3BELIEVE

Delivering the 3b generation of LNMO cells for the xEV market of 2025 and beyond

Dissemination and communication plan

Horizon 2020 | LC-BAT-5-2019
Research and innovation for advanced Li-ion cells (generation 3b)
GA # 875033

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Project Abstract

3beLiEVe aims to strengthen the position of the European battery and automotive industry in the future xEV market by delivering the next generation of battery cells, designed and made in Europe, for the electrified vehicles market of 2025 and beyond. The project activities are focused on three domains:

- Development of automotive battery cells that are highly performant (high energy density, fast charge capability, long cycle life) and free of critical raw materials such as cobalt and natural graphite;
- Development and integration of sensors into and onto the cells to enable smart, adaptive operating strategies and advanced diagnostics in order to extend the useful life of the battery in first and second life applications and improve safety;
- A comprehensive manufacturing approach that is designed from the outset for a circular economy and industrial volumes. This encompasses green manufacturing processes for cell, module and pack, as well as recyclability assessment of the components, and a target lifecycle cost of 90 €/kWh at scale.

The project will deliver two 12kWh-demonstrator battery packs at TRL6 and MRL8. These aim at demonstrating the 3beLiEVe technology performance for applications in light duty (i.e. passenger cars, freight vehicles) and commercial vehicles (i.e. city buses and trucks) in fully electric/plug-in hybrid (BEV/PHEV) configurations.

The strong and complementary consortium of 21 partners from 10 different European countries representing industrial companies, SMEs, RTOs and academia is coordinated by AIT Austrian Institute of Technology. 3beLiEVe is scheduled to run from January 1st, 2020 to June 30th, 2023, for a total duration of 42 months and has received funding from the European Union's H2020 research and innovation programme under Grant Agreement no. 875033. A full list of partners and funding can be found at: https://cordis.europa.eu/project/id/875033.
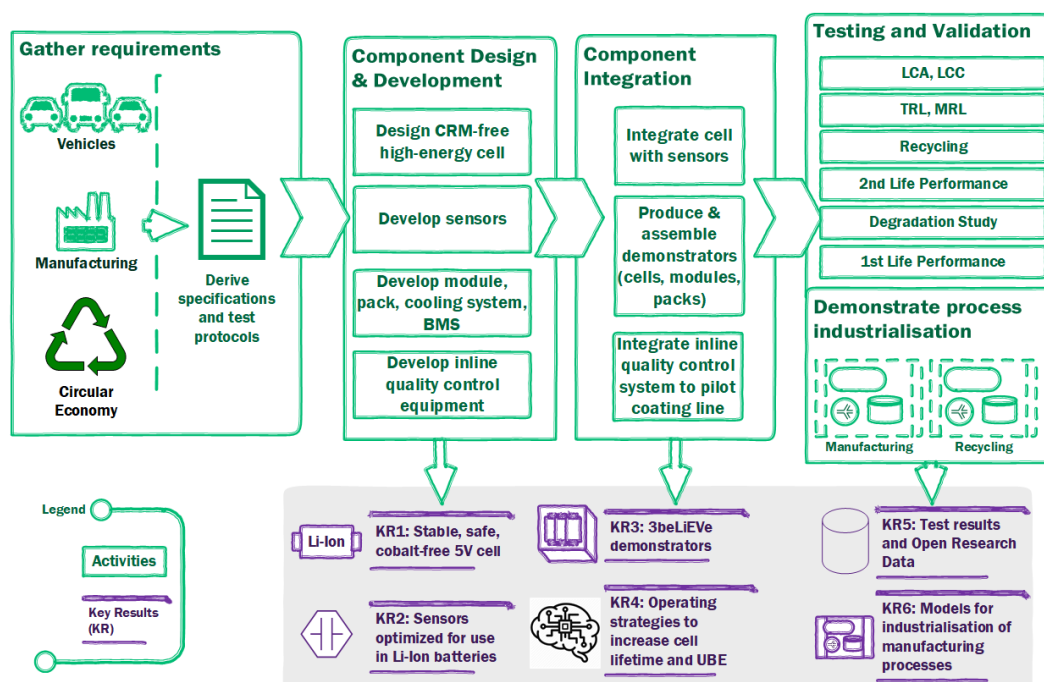
Figure 1: Overview of major 3beLiEVe project steps.

Executive Summary

The present document gives an overview of the approach that 3beLiEVe adopts on both Communication and Dissemination. Communication is an activity essential to the success of any project. 3beLiEVe adopts a systematic approach that is aimed at communicating about the project itself, its context and its results to specialised stakeholders as well as the wider public. This serves to raise awareness about the project, the societal challenges which it addresses, and the benefits of collaborative research and funding. The communication activities also support the Dissemination and Exploitation activities.

For a Research and Innovation Action, such as 3beLiEVe, that is funded under the EU's Horizon 2020 research and innovation programme, dissemination of results and IPR management are key aspects during and after the lifetime of the project. Dissemination is important for sharing results with other potential users, while taking care not to preclude the possibility of commercial exploitation of the results by the project partners. Successful dissemination contributes to the progress of science in general and strengthens the social capital of the European Union. 3beLiEVe's systematic approach to dissemination, from identifying stakeholders, content for dissemination, appropriate channels, and metrics to measure the dissemination activities, is described in section 3. Section 4 provides some simple, practical guidelines for the use of social media. IPR management and exploitation topics are covered separately, in deliverable *D8.2 Interim IPR report, exploitation strategy and business cases* and *D8.3 Final IPR report and exploitation strategy after 3bELiEVe*.

Table of Contents

List of figure and tables

List of abbreviations

Acronym / Short Name	Meaning
CDE	Communication, Dissemination and Exploitation
EU	European Union
GHG	Greenhouse Gas
KPI	Key Performance Indicator
OEM	Original Equipment Manufacturers

1. Introduction

In Horizon 2020 (H2020)-funded projects, communication, dissemination and exploitation are contractual requirements as well as important elements that can have multiple benefits for the project. Examples include increasing the visibility of the research, enhancing the participating partners' reputations and helping stakeholders gain understanding of the topic and its importance in the bigger picture of the context in which the project takes places. It also allows partners to sharpen their profile within the scientific community, derive economic benefits, and has the potential to attract users of the project results. More generally, these measures can help strengthen the research and innovation landscape in Europe and to spread knowledge that can be built upon by others [1].

When it comes to project results, the participants in the project must decide what they will do with these. After all, there was a reason for undertaking the project in the first place. Usually project partners already have a good notion of what the expected results are and how they will be further utilised by the various partners. These are in effect considerations about exploitation and/or dissemination.
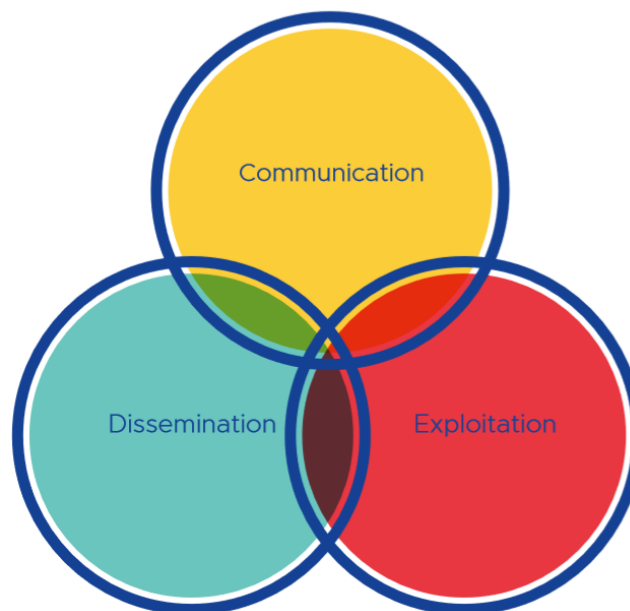
Figure 2: Interconnectedness of Communication, Dissemination and Exploitation. Source: [1].

All three aspects - communication, dissemination and exploitation - are interconnected as shown in Figure 2. Drawing sharp boundaries between them is difficult, and 3beLiEVe does not attempt to do this. Nevertheless, these domains as applied in 3beLiEVe are described across four documents:

- D8.1 Dissemination and communication plan
- D8.2 Interim IPR report, exploitation strategy and business cases
- D9.1 Project Management Handbook
- D9.2 Data Management Plan

The two documents

- D8.3 Final IPR report and exploitation strategy after 3bELiEVe
- D8.4 Final dissemination report

provide updates on the activities at the end of the project. All these are public deliverables.

1.1. Terminology

In keeping with the guidance provided by the European Commission [2], 3beLiEVe uses the following definitions for the terms 'dissemination', 'exploitation' and 'communication'.

- **Dissemination** means sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers. By sharing your research results with the rest of the scientific community, you are contributing to the progress of science in general;
- **Exploitation** is the use of results for commercial purposes or in public policymaking;
- **Communication**: The beneficiaries must promote the action and its results, by providing targeted information to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange. (This is also a part of the Grant Agreement.) With communication activities, you call the attention of multiple audiences to your research (in a way that can be understood by non-specialists) and address the public policy perspective of EU research and innovation funding, by considering aspects such as

    ✓ Transnational cooperation in a European consortium (i.e. how working together has allowed to achieve more than otherwise possible)

    ✓ Scientific excellence

    ✓ Contributing to competitiveness and to solving societal challenges (e.g. impact on everyday lives, better use of results and spill-over to policy-makers, industry and the scientific community).

1.2. Scope of the document

This document explains the approach to and planning for communication and dissemination for 3beLiEVe.

Section 2 focuses on 3beLiEVe's external **communication strategy**. Communication internal to the project consortium and necessary for the coordination and execution of the project is not in scope here; it is covered by *D9.1 Project Management Handbook*. Only communication to the outside world, with respect to the project boundaries, is covered here.

The **dissemination strategy** is covered in Section 3. There we describe the approach taken by defining the dissemination objectives, narrowing down the appropriate stakeholders, and showing the methods and means that will be used to reach them successfully and to disseminate project results.

2. Communication Strategy

Communication is a measure that supports the technical activities of a project and runs from the beginning to the end of the project. It improves the likelihood that the project will meet its goals and may enhance the quality of the project as a process, as well as enlarge the circle of people that may benefit from the results.

The main purpose of the 3beLiEVe communication strategy is to establish a systematic approach for the communication activities that support the goals of the project. Figure 3 provides an overview of the sequence and structure of the planning, which will be elaborated in this section. Altogether, the communication strategy will define the goals and objectives, the stakeholders (target audiences), develop the appropriate messages for each stakeholder group, and select the appropriate media and communication channels to deliver the messages. Finally, effectiveness of the undertaken communication measures will be measured by means of key performance indicators (KPIs). The strategy will serve as a guideline and overall approach for the 3beLiEVe partners' communication activities.

Figure 3: Strategic communication steps.

2.1. Goals and Objectives

Communication should provide appropriate and comprehensible information to several stakeholders – including the public at large – about the project goals, its results, and how these contribute to increasing its visibility and to meeting the societal challenges of the programme within the Horizon 2020 framework.

The objectives of the 3beLiEVe communication plan are to:

1. Identify the stakeholders of the project and provide them with appropriate information and messaging
2. Promote and enhance the visibility and greater context of the project
3. Support dissemination, exploitation and innovation management measures as appropriate
4. Establish an easily recognisable project identity (visual, language)
5. Establish and measure meaningful key performance indicators for the communication activities.

The Communication plan is documented in the present deliverable. Progress will further be documented in *D8.4 Final Dissemination Report*. Actual activities will be visible in the social media channels employed, as well as in the physical and digital materials produced and disseminated. The following sections describe the activities that we plan to carry out to reach the above objectives.

2.2. Audience: Stakeholder definition

In the first phase of the dissemination strategy, the crucial target groups for whom the project is potentially of interest need to be identified. These key stakeholder groups are listed below. Table 1 gives a brief definition of each stakeholder, discusses the reasons for identifying them as such and lists some of the most likely ways to reach them through communication measures.

1. Relevant Industry (OEM, suppliers, SME, …)
2. Academia
3. Associations
4. Others.

Table 1: Target groups and D&C tools

Target group	Relevant Industry (OEM, suppliers, SME, …)
Short definition	**OEM, suppliers, SME, Coating line manufacturers (and related industrial equipment companies), Circular economy companies** (recycling, 2nd life, …)
Reason to involve them in the project	They comprise the main dissemination target group because they are expected to be the key beneficiaries of the 3beLiEVe results. This target group is expected to create the market pull for the commercialisation of the 3beLiEVe integrated solution. They should be aware of relevant research and innovation activities in the domain of traction batteries.
	Suppliers must be aware of trends and relevant developments in the domain of traction batteries, since they are called upon to supply relevant parts, components and systems.
	Manufacturers of coating systems and related industrial equipment companies benefit from knowing trends and relevant developments in the field of automotive batteries, as they are develop machines to produce such parts, components and systems.
	Circular economy companies benefit from knowing about trends and relevant developments in the field of automotive batteries in order to implement systems for reuse or recycling.
Type of activities undertaken to reach and communicate	Project partners' existing networks will be utilised to reach them, and they will be approached in an individual, as well as a coordinated manner through other professional associations, showcasing the 3beLiEVe solution's benefits as a key message. This will be a particular focus in *T8.5 Technology demonstrator and exhibition of the 3beLiEVe packs*.

Target group	Academia
Short definition	**EU research projects, research organizations, universities**
Reason to involve them in the project	Besides leading to economic benefits for the consortium in the medium term, the work done in 3beLiEVe can also serve to advance the state of knowledge in the domain of automotive batteries. Some of the 3beLiEVe partners are of the type academic/RTO, and as such strengthen their reputation and academic credentials through publications and contributions to advancing the state of knowledge. Academic institutions can factor the research and findings from the project into the development of their curricula and training of students and increase their know-how for use in further research. Clustering with related research projects helps to amplify common messages and may help audiences not normally involved in this space to better grasp the significance and dimension of battery research and industrial policy in and for Europe. For 3beLiEVe, clustering with related research takes place under Task T8.6. Examples of stakeholders could be the other projects funded under the same call (LC-BAT-5-2019) as well as the Battery 2030+ long term European research initiative.
Type of activities undertaken to reach and communicate	Given the strong research orientation of the 3beLiEVe project, the consortium plans to share all project developments with the scientific community, where such dissemination is not in conflict with exploitation.
	Direct and open communication channels and means, such as Open Access publishing, open scientific data repositories, conferences, journals and workshops will be leveraged.

Target group	Associations
Short definition	**International / European associations and interest groups, National associations and interest groups**
Reason to involve them in the project	3beLiEVe is funded project that exists in the wider contexts of the European battery research landscape and industrial policy. This context is represented in part by associations that cover energy storage and related topic from different angles, for instance (but not limited to) the European Association for Energy Storage (EASE), The European Battery Alliance (EBA), as well as associations and interest groups covering mobility, or representing equipment manufacturers for battery production equipment.
Type of activities undertaken to reach and communicate	Connecting via social media, communicating results to associations, leveraging association events where possible, re-broadcasting messages that are in line with 3beLiEVe context and objectives.

Target group	Others
Short definition	EU citizens, INEA (as funding agency)
Reason to involve them in the project	EU citizens' acceptance of electric vehicles (whose performance is significantly influenced by the built-in batteries) is necessary if this technology is to see a significant market penetration in the road vehicle fleet. Informing the public about advances in battery technology, stoking excitement for electric vehicles, rectifying misinformation about the same, and getting them excited about the new technologies that will appear on the market in more significant numbers is essential for increased diffusion of EVs. Individuals with influence in EV purchasing decisions are a key target group to enable the commercialisation of the 3beLiEVe solutions.
Type of activities undertaken to reach and communicate	To ensure involvement of end-users, mainly general communication measures will be implemented using the project homepage and the social media channels. 3beLiEVe will communicate about battery-specific topics as well as related items, such as EVs, as appropriate. 3beLiEVe will work to develop the positive aspects of a switch to EVs with environmentally responsible batteries at their heart.

2.3. Messages

The Participant Portal H2020 Online Manual has succinct and useful pointers regarding messaging. 3beLiEVe takes note of these, and particularly of the very useful IPR Helpdesk brochure "Making the Most of Your H2020 Project. Boosting the impact of your project through effective communication, dissemination and exploitation" [1].

Having identified its main stakeholders, 3beLiEVe will develop appropriate messages for the identified target groups. At this early stage in the project, it is too early to give an exhaustive list of messages. However, some indicative ideas can be presented, noting that these will be developed and refined in the course of the project, especially once technical developments are more advanced.

In line with **objective 2 "Promote and enhance the visibility and greater context of the project"** (see section 2.1), appropriate messages may focus on:

1. Strengthen the position of the European battery and automotive industry in the future xEV market
2. Increasing public support for electric vehicles
3. Showcasing EU developments and innovations in battery technology
4. Showing how working together in a consortium achieves more than otherwise possible
5. Demonstrating scientific excellence

6. Demonstrating how the research and innovation in the project contributes to solving societal challenges (impact on everyday lives, better use of results and spill-over to policy-makers, industry and the scientific community).

Timing of messaging activity

3beLiEVe will seek to perform messaging such that its timing is conducive to supporting the goals of the project. That means: messaging is not undertaken at random points in time during the project, but rather when certain events occur, for instance:

- an important milestone is completed
- a public project deliverable or dissemination item (journal paper, etc.) is published
- a communication or dissemination activity undertaken by 3beLiEVe should be advertised (e.g. presentation at a conference or workshop)
- a General Assembly meeting is taking or took place
- there are noteworthy news/results worth communicating
- Re-broadcasting appropriate messages from any clusters (e.g. LC-BAT-5) that the project may participate in.

2.4. Media & Means

'Media and means' refers to selecting the right means and channels through which to convey the selected messages to the appropriate stakeholders. Since these messages will often come in a visual and verbal form, it is expedient to establish a consistent project identity for the project's communication materials.

2.4.1. Project identity

With respect to **objective "4) Establish an easily recognisable project identity (visual, language)":** The project identity provides a standard "look and feel" for the project media and communication materials. This ensures a consistent and recognizable look from a visual and a language perspective. The project identity comprises of three main elements:

- a project logo;
- colour palette to be used in logo and documents;
- a set of standard document templates for deliverables, presentations, etc.

Project logo

For ease of identification, the project has adopted a logo and guidelines for its use (Figure 4). The logo design was inspired by the key thematic areas of the project.
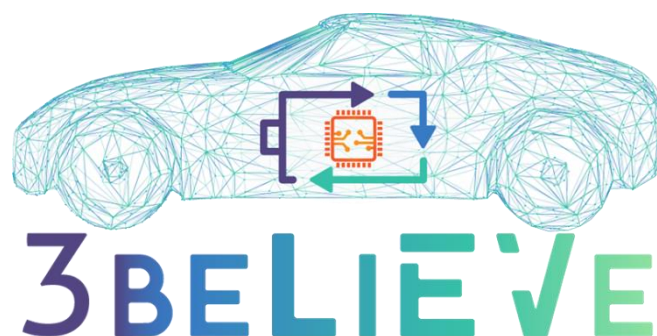

Figure 4: Project logo.

Document templates

To strengthen the project image and support effective communication, a set of templates for the main project documents has been developed, such as:

Deliverables

Figure 5: Deliverable template.

Presentation

Figure 6: Presentation template.

Minutes of meetings

Figure 7: Minutes of meetings template.

2.4.2.   Communication materials & content

3beLiEVe will utilise a variety of digital and printed materials as means of dissemination, such as the project website, (a) promotional video(s), newsletters, press releases, brochures, posters, slides and leaflets presenting the project concept and achievements. The project identity will support a consistent visual and verbal project look and feel, increasing the recognition of the project. The Social Media Management Strategy in chapter 4 summarises the planned strategy. Planned materials include:

Digital communication materials

- Project homepage
- Video(s)
- E-newsletter (possibly in conjunction with other projects/clustering activities)

Printed communication materials

- Flyer – summarizing key aspects of the project in simple language – similar to homepage content
- Stickers for business cards featuring 3beLiEVe logo and QR code

A note on the video. To support a farther reach for the communication of the project results, it is planned to produce at least one video. This video will explain the motivation for the project, showcase the project results and partners in a short, easy-to-understand videoclip. Since part of the focus will be on results, it is expected that this video will be produced in the second half of the project runtime, when more results are available.

2.4.3.   Communication media/channels

Communication *materials* can generally encapsulate one or more *messages*. The *materials/messages* can then be transported through various *media* or *channels*.

Table 2 gives an overview of which communication media could be most appropriate for reaching the identified stakeholders. This is an indicative analysis at an early stage of the project and serves to visualize the possibilities. Of course, channels will be selected as appropriate for the target group and the message.

Table 2: Stakeholders and communication channels most likely to reach them

Stakeholder / Channel	(Public) project[1] deliverables	E-Newsletter	Website	OA Publications in Scientific Journals	Presentations, talks at conferences, symposia	Workshops	Exhibitions (tech demonstrators)	Press releases	Networking/info exchange	Social Media & Networks
Relevant Industry (OEM, suppliers, SME, …)		✓	✓	✓	✓	✓	✓	✓		✓
Academia	✓	✓	✓	✓	✓	✓				✓
Associations	✓	✓	✓			✓			✓	✓
Others		✓	✓				(✓)	✓	✓	✓

Project website

The project website is reachable at https://www.3believe.eu/. It will be the main entry point for communication of project activities and public materials for the external stakeholders. The project website has been designed to:

- present 3beLiEVe towards external stakeholders;
- describe the main objectives and the structure of the project;
- present the involved partners in the project (consortium);
- engage interested stakeholders by providing links to other project communication channels, such as social media (LinkedIn, Twitter);
- share information about project progress and provide for download public documents/deliverables.

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[1] Commission services have access to public and confidential Deliverables

Figure 8: 3beLIEVe homepage (www.3believe.eu)

Social Media

A 3beLiEVe social media presence has been established on:

- Facebook; widespread among final users
- Twitter; ease of use, ability to reach multipliers
- LinkedIn; widespread in professional communities.

Table 3 lists the URLs of the 3beLiEVe instances on the social media platforms, and shows which partner is responsible for operating them.

Table 3: Dissemination platforms, 3beLiEVe links and responsible partners for operation

Means of D&C	Account/Url	Responsible
Web Site	https://www.3believe.eu/	AIT / Lead Tech
Twitter	https://twitter.com/3believeProject	AIT / Lead Tech
Facebook	https://www.facebook.com/3believeProject	AIT / Lead Tech
Linkedin	https://www.linkedin.com/groups/8904129/	AIT / Lead Tech

All partners can also share project news via their own social media resources and networks. The dedicated 3beLiEVe social media accounts are strategically managed by AIT as the T8.2 leader. AIT has contracted as part of its budget for 'Other goods and services' a media package that encompasses the creation and maintenance of the project website and the social media channels. As part of this engagement, some guidelines for the use of social media were developed, which are given in section 4.

E-Newsletters

The 3beLiEVe project aims to issue one newsletter per year to raise awareness of the project and communicate its outcomes and learnings. Instead of issuing a single-project newsletter for 3beLiEVe, the project may instead opt to participate in a combined newsletter that may result from clustering activities with other projects (T8.6). The target groups will be key stakeholders at institutional and societal level. A contacts database will be built and updated. The content of each newsletter will be agreed collaboratively between the WP leaders, the Coordinator and the T8.2 leader.

Communication resources offered by the European Commission

The European Commission offers a host of communication resources that can be leveraged by EU-funded projects for communication purposes. Below is a non-exhaustive list. 3beLiEVe will consider whether to utilise these resources based on timing, message, and actual availability of the resource.

- **Europe in My Region**
  European Union-wide campaign in a form of photo and a blogging contest aiming to familiarise the citizens with European projects
  http://ec.europa.eu/regional_policy/en/policy/communication/euinmyregion/
- **Project stories**
  Articles about selected interesting EU-funded research projects
  https://ec.europa.eu/programmes/horizon2020/en/newsroom/551/
- **EC Horizon magazine**
  Newsletters published by the European Commission for different research areas
  https://horizon-magazine.eu/
- **Futuris Magazine**
  Short documentary-style works published by audiovisual magazine in various languages throughout Europe
  https://www.euronews.com/programs/futuris

2.4.4. Events

Workshops

Workshops are one possibility for 3beLiEVe to communicate about the project (in general), or to disseminate results more specifically. Such workshops may either be organised by 3beLiEVe (standalone or, more likely, together with the LC-BAT-05-2019 cluster). Conversely, 3beLiEVe may be invited to attend a workshop, for example upon invitation from another project. This likewise represents an opportunity for communication

or dissemination. To better reach specialist audiences, two additional activities are envisaged: (i) a slot for presentation at the H2020RTR21 and/or H2020RTR22 conference, if 3beLiEVe is invited to attend and (ii) a dedicated workshop at the TRA 2022 conference and exhibition, possibly co-organised with all H2020-LC-BAT-05-2019 funded projects (managed by the AIT and RWTH). 3beLiEVe will also seize opportunities to communicate at any workshops to which the project members may be invited.

Non-Scientific Publications and Articles

To inform and reach the public and final end-users, 3beLiEVe can create a liaison with journalists from main national newspapers and from specialized magazines.

2.5. Measuring and evaluating – KPIs

Key performance indicators can be quantitative or qualitative in nature. The purpose of the KPIs in 3beLiEVe is to provide a sense of the effectiveness and reach of the project's communication activities. Chapter 4.4 gives a non-exhaustive set of KPIs that 3beLiEVe will employ to quantify and describe its communication measures. Communication measures and KPIs are tracked internally in WP8.

All partners are required to send information on all communication, dissemination publications and events to RWTH with the information listed below in addition to the brief details provided for the event listing in EMDESK (document *3beLiEVe_communication measures.xlsx* and *3beLiEVe_scientificDissemination_list*).

Information for Reporting Publications

Date	*DD/MM/YY*
Task	*Which communications activity does this publication belong to*
Description	*Type of publication / published where / title of article*
Estimated Reach	*Number of people the activity has reached (e.g., circulation of newspaper)*
Target Audience	*Describe the type of audience this activity has reached*
Partners involved	*Partner acronym*
Results	*Did you receive any responses? Was the story picked up somewhere else?*
Link	*If the publication/article is online, please provide a link.*

Information for Reporting Dissemination Events

Event title Town, Country DD/MM/YY	*Seminar / infoday / bilateral meeting / fair trade / stand*
Event aim & purpose	*Write 2-4 lines to describe the objective of the event and link to the project objective.*
Impact to the project	*Write 2-4 lines about the impact of such activity to the project, e.g. create awareness about the project's outcomes, encourage involvement, collaboration agreements with third existing parties, consolidate exploitation position, etc.*
Type of Audience	*Write the type of audience that attended the event*
Target audience reached	*Write the type of audience that you reached during the event*
Size of audience	*Write the number of all people that attended the event*
Feedback or questions expressed by audience	*Write any comment you received from the audience that you consider useful and explain how the consortium should utilise this*
Follow-up /	*Write about a follow-up / post-meeting you have arranged with any*

outcomes	*stakeholder.*
Coverage Level	*Local / regional / national / European level*
Partners involved	*Partner acronym*

2.6. Procedure for external communication

To ensure the quality and the coherence of the messages shared, as well as their suitability (no confidential information, no information that precludes the possibility to exploit or disseminate results), all communications that issue information to the public need to undergo the project's approval process for external communication, which is given in *D9.1 Project Handbook*.

3.   Dissemination Plan

Effective dissemination is an important part of successful high-impact research, whenever the project involves multiple groups of academic and non-academic partners and audiences. The main purpose of the dissemination strategy is to provide a systematic approach for the dissemination activities planned in the project. This involves setting dissemination goals, selecting the appropriate stakeholders from the full set of stakeholders defined in section 2.2, identifying appropriate media and events at which to disseminate, and generally to provide a guideline on the overall approach to dissemination for the project partners. Keeping records about dissemination activities and assessing the effectiveness of the dissemination measures rounds off the approach.

3.1.   Goals and Objectives

Recalling the definition of Dissemination, which means sharing results with potential users –be it in the research field, in industry, or in the policy making domain– the dissemination goals for 3beLiEVe are to:

1. Share novel scientific aspects or discoveries in the project with the scientific community or other interested stakeholders (e.g. other projects)
2. Make relevant stakeholders from industry aware of the activities and expected progress in the state-of-of-the-art in the domain of batteries for xEVs
3. Obtain feedback from the stakeholders, when possible
4. Leverage communication measures that support the dissemination activities, where appropriate
5. Ensure that dissemination activities do not preclude or limit the possibilities for exploitation
6. Put in place project procedures for dissemination activities that the partners can refer to
7. Document dissemination activities for reporting purposes and to measure the impact and efficacy of the undertaken measures.

An effective dissemination strategy will bundle input from the whole 3beLiEVe project team across the lifespan of the project and will raise awareness of 3beLiEVe at national and international levels. The progress on Dissemination will be documented in *D8.4 Final dissemination report*.

3.2.   Audience: Stakeholder definition

The full list of stakeholders for the 3beLiEVe project is defined and explained in section 2.2. Table 4 gives the short list of the stakeholders, and highlights in bold those most likely to be target audiences for dissemination activities.

Table 4: 3beLiEVe stakeholders. Those most likely to be target audiences for dissemination activities are listed in bold type

3beLiEVe stakeholders
1. **Relevant Industry (OEM, suppliers, SME, …)**
2. **Academia**
3. Associations
4. Others

The reason for selecting this subset from the full stakeholder list is that these are the stakeholders most likely to be potential users, on one hand - such as OEMs, suppliers, coating line manufacturer and circular economy companies. On the other hand, the scientific and technical community and the state-of-the-art stands to gain from the dissemination of project results and are the ones most likely to be interested in and able to understand the technical subject matter.

3.3. Content, dissemination measures and supporting communication activities

Typically, the content of the dissemination will be of a scientific, engineering and technical nature, given the stakeholders and the technical nature of the project. Theoretical issues, conceptual and methodological aspects related to the work and results obtained likewise represent possible content.

Thematic content areas for 3beLiEVe can be linked to the innovations expected in the project and may show how these are achieved from a technical perspective and how this is different to what has already been done previously in this field. Examples may include electrode chemistry or engineering, novel sensors and operating strategies using data from such sensors, manufacturing aspects (e.g. inline quality control, sealing of cells with internal sensors, …), lifecycle assessment, etc.

Once results and content for dissemination have passed internal quality assurance and approval processes and have been checked with a view to exploitation vs. dissemination (cf. objective 5) these will be cast into an appropriate format for dissemination. Typical formats are publications in scientific journals, presentations at conferences and workshops, book chapters and reports. This does not rule out other appropriate and perhaps innovative and engaging formats.

The dissemination content will often be supported by communication measures – for instance, to publicise the dissemination activity and make stakeholders aware of it. Examples of such supporting communication measures are the publication of dissemination events ahead of time on the project homepage, mention in newsletters, targeted emails to invite stakeholders to workshops, and other similar measures. 3beLiEVe will also leverage existing local, national and European networks that 3beLiEVe consortium members are involved in to communicate the dissemination measures to increase their impact.

3.3.1. The Rules of Dissemination

The responsibility to perform the dissemination activities envisioned in this dissemination plan lies within the whole consortium. Each member of the 3beLiEVe team is required to think about which results are valid for publication and has to take actions to find the right channels. The general policy for dissemination includes the following points:

- Each member is allowed and encouraged to make proposals for results to be disseminated
- The general idea has to be proposed to the dissemination task leader, the corresponding work package leader from the work package that has generated the result and the project coordinator; a decision on whether the result will be published will be taken together
- Each partner should look for synergies with other partners to encourage joint activities
- The partners are encouraged to notify the dissemination task leader and the consortium about interesting dissemination opportunities they know of, even when they don't have results to publish themselves
- The consortium needs to be informed about a dissemination action two months before the action takes place and have the right to object to the participation
- The individual contributions (e.g. written papers, articles, demonstrators) need to be presented to the consortium at least on a conceptual level at least one month before the submission.

3.3.2. Dissemination Planning Instruments

This chapter describes a list of instruments which should be used as a guideline for the different activities to be carried out. It proposes multiple steps, which come with each specific activity and suggests deadlines for

each activity. These guidelines have to be adapted to each individual, actual activity, since various factors can result in varying steps and deadlines.

Table 5: Guideline for event participation

Action	Deadlines
Identification of relevant international, national and regional events	Continuous process
Selection of event	3-4 months before
Cost-benefit analysis and decision on participation	2.5 months before
Locate partners to support the event participation	2.5 months before
Announce wish to participate at event to consortium	2 months before
General Organization of the participation (registration, documents, travel, …)	2 months before
Technical Organization of the participation (presentations, demonstrators, partner contributions, …)	1 month before
Distribution of contribution within consortium	1 month before
Participation at event	

Table 6: Guideline for conference presentations

Action	Deadlines
Identification of relevant international, national and regional conferences	Continuous process
Selection of event	6-9 months before
Cost-benefit analysis and decision on participation	6 months before
Locate partners to support the event participation	6 months before
Announce wish to participate at conference	6 months before
Write draft of scientific paper	5 months before
Distribute draft among consortium	5 months before
Submission of scientific paper	4 months before
General Organization of the participation (registration, documents, travel, …)	3 months before
Technical Organization of the participation (presentations, …)	1 month before
Presentation at conference	

Table 7: Guideline for journal publications

Action	Deadlines
Identification of relevant scientific journals	Continuous process
Selection of fitting journal	6-9 months before
Cost-benefit analysis and decision on participation	6 months before
Locate partners to support the article creation	6 months before
Announce wish to write article for journal	6 months before
Write draft of journal article	5 months before
Distribute draft among consortium	5 months before
Submission of article	

3.4. Media & Means

3beLiEVe will select appropriate media and means to reach the identified stakeholders, share results and encourage discussion and feedback. The set of media and means pertaining to Communication in general is discussed in section 2. Here we look at media and means that are specific to Dissemination.

Appropriate media for sharing results with potential users are, for one, the media they already read, and second, the media that are generally appropriate and customary for sharing the type of content in question. As elaborated in section 3.2, the primary 3beLiEVe stakeholders for Dissemination are i) relevant industry ii) academia, iii) Associations, and iv) others.

With respect to (i), the media may be (but are not limited to) automotive journals and magazines, trade fairs, conferences with appropriate themes. For group (ii), the typical -albeit not only- medium is the publication of articles and papers in scientific journals. The 3beLiEVe consortium will identify those candidate journals, magazines, newsletters and bodies that appear most appropriate for the dissemination of results. Table 8 gives an indicative first list of journals and Table 9 shows some candidate conferences and events for the dissemination of 3beLiEVe results.

Table 8: Indicative list of potential journals for scientific publications

Journals
Journal of Power Sources
Energy
Applied Energy
Electrochimica Acta

Publications in scientific journals and presentations at conferences relevant to the research and innovation activities will target the scientific communities directly or indirectly in the scope of 3beLiEVe. Such dissemination may lead to cross-project cooperation and provide a fundamental verification of soundness of project results by means of peer review. The 3beLiEVe Consortium will target high-profile and reputable, thematically appropriate academic conferences and workshops organised by national, European and international organisations. As a starting point, Table 8 gives a non-exhaustive list of journals that are potentially in-scope from a thematic point of view for 3beLiEVe results.

In the context of publications, it is also important to note that there is a requirement to make available publications from the H2020 funded projects as "open access", which 3beLiEVe fully endorses. As per Article 29 of the 3beLiEVe Grant Agreement: *" [...] Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results. [...]"*

To ensure open access to all peer-reviewed scientific publications, each partner who plans to publish an article in a journal or to present at a conference should ensure in advance that the selected journal/conference is a reputable one and offers a pathway to compliance with the EC rules on open access. After this verification, the partner should follow the internal approval process to obtain clearance for publication of the results. Whenever possible, project publications will be linked on the 3beLiEVe website, in academic open access repositories.

Table 9: Indicative list of conferences and industrial events

List of Scientific Conferences and Industrial Events
SAE World Congress
Electric Vehicle Symposium
Transportation Research Board at a global level
Transportation Research Board at a EU level

Besides the suggestions coming directly from the experience and contacts of project partners, there is a variety of resources that can be used to support 3beLiEVe's dissemination activities and to select appropriate events. One example is the The European Union Newsroom Calendar

(https://europa.eu/newsroom/events/week_en), which may be used to discover events that represent appropriate opportunities for dissemination. Monitoring stakeholder homepages for news and event announcements can be another way to discover events of interest.

Internally in the project, 3beLiEVe keeps a list of potential events, and keeps track of actual dissemination activity with appropriate tables, list and indicators.

3.5. Data Management Plan

3beLiEVe is opted in to the Open Data Research Pilot. Thus, in the context of dissemination, data underpinning publications should also be made available under FAIR principles. Data management is described separately in *D9.2 Data Management Plan*.

3.6. Measuring and evaluating – KPIs

The reach and impact of 3beLiEVe dissemination activities will be assessed qualitatively and quantitatively and closely monitored using participation statistics, search metrics and other established indicators of media use.

A set of KPIs has been defined to measure the efficiency and effectiveness of dissemination activities carried out, and the measurements are listed according to the activity in Table 10. The list of KPIs can be modified, deleted or new ones added if deemed necessary to maximise effectiveness of measurement.

Table 10: Dissemination KPIs

Dissemination activities	KPI
Technical publication	- N° of articles published in the technical/scientific literature and dedicated journals or magazines - N° of scientific papers published in international conferences and dedicated journals - Estimated numbers of readers of the article and/or media releases

4. Guidelines for social media use

4.1. Preliminary considerations

This section is intended to be an initial set of guidelines to be followed during the 3beLiEVe project. It is contributed by Lead Tech, the company employed by 3beLiEVe to set up and maintain the project website, operate the project's social media posts, and help with the development of communication materials.

A very important premise is to understand that these guidelines will be modified by monitoring the progress of social media campaigns. Many aspects will therefore be perfected over time, as real feedback from social media users arrives.

4.2. Social network statistics

The statistics in Table 11 refer to the end of 2019 in the world and the numbers are the **monthly active users** of each social network. Active users are those who have logged in to the social network in the last 30 days. This is the parameter that is taken into consideration in social networks because the total members are not the same as the active ones. The source of these statistics is the website www.statista.com.

Table 11: Statistics about users of social networks. Source: statista.com

NETWORK	USERS	GENDER	AGE OF INTERNET USERS	MORE INFO
Facebook	2.45 bilion	54% female 46% male	86% of people ages 18-29 use Fb 77% of people ages 30-49 use Fb 51% of people ages 50-65 use Fb 34% of people that are 65+ years old use Fb	Social network leader with largest audience, large focus on interaction with friends and family
Twitter	330 milion	50% female 50% male	38% of people ages 18-29 use Tw 26% of people ages 30-49 use Tw 17% of people ages 50-64 use Tw 7% of people that are 65+ years old use Tw	Open network geared towards conversations via short messages (140 characters maximum)
Linkedin	310 milion	43% female 57% male	21% of people ages 18-24 use Lk 60% of people ages 25-34 use Lk 17% of people ages 35-54 use Lk 3% of people that are 55+ years old use Lk	Social network geared towards building professional connections to aid career development

4.3. Target audience group

The audience of the 3beLiEVe project can be identified (initially) in a group between males and females with an age range from 30 to 60 years, therefore the active social networks will be **Facebook**, **Twitter** and **Linkedin**.

We answer some questions that can help us to locate our audience:

Who are they?	Graduated person, between 30 and 60 years old, residing anywhere in the world.
What are they interested in that we can provide?	Technological innovation in the automotive industry or the news in the field of electric batteries
When do they look for the type of content you can provide?	At different times of the week
Why do they consume the content?	To update on the latest automotive technologies, or to know the latest electric battery technologies.
How do they consume the content?	Read website content, read social post, watch videos

4.4.   Key Performance Indicators (KPI)

Average posts per month: 3

We intend to maintain an average of 1 post per month for each social channel.

FACEBOOK, number of friends/contacts: 1000

This social network will be used for communication with citizens.

TWITTER, number of followers: 500

This social network will be used to post running activities and findings for stakeholders.

LINKEDIN, number of contacts: 250

This social network will be used for professionals.

Average of likes per post: 30

This number allows us to understand how much our content likes.

Average of comments, shares and retweets per post: 5

These measures will help us determine how engaging our content is.

3beLiEVe project website. 10 k+ visitors overall; about 2 k (2020), 4 k (2021), 8 k (2022)

Updated central source of information and main project gateway to the outside world.

4.5.   Types of content

Here are the types of content for each of our social media profiles:

Facebook	Short engaging text content with an impactful image or video. Give importance to keywords and hashtags. Use of informal language.
Twitter	Short engaging text content with an impactful image or video. Give importance to keywords and hashtags. Use of informal language. Particular attention to the number of characters.
Linkedin	Short text content, even technical, with an impactful image or video. Give importance to keywords and hashtags. Use of formal language. Refer with a link to the technical details.

Here are some examples of types of content that can be very effective for audience engagement and approval.

Images & Videos

Visual content is much more digestible and engaging than long-form blogs and articles. To increase audience comprehension, visual contents are necessary.

Interactive content

Interactive content allows users to respond to it in more than just comments or likes.

We may try to make some content interactive by creating quizzes, surveys, contests or questions and answers for social media.

Infographics

Infographics use visuals to support explanations, statistics, and other written concepts. They are especially impactful for conveying complex ideas. For this type of content, it can be useful to create a collection of images, graphics and minimal text to offer an easy-to-understand overview of a topic.

Reviews

People trust the opinions and experiences of others especially if they are experts in the sector, which is why testimonials and reviews are so precious and brings greater public confidence in what the project does.

User Generated Content (UGC)

User-generated content is extremely useful for getting impressions and engagement on social media. In our case the contents in question could be those of the consortium members. A progress of a partner can be emphasized by our social networks to get a follower return.

We will need to make sure to tag the relevant people and add the right hashtags to increase the exposure of your content.

4.6. Calendarization

It is very important to decide the times, the author, the audience for blog posts and social content.

Planning the calendar and assigning tasks in advance will improve the quality of the posts and decrease the stress for creating them.

For this purpose, an Excel model for our "Editorial Calendar" may be useful.

In addition, it is also important to decide how much we want to divide our content by the different types of posts.

A possible division could be:

- 60% are contents that refers to insights on the website
- 30% are contents by another source but always within the consortium
- 10% are important news from the world but always inherent in our project (also for example authoritative sources that mention us).

4.7. Editorial Input

Through login credentials, it is possible to access a control panel of the website through a link on the project homepage content management system.

As you can see through the previous figure, through the "Posts" section you can access a form for editing and scheduling social posts, before they are published.

As you can see in the figure above, you can enter the name of the social network to which we want to post the post.

At the center is a very simple text editor, which allows us to write textual content and also upload visual content via the "Add Media" button.

On the right, you can schedule the publication of the post by choosing the date.

Finally, it is possible to save the draft which will be part of a list of "post drafts" pending approval and publication in the specific social network.

4.8. Facebook

The administrator role of the Facebook 3believe page has been assigned to the account of Boschidar Ganev (AIT) and Web Idea Studio (branch of Lead Tech).

4.8.1. Communication strategy

Facebook has changed over the years, from primarily text-based communication to a mixture of all kinds of media. Successful posts use short, interesting text (usually 2 or 3 sentences) for context along with colourful images, short videos, and links to other good content that followers will enjoy.

Positivity and creativity. Facebook users tend to share and interact with inspiring, funny, and life-affirming pieces.

We ask questions and use language that encourages commenting and interaction with our page.

Interaction with our followers and fans. Organic conversation is a great way to increase engagement and build a loyal fan base.

4.8.2. How to Craft an Engaging Post for Facebook

Ideal Length of a Facebook Update: 40-80 Characters

Statistics of Marketing Profs show posts with 80 characters or less receive 88% more engagement.

Moreover, users have to expand text if they want to read more because longer posts get cut off in their feed. Our chances to attract their attention are directly proportional to the ease with which they are able to see our message.

The ideal length varies depending on the type of content. The perfect length of a Facebook ad headline is just 5 words. A short headline is a more effective call to action and looks better.

Use lists in copy and headline

We save our audience's time by always including a teaser. For example, we give in preview six point of a list when we share a link to our website post with 14 points. This way, the audience can make a fast decision whether the link is one they want to click. If they want to know more about the teaser content, they can click through and keep reading.

Make it fun & interactive with emojis

Adding emoticons in our post can increase comments and shares by 33% and likes by 57%. Emojis, when used properly, are a language in their own.

Use the ideal sizes recommended for Facebook

For image posts: 1,200 x 628 pixels

For Stories: 1,080 x 1,920 pixels

4.8.3. Management of the 3beLiEVe visual identity

Facebook (but also others social) offers two spaces to insert images. The profile photo and the cover image.

The "Profile photo" space is strongly recommended to use it for a small image that represents the project. What better than our logo?

Cover image must reflect the mission, values, quality or brand of a project.

They must convey professionalism and at the same time make sense of a concept, which together with the profile image, enriches the understanding of the topic dealt with on the Facebook page.

For the cover image the best idea is to continue the concept of the website, so I would insert the LAB AIT image.

Facebook's visual identity can look like this:

Table 12: 3beLiEVe visual identity on Facebook

4.9. Twitter

4.9.1. Communication strategy

We keep Tweets between 100 and 120 characters so others can modify or add short notes before retweeting.

To encourage conversation and build the audience by posing questions to elicit curiosity, quoting others (with proper citation), and thanking those who mention you or pass your message along.

Twitter is the birthplace of the hashtag, we have to use it often, and wisely (don't overdo it with the number of hashtags).

Bright, strong images that accompany Tweets increase engagement and retweets.

4.9.2. How to Craft an Engaging Post for Twitter

Don't use up all 280 characters

Some studies showed that Tweets under 100 characters got 17% higher engagement rates than longer ones. Being clear and succinct is crucial because this platform moves at lightning speed. Sometimes, there are just seconds to grab an audience's attention.

Don't overdo the hashtags

Though hashtags ensure people find our tweets when they're searching for those hashtags, using a lot of them, especially irrelevant ones, can cause people to just keep scrolling down their feed. We don't use more than 3 to 4 hashtags.

Use GIFs

GIFs add life to your tweets and increase your engagement. GIFs also take the 'show, don't tell' idea a step further. We can use GIFs for almost everything - inspirational quotes, funny reactions, slideshows, informative content etc.

Use the ideal sizes recommended for Twitter

- Minimum recommended post size: 440 x 220 pixels
- Maximum recommended post size: 1024 x 512 pixels
- Include a maximum of 4 images at one time
- Maximum file size of 5 MB for photos, and 5 MB for animated GIFs on mobile and 15 MB on the web.

Mention Others in our Tweets

We can mention people in our tweets and they (along with their followers) will be tempted to engage with it.

4.9.3. Management of the 3beLiEVe visual identity

The visual identity of twitter has the same layout as Facebook, so we will adopt the same strategy.

Table 13: Template for Twitter visual identity
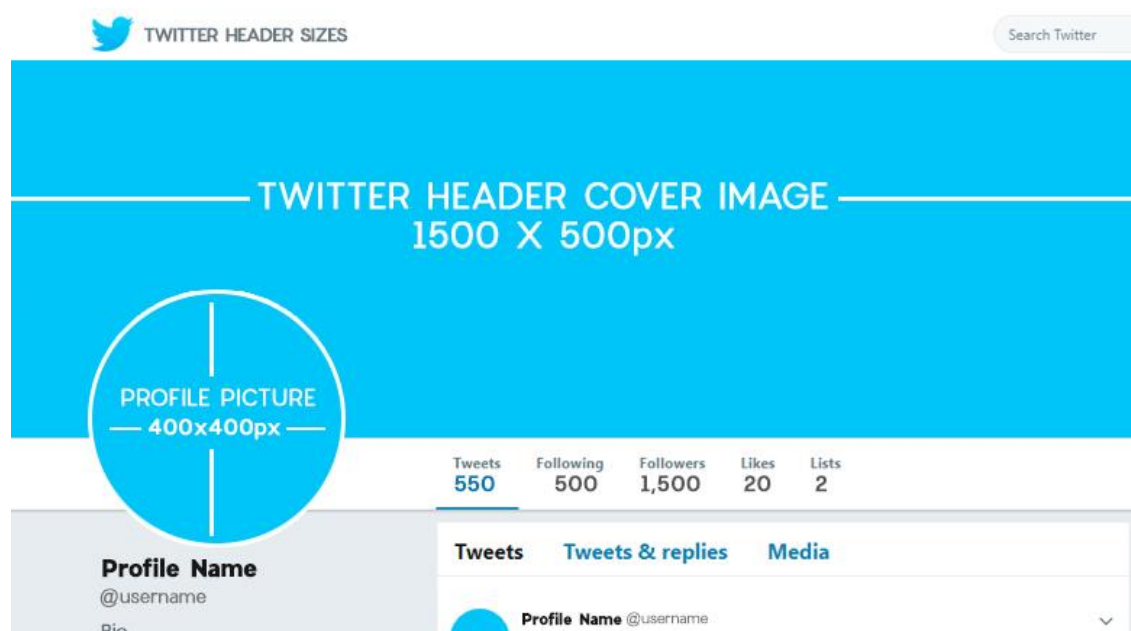
4.10. LinkedIn

4.10.1. Communication strategy

LinkedIn is a business and career-focused platform, so you need to use appropriate language for a more technical audience.

As opposed to Facebook and Twitter, the LinkedIn audience loves also long posts.

The first two to three lines of our post must generate enough interest for the reader to click 'see more'.

We can end your posts with questions. In LinkedIn posts, questions work like CTAs - they encourage people to act. In this case, people act by replying to we in the comments.

Reply to those who comment on posts and like any of content. Commenting on our own post can open up conversation as well, which leads to more engagement and increased visibility.

Tagging people or companies that we are connected to adds authority to our posts.

We don't forget the power of images on LinkedIn. When we share a link, the main image is what our audience will see in their feed. A succinct, relevant message with a vibrant image will get more attention than a simple text-based post.

4.10.2. How to Craft an Engaging Post for LinkedIn

The title must be new, unique, specific

The title is the most important part of the content on LinkedIn. Generally, a good title will contain the following:

- Something new and unique
- A sense that reading the article NOW is important
- A direct benefit people will get from reading the article
- A great title is particularly important to reach people who don't know you. When we creating LinkedIn content, always ask our self if we have created curiosity or a sense of benefit.

Number of LinkedIn images - ideally between 4 and 8

Although preferences can vary from person to person, research shows the most successful posts on LinkedIn contain between four and eight pictures. What is more, the pictures are ordered into clear sections, each of which tackles specific topics or points. In every event, you need at least one image.

Use the ideal sizes recommended for LinkedIn

Recommended size for images or links: 1200 x 628 pixels

Image files: JPNG, JPG or GIF

4.10.3. Management of the 3beLiEVe visual identity

LinkedIn's visual identity has the same Facebook layout, so we will adopt the same strategy.

5. Conclusions

This document described the plan for 3beLiEVe dissemination and communication activities.

The report gave in section 2 an overview of the systematic approach to **communication** that is adopted by 3beLiEVe. Communication has been considered as part of the larger integrated thematic group of communication, dissemination and exploitation. In this document we have considered communication as a project activity that serves the purpose of communicating about the project and results in a general manner and supporting the more specialised activities of dissemination and exploitation.

In section 3 we explained that for 3beLieVe, **dissemination** is an integral part of the thematic group of communication, dissemination and exploitation, the activities of which are distinct but also overlap in part with each other. Dissemination is important for making the project results accessible to other potential users outside the consortium, and to increase the visibility of the project. Care will be taken to ensure that dissemination does not preclude the possibility to protect results and use them in the context of Exploitation.

Finally, since social media in are an important tool for communication, and can support dissemination, section 4 gives some simple guidelines about effective ways of using social media channels.

In terms of follow-up, a review of actual dissemination and communication activities will be given in the project deliverable *D8.4 Final dissemination report*, due at the end of the project.

6.   References

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