



Erasmus+

Cluster4Smart

An online training resource for cluster managers toward a smart industry

Dissemination and Exploitation Plan

2017-2019

IKOSZ Hungarian National Alliance of Innovative Clusters	Communication and dissemination
	Gál Körmendy
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Contents

About the project.....	4
Partners.....	4
Applicant	4
Partner Organizations.....	4
Associated Partner Organizations	5
Communication manager.....	5
Project Intellectual outputs	5
IO1 – Key study on the general needs of clusters and cluster managers toward cluster 4.0.....	5
IO2 – Cluster4Smart Joint Curriculum	6
IO3 – Cluster4Smart Training Material.....	6
IO4 – E-learning platform	7
Communication Strategy	7
Target audiences.....	8
TG1 - European cluster managers, regional development experts, VET students and unemployed	8
TG2 - Clusters, development agencies, expert associations	8
TG3 – VET providers	9
TG4 – SMEs, large companies and professional associations	9
TG5 - Decisionmakers, public authorities and general public	9
Activities for communication	10
2.1 Kick-off Conference and start-up activities	10
Description	10
Role of the partners:.....	10
Deliverables:.....	11
2.2 Media and non-media communication	11
Description	11
Role of the partners:.....	12
Deliverables:.....	12
2.3 Targeted events.....	12
Description	12
Role of the partners:.....	13
Deliverables:.....	13
GANTT diagram	13
Tools for internal communication.....	13

Collaboration tool and file-sharing.....	13
Direct communication and discussions.....	13
Templates.....	14
Publicity and information materials.....	14
Roll-up and poster.....	14
Flyer.....	14
Brochure.....	Hiba! A könyvjelző nem létezik.
Events.....	14
Promotional presentations of each pilot.....	15
Website.....	15
Newsletter.....	15
Social media.....	16
Facebook.....	Hiba! A könyvjelző nem létezik.
Twitter.....	16
Media.....	16
Press releases.....	16
Press conferences.....	Hiba! A könyvjelző nem létezik.
Press tours.....	Hiba! A könyvjelző nem létezik.
Evaluation.....	16
Budget.....	Hiba! A könyvjelző nem létezik.
Visual identity rules.....	17

About the project

As clusters are receiving more and more central roles in regional innovation management, they also need to be able to exploit and drive the shift into industry 4.0. Cluster4Smart project arises with the aim of expanding the knowledge of cluster managers (CM) in Europe through the development of an innovative training source, to develop skills necessary for more efficient internationalization, entrepreneurship and cooperation within and among cluster actors.

From this main objective several specific objectives are defined:

SO1: Study and analysis of incoming trends regarding industry 4.0, and competences necessary for CMs to foster its implementation

SO2: Design and development of a Joint Curriculum (JCV) for developing and fostering new CM skills

SO3: Deliver the JCV on an e-learning OER Platform and protect it under open licenses

SO4: Encourage European CMs to strengthen their skill and through it the European cluster community

SO5: Better anticipation of innovation and management skill needs and increasing the alignment between clusters and industry

SO6: Create new job opportunities for people with the right skills in cluster and regional development

SO7: Support the transformation of European industry into an industry-4.0-based smart economy

The project approaches these objectives through the preparation of a series of intellectual outputs, all of which are to be validated through extensive public testing. Selection and involvement in this process depends on the specific IO.

Partners

The project partnership consists of 19 partners from 6 countries including twelve associated partners.

Applicant

LP: PÔLE SCS – Pôle Solutions Communicantes Sécurisées, France

Partner Organizations

PP02: UNISTRA - Université de Strasbourg, France

PP03: AMUEBLA – Agrupacion Empresarial Innovadore de Fabricantes de Muebles y Afines de la Region de Murcia, Spain

PP04: CEEI-BURGOS – Asociacion para la Gestion del Centro Europeo de Empresas e Innovacion de Burgos, Spain

PP05: SOLARTECH, ARCHENERG – Solartech Dél-Alföldi Fejlesztő és Termelő Nonprofit Kft, Hungary

PP06: IKOSZ – Innovatív Klaszterek Országos Szövetsége, Hungary

PP07: GNOMON -

Associated Partner Organizations

AP01: Green Energy Romanian Innovative Biomass Cluster, Romania

AP02: Vojvodina Metal Cluster, Serbia

AP03: Romanian Textile Concept Association, Romania

AP04: CyberForum, Germany

AP05: inno TSD, France

AP06: AFPC - French Competitive Clusters Association, France

AP07: STRIA – South Transdanubian Regional Innovation Agency, Hungary

AP08: UMU – University of Murcia, Spain

AP09: CETEM – Technical Research and VET Centre of Furniture and Wood of the Region of Murcia, Spain

AP10: CEEIM – European Business and Innovation Murcia, Spain

AP11: SEF – Service for Training and Employment of the region of Murcia, Spain

AP12: CDETE – Ministry of Economic Development, Tourism and Employment of the region of Murcia, Spain

Communication manager

IKOSZ Hungarian National Alliance of Innovative Clusters (HU)

Contacts:

Gál Körmendy	gal.kormendy@westpannon.hu	00 36 30 229 2769
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Project Intellectual outputs

IO1 – Key study on the general needs of clusters and cluster managers toward cluster 4.0

- Objective: provide a complete analysis of the current skills and needs to

improve the European clusters towards the cluster 4.0 concept with a high competence level to boost industry competitiveness

- Result: a written report describing the current situation of European clusters and mapping the skills necessary towards the development of smart clusters, prepared to drive the shift into industry 4.0

The target group of the external communication activities is the community of cluster managers, experts and cluster policymakers around Europe. They are to be reached through targeted communication regarding involvement in the study process and through media and non-media communication (Activity 2.2) for dissemination.

Communication activities need to convey the opportunity of participation and validation of the results, beside informing the community about the scope of the Cluster4Smart project. At this stage contact is expected via targeted bilingual (English/local) e-mails and possible live presentations at external events.

IO2 – Cluster4Smart Joint Curriculum

- Objective: define, describe and group the learning outcomes of the Cluster4Smart training course into units and modules
- Result: validated key document with the description of the training modules, and units defining the contents of the Cluster4Smart training course, as well as the final tool for knowledge verification.

The target group for this objective is again twofold: a select group of experts and CMs to be involved in the validation and the general cluster community to be informed of the progress. The former group is to be directly contacted from among the networks of the project partners in accordance with the methodology to be developed, while at this stage the general community is to be targeted with regular messages about the significance and progress of the project via the developed media channels.

IO3 – Cluster4Smart Training Material

- Objective: development of the training methodology and content of the Cluster4Smart course
- Result: English course documentation translated into all partner languages, including tools for knowledge verification and IP protection.

This project phase is that of intensive internal work with external targets receiving only progress and brand messages. It is anticipated that this phase will be the time for strengthening the identity of the Cluster4Smart community and embedding the brand in the cluster development dialogue. This is to be provided through regular digital media appearances and increased utilization of external platforms and events for promotion.

IO4 – E-learning platform

- Objective: development of the MOOC platform providing the Cluster4Smart training course and creation of a common network for cluster managers and regional development stakeholders in Europe
- Result: Cluster4Smart platform serving as both a training and network hub for CMs, regional development experts and stakeholders.

For the training course to be sustainable, and valid, a wide network of cluster stakeholders need to be involved in the launch, test and operation of the Cluster4Smart platform. The network of CMs cluster policy makers and regional development experts built up during the previous phases need to be encouraged to actively participate in the training. All previously used communication channels need to be utilized during the run-up to the launch, in addition to the multiplier events organized in all partner countries.

Communication Strategy

Regardless of the objectives of a project, defining a communication strategy shows attention to planning, an understanding of the situation, an ability to carry out the work, and clear identification of the goal. The ability to communicate is essential to the success of any undertaking and an important factor in the achievement of its objectives. We have entered an age of knowledge, and the key to accessing and harnessing that knowledge lies in the ability to communicate. When the undertaking is a research project that has achieved good results, it becomes imperative to disseminate those results – otherwise the work will have been in vain. A successful communications strategy will enhance the value of your activities considerably.

Communication background:

Strengths		Weaknesses	
Internal	External	Internal	External
An effective routine has been developed during the preparation	Most partners have experience with networking activities	Issues with the accessibility of the Google Drive	Language barriers
Google Drive and Slack are actively used	Regular social media activities		Low expected number of visitors on project media outlets.
	Wide partner-level stakeholder network and inclusion in national and European		

		processes	
Opportunities		Threats	
Internal	External	Internal	External
	Good cooperation with the existing European communication platforms (ECCP, IE PLP, S3P...)		Changing cluster scene and policies, planning period-turn Competing forums and networks

Target audiences

TG1 - European cluster managers, regional development experts, VET students and unemployed

These groups are the primary target not only of the project's communication but its outputs as well. The key impact Cluster4Smart is attempting to make is improved competences of these groups, all other possible impacts are derivative from this. Cluster managers and regional development experts are expected to want to hone their skills related to the smart shift to foster the competitiveness of their respective cluster ecosystems, while for VET students and unemployed the skillset offered by the Cluster4Smart training course is foreseen to be beneficial for their careers. Communication activities are therefore needing to be geared towards a balance of attraction, information and inclusion, in order to build an active, sustainable network.

Relevant communication activities for them:

- website articles
- press releases
- newsletters and targeted emails
- Cluster4Smart multiplier events
- promotional presentations at external events
- social media

TG2 - Clusters, development agencies, expert associations

These bodies are the organisational counterparts of the first target group. They are the actors in their respective ecosystems, and it is for their benefit that TG1 make use of the Cluster4Smart results. In this case the goal of communication is to raise awareness of the opportunity and provide motivation for TG1 participation – not so much about the technical details though.

Relevant communication activities for them:

- website articles
- press releases
- promotional presentations at external events
- Cluster4Smart multiplier events
- social media

TG3 – VET providers

Universities and VET centres typically lack courses on cluster management, especially ones focusing on them in relation to industry 4.0. In this case, the Cluster4Smart training can provide good extra options for more in-depth study of specific areas (network development, entrepreneurship, internationalisation, business management). These providers therefore need information about the opportunity and possibilities for inclusion in already existing offers.

Relevant communication activities for them:

- website articles
- press releases
- newsletters and targeted emails
- promotional presentations at external events
- social media

TG4 – SMEs, large companies and professional associations

Industrial stakeholders can be involved with the Cluster4Smart project for several reasons – internal competence development, cooperative initiative management or cluster formation being the most common. This stance makes them typically users of the final output rather than active members of the community during project implementation. They need concise and comprehensive information about the content and accessibility of the course.

Relevant communication activities for them:

- website articles
- promotional presentations at external events

TG5 - Decisionmakers, public authorities and general public

None of these groups are likely to actively use the Cluster4Smart platform/course in significant numbers, however they generate the demand to which potential users react. It is essential though that the option remains open to all, since the changes implied by industry 4.0 are foreseen to become pervasive possibly even in the medium term, and a basic command would provide competitive advantages to everyone. Involving the European and national drivers of cluster policy in a discussion can also help position the course as a mainstream tool for cluster development.

Relevant activities for them:

- website articles
- promotional presentations at external events
- social media

Activities for communication

2.1 Kick-off Meeting and start-up activities

Start month: M01

End month: M04

Description

The Kick-off meeting will take place in Month 1 in Sophia Antipolis and will serve for establishment of the bodies and functioning of the project management.

Communication is an essential element for a successful project, so all partners must be involved and committed in the communication activities.

Dissemination and Exploitation Plan (DEP): In accordance with the recommendations provided by the application manual, a DEP will be elaborated in the kick-off phase by IKOSZ. The DEP aims to coordinate the effective implementation of the communication activities and to support the achievement of project objectives. The DEP sets standardised project communication practices to be applied effectively throughout the whole project implementation. In developing the project DEP, the communication tools and methods will be decided in the way that they are appropriate for the specific project and communication objectives and for specific target groups: the local population, business, practitioners and researchers and policy makers.

Project identity, roll-up and website: the communication manager will commission the design and development of the project identity (logo, document templates), a roll-up template and a website to host information about the partnership and the project.

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Role of the partners:

LP will organize the Kick-off Meeting and all partners will participate in it.

IKOSZ as the Comm leader will draft and finalise the DEP. IKOSZ will create the project identity, the template for the roll-up and the website.

All partners will have to translate the roll-up, and have it printed for dissemination reasons.

Deliverables:

No.	Deliverable description	Target value	Delivery period
2.1.1	Dissemination and Exploitation Plan	1	Period 1
2.1.2	Project identity	1	Period 1
2.1.3	Project roll-up	7	Period 1
2.1.4	Project website	1	Period 1

2.2 Media and non-media communication

Start month: M01

End month: M30

Description

Media relations

Press releases: At least one press releases will be issued on the achievements of the project. IKOSZ is responsible for this press release, but its translation into regional, local press releases must be issued by each partner. Cooperation with local media is the responsibility of each partner

Publications

Flyers: A flyer template layout will be designed by Comm leader in order to promote the results and goals of the project. Flyers will be issued to promote the achievements of the pilot activities based on the template given by Comm leader. This will contain the information collected by the IO1 and IO2 and an outline of IO3 and 4 goals.

Digital activities

Website: The project site developed during Period 1 will be updated with information and news about the project, including partner info, events, news and deliverables.

Twitter account: Project profile will be created and regularly updated with contents. The account is to be embedded in the European cluster initiative twitter ecosystem, following and reporting of relevant events.

Erasmus+ Dissemination Platform: Project profile is being set up by programme management. The platform can host good practices and project-related information (partner info, website links, etc). Key results are to be uploaded at the end of each IO development phase.

External digital platforms: Significant project updates are to be communicated

through ECCP and possible other relevant sites as well.

Newsletter: 5 email-based newsletters will be released by IKOSZ, one in each period. Partners will be able to disseminate it through their own channels. Optional language localisation is the responsibility of the partners.

Linkbacks: All partners need to provide information about the project in their own language in their own website containing key project information, and linking back to the English project website.

Role of the partners:

IKOSZ will draft and finalise the press release.

All partners will issue the regional/national press releases.

Flyer template will be drafted by IKOSZ, partners are responsible for their translation.

IKOSZ will be responsible for managing the project website and Twitter account page. LP will be responsible for online media monitoring.

IKOSZ will release 5 project newsletters.

Deliverables:

No.	Deliverable description	Target value	Delivery period
2.2.1	Printed press materials Consisting of 1 press release in periods 5, a flyer in 4 language mutations (EN, ES, FR, HU).	5	Period 5
2.2.3	Project Online Presence Project website regularly updated, Twitter account, 5 e-newsletters	7	Period 5

2.3 Multiplier events

Start month: M29

End month: M30

Description

At the end of the project 4 multiplier events (**one in each partner country**) is to be organised. Expected attendance is minimum 15 (20 for the closing event in Hungary).

Role of the partners:

All selected partners (PP02, PP03, PP06, ???) will organize a final event in their respective countries.

Deliverables:

No.	Deliverable description	Target value	Delivery period
2.3.1	Multiplier events organised	4	Period 5

GANTT diagram

Deliverable	Responsible	P1	P2	P3	P4	P5
2.1.1 DEP	IKOSZ	1				
2.1.2 Project Identity	IKOSZ	1				
2.1.3 Roll-up template	IKOSZ and partners	(4)				
2.1.4 Project website	IKOSZ	1				
2.2.1 Press release	IKOSZ					1
2.2.1 Flyer	IKOSZ and partners			(4)		
2.2.2. Newsletters	IKOSZ and partners	1	1	1	1	1
2.3.1 Multiplier events	UNISTRA, AMUEBLA, IKOSZ					1

Tools for internal communication

Collaboration tool and file-sharing

For collaboration and filesharing a Google Drive folder is set up:

<https://drive.google.com/drive/folders/0B5VV8tCgNEdoQ0h6b29yeXZTTTg>

In case you need invitation to the folder please contact the lead partner (Guillaume Roux guillaume.roux@pole-scs.org).

Direct communication and discussions

For direct communication, conference calls and others the Cluster4Smart project uses Slack and Skype. Both offer several possibilities in regards to collaboration, and are easy and free services to use for bilateral and multilateral discussions.

It is expected that all partners either have or will sign up to a Skype account. In case you need invitation to the Slack team, please contact the communication leader (Gál Körmendy gal.kormendy@westpannon.hu)

Information about the communication contacts is included in the Google Drive and should be updated regularly:

<https://docs.google.com/spreadsheets/d/1NBhZ8ZGgxWR3HBkWMfsTIUgedl1JEu2LFSnxsLZkblY/edit?usp=sharing>

Templates

Templates for PowerPoint presentations and study documents are to be uploaded in the Communication folder on Google Drive

https://drive.google.com/open?id=164GdxnEmXreX7Ej-MCo_OLYnoZieZHvp

All partners are expected to use the templates when doing project-related activities.

Publicity and information materials

Roll-up

All partners are expected to print a roll-up. The exact template will be made by IKOSZ as Communication Manager of the project, together with the localisation options, and uploaded onto Google Drive. The printing of the roll-up falls into the responsibility of each partner.

Four versions of the poster can be found in the Google Drive:

https://drive.google.com/open?id=164GdxnEmXreX7Ej-MCo_OLYnoZieZHvp

Flyer

A flyer template (1 page A4) layout will be designed by Comm leader in order to promote the results of the project. All localised templates will be uploaded in the Communication folder of the Google Drive.

Events

For all Cluster4Smart dissemination events all partners should follow these steps:

- Add Cluster4Smart logo including the EU logo on all material presented. All logos can be found in the Communication folder in the Google drive.
- Inform your participants about the website and social media platforms of the project and ask them to sign up for newsletters.
- **Invitations:** Send invitation at least 1 month before the meeting, invitation should be sent to Communication manager and the Lead Partner also.
- **Target Groups:** public stakeholders (clusters, development agencies and experts, VET providers, local authorities, policy makers and other public bodies); private companies etc. all that can be interested in the meeting topic
- **Program/ Agenda:** please, send the draft in advance and distribute in the meeting
- **Language:** local language – optional English
- **External Promotion:** local media, journals, newsletters, specialized web pages

- **Project promotion:** flyers, optionally studies should be distributed to the participants at the meeting.
- **List of participants:** please collect a list of participants with signatures.
- **Minutes:** please make minutes of the meeting.
- **Photos:** please take photos of the meeting, as some of the photos should be uploaded on the project web site.
- **After the event:** please send a short article in English about the event along with at least one photo to the communication manager (gal.kormendy@westpannon.hu) so it can be uploaded to the website.
- All media dissemination results from the events have to be included in the Google Drive.
 - https://docs.google.com/spreadsheets/d/1RGZGxYU0M3WwxMluo0Go193AGW3Bq_nTRk159bVthFo/edit?usp=sharing

Promotion at external events

Few events are organised strictly within the framework of the project, but as all partners are active participants of the European cluster community, the possibility will likely open to promote and present the project at external events. Partners are asked to report such activities through the Google Drive spreadsheet:

https://docs.google.com/spreadsheets/d/1RGZGxYU0M3WwxMluo0Go193AGW3Bq_nTRk159bVthFo/edit?usp=sharing

and to provide a short writeup for the website, including photos and links if possible. Presentation slides are also appreciated.

Website

The website is developed by IKOSZ and can be found on the following link:

www.cluster4smart.eu

IKOSZ as communication manager is responsible for the updates of the website. All partners are responsible for sending articles and information on their upcoming events to the communication manager (gal.kormendy@westpannon.hu) to be uploaded on the website.

Newsletter

A total of 5 e-mail based newsletters will be sent out in the project. Once every half-year a newsletter will be generated from the main events of the period and sent to all partners and subscribers in HTML format. Partners are free to localise the English newsletter and disseminate it among their own respective networks.

The dissemination of the newsletters has to be uploaded to the in Google Drive.

Social media

Twitter

The twitter channel of the Cluster4Smart project will be an event snap for the reporting of the project meetings and promotion occasions. Additionally, tweets relevant for European cluster management competence development and Industry 4.0 will be retweeted.

Twitter profile: <https://twitter.com/Cluster4Smart>

Media

Press releases

At least one press release will be issued on the achievements of the project. IKOSZ is responsible for this press release, but regional, local press appearances have to be collected by each partner:

https://docs.google.com/spreadsheets/d/1RGZGxYU0M3WwxMluo0Go193AGW3Bq_nTRk159bVthFo/edit?usp=sharing

Evaluation

Evaluation and regular follow-ups on the communication work is the most important tool for adjusting the strategy as the project proceeds.

The popularity of our communication activities (website, Twitter, newsletters, press-releases and events) for both partners and external stakeholders, including the press, will indicate whether the project succeeds in reaching the relevant target groups. Participant and subscription lists (newsletters/Twitter) could be used to measure the percentage of interest from the different target groups, and thereby indicate which groups we need to intensify our communication towards.

The project will be monitored half-yearly according to the deliverables of the project according to the Application form. The project will be evaluated continuously by the Steering Committee of the project in the frame of the PSC-meetings. Evaluation forms will be handed out during project conferences.

During the whole project lifetime, it is important that the Comm coordinator, IKOSZ:

- Receives regular feedback from partners
- Follow up on press releases and events
- Follow up on newsletter subscribers
- Monitor website statistics
- Evaluate subscribers for newsletter on website and for the social media platforms

Visual identity rules

The ERASMUS+ visual identity handbook is downloadable on the programme website:

https://ec.europa.eu/programmes/erasmus-plus/promotional_en