



D7.2 Communication and Dissemination Plan



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DELIVERABLE 7.2	COMMUNICATION AND DISSEMINATION PLAN
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¹ **R**=Document, report; **DEM**=Demonstrator, pilot, prototype; **DEC**=website, patent fillings, videos, etc.; **OTHER**=other

² **PU**=Public, **CO**=Confidential, only for members of the consortium (including the Commission Services), **CI**=Classified



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Executive Summary

Communication and dissemination are a core part of the LEAP4SME project to ensure that project activities, resources and results are communicated to the relevant stakeholders in a clear, consistent, and effective manner. To outline the aim and strategy of the LEAP4SME project, the Communication and Dissemination Plan (D7.2) will identify the key objectives for communicating and disseminating the LEAP4SME project and the means through which stakeholders will be targeted and engaged to maximise opportunities for the exploitation of project results at national and European level.

This document will serve as a reference for project partners when conducting LEAP4SME communication and dissemination activities. Delivered in M3, D7.2 will be updated on an annual basis throughout the project (M12, M24, M26) and will include an annual impact report as an annex to track and measure the impact of specific communication metrics or key performance indicators (KPIs).

Overview of project

Coordinated by ENEA, LEAP4SME aims to support Member States in establishing or improving effective policies for SMEs to undergo energy audits and implement cost-effective, recommended energy-saving measures by identifying the barriers for unlocking energy efficiency measures, mobilising private stakeholders, and proposing effective solutions to realise both energy and non-energy benefits.

LEAP4SME is a three-year Coordination and Support Action (CSA) whose consortium includes nine European National Energy Agencies and a communication partner to conduct research analysis and stakeholder involvement in nine countries – providing massive potential for energy efficiency in small and medium-sized enterprises (SMEs).

Introduction

Communication and dissemination of LEAP4SME activities, resources, and project outcomes are key to ensuring that the relevant stakeholders are effectively reached and engaged to achieve the project's objectives. This deliverable presents the methodology of the LEAP4SME Communication and Dissemination plan, a preliminary review of the key stakeholders of the project, as well as the relevant channels, tools, and messaging to be deployed for reaching these audiences.

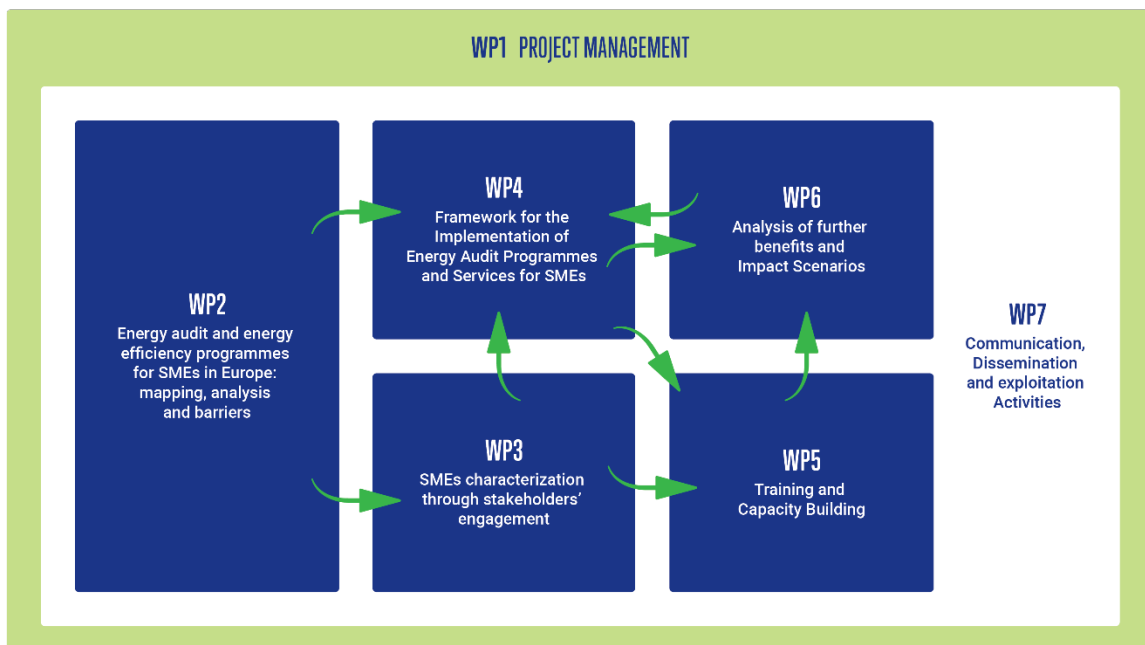
A key challenge for the project includes communicating with stakeholders, both to inform them about project aims, activities and achievements, and to receive feedback and validation on outcomes. To this end, the project will address stakeholders throughout the duration in order to engage them in dialogue to ultimately affect policy and increase the implementation of energy audit policies on both national and European scale to accelerate Europe's move towards greater energy efficiency to help achieve the targets set out in the European Green Deal.

Objectives

The main aim of WP7 ‘Communication and Dissemination’ is to communicate the added value of the LEAP4SME project and to ensure the effective dissemination of its results to all key stakeholders. In order to achieve this, the Communication and Dissemination plan (D7.2) sets out the strategy to deliver project activities, engage stakeholders in formulating project findings, and ensure their outcomes are exploited – requiring strategies for both internal and external communication.

The plan provides a clear overview on how all communication channels, activities, and tools work together to address and engage the relevant stakeholder groups (see Table 3). WP7 encompasses all other WPs aside from WP1 Project Management (see Figure 1).

Figure 1 Work Package Structure



Although the content of the deliverable is explicitly related to WP7, the plan requires the full cooperation and active participation of the coordinator, work package leaders, and all project partners.

The specific objectives of WP7 forming the basis for the communication strategy are:

- Provide an online platform and communication tools for the effective communication, dissemination and engagement of key stakeholders based on the strategic communication plan with the aim of affecting policy, research, market and practice.
- Communicate the project's work, main activities and findings through appropriate channels and tools including leaflets, infographics, videos, e-newsletters, social media, and policy briefs.
- Support partners in communicating and disseminating their work and to create consistency between the various local dissemination and communication activities by identifying, engaging, and influencing all targeted key stakeholder groups: policy makers, businesses, SMEs, education and research institutions, trade associations and the general public at EU, national and local levels.
- Create preliminary awareness about the project and to coordinate the set of dissemination actions that will be realised by the whole consortium in order to drive the project to a Europe-wide dissemination. Stakeholders, energy community and policy makers will be informed of the important contribution the project will offer to reach H2020 goals towards a low carbon and efficient European energy system.
- Develop a set of tools and techniques that will be used to carry out diverse and novel activities and to cocreate compelling events and workshops that live-up to the scope of the project and the challenging it tackles.
- Amplify dissemination and exploitation potential by coordinating media relations at EU-level and supporting efforts at national level through partner national media contacts.

Strategy and Implementation

Methodology

REVOLVE is the leader of WP7 Communication and Dissemination and will coordinate the implementation of these activities. REVOLVE leads Task 7.1 Visual Identity Guidelines & Strategic Communication Plan, Task 7.2 Project website & Communication Material Templates, Task 7.3 Workshops & Conferences (with ENEA), Task 7.4 Media relations and outreach, and Task 7.5 Final conference (with ENEA).

REVOLVE is responsible for producing communication material such as press releases, general project presentations, leaflets, infographics, website content, project posters, event banners and similar communication materials. The tasks of REVOLVE within WP7 are:

- Manage the project website – integrating all relevant elements from all work packages and serving as the public platform for all stakeholders to learn about the added-value of LEAP4SME.
- Develop communication materials and a communications kit homogenising the materials being deployed – ensuring LEAP4SME is communicated in a consistent and coherent manner and in different languages.
- Identify external events where LEAP4SME would bring added value, as well as supporting international training workshops and conferences with branded materials, social media coverage and highlight videos.
- Lead relations with EU and national media to ensure LEAP4SME is published in relevant publications and media outlets.
- Support the organisation of a final conference – coordinating the livestreaming of the event.

The deliverables and milestones of the project ensure that progress and objectives of WP7 are being met in a timely and efficient manner.

The deliverables for the Dissemination and Communication of the LEAP4SME project are:



Table 1 WP7 Deliverables

Deliverable	Title	Month	Due Date
D7.1	Project Website and Visual Identity	M1-M3	Nov-2020
D7.2	Communication/ Dissemination Plan	M1-M3	Nov-2020
D7.3	Final Conference proceedings and press release	M36	Aug-2023

The milestones for the Dissemination and Communication of the LEAP4SME project are:

Table 2 WP7 Milestones

MS/No	Title	Month	Verification Means
MS8	Dissemination, Communication and Exploitation plan review based on the first 12 months results	M12	The milestone is positioned when 1/3 third of WP7 activities will have been carried out. The milestone accomplishment will be verified through amendments and recorded adjustments to the initial Dissemination and Communication plan.
MS9	Final conference and impact report	M36	The milestone is positioned when WP7 activities will have been completed. The milestone accomplishment will be verified through final conference proceedings, website updates, media coverage and final report.

While led by REVOLVE, all partners are involved in the activities of WP7 and responsible for the successful dissemination of LEAP4SME.

This strategy will be available to all project partners for guidance. It has been developed with reference [Communicating EU Research & Innovation: Guidance for Project Participants \(European Commission, 2014\)](#) while communication and dissemination pertaining to policy recommendations will be informed by [Communicating research for evidence-based policymaking. A practical guide for researchers in socio-economic sciences and humanities \(European Commission, 2011\)](#).

The working language of this project is English. For purposes of consistency, we recommend adherence to British English spelling conventions where possible. In order to avoid unnecessary editorial work at later stages, we recommend reading/scanning the guidelines in the [EC DG Translation English Language Style Guide](#). Partners are welcomed and encouraged to promote the project in their respective languages, bearing this in mind.

The Communication and Dissemination plan represents the guide for partners towards the related activities and outlines the appropriate channels and materials.

Procedures for Communication

Article 38 of the Grant Agreement outlines the obligations on communications. Any promotion/communication material of LEAP4SME is to include the following emblem and disclaimer:



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LEAP4SME communications are structured by each partner identifying a core communication contact for all queries pertaining to communications. This will ensure that REVOLVE is effective in addressing questions related to specific work within LEAP4SME, or identifying problems in terms of communication.

Each contact person is responsible for answering questions on communication issues, and for reviewing, commenting on, validating, and approving the communication material produced within the framework of LEAP4SME. In addition, the contact person is also responsible for ensuring the internal validation of the content/material by its respective organisation, and contacting the relevant internal technical/scientific team if need be.

The activities of WP7 will be discussed with partners on an on-going basis, to provide up-to-date information and ensure the access for all partners to project materials, and that messaging is coherent and consistent.

To achieve this, a regular communication call will be deployed with a designated communication ambassador to represent each partner agency. These regular update calls will allow an opportunity to align efforts of communication, resolve questions or uncertainties regarding the communication of specific project work or results, and will improve the overall lines of communication and project management and create trust and transparency amongst all partners while identifying where additional communication support will needed - i.e. for developing graphics, visuals, or additional communication materials that could support partners in their work.



These frequent communication meetings will be underpinned by a higher managerial structure though through Task 1.3's Capacity Building and Dissemination Board which will meet in 6-month increments. The board comprises the Coordinator (ENEA), a representative of CRES (WP5) and REVOLVE (WP7).

The aims of the Capacity Building and Dissemination board is to:

- Harmonise the capacity building actions with the dissemination, exploitation and communication activities

- Perfect the next actions basing the decisions on the analysis of intermediate results
- Maximise the impact of LEAP4SME progresses and final results

The work undertaken in WP7 will contribute to ensuring the sustainability and transferability of LEAP4SME's results. It includes the transfer of knowledge, raising awareness and supporting partners in other processes needed for transferability or the up-take of results. The following key activities will be developed and undertaken:

1. Communication and dissemination strategy and plan
2. Stakeholder analysis and mapping (To be reviewed with D7.2)
3. Logo and visual identity for the project
4. Key messages and communication tools: Agreed and quality-controlled dissemination materials (leaflets, roll-ups, infographics, presentations, newsletters, posters, videos)
5. Develop and management of the LEAP4SME website
6. Social media (Twitter, LinkedIn, YouTube)
7. Media relations: Press releases issued with media engagement and content pitching; published project materials and publications in peer review scientific journals (when relevant); press conferences (as needed)
8. Policy briefs for policy makers and experts
9. Ensuring dissemination at high level conferences and events, networking with similar projects and international initiatives



10. Capacity building activities – education activities, trainings – engaging and educating policymakers and SMEs and advancing dissemination and exploitation

Procedures for Dissemination

Article 29 of the Grant Agreement outlines the procedures for Dissemination.

According to Article 29 of the Grant Agreement, each partner of the LEAP4SME project is obliged to disseminate the results that it has ownership of, as quickly as possible after generation. Failure to do so may lead to the European Commission disseminating such results itself. Dissemination activities will remain compatible with the protection of intellectual property rights, confidentiality obligations and the legitimate interests of the owners of the results.

Regarding open access, the Article 29.2 of the Grant Agreement requests project partners to ensure free of charge online access to all peer-reviewed scientific publications relating to the project results.

Concerning dissemination of results, Article 29 also specifies that any dissemination of results (in any form, including electronic) must display the following disclaimer:



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The dissemination of results must also indicate that EASME is not responsible for any use that may be made of the information it contains.

For these reasons, all LEAP4SME communication templates will include the funding disclaimer as well as this liability disclaimer to meet these obligations:

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As enabled by Article 29 of the Grant Agreement, the LEAP4SME consortium partners have established, through Article 8.4 of the Consortium Agreement, the following procedure for Dissemination activities. The points below are paraphrased, and the Grant and Consortium Agreements remain the binding versions.



1. At least 30 calendar days' notice for any planned dissemination will be given to the coordinator and the members of the Communications Team from the other beneficiaries involved in generating the results to be presented. Notice must include sufficient information concerning the planned dissemination activity and data envisaged to be disseminated.
2. If no objections are received from the co-ordinator or the involved parties within 10 days, then the activity is permitted.
3. Any objection to the dissemination activity must be made in writing (email) to the coordinator and involved parties within 14 days of receipt of notification. An objection must include a precise request for necessary modifications.
4. Objections are justified if:
 - a) A party's legitimate academic interests are compromised by the activity.
 - b) The activity reveals the objecting partner's intellectual property or results.
 - c) If an objection is received, then the involved parties will discuss how to overcome the difficulty, with FNR as arbitrator. As a guide, no partner should publish intellectual property or research results of another partner, without prior notification and written consent.
5. Once an activity has been decided upon, information about the activity must be communicated to REVOLVE and ENEA, for inclusion in dissemination reporting.

Communication and Dissemination Reporting

To bolster communication efforts on partners' activities that also impact dissemination, REVOLVE has circulated a shared tracking form for all LEAP4SME partners to log their respective activity/event, details on this activity, as well as the respective stakeholders engaged, in line with the EC portal KPIs:

- Scientific community
- Industry
- Civil Society
- General Public
- Policymakers

- Investors
- Customers
- Other

To track the project’s progress and impacts throughout its duration, REVOLVE has created a KPI dashboard breaking down specific KPIs for the LEAP4SME website (see Annex).

Additional communication KPIs that will be tracked and included in the annual project Impact Report includes:

PLATFORM	KPIs
Website	Users / Location
	Pages visited
	Report downloads
LinkedIn / Twitter	Followers / Impressions
Videos (YouTube)	Views
Newsletter	Subscribers / Opening rate
Media coverage	Articles / Languages
Events	Number organized / participated to

Stakeholders

The basis of the communication and dissemination plan is a stakeholder analysis and mapping exercise to ensure the project’s objectives and results engage and are disseminated to all target audiences. A preliminary stakeholder analysis identifies how LEAP4SME will affect or be impacted by these various stakeholders. This information will be used to target dissemination activities and prepare the necessary advocacy steps to ensure the uptake of results. The stakeholder analysis is a means to assess how effectively we disseminate the project’s findings, recommendations, and to determine what additional efforts will be needed to reach specific stakeholders or audiences.

The stakeholder analysis thus helps determine the project’s key communication outlets, tools, dissemination activities, messaging, and key performance indicators (KPIs) for

communicating effectively with the respective stakeholders through effective and appropriate means.

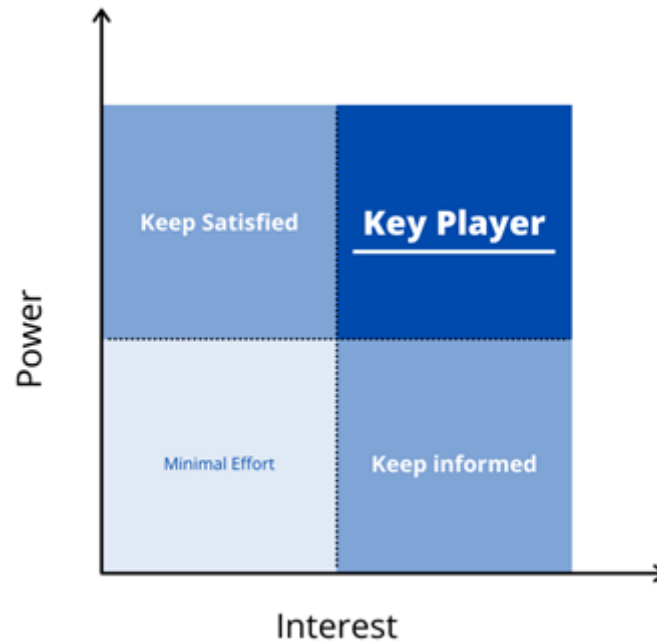
While the main stakeholder analysis will be conducted within WP3, a preliminary stakeholder analysis has been completed to inform the communication and dissemination plan. The stakeholder analysis done in D7.2 will be updated in accordance with the input of all partners during the revision of the deliverable in M12, M24, and M36, while also incorporating the findings of the stakeholder analysis work completed in Task 3.2 to identify key stakeholders and to establish 'linkages between all stakeholders, organising communications, disseminating knowledge and information to facilitate synergies.' Additionally, the results of Tasks 2.1 and 2.2 on the mapping of SMEs that will inform WP3's stakeholder engagement activities and WP4's policy schemes will also be taken into consideration.

In order to ensure LEAP4SME's effective communication and dissemination activities, it is important to consider the level of influence that stakeholders have, and to focus attention on reaching those stakeholders that are most likely to help LEAP4SME achieve its objectives. Applying the concept of Influence can help to identify key stakeholders and thus inform the communication/dissemination plan. This concept by Mendelow³ is expressed as follows:

Power is the ability to achieve objectives (how much they can)
Interest is the stakeholder's willingness (how much they care)
Influence = Power x Interest

³ Mendelow's Power-interest grid. Aubrey L. Mendelow, Kent State University, Ohio 1991.

Figure 2 Stakeholder Influence



The communication and dissemination plan is structured to reflect the different roles that various stakeholders will play in the project.

These stakeholders are grouped into three broad categories: (a) **Enablers**; (b) **Leaders**; and (c) **Multipliers**

The Stakeholders Table (Table 4), provides an overview of the stakeholders with specific tasks in the communication and dissemination plan that aims to address and engage them.

Enablers

LEAP4SME is intended to impact SMEs through the linkage and proposition of effective energy audit and energy efficiency to policy makers. Policy makers at local, regional, and European-level are thus crucial to the LEAP4SME project. Policy makers, along with implementation bodies (regulators and local/regional energy agencies) will be targeted throughout WP7 activities as well as stakeholder engagement and trainings (Tasks 3.2/5.3). Policy makers will be key to informing and dissolving the current barriers, culminating with final

project outputs including the policy recommendations (D4.4). Additionally, EU institutions will be informed of the project findings and key policy recommendations.

Leaders

Leaders largely involve the end-users or market stakeholders including private sector stakeholders, energy service companies (ESCOs), energy auditors, technology providers, SMEs and financial institutions that will directly benefit from decreased barriers allowing for the greater uptake of energy efficiency measures by SMEs. These stakeholders will be actively engaged through WP7 activities as well as stakeholder engagement and trainings (Tasks 3.2/5.3) that will lead to the increased capacities of these target groups and the development of training schemes that will endure beyond the project duration.

Multipliers

Multipliers serve for the broader communication and dissemination of the project results. Research institutes and environmental agencies will support the dissemination of results to the academic/scientific community. Networks are also crucial to communicating results, specifically with regards to the EASME network (Task 1.4) and the European Energy Network, which LEAP4SME is actively involved through its partners and project coordinator. Other H2020 projects also act as a key multiplier of the project activities and results, leveraging their respective networks. Finally, media relations will help the project's findings reach the general public and build a dialogue and awareness to the potential for energy efficiency in SMEs as a pillar of Europe's decarbonisation strategy.

Table 3 Stakeholders

		T7.1 Communication Strategy	T7.2 Project Website	T7.3 Workshops / Conferences	T7.4 Media relations	T7.5 Final Conference	T3.2 Stakeholder Engagement	T4.1 EU/National Observatories	T5.3 Capacity Buildings / Trainings
ENABLERS	Policymakers (loc/reg/EU)	✓	✓	✓		✓	✓	✓	✓
	EU Institutions	✓	✓	✓		✓		✓	
	Regulators	✓	✓	✓		✓			✓
	Local / Regional Energy Agencies	✓	✓	✓	✓	✓	✓	✓	✓
LEADERS	Industry Associations	✓	✓	✓	✓	✓	✓	✓	✓
	Private sector stakeholders	✓	✓	✓	✓	✓	✓		✓
	Energy Service Companies (ESCOs)	✓	✓	✓	✓	✓	✓		✓
	Energy Auditors	✓	✓	✓	✓	✓	✓		
	Technology Providers	✓	✓	✓	✓	✓	✓		
	SMEs	✓	✓	✓	✓	✓	✓		✓
MULTIPLIERS	Financial Institutions	✓	✓	✓	✓	✓	✓		
	Research Institutes	✓	✓	✓		✓			✓
	Environmental agencies	✓	✓	✓		✓			✓
	EASME Network	✓	✓	✓		✓			
	European Energy Network (EnR)	✓	✓	✓		✓	✓		
	Other H2020 Projects	✓	✓	✓	✓	✓			
	Media	✓	✓	✓	✓	✓			
General Public	✓	✓	✓	✓	✓				

Project branding

Visual identity

A project brand comprises its different partners, the theme of the project, and the overall culture that the H2020 consortium is communicating which is furthering energy efficiency with respect to SMEs.

The visual identity of the project will differentiate LEAP4SME from other energy efficiency projects, while making it memorable. It comprises the logo, icon, and slogan. The logo will be the visual messenger of the project and will be reflected in all the communication materials:



Table 4: LEAP4SME logo



The icon of the LEAP4SME includes a green vertical arrow; its tapered end indicates it is actively moving upwards.

The arrow thus embodies the 'leap' or drive to support SMEs on their journey to energy efficiency and is also encapsulating the '4' from 'LEAP4SME' is embedded.

The slogan (also known as the tagline) is an actionable statement representing the goal of the project:

Energy Audit Policies to Drive Energy Efficiency

At the request of the project coordinator, a secondary logo was created allowing both the logo and icon as well as the tagline, which is used on the project templates and reports:

Table 5: LEAP4SME logo (with tagline)



The simple logo is utilised on social media platforms and other communication materials as needed.

Due in M3, the visual identity guidelines for how to use the logo, tagline, and respect the project colour scheme are included (D7.1).

External communication

External communication is the transmission of the LEAP4SME project to stakeholders outside the project consortium. For optimal outreach to external stakeholders, communication tools will be developed. External communication tools and channels include the LEAP4SME website, the newsletters to link back to the project website and thus drive users to this primary resource.

Website

The project website is the main communication and dissemination platform to allow stakeholders, policymakers, and media access to the project development and results launched and developed. It will also host all the public dissemination deliverables, promote relevant content (news, editorials, videos, infographics, events, etc.) for the key stakeholder groups, engaging them in the content and objectives of the project. The website will also serve as a content generation tool where partners are welcome to contribute content and provide feedback on its development to help increase the visibility of the project and maximise its impact.

The key aims of the website are to:

- 1. Serve as primary reference point for LEAP4SME:** Explain the project's aims, provide the latest news updates, provide documents for download, and view social media activity related to the project.
- 2. To act as a resource hub for research on issues relevant to LEAP4SME:** To provide important updates on policy/research developments that have an impact or are of interest to the project's focus.

Delivered in M3, the LEAP4SME website is hosted at www.leap4sme.eu and contains the following menu and features that are subject to change/adaptation as the project progresses and upon suggestion by the coordinator and partners, and REVOLVE.

1. HOMEPAGE

Project logo / image / tagline + call to action 'Discover the project'

Sliding menu providing opportunity to highlight specific deliverables, reports, tools or events

2. ABOUT

- a. The Challenge
- b. Objectives
- c. Consortium

3. RESOURCES

- a. Reports
- b. Policy guidelines + recommendations
- c. Observatories

4. NEWS

- a. Newsletters
- b. Event announcements

5. EVENTS

- a. Internal events
- b. External events

6. MEDIA

- a. Media kit
- b. Press releases

7. CONTACT

- a. Coordinator contact

b. Communication contact

8. TWITTER
9. LINKEDIN

The website is GDPR-compliant and all visitors can read the privacy policy.

The website was presented to ENEA in November 2020 and is continuously updated throughout the project duration and is monitored via Google Analytics.

Newsletter

The LEAP4SME newsletter will be sent quarterly to all stakeholder subscribers.

The newsletter will ensure both communication and dissemination at different levels - EU and international – and will keep the stakeholders up to date with the findings of the project, inform about other relevant events, publications, key policy developments, and key messages of the project partners.

Contributions to the LEAP4SME newsletter will be open to all project partners.

Newsletter objectives:

1. Inform project partners and stakeholders of project news + updates
2. Provide information about relevant external events and resources
3. Disseminate key messages from Work Package Leaders
4. Ensure project partners and key stakeholders are up-to-date on key policy developments at EU-level.

The identity and formatting of the newsletter will be in-line with the LEAP4sME visual identity.

The newsletter planning is as follows:

- **2020** – November / December
- **2021** – February / May / August / November

- **2022** – February / May / August / November
- **2023** – February / May / August

The proposed structure of each newsletter is:

- Introduction to newsletter
- Project update | Key news highlights, deliverables
- News & Events (internal, external)
- Resources for further reading (upon suggestion of ENEA & all partners)

Communication materials

LEAP4SME communication materials including a project roll-up, leaflet, and posters for branding the project at internal and external events will be delivered by M3 with the support and approval of ENEA. For communicating LEAP4SME via digital channels, various banners and e-signatures have also been developed. In light of COVID-19, the tendency of events to be digital could also foresee additional digital promotional items which will be discussed with communication ambassadors.

The LEAP4SME leaflet will be circulated to all partners for dissemination and promotion purposes at external conferences, meetings or seminars and is will be available to download from the website.

REVOLVE will provide all project partners with an external communication kit to support and ensure all organisations have the relevant content and resources needed to promote the project via their organisations' respective communication channels (website, newsletter, social media, etc.).

Media relations

Media coverage is crucial to help spread the word to the target audience and interested public. Not only do they increase awareness of the LEAP4SME project but also its findings, results



and recommendations. As part of the communication strategy for this project, REVOLVE is ensuring media coverage of the project throughout its duration via creating a project media kit, curating interesting content, and managing relations with journalists and other respected, relevant outlets.

As outlined in Task 7.4, REVOLVE will lead relations with EU and national media, to ensure LEAP4SME is published in relevant publications and media outlets and will lead the required content curation for this coverage which includes publishing an online LEAP4SME media kit. Efforts to engage with national media will be supported with the help of local national energy agencies and their members to promote LEAP4SME.

All interested media contacts will be able to opt-in into the GDPR compliant LEAP4SME updates. This will allow the facilitation of the communications team to liaise directly with representatives from various news portals, disseminate the projects results and press releases, and establish short-term or long-term media partnerships depending on the occasion and the stage that the project is in if necessary.

These media contacts will be approached engage their interest in the learnings and recommendations of the project and their dissemination over news portals. The engagement of media contacts is very important as a news story that provides data and evidence-based facts is often one of the key sources of information for policy makers.

Media coverage – in all languages - will be tracked and analysed via Meltwater, a media monitoring platform, by REVOLVE.

Social media

LEAP4SME is active on Twitter, LinkedIn and YouTube. Twitter and LinkedIn are the two main social media channels, as all the key stakeholder groups are present there, allowing it to be used for effective, rapid news alerts and project updates. LEAP4SME project activities, news, and findings will be expressed in infographics, GIFs, sharables, and other visuals that add value to how the project is transmitted to broader audiences.

A content planning for the social channels will be developed around the project's key activities, aims and deliverables. In order to increase visibility and engagement with not only project-specific communications, the sharing of relevant news articles on the main thematic focuses



of LEAP4SME such as energy efficiency, policy news, and other projects will also be a key focus.

Social media content planning includes:

- Aims of LEAP4SME
- Events / activities and news
- Project deliverables and findings
- Facts on energy efficiency
- Policy updates
- Relevant industry news
- EU institution news
- Sharing of other related videos / multimedia
- Featured people – partners, key stakeholders
- Supporting relevant EU project news

Events, conferences, and capacity building

Networks are created, consolidated, and grown by meeting other people. The most effective way to consolidate a network and to align a group's efforts in achieving a mutual goal is by holding internal meetings and events.

The best way to grow a network is by attending and participating to external events.

External events are defined as gatherings that are organised, commissioned and carried out by parties that are outside the consortium. They are excellent channels in which to disseminate LEAP4SME project results.

The communication lead will endeavour to coordinate the involvement of the LEAP4SME consortium in related EU forums, workshops, and brokerage events when considered appropriate.

Internal events are defined as those that are organised by the coordinator and the respective working package leads when relevant to advance the implementation of the project goals. For example, a Steering Committee meeting or peer learning workshop are internal events for giving direction, making decisions for a project, or yielding feedback and input on project outcomes. Internal events are also those that are organised by a consortium partner but not necessarily exclusively about the project. This second type of internal event needs to be communicated by the respective communication ambassador to the communication package lead to promote via the project channels and vice versa.

A bridge between external and internal events, the capacity building and training events organised within WP5 are imperative for exploiting outcomes of LEAP4SME and the developed materials will serve as resources for the stakeholders targeted. To this aim, the *Capacity Building and Dissemination board* will be integral to see the synergies between CRES, REVOLVE, and ENEA in coordinating these event to ensure that stakeholders are effectively engaged.

Finally, the LEAP4SME final conference will be an international, one day event involving 150 participants to present the LEAP4SME project outcomes, lessons learned, to promote policy recommendations. This final event is planned to be addressed to all main stakeholders of the project, including energy agencies, energy auditors, SMEs, etc. It will also be livestreamed over the internet allowing remote attendance and interaction.

Common dissemination and collaboration with related EU-projects and initiatives

Collaboration and common dissemination of EU-projects is essential to maximise the outreach of the project. The LEAP4SME consortium is committed to capitalising on the results of previous relevant EU-funded projects (i.e. ENSPOL, ODYSSEE-MURE, EPATEE).

Furthermore, initiatives such as the Energy Efficiency Financial Institutions Group (EEFIG) and its related Sustainable Energy Investment Forums will also be a means through with LEAP4SME dissemination can be achieved.

Specific to Task 1.4, ENEA will lead, with the support of REVOLVE, LEAP4SME's participation to EASME activities to increase synergies with H2020 and other EC supported actions.



During the project's kick-off, ENEA identified 66 relevant projects for LEAP4SME under various funding programmes (including Interreg Europe, Intelligent Energy Europe, H2020, and others), 29 projects of which are ongoing heading into 2021.

To get the most from the results of other projects and to refine the approach for a possible project collaboration, LEAP4SME will focus on the below targeted projects within the call of LC0SC3-EE-8-2018-2019:

Table 6: LEAP4SME Project Networking

PROJECTS	COORDINATOR
GEAR@SME - GENERATE ENERGY EFFICIENT ACTING AND RESULTS AT SMALL & MEDIUM ENTERPRISES	NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK TNO
DEESME - DEVELOPING NATIONAL SCHEMES FOR ENERGY EFFICIENCY IN SMES	INSTITUTE FOR EUROPEAN ENERGY AND CLIMATE POLICY STICHTING
SMEmpower Efficiency – A HOLISTIC FRAMEWORK FOR EMPOWERING SME's CAPACITY TO INCREASE THEIR ENERGY EFFICIENCY	ARISTOTELIO PANEPISTIMIO THESSALONIKIS
INNOVEAS - INNOVATING THE UPTAKE OF ENERGY AUDITING SCHEMES FOR SMEs	ISTITUTO PER L' ISTRUZIONE PROFESSIONALE DEI LAVORATORI EDILI DELLA PROVINCIA DI BOLOGNA
ICCEE – IMPROVING COLD CHAIN ENERGY EFFICIENCY	UNIVERSITA DEGLI STUDI DI BRESCIA
SPEEDIER - SME PROGRAM FOR ENERGY EFFICIENCY THROUGH DELIVERY AND IMPLEMENTATION OF ENERGY AUDITS	UNIVERSITY COLLEGE CORK - NATIONAL UNIVERSITY OF IRELAND, CORK

<p>E2DRIVER – TRAINING ON ENERGY AUDITS AS AN ENERGY EFFICIENCY DRIVER FOR THE AUTOMOTIVE SECTOR</p>	<p>FUNDACION CIRCE CENTRO DE INVESTIGACION DE RECURSOS Y CONSUMOS ENERGETICOS</p>
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Internal Communication

Internal communication is key to an efficient and smooth execution of the project whilst maximising the results. Internal communication tools are the ambassador concept, a common platform, regular newsletter updates and regular call with the communication package lead.

The communication package lead recommends and requests that each respective partner from the consortium assign a ‘communication ambassador’ to coordinate both internal and external communication needs and targets to maximise the impact and effectiveness of the project goals. Ambassadors play a vital role in making the project a success because they have the power to put the multiplier effect into practice, creating a cluster-and-ripple impact that can have bring great visibility, traction and outreach to the project depending on the size of the partner’s network.

Internal Communication includes regular calls with the communication package lead to better understand how the communication partner can reinforce and add value to the respective needs of the given partner. This can be in the form of providing graphic support for developing visuals that may accompany a presentation, for example, or in a more advanced fashion could be the data visualisation of technical information or the rendering of complex information into infographics or other communications.

Internal communication can also take the form of acquiring information from partners about their respective internal and external events to communicate properly around their priorities. This can include contacting events to place the project on a panel at a conference when the theme is relevant and related to advancing the goals of the project. This content-driven form of marketing can also be used for elaborating on an editorial series with the partners to place content with media outlets.

References

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Mendelow's Power-interest grid. Aubrey L. Mendelow, Kent State University, Ohio 1991.

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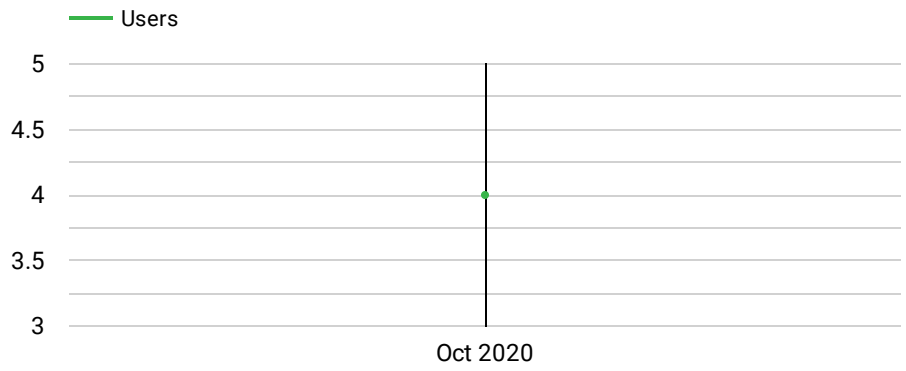


Annex

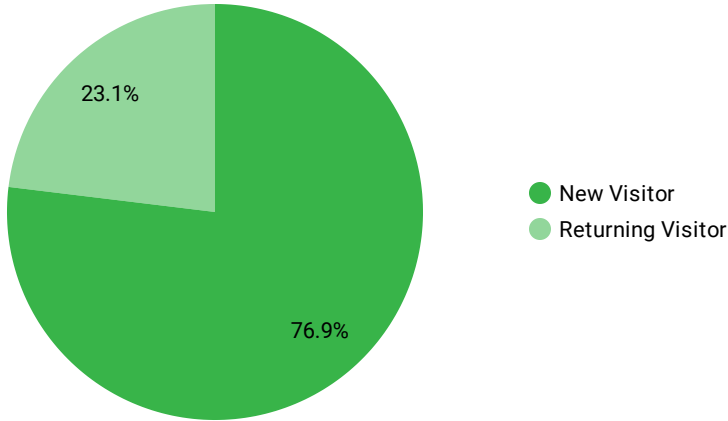
LEAP4SME Dashboard



User Evolution



User loyalty



<p>Users</p> <p>67</p> <p>± 219.0%</p>	<p>Avg. Session Duration</p> <p>00:00:35</p> <p>± -44.4%</p>	<p>Pages / Session</p> <p>1.19</p> <p>± -6.0%</p>	<p>Bounce Rate</p> <p>91.07%</p> <p>± 8.1%</p>	<p>Newsletter traffic</p> <p>No data</p> <p>No data</p>
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Top 10 most visited pages

Page Title	Users
1. Homepage LEAP4SME	52
2. Coming Soon... LEAP4SME	24
3. Privacy Policy LEAP4SME	1
4. Page not found LEAP4SME	1

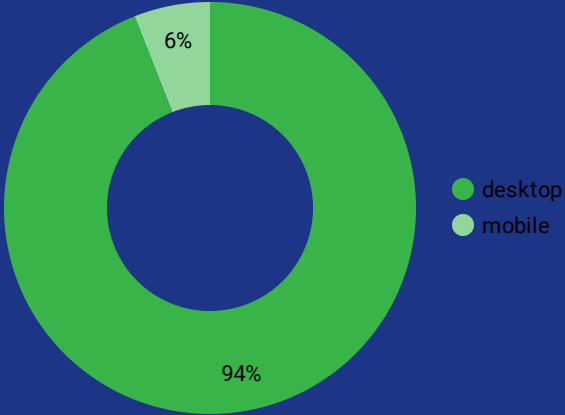
Users by Country

Country	Users	Sessions
1. Austria	11	12
2. Italy	7	29
3. Belgium	6	18
4. United Kingdom	6	7
5. Portugal	5	8
6. Greece	5	6
7. Finland	4	4
8. Netherlands	4	4
9. Malta	4	7
10. Spain	3	3

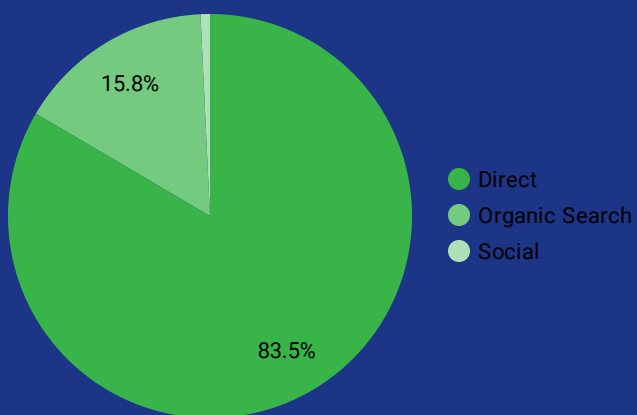
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Type of device (users)



Acquisition channels (pageviews)



Social media acquisition (pageviews)

