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## **Deliverable D6.1**

Dissemination and Communication Plan

## **Work Package 6**

BOOSTING INDUSTRIAL LEADERSHIP

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## DOCUMENT HISTORY

Version	Date	Changes	Stage	Distribution
0.1	27/11/2020	Draft document developed has been sent for review	Under review	AR AIMEN
1	07/12/2020	After reviewing it, comments from AIMEN were integrated and final draft shared with all Partners	Final Draft	Consortium
1	18/12/2020	Final version of the report has been submitted to EC	Report issued	

## EXECUTIVE SUMMARY

In this document, the Communication and Dissemination Plan of the PENELOPE project issued in M3.

This report will be updated and submitted to the EC on M24, M36 and M48.

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## LIST OF ABBREVIATIONS AND DEFINITIONS

<b>DoA</b>	Description of Action
<b>EC</b>	European Commission
<b>H2020</b>	Horizon 2020
<b>GA</b>	Grant Agreement
<b>CA</b>	Consortium Agreement
<b>KPI</b>	Key Performance Indicator
<b>FSTP</b>	Financial Support to Third Parties

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## 1 INTRODUCTION

### 1.1 Project Summary

The manufacturing of large-scale parts needs the implementation of a holistic data management and integrated automation methodology to achieve the desired levels of precision using modular and more flexible equipment. Large-part manufacturing is characterized by the high customization required (built-customer specific).

Also, manufacturing of complex large-scale parts involves a variety of subassemblies that must be manufactured and assembled. This high degree of personalization implies a great effort in the design and the posterior verification after manufacturing, to achieve high precision.

On the other hand, this customised product-centric design requires an optimisation of the resources of the workshop –i.e. workers, machines, devices— for a responsive, reconfigurable and modular production, targeting the execution of key labour-intensive tasks by preserving industry-specific workers’ knowledge and skills (worker-centric approach).

PENELOPE proposes a novel methodology linking product-centric data management and production planning and scheduling in a closed-loop digital pipeline for ensuring an accurate and precise manufacturability from the initial product design.

PENELOPE is built over five pillars for developing a common methodology and vision deployed in four industrial-driven pilot lines in strategic manufacturing sectors (Oil & Gas, Shipbuilding, Aeronautics and Bus & Coach) and with potential replicability to other sectors.

Moreover, it will be set a pan-European network of Didactic Factories and showrooms, providing training and upskilling capabilities enabling the workforce transition towards Industry 4.0 and general-purpose testbeds for assisting in the industry adoption. PENELOPE envisions to highly-increase EU manufacturing sector competitiveness by increasing production performance, quality and accuracy while ensuring workers’ safety and resource efficiency.

### 1.2 Deliverable overview

This deliverable describes PENELOPE Dissemination and Communication Plan. While the Dissemination is focused on the public disclosure of PENELOPE results to specific target groups, Communication aimed on promoting the project itself and its impacts

The main objective of this deliverable is to describe PENELOPE strategic plan to steer dissemination and communication activities during the project’s lifetime. This includes defining the plan’s objectives, the target groups of Dissemination and Communication activities, the information and messages that will be communicated, the tools and channels that will be used, how and when activities will take place.

This Dissemination and Communication Plan has been structured using a 360 approach, and aims to use all resources at our disposal, taking into account all audiences at our reach whilst responding to the 5W questions: Why disseminate and communicate; Whom to disseminate and communicate to; What information

to disseminate and communicate; Where and how to disseminate, and communicate, and When to disseminate and communicate.

The plan also considers how to measure the impact of the Dissemination and Communication activities to continuously monitor and improve our work by a comprehensive reporting structure. These aspects are detailed within this document.

Moreover, if its needed that all partners in PENELOPE will be deeply involved in the Dissemination and Communication work, providing contents, developing publications, participating in events, promoting the project’s outcomes, etc. Otherwise, Internal coordination methods as Communication toolkits, will be put in place to assure the smooth development of all activity and an appropriate impact of its results.

This document should be intended as a practical guide for the partners to align on strategic objectives and on operational activities, but also as a document that represents the basis for common understanding of what are the relevant factors the consortium and the EC must coordinate on for overall effective promotion of the PENELOPE project.

## 2 DISSEMINATION AND COMMUNICATION PLAN OVERVIEW

### 2.1 Introduction

This deliverable describes PENELOPE Dissemination and Communication Plan, as defined in Task T6.1 (PENELOPE Communication & Dissemination Activities) of Work Package 6 (BOOSTING INDUSTRIAL LEADERSHIP). The management and implementation of the dissemination and communication activities are led by FBC as the FBA’s Linked Third Party, and the support of AIMEN, as project coordinator. This structure is aimed to ensure the alignment of all activities with the overall run of the project activities.

All partners in PENELOPE will be deeply involved in the Dissemination and Communication work, providing contents, developing scientific publications, participating in events, promoting the project’s outcomes, etc.

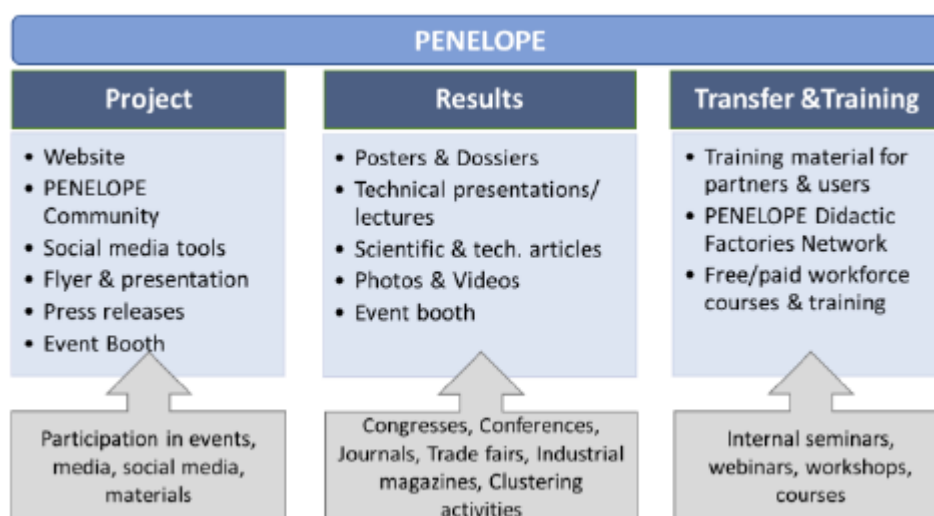


Figure 1. PENELOPE Communication plan overview

### 2.1.1 Objectives of the deliverable

The main objective of this deliverable is to outline PENELOPE plan to steer dissemination and communication activities during the project's lifetime.

This includes ensuring a good and explicit understanding of the plan's objectives, who the target groups of dissemination and communication activities are, the information and messages that will be communicated, the various tools and channels that will be used, as well as how and when activities will take place.

### 2.1.2 Dissemination and communication approach

To understand the Dissemination and Communication approach, it is also important to distinguish the two concepts, which are different in their purpose (as also defined by the EC).

Communication is a strategically planned process that starts at the beginning of the project and continues throughout its lifetime, aimed at promoting the project and its results. It requires strategic and targeted measures for communicating about the project and its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.

Dissemination is the public disclosure of the project's results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium.

### 2.1.3 Dissemination and communication framework

The PENELOPE Dissemination and Communication framework is based on the 360 approach to aim to seize all resources at hand, adapting it to the project ecosystem and maximizing its impact. This would be also complemented by addressing the five main elements of the 5W approach, as represented in Figure 1.

Whilst the concept of a 360 degrees marketing plan refers to a marketing campaign that reaches customers at all possible points of contact. Successfully putting together such a plan is important because it enables you to maximize the chances of finding new potential customers and engaging them in a wide variety of ways. The approach consists of the following essential items:

- **Why disseminate?** – Purpose and importance of Dissemination and Communication.
- **Who to disseminate to?** – Target audience of Dissemination and Communication activities.
- **What to disseminate?** – Contents, information, know-how, findings.
- **Where and how to disseminate?** - Tools, channels and materials used for Dissemination and Communication.
- **When to disseminate?** – Tentative schedule for Dissemination and Communication activities.



**Figure 2. Elements of the PENELOPE Dissemination and Communication framework**

### 2.1.4 Management of Dissemination and Communication activities

The management and overall implementation of dissemination and communication activities is led by FBC, as leader of **Task 6.1 – PENELOPE Communication & Dissemination Activities**, with involvement of AIMEN as project coordinator, as the WP6 Boosting Industrial Leadership leader.

To ensure maximum impact, all partners have a role and the responsibility to be active in these activities, being conformant to the related provisions of the PENELOPE Grant Agreement. All partners will be informed of and will take part in the activities related to dissemination and communication (information and requests will be delivered through the project’s mailing list).

## 3 WHY: OBJECTIVES OF PENELOPE DISSEMINATION AND COMMUNICATION

Dissemination and Communication plays an important role in establishing opportunities to promote, communicate and disseminate results of the project throughout its entire lifetime and beyond. This way, the specific aim of the project has been transformed into smaller to ensure success.

In terms of **specific objectives** of the PENELOPE **Dissemination Plan**, they are as follows:

- (O1) to raise awareness and interest of potential users;
- (O2) to potentiate interaction with stakeholders (key feedback boosting opportunities);
- (O3) transfer of knowledge among the partners
- (O4) effective acquisition of new skills by users;
- (O5) ensure a broad applicability of the results considering regulations and standards;
- (O6) to foster PENELOPE wider acceptance by industry.



The **specific objectives** of the PENELOPE **Communication Plan** are:

(O1) to involve young minds into the development of advanced, flexible and smart manufacturing technologies and, specifically, related to holistic and digital management systems & tools, and their importance and impact onto the economy and society;

(O2) to help on promoting gender equality and integrating the gender dimension in research and innovation activities as well as promoting new gender-neutral career opportunities derived from project results;

(O3) to achieve societal endorsement linked to research on digitisation due to their potential for contributing to overcome main societal challenges;

(O4) to involve key industry sectors and players, potentially open to the adoption of PENELOPE solutions and achieve their support to the project and to future initiatives linked with developing and improving holistic digital manufacturing approaches;

(O5) to contribute to the mobilisation of the European Research Area (ERA) for the adoption of PENELOPE-generated knowledge and the development of new applications, enabling the full potential of the PENELOPE approach;

(O6) to raise awareness among EC/public authorities/policy makers fostering cooperation in the PENELOPE long-term sustainability (funding opportunities), spreading the benefits of digital and smart manufacturing and contributing easing the regulatory process.

## 4 WHO: TARGET AUDIENCES OF PENELOPE DISSEMINATION AND COMMUNICATION PLAN

Indicatively, here is a breakdown of the relation between all target groups, objectives and activities:

Audience	Key message	360° Activities	Time	KPIs
<b>Young Minds</b>	Impact on youth daily life	Visits, media & didactic materials	M12	+200 students reached
<b>Public in general</b>	Impact on jobs, energy, environ. & life quality	Press releases, articles, radio & TV, web, social media	M1	+10,000 people reached
<b>Women</b>	Career opportunities in smart manufacturing	Participation in the EU Platform of Women in Science, in STEM, etc.	M12	Involvement in at least 3 activities
<b>Stakeholders</b>	Project impact in manufacturing industry	Industry. events, including when possible Standardiz. & Certification.	M1	+4 presentations +20 partners engaged

<b>European Research Area (ERA)</b>	PENELOPE methodology	Project info in CORDIS & Open Access	M12	+3 publications
<b>EC, Authorities &amp; Policy Makers</b>	Impacts on industry & citizens and existing barriers	Presentation, briefings & fact sheets and participation in relevant events	M12	+4 presentations and/or events

**Table 1. PENELOPE’s communication plan**

## 4.1 Target audience

Six groups have been identified as the main target audiences of PENELOPE and its potential impact. These different groups have specific interests and expectations, and thus tailored messages will be prepared to gather their attention and engaged them appropriately.

Furthermore, different formats were developed in previous CSAs for distinct target groups as some messages may be better received than others depending on the medium chosen. The PENELOPE target groups are: (1) Young Minds; (2) Public in general; (3) Women; (4) Stakeholders; (5) European Research Area (ERA) and (6) EC, Authorities & Policy Makers.

Individualized activities and messages will be put in place to reach these six different audiences. Furthermore, in order to reach the objectives, other intermediate audiences will be approached. For instance, a network of Supportive Partners will be developed to allow the project leverage on the strong partner’s connection. It is also planned to connect with key initiatives under the DSM (I4MS, RODIN and the SAE ecosystem), the DIH ecosystem and other projects of the ecosystem generating cross-dissemination and synergies.

Moreover, PENELOPE will set a devoted community to gather and interact with all mapped stakeholders, from previous initiatives, industry associations, companies, innovators and individuals. The most active and interesting ones (EU industrial associations, clusters and DIHs) will be selected as supportive partners in a win-win cooperation mode, promoting the benefits and opportunities within the Didactic Factories Network. Supportive partners will be asked to promote the project (benefits and opportunities).

Furthermore, they will be asked for collaboration on the orientation of the training programme (based on their member’s needs) and to identify and engage suited manufacturing companies to be benefited from the *insitu* training. In return, PENELOPE will offer visibility, access to info/materials and participating in joint events. Parties widening geographical coverage may be invited to adhere to the network. FBC and CCM will play a key role in engaging the supportive partners.

In the very initial phase of the project, dissemination will be focused in presenting the project to raise awareness among stakeholders (all target audiences). Following the generation of research outputs, it will be more focused to the scientific community, standardization organizations and key industry representatives as well as activities aimed to other target audiences as aforementioned. As the project progresses, dissemination will focus on presenting results related to PENELOPE solutions (the whole solution and each of the subsystems and tools) through specific outreach activities to all audiences. By the end of the project, the focus will also be oriented towards industrial demonstration and the technology replication potential.

Although during the whole project transfer activities among the partners will occur, specific actions are planned by end of the project based on all the results obtained. Similarly, training activities will also be specifically addressed during the project and beyond, aiming to deploy an orchestrated access to operators upskilling programmes through devoted content, materials and the set-up of the PENELOPE Network.

## **5 WHAT: INFORMATION AND RESULTS TO BE DISSEMINATED AND COMMUNICATED**

The communication about PENELOPE Activities and Best Practices will be launched constantly along the 48 months of the project.

The Consortium will have a proactive policy to disseminate the project results, with prior notice of any dissemination activity to all partners with enough information on the results to be disseminated. Open Access will be provided to peer review scientific publications and to research data according to the Data Management Plan (DMP) to be elaborated (D6.2).

**Access Rights to Results:** access for carrying out the project will be on a royalty-free basis, while for exploitation will be granted on fair and reasonable conditions. Access Rights for internal research/education/training will be granted on a royalty-free basis. Other access rights provisions will be defined in the CA.

**Open Access and Open Research Data:** PENELOPE consortium will ensure open access to peer review scientific publications and will seek to provide open access to other publications (monographs, conference proceedings, etc). In addition, PENELOPE project will participate in the Open Research Data Pilot according to Article 29.3 of the GA. In the initial Data Management Plan (DMP), to be elaborated during the project (D6.2), data categories considered comprise: Research data (product & process parameters, industrial specifications, designs, testing procedures and results, models and modelling procedures, performance or LCA data, etc.), Financial and administrative data (partners coordinates, effort and costs), Exploitation data (market analysis, trends, partners' financial projection, etc.) and Personal data (partners, attendees to project events, etc.).

Openness levels considered are Open, Restricted and Confidential. Research data to be opened include performance data or results presented in the deposited scientific publications, known as “underlying data”. Embargo period will be considered until adequate protection is in place. End-users confidential data and research data related to industry results will be considered confidential as otherwise their competitive position for exploiting such results will be endangered. Personal data of people involved in project activities will be managed according to EU/ national Data Regulations. The data management unit will be the dataset (a list of potential datasets to be generated will be drafted at 1st DMP version, to be regularly updated).

The key tool for data management will be the dataset fiche comprising all information required for its proper management during the project and beyond (long term preservation), including measures to comply with FAIR principles according to H2020 guidelines<sup>131,132</sup>. Dataset and DMP roles and responsibilities among partners will be clearly defined within D6.2. For Open data ZENODO will be the by-default option where the project will create a devoted community.

The main project results to be disseminated and exploited, during and beyond the project, to maximise PENELOPE impact are:

- PENELOPE Online Community, website and platforms

- PENELOPE Technologies
- PENELOPE Didactic Factories and results
- PENELOPE project Milestones
- PENELOPE Activities and trainings
- PENELOPE Supporting Partners Activities
- Ecosystem Best Practices and success case Portfolio
- Industry 4.0 Awareness information

Beyond the dissemination and the community building strategy, PENELOPE will deploy an ambitious twofold training and operators digital upskilling strategy. On one side, in order to ensure the knowledge transfer to adopters PENELOPE will develop and implement a training plan (D6.4) comprising suitable materials and organising training activities (internal seminars, webinars, live sessions, Massive Online Open Courses (MOOCs), etc.) encompassing PENELOPE digital manufacturing approach and technologies (are e.g. application of a modular pilot line architecture, selection of relevant IT, AR/VR tools, exoskeletons, collaborative robots, modelling and simulation, etc.). On the other side, PENELOPE will deploy the Didactic Factories Network, providing access to in-situ training based on latest advanced manufacturing technologies and linked to professional education and certification (VET and C-VET114 programmes), helping to re-shape the EU manufacturing workforce towards the Industry4.0 paradigm.

As previously stated, it will be openly accessible to PENELOPE adopters during and beyond the project. During the project, PENELOPE will offer free onsite training on developed technologies (14 courses aiming 140 upskilled operators) within the Didactic Factories for selected beneficiaries (through an EoI).

On Dissemination milestones: In the very initial phase of the project, dissemination will be focused in presenting the project to raise awareness among stakeholders (all target audiences). Following the generation of research outputs, it will be more focused to the scientific community, standardization organisations and key industry representatives. As the project progresses, dissemination will focus on presenting results related to PENELOPE solutions (the whole solution and each of the subsystems and tools) through specific outreach activities to all audiences. By the end of the project, the focus will also be oriented towards industrial demonstration and the technology replication potential.

Although during the whole project transfer activities among the partners will occur, specific actions are planned by the end of the project based on all the results obtained. Similarly, training activities will also be specifically addressed during the project and beyond, aiming to deploy an orchestrated access to manufacturing operators upskilling programmes through devoted content, materials and the set-up of the PENELOPE Didactic Factories Network. Dissemination activities, audience, messages, timing and KPIs are shown on the following table:

Activities <sup>1</sup>	Audience <sup>2</sup>	Key message	Time	KPI
Project website & Social Media, PENELOPE community, press releases, media <b>(OP)</b>	<b>ALL</b> (O1)	Objectives, activities, partners, videos	M6	5,000+ visits, 50,000+ reaches
Project in partners' web and/or social media <b>(OP)</b>	<b>IND</b> (O1)	Objectives, news, etc.	M6	~40,000 visits
Project brochure/leaflet/newsletters <b>(PD)</b>	<b>ALL</b> (O1)	Proj. obj., activities, partners, public docs.	M6	~4,000 readers
Online/ offline/in-house training & materials on PENELOPE technologies and topics: <i>digital thread, Modelling&amp;Simulation, interoperability, IoT, Non-destructive inspection, Machine Learning, advanced manufacturing applications, pervasive simulation, robot programming, AR/VR, virtual commissioning, metrology, mobile robots, etc.</i> <b>(E)</b>	<b>IND, HLE</b> (O3,4,6)	Technology, knowledge and fundamentals, skills.	M18	+7 regular courses +140 trainees 20+ online available materials On-demand training (training as a Service)
PENELOPE workshops & Final event <b>(E)</b>	<b>IND, SH, SO</b> (O1,2,5)	Results & key features	M24	~ 150 attendees
Scientific & technical articles: <i>Manufacturing Technology CIRP, Journ. of Manufact. Science and Tech., IJIDeM, IEEE-UFFC, etc.</i> <b>(PP)</b>	<b>SC, HLE, IND</b> (O1,4)	Results, knowledge and fundamentals	M12	+6 articles ~1,500 readers
Presentations/lectures/posters in conf.: <i>SOCO, MESIC, EMS Summit, Fiware Summit, World manufacturing Forum, Industry 4.0 Summit, Composites World, EuRobotics Forum, IoT tech expo global, Rethink SPMS, FAIM, ECMMM</i> <b>(PD)</b>	<b>SC, HLE, IND</b> (O1&2)	Project contents, developments and results.	M12	+10 PPTP & +3 posters ~2,000 researchers & professionals
Participation in industrial events, fairs and workshops: <i>Hannover Messe, APC/M, Advanced Factories, AUTOMATICA, SPS, JEC,</i>	<b>IND, SH</b> (O1,2&6)	PENELOPE (results, services, network). Booths	M12	Participation on 10+ industry events/fairs ~7,000

<sup>1</sup> Activity type: Project Documentation (PD), Project Publication (PP), Online Presence (OP), Events (E)

<sup>2</sup> Audience: partners (PP), Industry (IND), Scientific Community (SC), Stakeholders (SH), Standardization Organisation (SO), High-level education (HLE).

Activities <sup>1</sup>	Audience <sup>2</sup>	Key message	Time	KPI
<i>BIEMH (E)</i>				attendees
Organisation of parallel project events ( <i>Hannover Messe, AUTOMATICA, etc.</i> ) (E)	<b>SC, IND</b> (O1, 2 &6)	Contents, benefits & opportunities	M24	2+ events 150+ attendees
Networking/Clustering EU projects/initiatives in digitisation and AI for manufacturing (E)	<b>SC, IND, SH, SO</b> (O1,2,5,6)	Contents, results and opportunities	M12	3+ activities 10 contacted projects
Open Access Repository (PP)	<b>SC, HLE</b> (O5&O6)	Public datasets, results & information	M12	~50 downloads
Liaison and collaboration with standardization organisations: <i>ISO/CEN/IEC/OPC Foundation (PD)</i>	<b>SO (O5)</b>	Info sharing and workshop participation	M12	+2 relevant liaison activities
Presentations in EU Initiatives/platforms events  ( <i>AI4EU, EFFRA, euRobotics,...</i> ) (E)	<b>IND, SH</b> (O1,2&6)	Project contents and results.	M12	7+ presentations ~600 attendees
Promote PENELOPE results through EEN (PP)	<b>IND</b> (O1,2&6)	Results & opportunities	M36	2+ dossiers

Table 2. PENELOPE's activities

## 6 HOW (AND WHERE): TOOLS AND CHANNELS FOR DISSEMINATION AND COMMUNICATION

This section focuses on the **how** and **where**; more specifically, how and where relevant results and information will be presented (what tools and channels will be used) and how their impact will be evaluated and reported. While selected outputs and results will be of more interest to one group than another, they will still be prepared to reach the widest audience possible.

PENELOPE will deploy a *comprehensive Communication Strategy*, combining online and offline channels, content marketing strategies & tools, *growth hacking techniques*, analytics tools, media relations, advertising campaigns, top events participation and work with stakeholders. To reach the communication objectives, PENELOPE consortium will focus on low-cost alternatives to traditional marketing, e.g. using social media, viral marketing instead of buying traditional advertising.

Communication materials (presentations, brochures, newsletters, didactic-oriented materials, etc.), regularly updated, will be developed to disseminate the project, including a Communication Kit (any communication material complemented with copyright licenses for the EC). PENELOPE will be the *project brand*.

Once the Communication and Dissemination Plan is established and approved, coordination actions should be scheduled at each project milestone to maintain partners aligned, to inform them about the tasks they are expected to undertake during such milestone, when they are expected to complete them and to provide them with materials to make their work easier and more productive.

These coordination actions will consist of online meetings and attendance of, at least, one person from each partner will be mandatory. Meetings will be scheduled by the project's dissemination coordinator or community manager

In the following section, we will be presenting the different communication tools and channels:

- a) Visual identity
- b) Press releases
- c) Events
- d) PENELOPE Website
- e) PENELOPE Community
- f) Newsletter
- g) Social Media
- h) Supportive communities/National contact points
- i) Other communication materials and Printed Material

## 6.1 PENELOPE Visual identity

PENELOPE visual identity has to be defined during the first phase of the project and to be ready by month 6, when all communication structure should be put in place and working. It takes into consideration the overall concept of the project and its target audience. The design is based in a multilayered loop that will be the icon of the project.



Figure 3. PENELOPE Logo

The PENELOPE color palette will be the following, setting up the framework for the overall brand identity, it is composed by a gradient color from bright blue to gold as seen in the Figure 6. Two kind of color mixes will be used, a yellow gradient and the original PENELOPE blue for the designs regarding the marketing materials of the project.

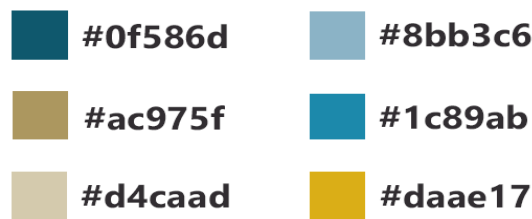


Figure 4. PENELOPE Color palette

This can be already seen in the firsts materials that have been produced as the presentation template of this deliverable itself.

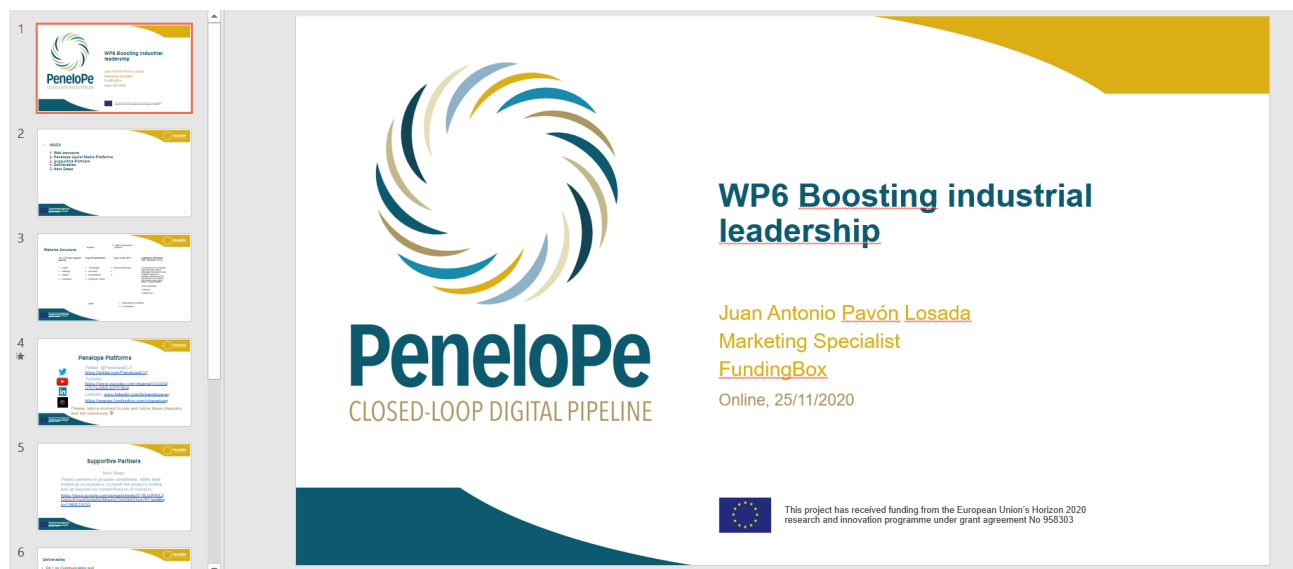


Figure 5. Presentation template

## 6.2 Press releases

Press releases will be developed to coincide with key project achievements as laid down in the table on activities.

A minimum of 3 press releases will be published in national and European media, thus contributing to the wider dissemination of the project, matching the establishment of communication platforms. Without prejudice for other noticeable milestones, the 3 milestones will be the public kick-off of the project, (M5) when Didactic Factories work starts (M12) and also by the end of the project (M48). If during the length of the project other information is considered subject of *ad-hoc* publication the project consortium will adapt to the circumstances.

Every press release will be publicly published on the PENELOPE website and will be distributed through the partnerships as well as the Supportive Partners networks besides the professional PR platforms in order to reach as many industry audiences as possible in an effective manner. All partners will be responsible for



engaging with their local media outlets to ensure a wider reach of the press release. All press releases will also be hosted on the project's website.

### **6.3 Events**

As a preliminary note, this event strategy will be conditioned to the development of the COVID-19 global health crisis.

Taking this into account, the PENELOPE consortium will reach potential customers through sectorial events, trade fairs and demonstration activities (showrooms, open-door days, etc.) as well as specialised publications. Consortium partners are committed to engage key stakeholders through all available channels. In addition to conventional and previously mentioned channels, professionals in the maintenance and asset management sectors, such as EFNMS128 and GFMAM129, will be also contacted as they will be very much interested to include PENELOPE solution within their portfolio to better perform their services. In most cases, they will be offered a revenue-sharing model (e.g. % in any sale they make) in return. Supportive partners (ind. assoc. and clusters) will have a multiplier effect leveraging PENELOPE penetration.

This way, PENELOPE will make an important effort on disseminating the project through dedicated events and taking profit of events already attended by the partners to ensure the 'value for money' of the project resources. Also, PENELOPE will support events organised by related networks, such as: Supportive Partners, the PENELOPE Didactic factory members and the network of interested DIHs, providing materials and participating on stage, when required. Also, special attention will be paid to online events since the current public health world circumstances are conditioning the development of future events.

A networking and engagement strategy will be deployed based on providing the attendees to the events the opportunity to make lasting connections within the PENELOPE network of partners and stakeholders in order to extend the experience of the event beyond the attendance, showcases or sessions. The PENELOPE team can provide this kind of experience in online and offline events by keeping track after the sessions on how the participants of the events can further participate and become part of the stakeholder's network.

PENELOPE strategy at events will consist of different levels of participation:

- a) attendance of events in order to engage stakeholders at different levels and audiences for the PENELOPE Community and reach potential, as well as to help create a Community Mapping of the manufacturing ecosystem, trying to cover a geographical balance, and thus paying special attention to underrepresented regions.
- b) showcase of the PENELOPE project and results through exhibition booths
- c) creation of content in panels in offline and online events.
- d) organisation of seminar and workshops, framed within offline and online events

Furthermore, the project will aim to disseminate the PENELOPE value proposition through as many channels as possible, presenting the advantages of belonging to the community, and the different benefits that could be accessed from DIHs to corporates, and as much SMEs and Mid-caps as possible, to showcase as much as possible the result of the project and the specific Didactic Factories, supportive partners network or become national contact points depending on the level of interest or purpose. A real-time updated list of events

attended by PENELOPE will be internally managed by the consortium and publicly at the web and social media channels.

The consortium has the aim fulfilling compromised KPIs in this regard even organising own events if needed at European, National or regional level, depending of the specific needs of the project. To this purpose, an event calendar will be agreed between FBA, AIMEN and project partners to guarantee as much presence as possible at all levels. PENELOPE partners will dedicate specific resources to engage, specifically, in the following events (either as organisers or as key contributors).

### **6.3.1 Events detected to disseminate about PENELOPE**

- **PENELOPE Owned Events.** Workshops and training events will be organised in collaboration with partners, combining specific workshop objectives (technological raise awareness, promotion of Didactic Factories) with general communication of PENELOPE initiative locally, redirecting local actors to PENELOPE community and PENELOPE set of activities. More workshops may be organised, under request of other regional authorities, DIHs, networks or supportive partners. This category includes PENELOPE Q&A's and Webinars in order to enrich the ecosystem of the Online community a series of sessions will be organised with the aim of promoting the interaction and synergies between the community of peers.
- **PENELOPE Final Event.** A final event to present all results of the project, best practices, engage with the ecosystem and to help achieving project goals and KPIs. Since it is foreseen for month 48, it is early to foresee any details. Thus, further information will be provided in future communication deliverables.
- **World-class Industry 4.0 events.** PENELOPE will take advantage of the participation in world-class events from consortium partners. Considering just first year of implementation (2020-2021), the presence in the Consortium is not guaranteed but fostered. Such events (as Mobile World Congress (February, 2021), DATE (February, 2021), Advanced Factories (March 2021), IOT World Solutions Congress (October, 2021), or Hanover Messe (April, 2021)) will also be explored and evaluated. Collaboration with other networks will be sought to organise shared booths/InfoCorners, reducing cost and increasing synergies.
- **Events at Region and manufacturing verticals:** Regions and manufacturing sectors will be addressed transversally throughout all communication actions. Whenever the opportunity arises, the attendance to these events will be prioritised in order to have a higher impact of the PENELOPE project geographically. We have already started it with the project Digital JAI by Vigo University where Penelope participated together with INTEGRADDE

### **6.4 PENELOPE Website**

The PENELOPE website will be based in the model of a similar and successful project, Integradde, but will be developed with a fully independent branding and structure. It will be able to be found at <https://penelope-project.eu/>

The PENELOPE website will the main entry point to all information related to the PENELOPE ecosystem, including news, information about funding opportunities in the PENELOPE project environment, supporting partners and Didactic Factories. The website will be an essential tool to support the promotion of the PENELOPE initiative at European level and it plays a major role in the communication and dissemination strategy and also the entry point for other platforms as social media ones, or even the community. Although is not ready yet, a preliminary structure can be presented. The website is tentatively structured as follows:

- Header: Project Logo + link to social media platforms
- Home: The home area is the main page of the website, and website and aggregates key information about the project. It consists of a slider at the top, which highlights relevant information, events, news items or others. It also counts with a link to the PENELOPE online community.

### Sections

- The PENELOPE project. This will be the typical “about” page. A menu that leads to other key information from the project, PENELOPE in a nutshell, which contains a brief description of the project with its main key point. The Projects page has descriptions and links to other relevant info as:

-Project

-Challenge

-Solution

-Consortium and Supportive Partners Network

- Project Innovations. This menu will lead to the following subcategories of information:

-Technologies

-Innovators

-Demonstrators

-Section per vertical

- Didactic Factories
- PENELOPE Community. The community will be the main point of information News and Events, as well as any other information and discussion. (It will consist in an embedded access if possible, otherwise just an introduction to its structure and features and a call to action + access button)
- Video Repository. Linkage to the PENELOPE YouTube channel used as a video repository
- Calendar
- Contact form
- Footnote (Subscription to newsletter + EC disclaimer)

The website will be also backend (e.g. wordpress) to be able to feed content or to show or hide links and to make occasional changes to static information. Site should adapt to existing logo but there is wide range for creativity following the style of the logo. Arrangement for Domain and Servers should be set up ([PENELOPE.EU](https://penelope.eu)) in order to have a stable, open and timeless online access.

## 6.5 PENELOPE Community

The online PENELOPE Community aims to create a rich ecosystem of active members (representing all PENELOPE stakeholders), which interact, find synergies and get value from a community of peers. It is a place for stakeholders to be constantly updated about the project evolution and to interact among themselves to foster cooperation.

The online PENELOPE Community aims to create a rich ecosystem of active members (representing all PENELOPE stakeholders), which interact, find synergies and get value from a community of peers. It is a place for stakeholders to be constantly updated about the project evolution and to interact among themselves to foster cooperation. An example of a similar Community can be found here: <https://spaces.fundingbox.com/c/fundingbox-community>

By taking this into consideration the platform will contain useful content related to the promotion of best practices, vertical, Didactic Factories, and to other topics. Besides, interactive content is planned (Q&As, trainings and webinars with experts from the PENELOPE ecosystem). The community has a space to publish news and events so it will be a good place to learn about trends and interesting activities related to the digital transformation of the manufacturing industry and raise awareness about the impact of PENELOPE technologies in improving business operations.

Also, the community is a great place to find opportunities, technical support, to foster cross border collaboration, seek for synergies and build partnerships. The current mission of the PENELOPE Community is to accelerate digital transformation of manufacturing in Europe, and attract a broader range of industry-oriented SMEs, Mid-Caps and corporates

- **Spaces:**

Community Spaces are created for smooth messaging, collaboration and content sharing. Members can share articles, events, news, questions, files. Also, they can provide live discussions. Public Spaces are accessible for all members of the community and private Spaces are only for the restricted number of people that received an invitation to join. There will be a higher level for grouping spaces in a new release of the community tool, but at the time of this deliverable is not ready, so the consortium has decided to provide it in the next deliverable. The PENELOPE Community has been tentatively structured as follows:

- General discussion, news and events. to share news, events and funding opportunities related to the manufacturing industry and about emerging technologies applied to it. Where all discussions will be centralized to concentrate the attention.
- Didactic Factories. A specific Space will be set up to deliver information about results in this particular regard.
- Vertical 1. On specific sectors within the PENELOPE ecosystem.
- Vertical 2
- Vertical 3
- ...
- PENELOPE Supportive Partners - this will be a private space and it will be used to coordinate and facilitate the work among the PENELOPE Contact Points and inform them about the latest news of the PENELOPE initiative. Where internal partners and Supportive ones would be able to find all marcomms materials.
- Introduce Yourself. A Space specifically designed to get to know each other without disturb ongoing discussions. start networking with people with the same interest and experience. This space will be a great opportunity for creating synergies and building partnerships
- Helpdesk and Q&A. Technical assistance for the platform usage itself.

- **Collections:**

The aim of the Collections is to enable community members to publish, organise and access the community information in one place. It helps members to find content that is useful for them.

Collections consist of articles, news or other content and it can be activated or hidden according to the needs of each community. In short, community Spaces are main channels through which content is shared and Collections are where the knowledge is stored.

The feature is equipped with a search engine that allows all community members to get some specific content in a few seconds.

The PENELOPE set of collections is yet to be decided. In any case, it will have a similar structure to this one:

The following Collections will be initially active in the PENELOPE Community, with the intention of being developed and adapted in parallel to the project development:

- Articles allow members to read or publish interesting content related to the topic of PENELOPE or to the whole manufacturing industry. Each article can be published in Spaces and Collections.
- In the events collection, members of the community are able to publish a piece of information about events that are related to the project or to the industry. This feature allows people to write a date, place of the event and add a description with some pictures or banners. Events are filtered by date, popular or pinned posts. Also, it's possible to check past events.
- The questions collection is a FAQ section where any community member can post questions and answer them. Each answer will be graded, and the most useful answers will appear at the top of the answer list.

## **6.6 Newsletter**

As an essential part of the communication and dissemination strategy, including scientific and training, of the program is to increase awareness for the PENELOPE platform, become a dynamic reminder for SMEs and Mid-caps of all the information and services that the PENELOPE platform offers (Didactic Factories, new technology information, skills, best practices, etc). This is what the newsletter allows us.

Taking into consideration the characteristics of the public audience and the nature of the PENELOPE Project, the Newsletter will be released in month 6 when has enough activity and all communication platforms will be in place. Then it will be release with a half-year periodicity. This would allow to maintain the balance between becoming a relevant presence for our target audience, but without becoming tedious providing enough substantial information.

The structure of the newsletter is clear and simple in order to reinforce the idea of becoming a taste of the PENELOPE project. The design has maintained the colours of the Logo and it has a look and feel accordingly to the PENELOPE platform for the purpose of maintaining and strengthening the continuity of the PENELOPE brand image.

In order to increase the number of newsletter subscribers and recipients list an online campaign will be deployed by embedding a visible call-to-action button on the website, a social media campaign will be deployed via relevant content sharing, furthermore the newsletter will be shared as posts on social media

channels and the PENELOPE Community. Offline actions (direct invitation) at events will be also deployed in order to increase the number of subscribers to the newsletter.

Together with the Project brochure, leaflet and newsletters (internal partners, supportive partners and ecosystem) it is expected that we reach around 4000 readers by release.

## **6.7 Social Media**

Social media plays an important role in convincing the target stakeholders of the relevance, legitimacy and trust-worthiness of PENELOPE project and keeping it “top of mind.” It will be the main channel in order to communicate about the project’s message (see section. All social media accounts will be used to communicate news that is timely, relevant, and interactive.

We will continue to use the social media presence to generate awareness of the program and maintain the perception of PENELOPE as an authority and leader in the European manufacturing ecosystem.

### **6.7.1 Social media strategy**

Our social media strategy will be divided into four blocks to achieve set KPIs and go beyond to ensure the success of PENELOPE accounting for more than 40.000 visits. All these activities will be coordinated through a content calendar to be set up by FBA and AIMEN to keep a continuous flow of information, tentatively on a weekly basis.

**Owned social media.** There will be primary accounts belonging to PENELOPE: They include tentative Twitter (@PenelopeEU1), a LinkedIn profile (penelope-eu) and a Youtube Channel (<https://www.youtube.com/channel/UCg3QiUYz1io2thEJOPI7SKA>).

**Shared social media.** This refers to social media accounts that don’t have the PENELOPE name on them, but that nevertheless will be used to share relevant content; namely, partners owned social media.

**Earned social media.** Refers to coverage achieved as a result of public, blogger and influencer relations efforts, for example online word of mouth, 'viral' tendencies, mentions, shares, reviews and reposts, as well as the Pilot Lines participants. The supportive partners of PENELOPE and other partners networks will help to spread the information published by the official accounts.

**Paid social media** is the term used to describe coverage that is achieved by paying for ads on social networks.

In regard to the paid social media some actions can be pursued. The effort would be centralised in LinkedIn, where 13 Mio users are linked to the manufacturing sector in the geographical area of Europe.

## **6.8 PENELOPE Supportive community**

PENELOPE Supportive community will be established to further engage the PENELOPE community and make it grow stronger a strategy based on horizontal support and collaboration on communication and dissemination actions will be deployed in order to reach a bigger number of supportive members. This action is key to break the bubble that regular EU initiatives build around them.

In order to actively engage them PENELOPE will be offer the opportunity to publish their contents in different PENELOPE channels, as well as attend events or organise sessions in partnership with the project and

participation in the Brokering System. The search for these Supportive Partners will be prioritised in the PENELOPE underrepresented regions in order to spread the reach of the PENELOPE network. The supportive partners & PENELOPE contact points will be offered different level of engagement with the project which will be further addressed in D1.1 Mapping of PENELOPE contact points.

They will have a specific space in the community where communication between the project and them will be centralized to provide them with materials, tweets, LinkedIn posts and any other information or material for cross-dissemination.

The tentative procedure agreed with the consortium will be: a) Pool candidates in each of the project partners; b) Define categories based on the needs of the project; c) Matchmaking between the Pool of Supportive Partners and the Categories defined; d) creation of materials to coordinate the contact of local partners with Supportive Partners Candidates; e) Penelope Partners contacting local partners in their regions/countries/networks; f) Centralize the affirmative responses at FBOX and AIMEN for coordinating the actions and content calendar for cross-dissemination; g) Execute communication activities and h) Yearly evaluations to keep defining and attracting new Supportive Partners to the consortium ecosystem.

## 6.9 Other communication materials and printed material

PENELOPE will prepare the standard communication materials such as **Flyers, Posters, Videos, Testimonials, Stories**. These materials will be created with the aim to disseminate information about the project's objectives, relevant achievements and to give exposure to the Innovation Actions and the experiments developed.

The use of these materials will be focused mainly in events attended by the project with the goal to engage and communicate to interested audiences the achievements of the PENELOPE project.

All dissemination material will be labelled with the PENELOPE Logo, the EC logo, Horizon 2020 logo and all other relevant identification. Also, communication toolkits will be setup and deliver, containing all the information of each project milestone to facilitate its sharing between PENELOPE partners.

### 6.9.1 Impact assessment (KPI)

Key Performance Indicators (KPI) and respective target values have been defined for the various tools and channels proposed as part of the dissemination and communication plan. Table 4 presents the quantitative indicators defined for PENELOPE and the respective tools and channels used for dissemination and communication:

Dissemination KPIs

Audience	Activities	KPI
ALL (O1)	Project website & Social Media, PENELOPE community, press releases, media appearance (OP)	5,000+ visits, 50,000+ reaches
IND (O1)	Project in partners' web and/or social media (OP)	~40,000 visits
ALL	Project brochure/leaflet/newsletters (PD)	~4,000 readers

(O1)		
IND, HLE (O3,4,6)	Online/ offline/in-house training & materials on PENELOPE technologies and topics: digital thread, Modelling&Simulation, interoperability, IoT, Non-destructive inspection, Machine Learning, advanced manufacturing applications, pervasive simulation, robot programming, AR/VR, virtual commissioning, metrology, mobile robots, etc. (E)	+7 regular courses +140 trainees 20+ online available materials On- demand training (training as a Service)
IND, SH, SO(O1,2,5)	PENELOPE workshops & Final event (E)	~ 150 attendees
SC, HLE, IND (O1,4)	Scientific & technical articles: Manufacturing Technology CIRP, Journ. of Manufact. Science and Tech., IJIDeM, IEEE-UFFC, etc. (PP)	+6 articles ~1,500 readers
SC, HLE, IND (O1&2)	Presentations/lectures/posters in conf.: SOCO, MESIC, EMS Summit, Fiware Summit, World manufacturing Forum, Industry 4.0 Summit, Composites World, EuRobotics Forum, IoT tech expo global, Rethink SPMS, FAIM, ECMMM (PD)	+10 PPTP & +3 posters  ~2,000 researchers & professionals
IND, SH (O1,2&6)	Participation in industrial events, fairs and workshops: Hannover Messe, APC/M, Advanced Factories, AUTOMATICA, SPS, JEC, BIEMH (E)	Participation on 10+ industry events/fairs ~7,000 attendees
SC, IND (O1, 2 &6)	Organisation of parallel project events (Hannover Messe, AUTOMATICA, etc.) (E)	2+ events  150+ attendees
SC, IND, SH, SO(O1,2,5,6)	Networking/Clustering EU projects/initiatives in digitisation and AI for manufacturing (E)	3+ activities 10 contacted projects
SC, HLE (O5&O6)	Open Access Repository (PP)	~50 downloads
SO (O5)	Liaison and collaboration with standardization organisations: ISO/CEN/IEC/OPC Foundation (PD)	+2 relevant liaison activities
IND, SH (O1,2&6)	Presentations in EU Initiatives/platforms events (AI4EU, EFFRA, euRobotics,...) (E)	7+ presentations  ~600 attendees



IND (O1,2&6)	Promote PENELOPE results through EEN (PP)	2+ dossiers
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**Table 3. Dissemination KPIs**

Communication KPIs

Audience	Activities	KPIs
Young minds	Visits, media & didactic materials	+200 students reached
Public in general	Press releases, articles, radio & TV, web, social media	+10,000 people reached
Women	Participation in the EU Platform of Women in Science, in STEM, etc.	Involvement in at least 3 activities
Stakeholders	Industry. events, including when possible Standardiz. & Certification.	+4 presentations +20 partners engaged
ERA	Project info in CORDIS & Open Access	+3 publications
EC, Authorities & Policy Makers	Presentation, briefings & fact sheets and participation in relevant events	+4 presentations and/or events

**Table 4. Communication KPIs**

## 6.9.2 Qualitative Impact assessment

Qualitative indicators will be used to complement the quantitative indicators defined in Previous Tables. The qualitative indicators provide information on the quality of the dissemination and communication activities that have been implemented.

Qualitative assessments will be recurrent during the project, and will be done for multiple dissemination and communication activities and with specific objectives, specifically:

- **Project website:** to understand if the contents being uploaded on the website are relevant and what else can be included; to understand if visitors are interested in visiting the website again.
- **e-Newsletters:** to understand if the contents are relevant and accessible; to understand if there is interest in continuing to receive future editions of the newsletter.
- **Events:** to understand the quality of the event organisation, relevance of the contents presented and overall satisfaction with the event.

The strategy to evaluate these qualitative indicators will include periodic communication through emails and forms in order to assess the impact the dissemination and communication strategy is developed. The stakeholders (IAs, events attendants, others) will be reached and asked about the quality of the actions taken.

### 6.9.3 Monitoring and reporting

An efficient monitoring and reporting process are essential to guarantee that all dissemination and communication activities are registered. It is the responsibility of all partners to report the activities they are involved in (e.g. participation in an event, publication of a press release, social media posts, etc.).

For this purpose, a specific process has been established within the consortium that requires partners regularly indicate all dissemination and communication activities they have carried out. The process involves updating a dedicated spreadsheet (**Partners reporting dashboard**) on PENELOPE provided by FBA and hosted on its Office platform. Partners are required to indicate their Partner name, Dates, Location, as well as the number of audiences reached, and evidence of the activity (e.g. picture, link, news piece, etc.).

As leader of Dissemination and Communication, FBA will be responsible for ensuring that this information is collected. Monthly emails will be sent to partners to remind them to report their activities in the previous month. The spreadsheet has been prepared to collect the exact information that is required for the mandatory project reporting procedures.

## 7 WHEN: TIMELINE FOR DISSEMINATION AND COMMUNICATION ACTIVITIES

Table 7 provides a tentative timeline for the implementation of the project’s various dissemination and communication activities.

	*	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Project website & Social Media, PENELOPE community, press releases, media appearance (OP)																									
Project in partners' web and/or social media (OP)																									
Project brochure/leaflet/newsletters (PD)																									
Online/ offline/in-house training & materials on PENELOPE technologies and topics: digital thread, Modelling&Simulation, interoperability, IoT, Non-destructive inspection, Machine Learning, advanced manufacturing applications, pervasive simulation, robot programming, AR/VR, virtual commissioning, metrology, mobile robots, etc. (E)																									
PENELOPE workshops & Final event (E)																									
Scientific & technical articles: Manufacturing Technology CIRP, Journ. of Manufact. Science and Tech., IJIDeM, IEEE-UFFC, etc. (PP)																									
Presentations/lectures/posters in conf.: SOCO, MESIC, EMS Summit, Fiware Summit, World manufacturing Forum, Industry 4.0 Summit, Composites World, EuRobotics Forum, IoT tech expo global, Rethink SPMS, FAIM, ECMMM (PD)																									
Participation in industrial events, fairs and workshops: Hannover Messe, APC/M, Advanced Factories, AUTOMATICA, SPS, JEC, BIEMH (E)																									
Organisation of parallel project events (Hannover Messe, AUTOMATICA, etc.) (E)																									
Networking/Clustering EU projects/initiatives in digitisation and AI for manufacturing (E)																									
Open Access Repository (PP)																									
Liaison and collaboration with standardization organisations: ISO/CEN/IEC/OPC Foundation (PD)																									
Presentations in EU Initiatives/platforms events (AI4EU, EFFRA, euRobotics,...) (E)																									
Promote PENELOPE results through EEN (PP)																									
Visits, media & didactic materials																									
Press releases, articles, radio & TV, web, social media																									
Participation in the EU Platform of Women in Science, in STEM, etc.																									
Industry. events, including when possible Standardiz. & Certification.																									
Project info in CORDIS & Open Access																									
Presentation, briefings & fact sheets and participation in relevant events																									
D6.1 Dissemination & Communication Plan																									
D6.2 Data Management Plan																									
D6.3 PENELOPE Community Platform																									
D6.4 Exploitation & Business Plans																									
D6.5 Ethics Summary Report																									
D6.6 Training Plan																									
D6.7 On-line training materials																									
D6.8 Technical guidelines																									
D6.9 Report on standardization																									
D6.10 PENELOPE Didactic Factory Network																									
D6.11 PENELOPE's Showrooms																									

\* Month when the expected activities/action will start

Table 5. Tentative timeline for PENELOPE Dissemination and Communication activities (I)

*	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
Project website & Social Media, PENELOPE community, press releases, media appearance (OP)																								
Project in partners' web and/or social media (OP)																								
Project brochure/leaflet/newsletters (PD)																								
Online/ offline/in-house training & materials on PENELOPE technologies and topics: digital thread, Modelling&Simulation, interoperability, IoT, Non-destructive inspection, Machine Learning, advanced manufacturing applications, pervasive simulation, robot programming, AR/VR, virtual commissioning, metrology, mobile robots, etc. (E)																								
PENELOPE workshops & Final event (E)																								
Scientific & technical articles: Manufacturing Technology CIRP, Journ. of Manufact. Science and Tech., IJDeM, IEEE-UFFC, etc. (PP)																								
Presentations/lectures/posters in conf.: SOCO, MESIC, EMS Summit, Fiware Summit, World manufacturing Forum, Industry 4.0 Summit, Composites World, EuRobotics Forum, IoT tech expo global, Rethink SPMS, FAIM, ECMMM (PD)																								
Participation in industrial events, fairs and workshops: Hannover Messe, APC/M, Advanced Factories, AUTOMATICA, SPS, JEC, BIEMH (E)																								
Organisation of parallel project events (Hannover Messe, AUTOMATICA, etc.) (E)																								
Networking/Clustering EU projects/initiatives in digitisation and AI for manufacturing (E)																								
Open Access Repository (PP)																								
Liaison and collaboration with standardization organisations: ISO/CEN/IEC/OPC Foundation (PD)																								
Presentations in EU Initiatives/platforms events (A4EU, EFFRA, euRobotics,...) (E)																								
Promote PENELOPE results through EEN (PP)																								
Visits, media & didactic materials																								
Press releases, articles, radio & TV, web, social media																								
Participation in the EU Platform of Women in Science, in STEM, etc.																								
Industry. events, including when possible Standardiz. & Certification.																								
Project info in CORDIS & Open Access																								
Presentation, briefings & fact sheets and participation in relevant events																								
D6.1 Dissemination & Communication Plan																								
D6.2 Data Management Plan																								
D6.3 PENELOPE Community Platform																								
D6.4 Exploitation & Business Plans																								
D6.5 Ethics Summary Report																								
D6.6 Training Plan																								
D6.7 On-line training materials																								
D6.8 Technical guidelines																								
D6.9 Report on standardization																								
D6.10 PENELOPE Didactic Factory Network																								
D6.11 PENELOPE's Showrooms																								

\* Month when the expected activities/action will start

**Table 6. Tentative timeline for PENELOPE Dissemination and Communication activities (II)**

It should be noted that this is a tentative timeline for the implementation of the various activities. While the implementation of some (e.g. website, brochure, social media) are easily predictable; others, may deviate in a few weeks, depending on the availability of project results that justify the release of the content. Furthermore, and regarding events, event organisation and participation cannot be fully defined at this time, as it depends on finding the best opportunity to organise an event (e.g. back-to-back with another important initiative) and, last but not least, on the COVID-19 crisis development

## **8 FINAL CONSIDERATIONS**

The Dissemination and Communication strategic and operational plan presented in this document aims to provide a thorough overview of the PENELOPE audience, of what information will be generated to share with them, and through what means this information will be conveyed.

Some lessons learnt that the consortium has brought into the communication and dissemination plan as lessons learned and best practices:

1. The presence at events has been proven a successful methodology in order to leverage on high-quality contacts, as well as a tool for creating awareness about the project and grow the PENELOPE Community. However, the current situation with COVID-19 makes difficult to plan ahead in this regard. The consortium will follow the global health crisis to adapt to each particular circumstance.
2. Organisation of local events through the content creation of owned speaking panels and information sessions help raise a regional impact and local awareness of the project as well as international recognition when performed at world-class events.
3. In the communication strategy, the content created by video has shown a greater spread and community reach. Audio-visual material in general catches the attention more than other types of content online. Audio-visual tools and animations will be further explored PENELOPE thru videos, interviews and Infographics.
4. The newsletter always brings news to the manufacturing community about interesting PENELOPE technology-related research topics and business information beyond the project itself, this strategy facilitates a higher number of subscriptions and email open rates.
5. LinkedIn regular user pages are proven to provide higher number of interactions, trust and sharing of projects content. PENELOPE will lay down on that experience and will built a profile with the features. Complementary, it is possible to also created an institutional account.
6. The PENELOPE Community has proved to be effective in order to reach already established large-scale networks. For go beyond that, Supportive Partners are key.
7. Press clippings are challenging to get, nowadays with all the different online and social media available, traditional media are not anymore, an essential tool to spread the news about the project. They will be used as a complementary communication material in PENELOPE project, but this traditional approach cannot be the centre of action.
8. The PENELOPE brand needs to be recognized through constant presence and engagement in Social Media and events, otherwise as other EU projects may fall into lower levels of visibility. The daily communication work performed, and the engagement of the supportive partners and the community are essential efforts in order to build a real community and living ecosystem around the project. The team will be also in contact with the different media departments of other EU projects and consortium partners to feed and sustain this strategy.

9. It is important to ensure that a consortium-wide, well planned and impactful effort is in place and enforced from the very beginning of the project in order to guarantee that all identified target groups are well aware of the project, the activities that will be developed during the course of the project, the expected results and how different target groups can benefit from the project's results.