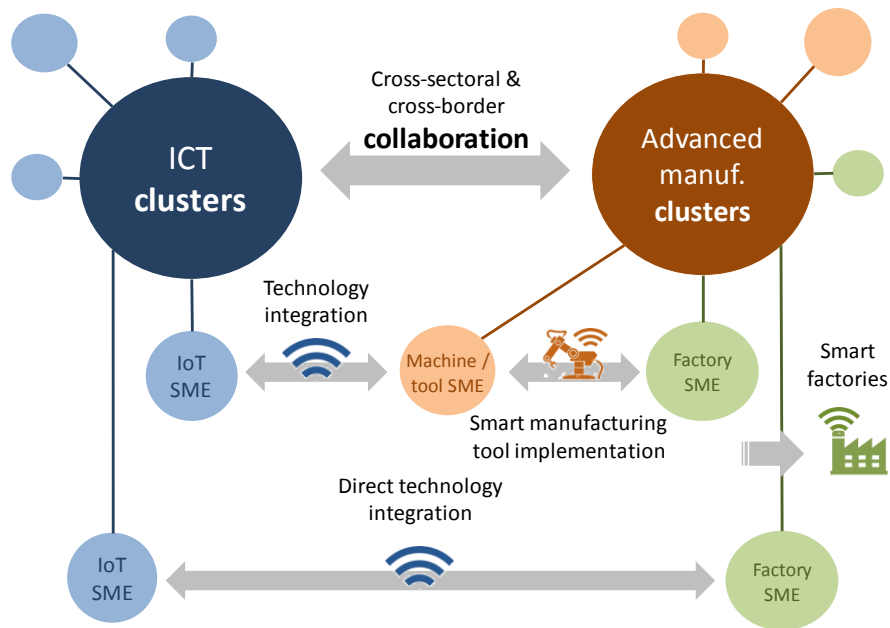
IoT4Industry is a 30 months EC-funded project aiming at fostering this integration by connecting ICT clusters having capacities in IoT with Advanced Manufacturing clusters having access to process manufacturers and manufacturing SMEs. Based on a cross-border and cross-sectorial approach, a hundred of SMEs will be selected to receive funding and support for their collaborative project aiming to develop their access to smarter means of production and to modernize their processes and security. In fine, the project and this integration aims at creating new or improved value chains and new business opportunities across borders.

The IoT4Industry project is designed around 3 main concepts:

- **The added value of the IoT (Internet of Things)** has been shown in various studies stating that IoT is a revolution, both in terms of innovation use cases, improvement of standards of living, and growth in various sectors like healthcare, automotive, transports. An integration of IoT in SMEs of different industries would have many benefits: increase of their flexibility, their adaptability (and self-adaptability), their fault tolerance, their real time control for risk management, their lean integration in a network of suppliers and customers, and their adaptation and empowerment of human work forces. The IoT4Industry project aims to connect IoT specialized SMEs and manufacturing SMEs so those benefits enable them to become competitive on a global stage.
- **A collaborative approach** between leading-edge ICT and Advanced Manufacturing clusters will be encouraged in this project. This collaboration will enable the transfer of IoT technologies into machines, tools, processes and the adoption of new technologies in manufacturing SMEs and in the end to catalyse a new industrial value chain. The project will stimulate, generate and support up to 100 SME in their transformation towards the use of smart manufacturing technologies.
- **Building on existing regional strengths and complementarities** is one concept of the IoT4Industry project thanks to the strong presence of the consortium's partners in the main industrial regions of Europe and their access to several hundred SMEs. Moreover, the project will involve EU-wide active multipliers for its outreach to SMEs in order to maximize the impact and access to SMEs from all over Europe like for example Enterprise Europe Network (EEN) and the European Cluster Collaboration Platform (ECCP).







**Figure 1: IoT4Industry Concept**

In practice, those 3 concepts allow to design a/ gravitate around the dissemination and communication strategy of the IoT4Industry project. The IoT4Industry project being oriented towards supporting SMEs collaboration across sectors and building up new value chains, an efficient and targeted outreach to potential users (beneficiaries) of services is of utmost importance.

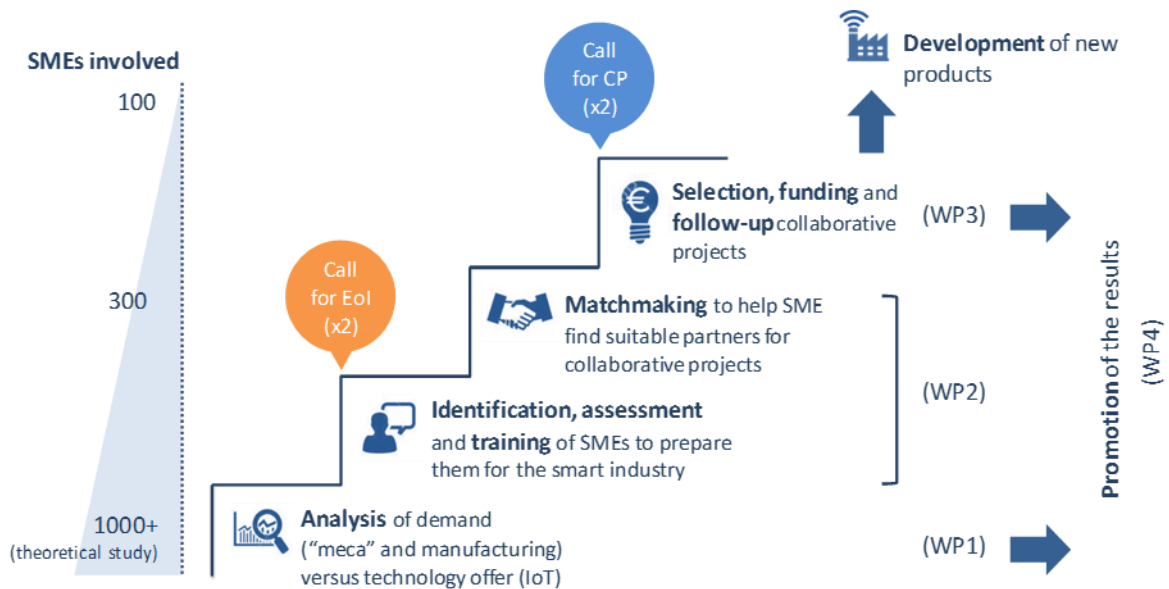
The IoT4Industry dissemination and communication strategy will support the project activity across four phases (which are not always taken place in sequence but overlap):

- **Phase I:** the partners of the Consortium will analyse the state of play of both the manufacturing (representing the demand side) and the IoT (offering smart solutions) side, and of regional innovation strategies with regards to these two sectors and the related new value chain. Those analyses will allow a clear categorisation of the existing offer and demand and will be the basis for the pre-identification of SMEs and the selection of trans-sectoral collaborative projects who could be possible beneficiaries of further project services.
- **Phase II:** all the partners in the Consortium will reach out to their network of clusters, RDI stakeholders and in particular SMEs and to the regions pre-identified that have interest in IoT for manufacturing. The Consortium will provide the interested SMEs with overall 14 training actions, aiming at informing them on smart industry opportunities in Europe and thus enhancing their collaboration potential. During this phase, two calls for Expression of Interest (EoI) will be launched to pre-identify actors interested in IoT4Industry services.
- **Phase III:** The Consortium will link the “demands” to the “offers” by providing matchmaking support to the interested SMEs. The matchmaking will help them find suitable partners for building cross-sector and cross-border project consortia.
- **Phase IV:** The consortia resulting from the matchmaking and partnerships who have been created on their own will be invited to respond to two calls for Collaborative Projects. An evaluation expert panel nominated by IoT4Industry will then select the projects that will benefit from different type of innovation vouchers (funding). The vouchers will be used to



develop new products, processes, services and use cases in a collaborative approach. The IoT4Industry Consortium will support and follow-up the collaborative projects, analysing also the impact of the support activity, notably in terms of value chain creation.

The figure below provides an overview of the support process to SMEs.



**Figure 2: Process of the IoT4Industry project**

Whilst the support to SMEs and in particular to collaborative projects is operated in several steps, it is obvious that the IoT4Industry outreach activity is very much transversal: it is needed to approach the targeted stakeholders, ensure their awareness and interest is raised, support their search for suitable partners and further on promote their implementation of cross-sectoral collaborative activity.

In addition, outreach is essential for the promotion of the IoT4Industry project activity and results: during the whole project, all the IoT4Industry Consortium partners will promote the project and its results by providing targeted information to multiple audiences (including the media and the public) in a strategic and effective manner. A communication kit will be provided and will include a variety of tools and ideas to help ensure that manufacturing SMEs and SMEs active on the value chain of IoT technologies understand the objectives of the IoT4Industry project and the potential of IoT applied in manufacturing environments. Not only will the industry be targeted but it is important to reach out to the whole ecosystem including the policy makers and the public to make this project a success. The communication kit will also be used to promote the project and the project events, the project’s results, to distribute general information and to launch the open calls.



## 2. Objectives and Expected Outcomes

The overall objective of the communication and dissemination activities is to ensure a systemic dissemination and promotion of the project’s activities and results among all stakeholders. The dissemination strategy and channels will represent one of the key pillars of the project’s success: it will ensure that the main target group which are SMEs as potential beneficiaries is reached, it will address all the IoT and manufacturing communities – clusters, networks, initiatives, industry, researchers, etc. - relevant for and possibly interested in the project’s activities and support measures, and continuously share information useful to the stakeholders. The dissemination and exploitation strategy shall make use of the H2020 projects communication best practices and follow the 6W approach: What, Why, When, HoW, Where and to Whom to disseminate/to communicate. The specific objectives are:

- **Raise awareness** – Develop a high project visibility (attracting a high number of stakeholders interested in the support measures – trainings, matchmaking, innovation vouchers, etc.);
- **Promote** – Promote the offer and opportunities for the European SME community from IoT and manufacturing;
- **Inform** – Make the outcomes developed through the project, but also the collaborative projects, available to the different interested target groups;
- **Engage** – Motivate the target groups to provide inputs and feedback – which is also a mutual self-promotion of the new collaborations created in the value chain;
- **Exploit** - Enhance activities of the project as a whole and individual project partners and advise on exploitation opportunities for the collaborative projects.

These activities will directly contribute to the sustainability of the project activities. An overview of the currently envisaged dissemination activities is shown in the figure below.

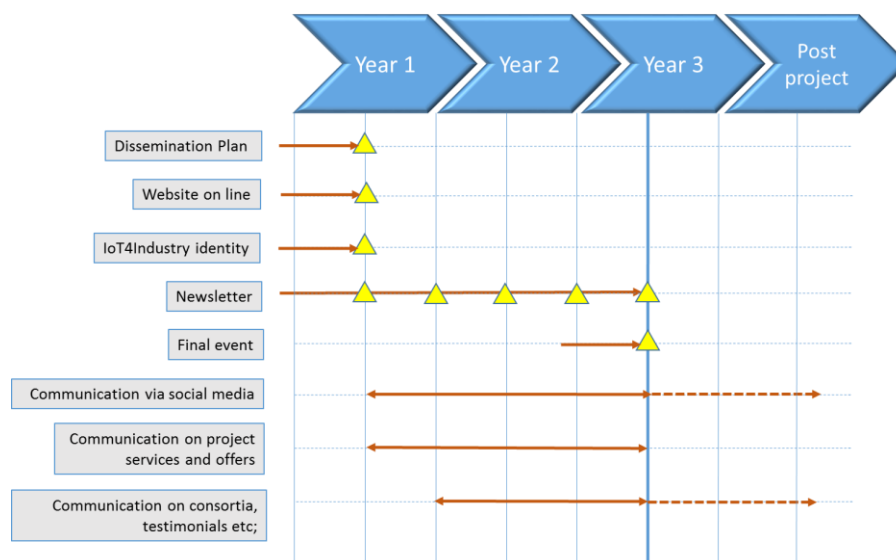


Figure 3: Communication and dissemination plan

Numerous tools and channels will be used to deploy the IoT4Industry communication and dissemination activity (further detailed in chapter 3.2):

- A visual identity for the project by creating a logo, a colour scheme, templates, etc.



- A dedicated project website as a platform to present project goals, activities and results. In particular, this project website will be linked to an application portal that will be used to announce the calls for Expression of Interest and for Collaborative projects. The whole application process will be handled through the website.
- 5 newsletters will be used to distribute dedicated information
- Social media (LinkedIn & Twitter)
- Communication kit: flyers, roll-up banners, etc.
- Direct outreach activity through trainings, webinars, events, collaboration with other initiatives/networks, etc.
- Clusters communication through their networks

Indeed, the IoT4Industry Consortium will also make use of its 14 training workshops, specifically designed as promotion tools to get closer interaction with (a part of) the target group, notably European SMEs. The Consortium partners will also profit from existing meetings, conferences and fairs (e.g. Hannover Messe, Smart Industries Paris...) and collaborate with other networks like the Industrial Internet Consortium to promote the project, the related activities and results. In the framework of the cluster management activity, partners are generally present at regional and international events that are related to the IoT and manufacturing topic. As such they will be able to draw the attention of a broader interested audience. Another means of promotion is the exchange of information with other similar initiatives in Europe such as European Strategic Cluster Partnerships (ESCP) with similar or complementary objectives, and of course the other Innosup-1 initiatives which aim at creating value chains at the interconnection of other sectors. Besides being multipliers for promotion of IoT4Industry, it can be expected that important synergies can be exploited with these different initiatives.



### 3. Project Mission and Targeted Stakeholders

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The dissemination strategy seeks to expand the development of the project’s cross-sectoral approach across the ICT, manufacturing and industrial community in Europe to maximize the impact of the “IoTisation” of industrial SMEs.

The generally communicated project mission is as follows:

**Towards smarter means of production in European manufacturing SMEs through the use of the Internet of Things technologies**

In addition to the key message of the project mission, dissemination material generally highlights the following items:

- What is the IoT4Industry project about?
- What does the IoT4Industry project offer?
- Who may benefit from the project’s services and specifically the innovation vouchers?
- How to apply for the calls and what are the application and selection requirements?
- What are the upcoming IoT4Industry activities and how can stakeholders be involved?
- What are the outcomes of the supported collaborative projects?

The information items listed above are addressed through all promotional channels, as the IoT4Industry website, the flyers, newsletters, social media, etc. The publication channels will be detailed in the following chapters.

#### 3.1. The IoT4Industry stakeholders

IoT4Industry will engage with stakeholders in Europe and adapt the communication messages and channels to the audience addressed. The stakeholder groups are divided as following:

- The primary stakeholders
- The supportive stakeholders
- The secondary stakeholders

This distinction is made since the IoT4Industry activities are specifically targeting the primary stakeholders, engaging them into activity and addressing them directly (e.g. through dedicated outreach campaigns or in events) and indirectly through the networks of the IoT4Industry partners.

It should be noted that the IoT4Industry Advisory Board which are experts in the field of manufacturing or ICT are not considered a separate external stakeholder group themselves since all members have extensive networks they can reach out to in support of the IoT4Industry project dissemination.

The table below presents the stakeholder groups of IoT4Industry, what is considered their key interest in the project, as well as their benefits of being involved in IoT4Industry.



**Table 1: The different stakeholder groups**

<p><b>1. Primary stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>SMEs (both Manufacturers and IoT Providers)</b></li> <li>• <b>Research centres and universities</b></li> <li>• <b>Large enterprises</b></li> </ul>	
<p><b>Key interest:</b> information about opportunities and support for collaborative projects concerning new value chains integrating IoT in manufacturing processes</p>	<p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>- Learn about IoT in the industry and its benefits</li> <li>- Identify potential project and collaboration opportunities</li> <li>- Support to build sustainable cross-sectoral and cross-border collaborations</li> <li>- Obtaining vouchers for innovation collaboration: feasibility studies, prototyping, demonstration/pilot</li> <li>- Support for the development of new products, processes, value chains, etc.</li> <li>- Becoming more competitive through the integration of IoT in their manufacturing activities</li> <li>- Learn about the IoT4Industry project outcomes</li> </ul>
<p><b>2. Supportive stakeholders:</b></p> <ul style="list-style-type: none"> <li>• <b>Clusters</b></li> <li>• <b>Business networks</b></li> <li>• <b>Associations</b></li> <li>• <b>Ambassador clusters</b></li> <li>• <b>Advisory Board</b></li> <li>• <b>Other initiatives/ projects with similar objectives</b></li> </ul>	
<p><b>Key interest:</b> involve their network in activities (and support schemes) of the IoT4Industry project and support the collaboration of IoT and manufacturing actors</p>	<p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>- Raise awareness about the IoTisation of the industry</li> <li>- Raise awareness about opportunities offered by the IoT4Industry project</li> <li>- Identify potential project and collaboration opportunities among main stakeholders (often members)</li> </ul>



	<ul style="list-style-type: none"> <li>- Connecting the relevant primary stakeholders with each other to build a project</li> </ul>
<b>3. Secondary stakeholders:</b> <ul style="list-style-type: none"> <li>• <b>Policy makers (notably at regional levels)</b></li> <li>• <b>General public</b></li> </ul>	
Key interest: the final benefit, the new value chains integrating IoT and the increased competitiveness	Benefits: <ul style="list-style-type: none"> <li>- Raise awareness about the IoTisation of the Industry</li> <li>- Obtaining information about this IoTisation and lowering the fear concerning the development towards an IoTized industry</li> <li>- Learning about the project outcomes</li> </ul>

The IoT4Industry project has set up Key Performance Indicators on the numbers to reach among each stakeholder group as follows (according to the DoA):

**Table 2: The targeted number of stakeholders**

Typology of stakeholders	Number of stakeholders
SMEs	<b>50 000</b>
Clusters	<b>500</b>
Networks	<b>10</b>
RDI stakeholders	<b>500</b>
Ambassador clusters	<b>10</b>
Project and initiatives	<b>5</b>
Relevant associations	<b>20</b>
Regional authorities	<b>10</b>



## 4. IoT4Industry communication and promotion tools and channels

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Several communication tools will be used by IoT4Industry to disseminate information and news about the project, events and the open calls: a visual identity, a website, a LinkedIn and a Twitter account, 5 newsletters and a communication kit.

The main communication channel will be the project website. The project website will also be used as the advertisement tool for publishing the calls for Expression of Interest and the call for collaborative projects. It will also serve to publish regular news, success cases' testimonials, project communications, etc. Moreover, a communication kit will be created to disseminate information and news about the IoT4Industry project. The communication kit includes flyers, posters and roll-ups.

The other channels for communication will be the networks of participating clusters as they already gathered a large number of potential beneficiaries of IoT4Industry support mechanisms and events. These clusters are strongly established in their territories for several years and hold an accurate knowledge of their ecosystems. Each partner will share information about the project on their own communication tools (website, social media and newsletters).

### 4.1. IoT4Industry visual identity

During the first months of the project, the IoT4Industry visual identity will be defined in order to make the project easily recognisable. It shall represent the stable visual element for project presentation and promotion. The visual identity of the IoT4Industry is very important since it will be included on all communications to clearly identify the project.

The project logo has been designed by a professional designer based on proposals from the partners of the consortium and has been agreed upon by the partners. The logo has been designed to be easily recognisable and to be meaningful to technical people as well as the industry and general public, but also taking into account the dynamic we hope to bring to the manufacturing field.

The logo must always stand on a white or blue background. If possible, it should always be on the top right of the print product. In any case, the best possible readability must be guaranteed.

Different versions of the IoT4Industry logo have been produced, adapted to different backgrounds and displays (screen, print, etc.).



Figure 4: IoT4Industry logo





The logo is available for the partners' use via the project shared platform.

For more information on the colour codes and on the logo see D4.2 Website and Communication Kit development.

## 4.2. IoT4Industry Online Dissemination

### 4.2.1. Project Website

The first version of the IoT4Industry website will be available at Month 3. On the basis of inputs from the Consortium and under the supervision of the partner in charge of the activities (mTSW), subcontracted professionals work in order to guarantee an appealing graphics and nice pictures , as well as an easy-to-navigate structure. The text will be provided by project partners.

The following image presents the home page at the time of the set up (and will be updated after the partners' feedback):



Figure 5: The website home page

The IoT4Industry website represents the first vehicle in raising awareness about the project and the project's showcase for a broad audience to get information and updates. It contains a general presentation of the project objectives and the consortium as well as all public information related to the project activities, results, events, etc. It follows the IoT4Industry visual identity and plays an important role in the application and information campaign.

This tool and channel addresses all stakeholder groups. To catch the widest audience, the official language will be in UK English and the website will be highly ranked and linked from external sites. The



detailed content of the site will have to be updated by the partners throughout all the operational phases of the project.

The front page is centred around the key visual image of the project which reflects the integration of IoT solutions into machines, robots and factories. The graphical appearance is highly dynamic with an engineering touch as well as it is unique.



Figure 6: Key visual on the front page

The domain of the website will be “iot4industry.eu” and the project’s coordinator is the owner of the domain.

#### 4.2.2. Social media

To enable a more active dissemination towards the largest number of stakeholders and to share catching messages for rapid dissemination purposes, IoT4Industry will create a LinkedIn and a Twitter account. These professional social networks will be used as direct communication channels with other professionals. The ultimate goal is to drive traffic towards the IoT4Industry website to promote their application for the open calls (Expression of Interest and Collaborative Projects) and to promote the project’s activities. This communication channel will increase the impact of the IoT4Industry communication and dissemination strategy.

Regular updates with the events, news or state of the project and of the open calls will be published. Previous experience has shown that Twitter is probably the best way to communicate about events and publications and that LinkedIn is used mainly as a “news repository” in order to attract specialized audience. The two accounts will also allow a virtual dialogue with the same channels of relevant stakeholders, including relevant projects/initiatives.

#### Twitter:

Twitter is useful to inform and engage with the different audience groups and especially with the secondary stakeholders. Building a community/being part of an already existing community is crucial for dissemination via Social Media platforms. Information about the latest updates on the website, new events, discussions, open calls and news and a link to the website will be provided via Twitter. In order to connect to already existing communities and build our own, IoT4Industry will use the available



hashtags as #IoT, #Collaborative projects, etc. Once a notable number of followers is established, it is possible to try and build our own hashtag (e.g. #IoT4Industry). This needs time and the appropriate content to deliver with the hashtag. If successful it can help grow the popularity among the audience groups and make IoT4Industry better known. Via the IoT4Industry Twitter Channel it is easy for followers to engage with the IoT4Industry project, either by following, mentioning, retweeting or commenting on tweets. To analyse the twitter activities IoT4Industry will use twitter’s own analytics-system which gives a very good overview over current conversations and interactions with followers.

### Twitter page

**Table 3: Twitter page management**

<b>Objective</b>	IoT4Industry Twitter account is used to promote the project offer, open calls, news, the project’s results and related activities and to drive traffic towards the IoT4Industry website as well as reach a wide range of communities such as establish connection and communication with the following: other related projects, industry, media, R&D institutions, clusters. The twitter account will be an important tool for the application campaigns regarding the open calls to touch as many people/companies as possible.
<b>Content and Messages</b>	Project news, related news, events, open calls
<b>Target Audience</b>	All stakeholders
<b>Information Required</b>	Project updates, current news, low level of details
<b>Information Providers</b>	All partners
<b>Communication Methods</b>	Internet
<b>Activities</b>	Encouraging people to reach out to their network to raise awareness about the open calls for application, regularly adding new posts and responding to others’ comments
<b>Schedule</b>	Updated on an ad-hoc basis throughout the project
<b>Responsible Partner</b>	MESAP

### LinkedIn:

LinkedIn is a professional network through which IoT4Industry can address very specific, professional target groups. It is mainly functional for targeted networking and to create a sustainable IoT4Industry network in which the status of the project and the open calls but also the project results can be shared. The IoT4Industry Group will be created and filled with details and content over the coming months, building more connections to people.



## LinkedIn Group

**Table 4: LinkedIn group management**

<b>Objective</b>	To announce IoT4Industry achievements and activities to other professionals from relevant fields of action, to raise awareness about the open calls (application campaign) to as many people/companies as possible and to obtain feedback. It will also announce events and gather interest from other people that join our community.
<b>Content and Messages</b>	Inform professionals, researchers and the audience about the project activities and open calls
<b>Target Audience</b>	All stakeholders
<b>Information Required</b>	Project updates, current news, link to the website
<b>Information Providers</b>	All partners
<b>Communication methods</b>	Internet
<b>Activities</b>	Encouraging people to reach out to their network to raise awareness about the open calls for application, regularly adding new posts and responding to others' comments
<b>Schedule</b>	On a monthly basis, or as we have content to add
<b>Responsible Partner</b>	MESAP

### 4.2.3. European Cluster Collaboration Platform

The European Cluster Collaboration Platform (ECCP) is a tool of the European Commission that provides a community platform for cluster organisations across Europe and beyond. There are currently some 850 cluster organisations registered on the ECCP and the regular news digests reach some 4500 stakeholders (cluster organisations, experts from policy...). Innosup-01 projects have the specific opportunity to set up a profile on which they can publish news, events, information on achievements, etc. Part of this information is regularly spread through the ECCP dissemination means, so the outreach is very large.

IoT4Industry has already taken the opportunity to set up a profile, accessible on <https://www.clustercollaboration.eu/eu-project-profile/iot4industry>

It is planned to publish all important pieces of information on project activities, in particular the open calls, as well as results, on the ECCP and consequently benefit from the wide outreach to the cluster community in Europe (and internationally). Through this stakeholder group, it can be expected to directly reach the cluster organisations members, that is SMEs, research organisations/universities, large companies, which represent the primary stakeholder group of IoT4Industry. With an average some 100+ members per cluster organisation profiled on the ECCP, the expected awareness raising and information sharing is very high.



#### 4.2.4. E-newsletter

During its lifetime IoT4Industry will develop and send 5 E-newsletters. They will be produced on M6, M12, M18, M24 and M30 – changes in the planning may occur as the project activity evolves, as of course the newsletters should always be used to report on project achievements and point to upcoming activity. The content of the newsletters will be collected by all consortium members and notably stem from matchmaking and training activities, as well as the promotion of successful (SME) collaboration cases. They will be drafted in a direct, journalistic language, and are published also on the project’s website. A generic “news” section on the website will serve for regular web news publications and is also the publication place of the project newsletters.

Newsletter should be disseminated to the project contact database<sup>1</sup>: gathered through the call for Expression of Interest and the call for Collaboration Projects, as well as newsletter subscription on the project website. The newsletters will also be further disseminated through the consortium partners’ networks and relevant websites.

In all mailings, the regulation of the GDPR will of course be taken into account.

#### 4.2.5. Personal communication – Emails

One of the primary means of stakeholder outreach is done via e-mail to inform interested persons and/or organisation about events, activities and open calls. Email will be used to distribute the electronic newsletters and any other relevant information to all stakeholders to draw attention to IoT4Industry highlights.

This outreach channel is specifically important for the cluster organisation partners of the IoT4Industry consortium who will reach to their members (SMEs, research centres/universities, large companies) to attract their interest and inform them on the project activity.

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<sup>1</sup> mTSW and INNO are exploring the best options for setting this database and associated tools such as the registration on the website with the service provider. A specific attention is given to GDPR requirements thus inducing ‘brainstorming’ on technicalities.



### 4.3. Communication Kit

Short flyers, posters and rollups will be designed according to the projects’ phases and target in hard copy but also electronically. These materials will contain overall information as a brief description of IoT4Industry, its objectives and partners. It will be distributed at IoT4Industry events and events attended by the consortium partners to present the project and shared to the stakeholders met in order to increase its visibility and expand the network of contacts.

The Kit will include a variety of tools and ideas to help ensure that manufacturing SMEs but also SMEs active on the value chain of IoT technologies understand the objectives of the IoT4Industry project and the potential of IoT applied in manufacturing environments. Not only will the industry be targeted. It is important we reach the whole ecosystem including the policy makers and the public to really help making this project a success.

The final number of hard copies will depend on the events at which it will be available. There will also be a possibility to download it from the website.

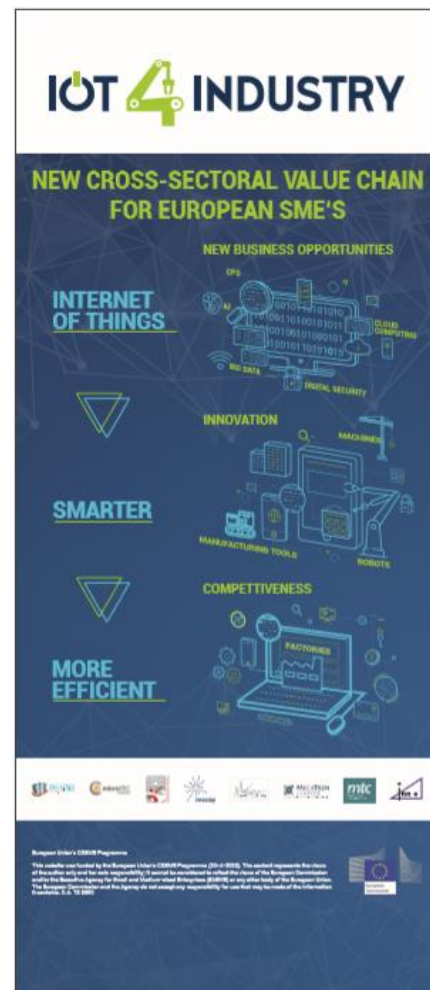
The following figure shows a first version of the IoT4Industry roll-up:

### 4.4. Events and workshops

Within the framework of IoT4Industry, diverse events are planned. In order to reach out to as many stakeholders as possible, all Consortium partners in their usual activity will participate in relevant EU events including conferences, SME info days, meetings, conferences and fairs (e.g. Hannover Messe, Smart Industries Paris, etc.). The partners will there promote the IoT4Industry training and matchmaking offer, as well as the innovation vouchers to SMEs with for example a banner/roll-up in the exhibition, distribution of projects flyers or with oral presentations in the programme.

In the framework of the cluster management activity, partners are generally present at regional and international events that are related to the IoT and manufacturing topic. As such they will be able to draw the attention of a broader interested audience.

Moreover, 14 training workshops will be organised in order to get closer interaction with (a part of) the primary stakeholders. These will be specifically designed to inform SMEs. The training workshops are planned for Months 7 and 14 of the project. These workshops are designed to give awareness to SMEs about the potential impact of IoT technologies, furthermore, the workshops will also form as a platform to promote further matchmaking opportunities and calls for projects.



**Figure 7: IoT4Industry roll-up – first version**



#### 4.5. Networking and open collaboration spaces

In order to reach out to as many relevant parties as possible, interaction with relevant networks or associations will be set up. The project objectives, activities and results will have to be disseminated in order to increase the awareness about the importance of IoT for manufacturing in the future. One can see these networking activities on two different levels: internal and external.

By “internal networking” the different networking activities inside the project consortium are meant. Next to the different communication and management actions that have to be done in the framework of this project, the consortium will also carefully set-up a networking amongst the different consortium partners, to get a more detailed comprehension of the activities and domains the different players are servicing and to promote the project service (open calls & vouchers). The better the knowledge is about the actions and working of the different partners, the better the cooperation can be during the project. This will result in a more efficient way of working and a greater importance for the targeted group of companies.

The “external networking” groups include all the activities to reach out to other clusters and networking initiatives outside of the project consortium. With each of these groups (as specified below, see table 4), an “open collaboration space” will be set up to ensure efficient and result-oriented exchange and exploitation of synergies, to the benefit of common target beneficiaries. The IoT4Industry partners will establish a certain interaction with similar and complementary initiatives, networks and projects in Europe. Learning from others certainly helps to improve the quality of the project and the exploitation of synergies will multiply the benefit for the “users”.

The table below details examples of different connections and networks of the partners of the consortium in the rest of Europe (West, South, East, North); non-exhaustive list:

**Table 5: Clusters connections in the rest of Europe**

Partner	Cluster partners or networks	Topic	Country
SCS	TICE.pt	ICT	Portugal
	Eastern Cluster ICT	ICT	Poland
	Mobile Heights	ICT	Sweden
DSP-V/SCS	GAIA	ICT	Spain
	Silicon Europe Alliance	ICT (semiconductors)	12 clusters
DSP-V	Corallia	ICT	Greece
mTSW	Transylvanian Cluster Furnitures	Factories	Romania
	Microelectronics and Embedded Systems (CMEES)	ICT	Bulgaria
MESAP	EPOSS, Silicon Europe Alliance, EFFRA	Mechatronics, machines and smart systems)	a number of member organisations
MBI	Hungarian Mechatronics Cluster	Mechatronics	Hungary
	Cluster of Machine producers	Machines	Spain
PMT	Romanian cluster associations	Clusters	Romania



inno	European Cluster Collaboration Platform. Other Innosup-1 projects	Clusters	1000+ clusters database
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Overall, the IoT4Industry project will seek to set up wide open collaboration spaces as follow:

**Table 6: Networking and open collaboration spaces**

Outreach party	Activity and channel	Beneficiary	Expected impact and indicators
<b>Relevant cluster networks and thematic networks (e.g. Silicon Europe Alliance, Microtechnics Alliance, etc.) and national and regional cluster associations, European Cluster Collaboration Platform...</b>	Outreach to address their members / contact database with the IoT4Industry service offer. Collaborative activity (e.g. joint events, etc) as far as relevant. Channel: specific emailing, social media, potential for dedicated web sections if suitable, direct exchange, dissemination material.	Main target: SMEs with sector relevance (IoT and manufacturing). Secondary target: - clusters and networks for joint activity - Other RDI stakeholders of the networks for involvement in consortia for the service offer	Outreach to: - 10+ networks - 500+ clusters with thematic relevance - 50 000+ SMEs (in average 100 SMEs per cluster) High demand to the service offer expected
<b>Ambassador clusters</b>	Outreach to address their members. Involvement of less industrialised and “IoTized” countries and regions in particular. Collaboration for joint events or similar as far as suitable. Linking within the group of ambassador clusters for exchange among the members (experience sharing, etc.) Channel: specific emailing, social media, potential for dedicated web sections if suitable, direct exchange. Privileged invitation to IoT4Industry events / activity.	Main target: SMEs and other RDI stakeholders with little “IoTisation” Secondary target: ambassador clusters and their regional environment to ensure a transfer of knowledge. Policy stakeholders.	Outreach to: - 10+ ambassador clusters - 500+ RDI stakeholders (in average 50 members of a cluster) Joint activity: - invitation to project activity - Collaboration on events
<b>Partner’s networks (R&amp;I stakeholders and</b>	Multiplication process of information sharing and outreach.	Main target: SMEs	Multiplication effect. Impact expected as





<b>notably other clusters)</b>	Channel: specific emailing, social media, direct exchange.	Secondary target: any RDI stakeholder with network	leverage effect of activity towards networks and initiatives thanks to individual contacts.
<b>Relevant projects and initiatives (e.g. other Innosup-1 projects with complementary thematic/sector focus; I4MS initiative, etc.)</b>	Collaborative actions as far as synergies exist, for the benefit of common target groups (e.g. joint events, trainings, etc.) Channel: specific emailing, social media, direct exchange.	Main target: SMEs Secondary target: any RDI stakeholder with network. Policy stakeholders	Outreach to: - 5+ relevant projects and initiatives
<b>Associations and other multipliers with outreach to SMEs (e.g. Chambers of commerce, Tech transfer offices and incubators, the Enterprise Europe Network, etc.)</b>	Outreach to address their members / contact databases. Channel: specific emailing, direct exchange.	Main target: SMEs Secondary target: other RDI stakeholders, notably larger industry	Outreach to: - 20+ relevant associations
<b>Regional authorities</b>	Outreach to address regional RDI stakeholders. Involvement for information gathering and validation of approaches. Specific involvement on WP1 analyses. Channel: direct exchange.	Main target: regional policy makers Secondary target: regional RDI stakeholders	Exchange with 10+ relevant regional authorities
<b>Advisory Board (AB)</b>	Outreach to personal contacts and databases; multiplier effect Channel: specific emailing, direct exchange, AB meetings.	Target: RDI stakeholders	Exchange with 6 AB expert members

#### 4.6. Outreach campaigns

The IoT4Industry team will organise outreach campaigns to SMEs to inform them on the project services and offers. The outreach campaigns will precede the 4 open calls, the 2 calls for Expression of Interest and the 2 calls for Collaborative Projects. These campaigns are highly important since they are the most important success criteria.

The following table provides details about the outreach campaigns:



**Table 7: The outreach campaigns**

<b>Objective</b>	To inform and get primary stakeholders interested in the project activity, the trainings, the offer, the vouchers and support for collaborative projects.
<b>Content and Messages</b>	Information about the project activity, the offers and the open calls (Eol & CP)
<b>Target Audience</b>	All stakeholders to reach out to as many primary stakeholders as possible
<b>Information Required</b>	Details about the open calls and the service, training and matchmaking provided
<b>Information Providers</b>	All partners (in particular PMT)
<b>Communication methods</b>	Using all the communication tools and channels described above in this chapter
<b>Activities</b>	Encouraging people to reach out to their network to raise awareness about the open calls for application, to initiate a collaborative project and to answer the open calls
<b>Schedule</b>	Before the two open calls (Eol & CP)
<b>Responsible Partner</b>	All partners contribute, inno coordinates



## 5. Dissemination strategy implementation

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### 5.1. Consortium Efforts

The Work Package 4 Outreach and Sustainability is led by inno TSD. All the consortium members make significant contributions to its full and effective implementation.

The following deliverables are associated to the communication and dissemination activities:

- D4.1 Communication and Dissemination Plan (M3)
- D4.2 Website and Communications Kit development (M3)
- D4.3 Outreach and awareness raising activity – intermediary report (M15)
- D4.4 Networking and transfer of knowledge activity – intermediary report (M15)
- D4.5 Draft Exploitation and Sustainability Plan (M14)
- D4.6 Outreach and awareness raising activity – final report (M30)
- D4.7 Networking and transfer of knowledge activity – final report (M30)
- D4.8 Final Exploitation and Sustainability Plan (M30)

In total, **25.5 person months** will be dedicated to communication and dissemination activities.

All partners will contribute to the publicising of IoT4Industry findings and the dissemination of communication materials such as articles, news, e-newsletters, etc.

### 5.2. Monitoring and evaluation

In order to ensure the quality and high degree of effectiveness of the dissemination activities, monitoring regularly the progress is needed to evaluate what has been accomplished and what is still to be done. This will allow WP Leader inno TSD to check if the overall communication and dissemination strategy is adhered to or not. The Communication Plan may be re-oriented depending on the actions that have been undertaken and what is still missing. A sufficient flexibility is indeed required to allow activities to adapt to project developments. The potential problems or difficulties will be detected as early as possible in order to create effective adaptation measures.

To this end, remote meetings will be organised regularly, on the basis of one meeting every three month at least. It will gather the WP leader inno TSD and the participating partners related to the task(s)/activities that will be discussed.

IoT4Industry partners will be reporting to inno TSD any Communication or Dissemination activities they have been doing on their own. Moreover, reporting activities will keep tracking events. The Consortium partners will pay particular attention to these points: they will inform inno TSD and Pole SCS anytime they participate in an event of interest for the project and will report the dissemination actions undertaken at the event.

The Dissemination reporting will be part of the official project progress reports.



### 5.3. Performance indicators

The IoT4Industry project plan is established with the aim of maximising impact on the European Industry through dedicated support to SMEs. Clear and realistic KPIs are set up and will be closely monitored to ensure the successful implementation of the activity. Well-thought and wide-spread dissemination and communication measures will ensure the effective outreach to the project target groups. To the benefit of SMEs and in order to concretely contribute to the improved competitiveness of the European industry along the smart manufacturing value chain, the project activity will be set up in a sustainable way that will allow long-term exploitation.

The table below presents a non-exhaustive list of indicators that will be used to monitor and measure the communication and dissemination performance. These are estimated indicators that might be revised. These objectives are shared by the consortium members.

**Table 8: Performance indicators**

Indicators	Type ( <i>Quantitative / Qualitative</i> )	Measure
<b>Website</b>	Quantitative	1
<b>Analysis of the website impact (n° of visits)*</b>	Quantitative	5 000
<b>Number of followers on social media</b>	Quantitative	200
<b>Evidence of debates and discussions in the social media</b>	Qualitative	Frequency of activities and publications
<b>Number of SMEs directly supported</b>	Quantitative	100+
<b>Number of articles on the website and on social media</b>	Quantitative	100
<b>Number of people asking for feedback or more information</b>	Quantitative	100
<b>Number of involved countries/regions that are not represented in the consortium in the project activities</b>	Quantitative	5+
<b>Participation in other projects' events (during which the IoT4Industry partners can disseminate information about the IoT4Industry project)</b>	Quantitative	7
<b>Presentations in conferences</b>	Quantitative	10



<b>E-newsletter</b>	Quantitative	5
<b>Number of contacts for E-newsletter</b>	Quantitative	200

\* mTSW and INNO will explore the technical options for analysing impacts in IoT4Industry next steps.



## 6. Annexes

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### 6.1. Preliminary lists of identified stakeholders

The outreach activity of IoT4Industry will involve all stakeholder groups specified in chapter 3. Whilst SMEs, large companies and research organisations will mostly be addressed through the cluster partners' individual networks – their members – public authorities and diverse initiatives will be identified over time to exploit synergies and create economies of scale. In addition, the European Cluster Collaboration Platform (ECCP) will be a major outreach channel.

#### **6.1.1. SMEs, marge enterprises, research organisations and cluster organisations**

The clusters in the IoT4Industry Consortium have direct outreach to 900+ SMEs and to 195 large companies among their members. The IoT4Industry clusters partners have direct outreach to 139 research organisations in their networks.

Moreover, inno TSD has an outreach to over 820 cluster organisations and indirectly to about 80 000 SMEs through the ECCP it is coordinating.

In addition, all partners are involved in numerous networks, projects and initiatives and will use these for further dissemination of information about IoT4Industry activities and results. These networks and initiatives often involve also RDI stakeholders and other cluster organisations (see further below).

As regards cluster organisations, specific activity is planned to involve “ambassador clusters” from different EU regions into the project. These cluster organisations will be offered early information on support services, including innovation vouchers for SMEs, and they will be an important outreach channel to RDI stakeholders in regions and countries not “covered” in the IoT4Industry consortium.

#### **6.1.2. Public authorities**

The IoT4Industry activity will involve a number of authorities on local, regional and national level, in order to gather insights for analyses undertaken at the beginning of the project and in order to collaborate for the benefit of SMEs throughout the project lifetime. Numerous actors are expected to be engaged one way or the other, for example the following (non-exhaustive list):

France metropoles – France 10 competitiveness clusters – SATT (Société d’Accélération de Transfert Technologique) – Plan Industries Île-de-France – ARII (Agence Régionale pour l’Innovation et l’Internationalisation des entreprises Provence-Alpes-Côte-d’Azur) – Agence du numérique (France) – Agence entreprises (France) – VLAIO (Vlaanderen Agentschap Innoveren & Ondernemen) (Belgium) – Industrie- und Handelskammer Karlsruhe (Germany) – Regional ministries/governments

#### **6.1.3. Regional initiatives**

Industry 4.0 is at the heart of numerous initiatives on regional and national level. The following non-exhaustive list presents initiatives that will be informed about IoT4Industry activity:



**Table 9: Regional initiatives identified**

Region	Initiative
<b>Auvergne Rhône Alpes (AURA)</b>	Auvergne Rhône Alpes Entreprises
<b>Auvergne Rhône Alpes (AURA)</b>	Collectif Industrie 4.0
<b>Baden Württemberg</b>	Allianz Industrie 4.0
<b>Baden Württemberg</b>	Applikationszentrum Industrie 4.0
<b>Baden Württemberg</b>	Digitalization advice center for SMEs in Baden-Württemberg
<b>Baden Württemberg</b>	Lernfabrik 4.0
<b>Baden Württemberg</b>	Readiness I4.0
<b>Baden Württemberg</b>	Steinbeis Transferplattform BW Industrie 4.0
<b>Basque Region</b>	Basque Industry 4.0 (TECHNALIA)
<b>Brussels Region</b>	beDigital.brussels
<b>Flanders Region</b>	Flanders Make/Minds
<b>Flanders Region</b>	Industrie 4.0
<b>Flemish Region</b>	Made Different
<b>Piedmont</b>	Call for R&D
<b>Piedmont</b>	Regional Technological Platform – Intelligent Factory
<b>Provence-Alpes Côte d’Azur (PACA)</b>	ARII (Agence Régionale pour l’Innovation et l’Internationalisation des entreprises)
<b>Provence-Alpes Côte d’Azur (PACA)</b>	Industrie du Futur
<b>Scotland</b>	Action Plan for Manufacturing
<b>Wallonia Region</b>	Digital Wallonia
<b>Wallonia Region</b>	Marshall 4.0
<b>Western Greece</b>	Operational Programme in Region Western Greece



Moreover, synergies between the European ESIF funding and H2020 Innovation Action programme on the field may be difficult. Indeed, these synergies implies to coordinate the accessibility of funding with the regional or local entities responsible for the implementation of diagnoses, while collaborating with the clusters from the “technology provider” and “solution receiving” companies, with a set timeframe aligned on the call for projects. This specific scheme supposes the dissemination/interaction will be the following:

- Establishing a framework for exchanges between clusters and regional agencies on IoT4Industry voucher schemes early on
- Scouting diagnoses reports – if made available by the regional entities – and identifying the companies potentially interested in further exploring IoT/Advanced manufacturing solutions
- During the matchmaking sessions, engage with the regional representatives / agencies on concrete collaborations with the companies accompanied within the regional scheme
- Ensure the ‘solution provider’ involved in the IoT4Industry-supported project do understand / agree with the conclusions set in the diagnosis and develop the adapted solution, fostering a ‘digital by design’ approach rather than ‘digital by default’ solutions

For more information please see D1.3 Regional Strategies.

#### 6.1.4. National initiatives

EU Countries represented in the Consortium	
<b>Belgium</b>	Digital Belgium
	Made different
<b>France</b>	Industrie du Futur
	Programme Investissement d’Avenir
	Nouvelle France Industrielle
	Alliance pour l’Industrie du Futur
	Transition Numérique
<b>Germany</b>	Platform Industrie 4.0
	IUNO
	Network Alliance for a Digital Germany
	Mittelstand 4.0
	Smart Service World
	Autonomik für Industrie 4.0





<b>United-Kingdom</b>	Knowledge Transfer Network (KTN)
	Innovate UK
	European Enterprise Network
	Catapults: HVMC and Digital Catapult
<b>Italy</b>	Piano Nazionale Industria 4.0 (PNI4.0)
	Internet of Things and Industry 4.0
	Intelligent Platform Factory (Piattaforma Fabbrica Intelligente)
<b>Other EU Countries</b>	
<b>Portugal</b>	Produtech
<b>Spain</b>	Industria Conectada 4.0
<b>Netherlands</b>	Smart Industry
<b>Denmark</b>	MADE
<b>Sweden</b>	Produktion 2030
<b>Finland</b>	FIMMECC PPP Programmes
	Digile
	Tekes
<b>Latvia</b>	Demola (Riga IT Techhub)
<b>Poland</b>	Innomed
	Innolot
	CuBR
	Biostrateg
<b>Slovakia</b>	Smart Industry (5K)
<b>Czech Republic</b>	Průmysl 4.0
<b>Austria</b>	Produktion der Zukunft



### 6.1.5. European initiatives

On European level, a variety of initiatives is active on the topic of Industry 4.0. The IoT4Industry consortium will seek to exploit synergies with a large number, for example (non-exhaustive list):

- ICT Innovation for Manufacturing SMEs (I4MS)
- Smart Anything Everywhere Initiative
- Manufacture (by European Factories of the Future Research Association)
- Manufuture
- Silicon Europe
- Smart Factory Networking Cluster
- EPOSS European Technology Platform
- Alliance for the Internet of Things Innovation (AIOTI)
- KIC Added Value Manufacturing
- EIT Digital
- Interreg France-Wallonie-Vlaanderen-Factory 4.0: Démonstrateur ‘Usine du Futur’
- Interreg Alpine Space SPART SPACE
- Interreg North Sea Region GrowIn4
- Interreg V-B Adriatic-Ionian programme FUTURE 4.0
- Vanguard initiatives

In addition to these topic-specific initiatives, there are 12 other initiatives currently running that are financed under the Innosup-1 calls of the last years (2015, 2016, 2017), aiming at the creation of new value chains. Even though not related to the topic of Industry 4.0, IoT4Industry will be in close contact with a majority of them in order to share knowledge, exchange experiences and widen impact on diverse sectors. The exchange with the three other projects funded under the same call, VIDA, DIVA and C-VOUCHER, has already started.



## 6.2. Communication activities follow up

The table template below will be used for the follow up of dissemination activities.

**Table 10: Communication activities follow up**

<b>Date &amp; Place</b>	<b>Type of activities</b> <i>e.g. Participation in Events/ Presentation in events/ Articles etc.</i>	<b>Description of the activities performed / stakeholders impacted/ communication materials used</b>	<b>Quantitative information</b> <i>e.g. Number of participants/ articles/ leaflets shared etc.</i>	<b>Target audience</b> <i>type of stakeholders and number</i>	<b>Website if any</b>
<i>May 14<sup>th</sup>, 2018; EU-wide</i>	<i>Article</i>	<i>The first press release about the IoT4Industry kick-off has been published on the European Cluster Collaboration Platform</i>	<i>1</i>	<i>&gt;800 cluster organisations</i>	<a href="https://www.clustercollaboration.eu/profile-articles/launch-iot4industry-project">https://www.clustercollaboration.eu/profile-articles/launch-iot4industry-project;</a>  <a href="https://www.clustercollaboration.eu/profile-events/iot4industry-kick-opportunitites-smes">https://www.clustercollaboration.eu/profile-events/iot4industry-kick-opportunitites-smes</a>

