

Dissemination and Exploitation Plan 2017-2018

D7.6

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Modification Control

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2.0	27-04-2018	<p>Updated version after comments received in the “results of the review of the project” after the first Periodic Review.</p> <p>The use of “dissemination” and “communication” concepts has been revised across the document: Dissemination is considered as <i>the public disclosure of the results of the project in any medium</i>. Communication has been divided into:</p> <ul style="list-style-type: none"> - Broad-scale communication, that refers to the general communication about BRIGAIID - Two-way communication that refers to a communication with stakeholders involving a two-way exchange, although with no specific aim of disclosure of project results. 	Elena López-Gunn and Marta Rica (ICA)
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Executive summary

This document is an update of the BRIGAIID dissemination and communication plan to guide our efforts to appropriately disseminate, communicate and exploit¹ BRIGAIID messages and results. This update builds upon the initial dissemination and communication plan by adding the monitoring of the activities undertaken throughout the first year of BRIGAIID and an initial exploitation plan. It also includes the feedback received in the first Periodic Review of the project.

The overall BRIGAIID dissemination and communication objectives are:

1. To foster contact between innovators, paying customers and end users to promote the uptake of the innovation action;
2. To increase knowledge on the available innovations that aim to mitigate the impact of climate change on our society; and
3. To raise awareness on BRIGAIID's capability to attract innovators to use our network, methods and facilities.

In the case of BRIGAIID there are 7 steps that help define the Dissemination and Communication Plan, with a specific gradual sequence and crescendo in Dissemination, Communication and Exploitation (D&C + E). These 7 Steps define specific planned activities that form the path to deliver innovations to the market:

1. Network of validation centres;
2. Strong involvement of innovators (as shown by support letters);
3. Testing & independent evaluation of innovations (TIF);
4. Business development (MAF+);
5. Additional funding, if needed, based on the business case (PPIF);
6. Intensive marketing and dissemination (demonstration periods, conferences, pitches); and
7. Strong involvement of end users (as shown by support letters).

This document sets out the overarching dissemination and communication (and some exploitation) structure for BRIGAIID, aiming to:

1. Plan the overall dissemination strategy and intended main activities for dissemination and communication and the roles of different partners
2. Provide the key messages and target audiences to ensure BRIGAIID reaches its objectives and delivers its expected impact
3. Outline an initial draft for the BRIGAIID exploitation plan.

¹ The definitions for the concepts of dissemination, communication and exploitation are provided in [section 1.1](#)

4. Analyse the evolving progress of the plan and the assessment of overall objectives to both monitor and adjust as necessary the D&C activities in order to maximize the uptake of BRIGAD outcomes (see Annex II for a Good Practice Guide on D&C applied to BRIGAD).

The document is divided into two main sections:

- The part A describes the dissemination, communication and exploitation strategy and includes sections from 1 to 5.
- The part B focuses on the review and planning of specific activities, and will be fully updated in each version of the dissemination and exploitation plan.

The sections 1-5 cover the first three objectives outlined above, which provide the overall D&C (+E) frame, and the sections 6 and 7 outline the fourth objective, e.g. the evolving progress of the plan that this update document reflects, to check and monitor progress.

PART A. DISSEMINATION AND EXPLOITATION STRATEGY

1. The D&C (+E) strategic plan

1.1. Defining key terms in the D&C (+E) Plan

In order to have an effective D&C (+E) strategy, the Plan submitted in August 2016 started from a working definition of the dissemination, communication and exploitation concepts in BRIGAIID. These definitions are based on the recommended practices under H2020 and other sources of reference.

Thus for the purpose of the D&C BRIGAIID strategy we define these according to the EU²:

Dissemination is the public disclosure of the results of the project in any medium. [...]. It is a process of promotion and awareness-raising right from the beginning of a project. **It makes research results known to various stakeholder groups** (like research peers, industry and other commercial actors, professional organisations, policymakers) in a **targeted way**, to enable them to use the results in their own work.

Communication means taking **strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange**. The aim is to reach out to society as a whole and in particular to some specific audiences while demonstrating how EU funding contributes to tackling societal challenges.

Within the scope of BRIGAIID, the communication activities are divided into two main types, depending on the audiences and the existence of a focus on a two way exchange of information and knowledge:

- We refer to **broad-scale communication** when the measures aim for the promotion of the action itself and target the media and public, as well as other audiences, but there is no specific aim to engage in a two-way exchange.
- We refer to **two-way communication** when the measures do not address the public disclosure of project results and there is a specific aim to engage in a two-way exchange with some of the target audiences. These kind of activities may often come together with dissemination activities.

Exploitation is the **use of the results during and after the project's implementation**. It can be for commercial purposes but also for improving policies, and for tackling economic and societal problems.

For a good understanding of these terms it is also important to provide a definition for the project **results**: "Any **tangible or intangible output of the action**, such as data, knowledge and information whatever their form or nature, whether or not they can be protected"

² source: <https://ec.europa.eu/research/participants/portal/desktop/en/support/faqs/faq-933.html>

Within BRIGAIID emphasis is put on the concept of Market Outreach, which is directly linked to BRIGAIID dissemination activities supported by the communication activities. One of the core aims of BRIGAIID is to accelerate the improvement of innovations and increase their chances to reach the market. Therefore, the communication activities are pivoting around the engagement with specific target groups. In the coming year a key activity will be the development of BRIGAIID Communities of Innovation, to facilitate market outreach and the uptake of innovative and operational products and solutions. We consider BRIGAIID's market outreach activities as communication (and dissemination) activities which are directly aimed to gain understanding from potential end users and paying customers on the innovations. This will pave the way for exploitation activities. As part of this update of the plan, an initial exploitation plan has been developed geared to the Market Outreach of BRIGAIID innovations.

We consider exploitation will be the result of our Market Outreach activities, e.g. direct users who implement our solutions, and end beneficiaries (society in general or certain sectors) who benefit from reduced risks from the implementation of these innovations. Thus a realisation when the Technology and Implementation Framework (TIF), the methods and tools for business development (MAF+) and the Public-Private Investment and Financing framework (PPIF) help crystallise innovations that reach the market to help "improve policies, and for tackling economic and societal problems".

1.2. An evolving and adaptable D&C (+E) Plan

The difference between dissemination and communication is an important element in the D&C Strategic Plan during the lifetime of the project. The communication activities with broader audiences are taking place in the earliest phases of BRIGAIID, developing specific materials and tools for identified target audiences. These materials and tools, together with the BRIGAIID visual identity, provide the basis to communicate activities that will be developed at a later stage.

The rationale for this approach is that in the beginning of the project, the main aim was to raise awareness on BRIGAIID itself, and to engage with our specific targeted audiences of innovators (particularly so called frontrunners), policy makers and some end users (already identified early adopters in particular paying customers) and the general public. In the later part of the project - when the innovation cycles are happening - the focus is now shifting to disseminating results and impact (including exploitation).

BRIGAIID communication activities will continue throughout the project's lifetime, the difference is that dissemination has increased its pace as BRIGAIID has evolved and produced results. This is because the achievement of BRIGAIID's objectives and thus BRIGAIID's impact relies strongly on good two-way communication and dissemination e.g. a well-planned and wide engagement of key targeted stakeholders (see Figure 1).

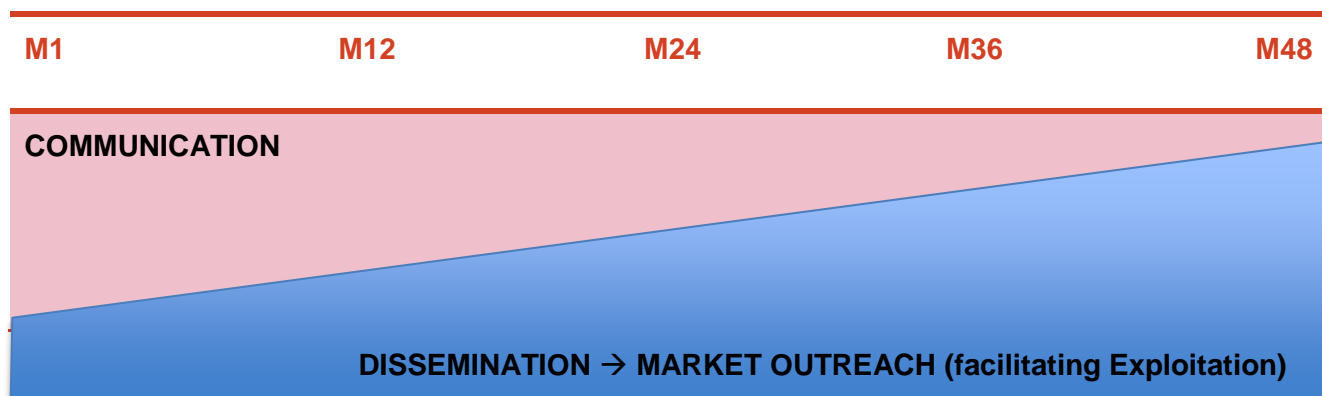


Figure 1. Gradual evolution to place greater emphasis on dissemination and exploitation in the D&C (+E) Strategy

In the aims of dissemination, we can differentiate between³:

Dissemination for awareness - this is targeted to **peers, users and the public at large**. This is to raise general awareness on the BRIGAIID project through activities like the web, newsletters, magazine articles, etc. Here in line with the EU Communication Guide the key aim is to “enhance BRIGAIID’s reputation and visibility at local, national and international level”. We will also explore the use of ICT methodologies and visualisation of information and data, if feasible.

Dissemination for understanding - here the target can also be citizens but there can also be **more targeted actions for e.g. policy makers and stakeholders** can be achieved with more targeted products like policy briefs, publications, research data, public service information, workshops, publishable summaries, feedback into policy making like, e.g. regulatory barriers or innovative public procurement, etc.⁴

Dissemination for action - here we will in the first instance **target commercial operators and direct beneficiaries/clients**. This can be achieved with activities like brokering, pitching, bilateral meetings, trade fairs, etc. since BRIGAIID is an innovation action, one of the key criteria for success will be the uptake of innovation by the end users. Here in line with the EU Communication Plan Guide we will focus on “Help the search for financial backers, licensees or industrial implementers to exploit your results “ and “to generate market demand for the products or services developed” .

Exploitation activities are not the main objective of this plan at this stage of the project. However these are linked to both dissemination and communication. For example as the H2020 Manual outlines “*Dissemination (sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers) - looks at exploitation as using results for*

³ Source: Exploitation of Horizon 2020 research results 27 June 2016 RTD.J5 - Common Support Service for H2020 Information and Data

⁴ H2020 Guide “Making better use of the results, by making sure they are taken up by decision-makers to influence policy-making and by industry and the scientific community to ensure follow-up”

commercial purposes or in public policymaking (added emphasis)” Since BRIGAIID is an Innovation Action, focused on bridging the gap in adaptation innovation, **the successful uptake of BRIGAIID’s innovations** is a good indicator of exploitation.

1.3. Use of EC Guidelines for communicating research and innovation

BRIGAIID is an Innovation Action (IA), defined as “*activities directly aiming at producing plans and arrangements or designs for new, altered or improved products, processes or services. For this purpose they may include prototyping, testing, demonstrating, piloting, large-scale product validation and market replication*”.

The focus of BRIGAIID is on activities that are close to the market, aiming to accelerate the improvement of the innovations and facilitate the uptake by end-users of our products and solutions⁵. The main issues covered by this document build around the general D&C principles described in the EC guidelines and detailed within Table 1, tailored for the case of BRIGAIID.

GENERAL D&C PRINCIPLES

BRIGAIID D&C STRATEGY

Ensure good management (including a specific Work Package for communication, awareness that communication is a continuous process throughout the project lifetime, involve the consortium).

A specific WP7 is in charge of D&C. We have adopted the following strategy on good management:

1. The D&C strategy is regularly revised with indicators to check progress (see Section 6 this report)
2. It is agreed that D&C is a shared responsibility of all partners.
3. We have developed concrete and specific ways in which all partners can easily contribute (e.g. templates for news, social media protocol, etc.).

Define your goals: specify final and intermediate communication aims of the project, intended impact, reaction or change expected from the target audience.

BRIGAIID will outline the final and intermediate communication aims.

⁵ Taking this into consideration, the framework for the Dissemination and Communication Strategic Plan of BRIGAIID follows the guidelines published by the European Commission on “[Communicating EU Research & Innovation](#)”

<p>Pick your audience: for each audience, work on a distinct strategy using targeted messages, means and language. Make sure you identify those target groups (at different scales) which can help you reach your objectives and analyse the use of intermediaries as a tool to reach more people.</p>	<p>BRIGAIID has identified for the first phase the main target audiences as innovators (frontrunners), end users (early adopters), policy makers and the public. These target audiences will be segmented further, as the project evolves.</p>
<p>Choose your message: focus on producing real news as well as on connecting to what your audience wants to know. In addition, do not forget to connect to your own communication objectives.</p>	<p>BRIGAIID run an exercise in the Kick-Off meeting on the main message central to BRIGAIID, so called “one statements” for BRIGAIID. The plan has outlined the initial targeted messages, means and language.</p>
<p>Use the right mediums and means: make sure you are answering some key questions:</p> <p>Are you working at the right level (local, regional, national, European)?</p> <p>Are you using dissemination partners and multipliers?</p> <p>If input or contributions are needed, are there mechanisms in place to make communication interactive so as to obtain responses?</p> <p>Are you taking into account the different ways to communicate? (Interpersonal communication vs. mass media communication?)</p>	<p>BRIGAIID will work at different levels (local, regional, national and European). Thus we have developed:</p> <ul style="list-style-type: none"> a. A matrix which crosses the levels and target audiences to map the ideal medium and means of communication (see Table 6). b. A strategy on how to use partners as multipliers (see Section 2.2). c. Different means to communicate like the Information Sharing Platform (ISP), Col's, bilateral contacts (see Section 4.3).
<p>Evaluate your efforts: go back to your goals and objectives and assess whether these have been achieved and which lessons have been learned.</p>	<p>BRIGAIID has developed specific metrics to measure progress on D&C objectives and also on lessons learned (see Section 6).</p>

Table 1. **Dissemination and Communication Principles (Source: EU Guidelines on “Communicating EU Research & Innovation”)**

1.4. D&C issues to be taken into consideration at all times

In addition there are some formal requirements that should be taken into account in all BRIGAIID communication and dissemination activities by all consortium members, as included into the deliverable 'D1.1 – Project Handbook' (see sections 5.2 and 5.3, pp.14-15).

I. In relation to the Grant Agreement

The activities for dissemination and communication of BRIGAIID consortium abide by the Grant Agreement of the project. As a reminder of the obligations subscribed by the partners, Annex III of this document reproduces the articles of the Grant Agreement, which makes specific mention to activities linked to BRIGAIID dissemination and communication strategy.

The key commitment is to provide clear and visible acknowledgement on the EU funding for any publication or dissemination action performed in BRIGAIID. Thus all partners have to commit to include the text shown in the box below and EU emblem in any activity related to BRIGAIID (Note: The EU emblem is available for download into the BRIGAIID Sharepoint under 'logos').

As stated within the Grant Agreement:

“Unless the Agency requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

- a. display the EU emblem and
- b. include the following text:

“This project (BRIGAIID) has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 700699”.

When displayed together with another logo, the EU emblem must have appropriate prominence.”

II. In relation to BRIGAIID visual identity

All documents to be disseminated have to be coherent with BRIGAIID’s brand identity in order to assure a consistent visual identity brand. The project visual identity brand is ensured in two ways:

1. **A BRIGAIID visual identity brand manual:** this consists of a booklet which specifies the logotype and possible uses, the colours and typographies of BRIGAIID visual identity, etc. to ensure consistency in any document and communication.
2. **BRIGAIID Templates for reporting, presenting or dissemination to external audiences:** each template has been tailored with the specific information and context by different BRIGAIID partners. Their use will be compulsory for all partners.

This unified visual identity ensures that BRIGAIID can be recognized and remembered by its target audiences, as well as providing a professional brand image to increase trustworthiness. Thus the importance that all partners use these templates.

The brand identity (BRIGAIID logo), its guidelines, as well as all templates are available at the BRIGAIID Sharepoint to provide easy access and use for all partners. The logo and the brand identity guidelines are also available on the website, available for external agents involved with the project, like for example external innovators or early adopters.

III. In relation to legal issues

Data sharing is part of the BRIGAIID Consortium Agreement, which oversees this issue. A statement of originality shall be included when appropriate in all documentation produced with BRIGAIID project.

“The contents of this document have been produced by BRIGAIID consortium and shall not be copied in whole, in part, or otherwise reproduced and thereof shall not be divulged to any other person or organization without prior written permission.”

Also, a disclaimer and a copyright statement will be included in reports or documents to be disseminated using the following text:

“The opinions expressed in this document reflect only the author’s view and reflects in no way the European Commission’s opinions. The European Commission is not responsible for any use that may be made of the information it contains.”

IV. What should not be communicated

It is important to have ‘unity of voice’ in order to prevent contradictory messages. The messages to be communicated in external forums should reflect the project outcomes and be well aligned with the key BRIGAIID's messages defined in this document.

It is also important to ensure compliance in BRIGAIID with ethical issues when communicating project results. No data subject to data protection policies should be disseminated and made public. In addition, the dissemination and communication activities will respect all ethical protocols and practices part of WP8. This practice must prevent inadvertent disclosure of vulnerable sources and violation of privacy issues. In case of ethical queries or doubts, the WP8 Leader must be contacted for consultation.

2. Key messages, target audiences and channels

In order to achieve a significant impact, BRIGAIID has developed -and will regularly update - tailored dissemination and communication messages for specific audiences, focused on building awareness and fostering - when possible - a two way information exchange.

This section details the principles, which lead BRIGAIID dissemination and communication activities. These principles structured in a sequence constitute the basic plan for our strategy:

1. Identification of key messages and products to be disseminated/communicated
2. Definition of target audiences and adaptation of BRIGAIID messages and products to each audience
3. Inventory of tools and channels effective to disseminate and communicate the “audience-adapted” messages and outcomes

2.1. BRIGAIID key messages

2.1.1. BRIGAIID “one statements”

The key BRIGAIID messages are based on the core concepts that underpin the BRIGAIID approach. These are considered as 'only statements' that are particularly valuable as entry points to disseminate to all external audiences what BRIGAIID is about, and what makes our joint effort different and innovative.

Box 1. Joint Exercise at Kick Off meeting – identification of BRIGAIID “only statements”

1. BRIGAIID = meeting place for Innovation + Investment + Implementation for Impact (3 i's for impact) (to achieve outcome)
2. It is an opportunity for investors
3. It is an opportunity to test innovations.
4. BRIGAIID is based on the competitiveness of European SME's
5. We work for real people: We have the instruments in place to do the innovations, test them and bring them to the market. It does not matter which problem the innovator faces or if he is stuck at testing or at market outreach, BRIGAIID has the tools/solution for all stages. All the necessary ingredients for innovations are meeting in the project. (innovation/testing/investment/research prospect clients/market outreach)
6. BRIGAIID = bridge from prototype to market.
7. Unique collaboration from the full innovation spectrum. Innovation cycle concept (to consider for information graphics).

8. BRIGAIID helps innovators to select and decide because we give them reliable info to assess their decision (impact/testing/investment info, etc.)
9. BRIGAIID quantifies how big the problem is, where it is, etc. so innovators can target their innovations to the proper market, know how necessary the innovation may be, etc. and thereby how well end users may accept it.
10. Asset: many European projects involved.
11. Climate change adaption = the world is adapting
12. We have to get impact on resilience
13. We give trust to the market
14. We quantify the disaster/the problems

2.1.2. BRIGAIID “core communicative elements”

Below we summarise the essence of BRIGAIID as core elements that all partners have identified and can use for dissemination and communication to provide coherent messages.

1. BRIGAIID aims to provide a unique and structural approach to Bridge the Gap for Innovations in Disaster resilience. It has the ambition to develop an innovative mix of methods and tools that should become the standard for climate adaptation innovations.
2. BRIGAIID will facilitate progression through the innovation cycle.
3. BRIGAIID offers three important tools: 1) a framework to evaluate the effectiveness of innovations and the organizational and governance requirements, 2) a business development and financing model for climate adaptation innovations and 3) an online interactive platform to present innovations and connect them to end users, qualified investors, grants and fiscal incentives advisors throughout Europe.
4. BRIGAIID’s integrated approach assesses three types of readiness: 1) Technical readiness, i.e. the performance and effectiveness of innovations to reduce climate-related risks, 2) Social readiness, i.e. the extent to which innovations comply with public and private end users’ priorities and needs, including organizational and governance requirements and 3) Investment readiness, i.e. the potential of innovations to develop a solid business case to attract investors.
5. BRIGAIID clusters innovations in three major hazard categories: 1) floods, 2) droughts and 3) extreme weather, which includes heatwaves, wildfires, storms and heavy precipitation.

These core elements of BRIGAIID have been turned into more easily communicated “elements” as the project has progressed. A number of BRIGAIID communication products have been now produced (see Section 6). Now BRIGAIID has been able to exemplify these different elements with clear real life examples like e.g. the innovation frontrunners. This is facilitating the customisation of our messages to relevant target groups, whilst taking into account the level (local, regional, national, EU) at which are going to be disseminated.

2.2. BRIGAID target audiences

In BRIGAID we understand ‘audience’ as all external parties to be reached by our dissemination and communication activities. This group of stakeholders and potential beneficiaries will be involved at different levels and stages in BRIGAID through its planned activities. Therefore the dissemination and communication actions need have been designed based on the segmentation of our potential audiences, to develop the key messages to be communicated and the most suitable channels.

Box 2. Defining target audiences (excerpt from EC guidelines on communicating research and innovation)

A prerequisite of communication is to acquire a good understanding of the ways your target audience will respond to your message. Dealing with key issues right at the start of presentations helps to ensure a positive response. [...] It is very important to know who you want to reach. Focus efforts on a clear target audience to maximise investment, e.g. considerable amount of time and money on attending one large European exhibition gave wide exposure but people mostly from academia vs places where one can find potential customers, e.g. trade fairs.

The EU for the purpose of reporting in H2020 projects has identified the following target audiences: the scientific community (higher education, research), industry, civil society, the general public, policy makers, media, investors, customers and other. In the Table 2 we present the target audiences based on H2020 D&C generic groups and BRIGAID identified target groups and the different type of partners in BRIGAID, since these have access to different target audiences. These target audiences will be revised and further segmented in the Review of the D&C Plan due in M13 (May 2017).



Figure 2. Constellation of BRIGAID Partners

In the BRIGAID proposal it was anticipated that BRIGAID will perform a segment analysis to pinpoint these target groups regionally and setup local Communities of Innovation (Col). This will facilitate the interaction with target groups with specific thematic and geographical areas supported by the Innovation Sharing Platform (ISP) devoted to individual Col's. Task 6.1 on market segmentation helps to identify our key audiences into more specific groups.

PARTNER (COUNTRY)	TYPE	H2020 TARGET AUDIENCE	BRIGAIID TARGET AUDIENCE
DUT (NL); KUL, UCL (BE); (; UNIBO (IT); ISA (PT); UOXF (UK); UTCB (RO)	UNI	Scientific Community (Higher Education, Research), Industry, Civil Society, General Public, Policy Makers	<ul style="list-style-type: none"> • Innovators • Lead Users • Citizens and general public
HKV (NL); FW, ICA (SP); ECO ⁶ GE); DAPP, THETIS, GRED (IT); MIGAL (IL); AQUA, SPEC (RO); GIFF (PT); CCE (PO); ICRE8 (EL)	SME	Investors, Customers Industry	<ul style="list-style-type: none"> • Innovators • End Users • Lead Users • Citizens
LOR (SP)	SME	Civil Society, Media	
NTPA (AL); NAAR (RO)	GOV	Policy makers, Customers, investors	<ul style="list-style-type: none"> • Innovators • Citizens
TFC (NL)	SME	Investors Customers and Other	<ul style="list-style-type: none"> • Innovators • End Users

Table 2. **BRIGAIID partners and expected target audiences**

Defining the target audiences is important to get the message of BRIGAIID across. At this stage BRIGAIID distinguishes between **innovators**, **end users** (including paying customers, policy and decision makers), **leading sectorial users**, **public and private investors**, **society in general** and so-called **dissemination multipliers** (i.e., other initiatives such as other EU (H2020) projects or sectoral and business platforms).

⁶ Ecologic is categorized as a SME, however it shares target audiences with the UNIV group.

TARGET GROUP	SUBGROUPS
Innovators The owners of the solutions	<ul style="list-style-type: none"> • start-ups / SMEs • universities / knowledge institutes
End users Direct beneficiaries of the project	<ul style="list-style-type: none"> • decision-makers / policy-makers • risk / crisis managers • citizens (separate target group)
Lead (sectorial) users Stakeholders that potentially benefit from the adoption of innovations	<ul style="list-style-type: none"> • representatives of sectors, e.g., insurance industry, utilities, health and agriculture
Public and private investors	<ul style="list-style-type: none"> • EU funds (ESIF) and other financial policy instruments of the EU, the Member States • private funds, grants and fiscal incentives advisors
Society in general Public/private initiatives on climate adaptation and mitigation. Citizens	<ul style="list-style-type: none"> • general public • citizens at risk • public/private initiatives
Dissemination multipliers Cooperation with other initiatives and (EU) projects that can help to increase BRIGAIID's impact	<ul style="list-style-type: none"> • other FP7 / H2020 projects • EBN congress, EEN annual conference, SME week... • Business Europe, Eurochambre, European business Network...

Table 3. **BRIGAIID initial target audience**

2.2.1. Innovators

Rationale: Innovators are a key audience for both dissemination and communication, and particularly for exploitation, since innovators provide the solutions that will be supported by BRIGAIID through the innovation cycle to avoid the valley of death through useful feedback and relevant support. BRIGAIID will develop a strategy to contact innovators as part of the stocktaking process. An important element for dissemination and communication is BRIGAIID attractiveness.

The innovators should easily recognise that BRIGAIID is attractive for them and may bring them added value, through its network function or content offered.

Means of dissemination and communication: In the first of the planned three cycles within BRIGAIID, the target were innovations BRIGAIID was already in contact with, as these reside with one of the consortium partners. At the same time additional contacts have been developed to select the most promising innovations for inclusion in our stocktaking process in the next two project cycles. For identification of new innovations, amongst others, the EU-channels will be used.

BRIGAIID has already identified a series of innovation platforms as key targets, in order to:

- a. Make BRIGAIID existing innovations visible within the innovation platforms
- b. Make new potential innovators aware of BRIGAIID's opportunities for innovators to join BRIGAIID (i.e. to make up the 12 innovative SMEs and 8 universities, some of them with products and services as spin off from research activities. Some still have to be identified during the stocktaking phase in each of the innovation cycles)

The project has already secured the interest and support of 12 platforms to help both identify but also disseminate existing innovations as part of BRIGAIID's innovation cycles (see Annex IV). Our aim is to expand the number of engaged innovation platforms by the first D&C review.

Key messages: BRIGAIID aspires to attract a relevant number of promising innovations through awareness on three "key messages":

1. the potential to use high quality test facilities,
2. the knowledge exchange available through the participation in BRIGAIID Communities of Innovation
3. the benefits of adopting the BRIGAIID methods for assessing and shaping innovations to minimise not reaching the target market due to technological, social or economic barriers.

2.2.2. End users / Lead sectorial users

Rationale: end users are the indirect beneficiaries of the project. The ambition of BRIGAIID in relation to end-users is twofold: on the one hand, we intend to further expand the number of engaged organisations, and on the other hand, to involve them in our Communities of Innovation⁷, as co-supporters in the process of guiding innovators. BRIGAIID will develop a strategy to further explore and enhance the contacts with end-users. This is essential in bridging

⁷ A network of organizations combining business, policy and management sectors, focused on bringing new products, new processes and new forms of organization into climatic events structures around adaptation solutions. A form of Communities of Practice-involving innovators, managers, practitioners, researchers and decision-makers in search of solutions for vulnerability reduction on specific conditions and hazards . BRIGAIID aims to involve citizens in the local Col's.

the gap between innovators and end-users. BRIGAIID needs end-user inputs to develop TIF, MAF+ and PPIF successfully.

The end users include: national ministries, local authorities, research institutes, research agencies, some members from the private sector, regional development agencies and river basin agencies.

The lead (sectorial) users are defined as stakeholders that potentially benefit from the adoption of innovations. The aim of BRIGAIID is to approach to representatives of several sectors, e.g., insurance industry, utilities, health and agriculture.

Means of dissemination and communication: In the proposal phase we made a first step and collected support from end-users in different countries (see Annex IV). Developing these contacts further will require a country-by-country approach. A promising approach is to offer a BRIGAIID presentation to external thematic meetings where a number of end-users are expected. Also the EU-channels will be used to develop these contacts. The involvement of end users will take place in WP's 2, 3 and 4, will be supported by WP5 task 5.2, and will be led by WP7. These are the counterpart to the innovation platforms which are targeting innovators. These lead sectorial uses are platforms which represent lead sectorial users.

Key messages: indicate a clear commitment to these end users to participate in stocktaking, testing and dissemination activities. Also their willingness to consider implementing, or acting as launching customer for BRIGAIID innovations when these are ready.

2.2.3. Public and private investors

Rationale: this refers to EU funds (ESIF) and other financial policy instruments of the EU and the Member States, and to private funds, grants and fiscal incentives advisors that can act as funders and supporters for BRIGAIID innovators.

Means of dissemination and communication: solutions brought to the attention of the appropriate bodies at international, Union, national and regional level through both on-line and offline means.

Key messages: identify key results for commercialisation and also policy-relevant results for tackling economic and societal problems

2.2.4. Society in general and citizens

Rationale: society and citizens are considered as a separate target group, the final beneficiaries⁸ of BRIGAIID activities. One of the main ways anticipated in BRIGAIID to engage with citizens is via so-called Communities of Innovation (CoI).

⁸ As the project progresses and in the Marketing plan a more detailed analysis will be made on the difference between direct, indirect and final beneficiaries with a figure showing their relationship to the project and the innovations.

Means of dissemination and communication: As the project progresses we further segment groups of interested citizens into clearer segments beyond Society in general. For example, to consider public/private initiatives on climate adaptation and mitigation, citizens and public, citizens at risk and public/private initiatives such as “Urgenda” in the Netherlands (www.urgenda.nl).

Key messages: BRIGAID solutions for specific themes (droughts, floods and extreme weather) in geographical areas to reduce vulnerability to climate change impacts.

2.2.5. Multipliers (Adaptation networks)

Rationale: We have created a separate category of target audience based on networks of innovation, where different actors can participate which can be used as clear dissemination multipliers. For example relates to the cooperation with other initiatives and (EU) projects that can help to increase BRIGAID’s impact.

Means of dissemination and communication: BRIGAID will collaborate with other FP7 / H2020 projects. The project has already been twinned with most of the projects funded under the DRS9 call, i.e. PLACARD, RESIN, EU-CIRCLE and RESCCUE. Representatives from these projects participated in the BRIGAID meeting held at Berlin in May 2017.

The D&C strategy here will work on four ways:

- First, BRIGAID attendance to e.g. conferences and events, i.e. ECCA, EBN congress, EEN annual conference, SME week, EIP Water, and to engage with existing networks of relevant actors, i.e. Business Europe, Eurochambre, European business Network, etc. with respective publicity material. Different means such as calendar apps have already been overviewed in order to communicate to the partners about these events. The final strategy will be determined in the next D&C plan review.
- Second, identification of events to be visible where partners can distribute material downloadable from the web. This calendar of events will be made visible in BRIGAID website.
- Third, by linking BRIGAID’s website with other EU projects.
- Fourth, consider the possibility of producing or generating some joint products and events with other sister projects.

Key messages: Joined up thinking, a more efficient use of resources and higher impact due to synergies established.

2.3. BRIGAID Channels for Dissemination and communication tools

In order to be effective BRIGAID has identified and specified as far as possible the intended channels that a) will be used to disseminate information and b) for which audiences.

BRIGAID will consider online and offline channels, as listed in Table 4.

CHANNELS AND TOOLS	ONLINE	OFFLINE
Demonstration events: during the test phase end users are invited to see the innovations in action		
BRIGAIID Conferences: three conferences, one after each innovation cycle		
Bilateral Contacts: with investors and leading sectoral stakeholders		
External conferences and scientific journals: attendance to different events and the publication of papers		
Marketing material: such as brochures or banners to promote innovations		
Policy briefs: to increase awareness of BRIGAIID's assets		
Public website: to inform all target groups about BRIGAIID's objectives, methods, results and events		
Videos: providing complementary audio-visual information to the project website and made available in other dissemination platforms		
Project Newsletters: to regularly inform on BRIGAIID progress to all our audiences		
Innovation Sharing Platform: an online platform dedicated to the innovations, containing descriptions, test results, and dedicated information for end users and investors		
Online / social media: to inform all target groups including the general public		

Table 4. **BRIGAIID online and offline channels and tools**

The main online channels are the **BRIGAIID web page** and the **Innovation Sharing Platform**. Both tools target all the different BRIGAIID audiences to provide the means for communication of

the project's main progress and outcomes, as well as a frame for dialogue among the different participants, and also for dissemination of results.

Social media will increasingly adopt a preponderant role in BRIGAIID communication activities, which have been complemented through a 6- monthly external Newsletters distributed through a distribution list that has been generated through the collaboration of all of BRIGAIID's partners (target of 500 people). The marketing material and the policy briefs describing the key methods of BRIGAIID, e.g. TIF, MAF+, PPIF, will eventually be available both as printed and digital material, supporting the communication and dissemination activity of BRIGAIID.

The so-called offline channels include the organisation of demonstration events and workshops, the organisation of BRIGAIID conferences, attendance and participation in innovation congresses and events and finally, bilateral contacts with representatives of key organisations, ongoing initiatives and groups of stakeholders. These offline channels put a higher emphasis on a two-way communication. The aim of BRIGAIID is to promote interpersonal communication activities for our main target audiences, in particular for innovators and potential end-users, since the involvement of these groups is a key condition to deliver the expected impacts from the project.

3. Internal communication

Internal communication refers to the communication within the consortium. A good internal communication facilitates coordination of activities undertaken within BRIGAIID. It also benefits those activities linked to networking, external communication and dissemination. The basic rules and available tools for internal communication are described in deliverable D1.1 – Project Handbook (see chapter 5, p.14).

A BRIGAIID Sharepoint for storage and exchange of documents has been created. It is hosted by TU Delft for security and data protection issues and can be accessed at <https://teams.connect.tudelft.nl/projects/vc/brigaid> (see Figure 3). This acts as repository of all information for the project and enables data sharing and consultation by all partners. It is password protected with different profiles for the registered users, linked to specified permission criteria for data uploading and consultation. The collection of resources is structured by categories into folders: work package, support documents, contact data, deliverables, etc.

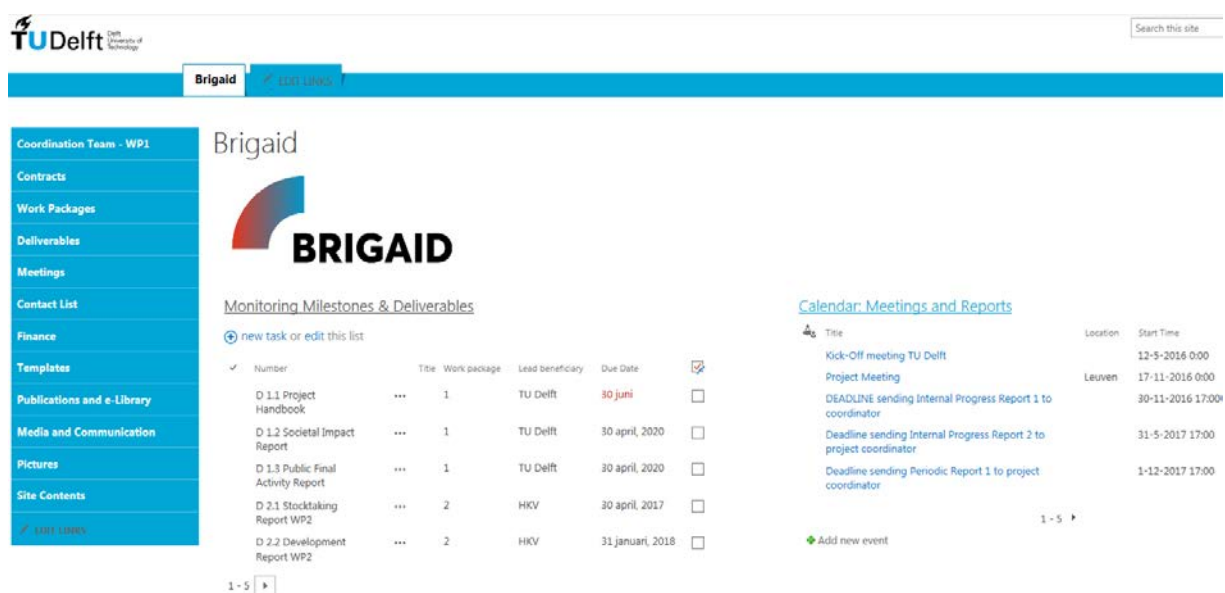


Figure 3. Screenshot of BRIGAIID's Sharepoint

A series of specific group mailing lists have been created and specific rules for email communication are also provided in D1.1. This ensures agile communication between all partners and also between the different management bodies:

- All consortium members: BRIGAIIDall-EWI@tudelft.nl
- Executive Board members: BRIGAIIDexecutiveboard-EWI@lists.tudelft.nl
- Advisory Board members: BRIGAIIDadvisoryboard-EWI@tudelft.nl

In addition, DUT issues every month an Internal BRIGAIID Newsletter within the consortium after the Executive Board meetings to inform all partners on project progress.

4. Dissemination and external communication

The main goals of this section are

1. to outline the **key elements in dissemination and communication**,
2. to establish the **links** of these activities **with** the BRIGAIID **target audiences**,
3. to define the **responsibilities** of BRIGAIID partners in their development, and
4. to identify adequate **indicators to monitor** of the efficiency and reach of dissemination and communication actions.

4.1. Dissemination and communication activities

The description of activities separates dissemination from communication, although we acknowledge that some activities fall under both type of actions⁹. Here we have divided the dissemination and communication activities into three groups:

- a. first, the overall visual identity of BRIGAIID
- b. second, those that provide communication tools which are generic to most projects (social media, newsletters and policy briefs) and therefore more targeted to general communication of the project (and with some elements of future exploitation as discussed)
- c. third, those that are more geared to a two way communication and to dissemination of results and which are much more BRIGAIID-specific like the Innovation Sharing Platform or the BRIGAIID Workshops.

4.1.1. BRIGAIID visual identity

This visual identity has been defined as part of WP7 Tasks, as BRIGAIID's '**Brand identity**'. As a result, the BRIGAIID logo, the web page design and specific templates for reporting and presenting information to external audiences have been developed.

Brand identity

A brand identity is crucial to communicate a unified image and message for BRIGAIID because it ensures the recognition of the project and its materials. Moreover, the brand has considered the

⁹ In these cases, the description of activities can be found under both sections with a clear emphasis on how it is expected to contribute to the corresponding type of action.

evolution of the project, i.e. it is a brand for an innovations incubator initially (years 1-2 of the project) and subsequently a brand to launch innovations into the market (years 3-4 of the project).

BRIGAIID logo

A final brand identity has now been in use since July 2016 and used at all events in all documentation to ensure the brand identity of BRIGAIID. An important aspects has been the development of sub brands for the different hazards and innovations targeted by BRIGAIID like floods.



Figure 4. BRIGAIID logo

BRIGAIID templates

A template for the drafting of deliverables and documents has been created and made available to all partners through the Sharepoint. In addition, a PowerPoint presentation template has also been created with the final project's identity. The aim of this presentation template is to ensure a common identity for any presentation, and thus, to ensure visual brand consistency.

4.1.2. Communication at broad scale

Broad-scale communication activities have a key role on raising understanding and awareness of society and specific beneficiaries, which will help the project validate the most effective solutions as these go through the innovation cycle. This will have a positive socioeconomic impact from better adaptation to climate change and the reduction of associated risks¹⁰. The broad communication will help to showcase the 'technical/social/investment – ready' innovations to end-users and potential investors, and also for the exploitation of BRIGAIID results.

Website

A full version is available from month 6 (deliverable 7.2) that can be accessed at www.brigaid.eu. The website plays an important role in the communication and dissemination strategy. It is our first point of contact for external audience and provides information at different levels of about the project, the methods applied, and the innovations participating in BRIGAIID. It is organised under a hierarchical structure to facilitate that all users can find the relevant general information and also look for more specific details on those topics of their interest.

Web banners

BRIGAIID aims to produce a number of 5 to 10 web banners over the whole duration of the project. These banners highlight some relevant activities or outcomes of the project. For example, web banners have already been created to inform on the call for innovations for the second cycle, the organisation of the first BRIGAIID conference at Venice or the release of the Innovation Sharing Platform.

Social media

Creating a social media presence for BRIGAIID is crucial to increase the project visibility, and thereby a strategy in different social networks, e.g. Twitter, LinkedIn and Facebook, has been developed to:

- Provide information about BRIGAIID
- Communicate results, materials and information.
- Share and advertise BRIGAIID's events, such as demonstrations and conferences.
- Share and advertise news and events that can be interesting for the different communities involved in BRIGAIID (innovators, investors, Communities of Innovation, etc.).

¹⁰ This is in line with the H2020 Guide under its section on D&C which stresses the importance of "Account for public spending by providing tangible proof that collaborative research adds value by showing how European collaboration has achieved more than would have otherwise been possible, notably in achieving scientific excellence, contributing to competitiveness and solving societal challenges and showing how the outcomes are relevant to our everyday lives, by creating jobs, introducing novel technologies, or making our lives more comfortable in other ways"

BRIGAIID Communication material

A series of BRIGAIID material is being generated throughout the project to support broad scale communication activities:

- Brochures and leaflets describing main aims and activities of the project These are being generated both in digital and printable versions.
- BRIGAIID introductory poster
- BRIGAIID introductory video based on 2D motion graphics

In addition to this, the social media will help BRIGAIID to maintain an up-to-date image.

4.1.3. Dissemination and two-way communication activities

The dissemination and two-way communication activities are gaining increased importance as the project evolves (see Figure 1). In particular, two-way communication will become more active once the Communities of Innovation get started after M18. The dissemination and two-way communication activities will target the Col's as a specific Network Actor within BRIGAIID seen as communication multipliers. Indeed, we can consider a loop relationship between communication activities and Col's, since the former will support and promote the activity within the Col's while the own Col's will be the main actors participating in the two-way communication activities. In addition, several activities aiming to facilitate and strengthen dissemination and two-way communication with BRIGAIID target audiences are being developed:

Newsletters

External newsletter have been planned to be produced every 6 months, which adds to 8 Newsletters within the life span of BRIGAIID. These newsletters are built under a regular structure of fixed sections to provide balanced content on the major steps of the project, main achievements and progress made as well as disclosure of project results.

Policy Briefs

Two policy briefs will be produced, disseminated and made available for download, targeting end-users at policy and management level and relevant agencies in the fields covered by BRIGAIID. The first policy brief deals with the description and assessment of the Technology and Implementation framework (TIF) produced within WP5, to be delivered in month 24. The second policy brief deals with the MAF+ and the PPIF (Public-Private Investment and Financing) in M36.

POLICY BRIEF	RESPONSIBLE FOR CONTENT	DUE DATE
1. TIF	WP5 leader	M24
2. MAF+ & PPIF	WP6 leader	M36

Table 5. Planned Policy Briefs

Publications

Some BRIGAIID partners are aiming to prepare scientific articles as well as publications for the general public based on BRIGAIID developments and experiences.

BRIGAIID Dissemination and Marketing material

A series of BRIGAIID marketing material is being generated throughout the project. In particular, BRIGAIID is generating four types of marketing material:

- Brochures and leaflets targeting general aspects of the project or some specific parts or audiences (5 to 10 over four years). These will be generated both in digital and printable versions.
- Videos based on 2D motion graphics (between 3 and 5)
- Visualizations to explain the impact from our products (from 5 to 10))
- Pitch Decks to support BRIGAIID innovators in sessions with potential clients (50 over the project)

BRIGAIID Communities of Innovation

Because adaptation is place- and context-specific, BRIGAIID will continue to segment these target groups regionally with the aim to set-up local Communities of Innovation (Col) to help organise the interaction with these target groups. These Col's are based on the premise that innovation requires involvement from many actors. For interaction amongst these to be effective, this has to be supported through a system of innovation brokerage, which will underpin the whole Col. This innovation brokerage implies to move beyond dissemination of information but actively forge multi-actors partnerships for innovation to achieve market outreach¹¹.

At the Berlin meeting (May, 2017), the concept of Communities of Innovation was presented to the consortium, which were defined as:

“Communities of Innovation (Col) are a form of Communities of Practice that are dedicated to the support of innovation (Cooke and Smith, 2007). These can be formed from champions of innovation and their social network; safe places for the creation and support of innovative ideas; groups made up of motivated individuals working together towards a common goal because they are convinced of their common cause”

The Col's space will allow BRIGAIID to have a better insight into the drivers and barriers to innovation, in relation to the institutions and policies that affect the way different agents interact, access, exchange and use knowledge and in short, bring these innovations into action. The activities to be undertaken within the frame of BRIGAIID Col's shall comprise dissemination as well as two-way communication activities.

¹¹ The market outreach to understand how *innovation brokerage* will support this will be covered in the marketing plan.

Innovation Sharing Platform [branded as Climate Innovation Window]

BRIGAIID aspires to position the Innovation Sharing Platform (ISP) as the EU reference portal for innovations on climate change adaptation, making it accessible to several types of stakeholders (innovators, risk managers, policy and decision makers, industry, investors). At the ISP all these stakeholders will be able to view innovations, test results and performance according to the TIF, and (to add new) user experiences. The platform has been designed to become interactive medium that functions as an online community. BRIGAIID is aware that several projects have made inventories / platforms of innovations for various hazards both at the European and national level and this has been considered as part of the design of our platform.

The ISP will be linked to the public website, although designed as a separate platform in order to focus more on specific topics and related target audiences. Some of the materials to be showcased are the full description of each innovation, together with testing and assessment results (obtained by using the TIF and MAF+) and recommendations for final improvement and qualification (status). The market outreach will be supported through the production of marketing material also to be made available through the platform, i.e. pitch decks for prospective clients.

BRIGAIID Demonstration events

These events are organised within the frame of WPs 2-4 and are thus linked to solutions and innovations related to floods, droughts and extreme weather. Apart from testing and demonstrating innovations, these events aim to strengthen the cooperation and two-way communication between innovators and end users. Innovators are given the opportunity to showcase and pitch their innovative products to an invited audience, as part of the local BRIGAIID Col's. A number of demonstration events are planned, which will be framed by a demonstration strategy beyond "demo events" that will be prepared.

BRIGAIID showcase conferences

Three conferences (see Table 6) will be organised, one at the end of each the 3 innovation cycles, to share BRIGAIID's results and innovative aspects between innovators, end users, leading sectoral and other climate adaptation initiatives. This help both to promote the innovations but also to receive useful feedback and input as a two way communication process. The three conferences will be organized in North-Central Europe (The Netherlands), Southern Europe (Italy) and Eastern Europe (Romania).

BRIGAIID CONFERENCE	ESTIMATED DATE	ORGANISER
Southern Europe (Venice, Italy)	November 2017	THETIS
Eastern Europe (Romania)	Month 32	UTCB
North and Central Europe (The Netherlands)	Month 46	DUT / HKV

Table 6. **Planned BRIGAIID showcase conferences**

Other BRIGAIID workshops and presentation meetings

The members of the consortium are also organising some workshops or events at national scale as a way to engage with end-users and other target audiences of BRIGAIID. These dissemination activities are supporting the awareness on BRIGAIID by introducing the project aims and objectives to relevant stakeholders but also are a first step towards a 'dissemination for action', e.g. as an initial step toward two-way exchanges, and thus, are expected to have a relevant role in the creation of Col's.

External conferences and events

Some BRIGAIID partners are participating in scientific or policy-oriented conferences and thematic exhibitions in order to liaise with key actors in the sector of innovation for disaster risk reduction and climate adaptation. The attendance to these events is generally part of the stocktaking process for external innovations but it is also supporting the general dissemination of the project and is proving as a useful tool for two-way communication with key actors.

Bilateral contacts

This activity focus on establishing contacts with key end users, potential dissemination multipliers (such as Business Europe, Eurochambre, European business Network, etc.) and lead sectorial users who will be approached with tailored messages and materials.

In addition, BRIGAIID will look for partnering with relevant ongoing initiatives such as existing European climate adaptation platform (<http://climate-adapt.eea.europa.eu>), their respective equivalents in European countries and relevant EIP Water Action groups and partners EIP-Water (www.eipwater.eu). A link will be included in our platform to the web pages of these initiatives and we will aim to publish news, and BRIGAIID activities and results through their dissemination channels, with the aim to reach a wider range of potential users for BRIGAIID's platform.

This activity will be particularly relevant in the final stages of the project once we may showcase and explain the added-value of BRIGAIID methodologies and results.

Collaboration with other ongoing research projects

One key element for BRIGAIID is to link and collaborate with other EU-funded (under H2020) projects. BRIGAIID is aware that exchange and collaboration with other projects is considered very important by EC. Links have already been established with the projects funder under DRS9 call. In particular, BRIGAIID and PLACARD share the same target groups and has been identified before the signature of the Grant Agreement as a sister project which may strongly cooperate in setting up the Communities of Innovation. Equally Nature Based Solutions (NBS) are considered important by the EC and will play a significant place in the innovations considered and elaborated within BRIGAIID.

4.2. Linking target audiences with dissemination and communication channels and tools

The overview on which channels and tools are planned to disseminate information and communicate with those groups initially identified as BRIGAIID target audiences is provided in Table 6.

CHANNELS AND TOOLS	TARGET AUDIENCES					
	Innovators	End users	Lead users	Investors	Society	Multipliers
BRIGAIID website						
Social Media						
Newsletters						
Policy briefs						
Publications						
Marketing material						
Innovation Sharing Platform						
Demonstration events						
BRIGAIID conferences						
BRIGAIID workshops						
Conferences and exhibitions						
Bilateral contacts						
Collaboration with other projects						

Table 7. BRIGAIID online and offline channels and tools

4.3. Roles and responsibilities

This section outlines the roles and responsibilities in relation to communication and dissemination (and eventually exploitation¹²) for BRIGAIID for the different partners. The underpinning approach to D&C (+E) is that this plan will only be successful, only as far as the different BRIGAIID partners fully engage with the shared collective responsibility for D&C (+E). Therefore WP7 is responsible for communication and dissemination, however these tasks will only be successfully fulfilled with the support from all partners to:

- a. regularly communicate to WP7 leader the activities that are taking place
- b. Act as multipliers of information to the different target audiences, e.g. partners will be strategically key to create the Communities of Innovation anticipated in BRIGAIID.

4.3.1. Overall responsibilities of all partners

In order to carry out dissemination and communication following best practice criteria, the input from all partners is needed. This is of particular importance within BRIGAIID, where the partners are either often part of, or very closely connected, to some of the target audiences (innovators and end users), as well as to language and context awareness issues.

The full input, contributions, and regular dissemination by BRIGAIID Partners is essential to ensure that dissemination activities realise their full potential. BRIGAIID partners need to provide the dissemination WP7 Lead partner (ICA) and D&C Expert (LOR) with information for the website and news. Partners are expected to notify the coordinator and ICA of completed deliverables, publications, and any promotional events. Partners also actively disseminate and communicate the information prepared by LOR through their communication channels (contact databases, Twitter, LinkedIn, Facebook, national press, and local stakeholders) in order to ensure that existing resources, relationships, and networks are taken advantage of, and that the contact to the target groups is strengthened. Finally, BRIGAIID partners act as mediators (and multipliers) between the consortium and other innovators and end users.

Specific target groups play a particularly important role in the project: the adoption of BRIGAIID solutions for climate change adaptation. In the first review and after the first innovation cycle information will be gathered on the needs and obstacles experienced during implementation to help the project better direct its products to the market and thus contribute to the exploitation goals of BRIGAIID.

¹² BRIGAIID will benefit from the EU offers support in the exploitation of results:

- The European IPR Helpdesk (www.iprhelpdesk.eu)
- Common Exploitation Booster (<http://exploitation.meta-group.com/SitePages/default.aspx>)
- Innovation deals (<https://ec.europa.eu/research/innovation-deals/index.fcm>).

There is also a common “exploitation booster” initiative by the EU (<https://ec.europa.eu/eusurvey/files/e80dfc35-a496-48eb-abd7-2e944c5af891>)

ROLE	RESPONSABILITY	MATERIAL TO BE PRODUCED
WP7 Leader (ICA)	<p>Define the overall D&C strategy and monitor its implementation</p> <p>Help to define and formulate the messages according to target group needs (shared with LOR)</p> <p>Oversee the development of the Communities of Innovation as the project evolves</p> <p>Oversee the technical content when necessary</p>	<ul style="list-style-type: none"> Dissemination and Exploitation plans Policy briefs (2)
The D&C Expert partner (LOR)	<p>Provides the templates, dissemination tools, material, and timing laid out in the dissemination strategy</p> <p>Helps to define and formulate the messages according to target group needs (shared with ICA)</p> <p>Responsible for disseminating directly to the target groups through the website and manage the Information Sharing Platform</p> <p>Checks and information received from partners via templates</p>	<ul style="list-style-type: none"> Project website, regularly updated throughout the project. Newsletter templates Presentations and deliverables templates Dissemination and communication materials: Infographics (10); Videos based on 2D motion graphics (3-5); Web banners (5-10); Brochure/leaflets (5-10) and Visualizations (5-10) Pitch decks for innovations (50)
Coordinator (TU Delft)	<p>Validates and if necessary makes suggestions on the key messages from BRIGAIID to ensure these are in alignment with the overall project</p> <p>Monitors expected impact and alignment with key target audiences</p> <p>Provides overall liason with other EU projects</p>	

Partners	<p>Dissemination through all partners via communication channels (contact databases, social networks, national press, local stakeholders)</p> <p>Provide regular information for website & news on developments/progress linked to BRIGAIID</p> <p>Notification of completed deliverables, publications, etc.</p> <p>Use of templates and brand visual identity</p> <p>Ensure formal acknowledgement of EU funding (and logos) in all communication and dissemination (see Section 1.4. ii)</p> <p>Responsible for disseminating directly to the target groups through networks and conferences</p> <p>Act as multipliers with end users and innovators</p>	<ul style="list-style-type: none"> • Contents for dissemination and communication materials, i.e. texts and images for newsletters, pitch desks, infographics, videos, web banners, leaflets and brochures. • Being active in Social Media • Active collaboration and engagement with Cols
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Table 8. **BRIGAIID overview of D&C roles, responsibilities and materials**

4.3.2. Specific D&C responsibilities for partners

a) Broad-scale communication activities

Website

The implementation of BRIGAIID's website involves a division of labour and responsibilities between partners:

- ICA as WP7 Leader will provide overall supervision.
- LOR, as web developer is responsible for managing the insertion of website elements (tabs, text, list of links, etc.).
- BRIGAIID partners will contribute to the creation of web contents, under the guidance of LOR and WP7 leader. For example, the News template must be filled in and forwarded to ICA to inform on any relevant activity undertaken or event participated by a BRIGAIID member.
- DUT arranges for hosting of the website.

Social Media

LOR acts as facilitator of the BRIGAIID Social Media activity although the dissemination of relevant information through these tools is a shared responsibility of all partners. A social media protocol is active although it is intended to be reviewed during 2017.

All partners are required to show activity in the media using the three available channels: Twitter, Facebook and LinkedIn. In general terms, the BRIGAIID accounts will be the basis for this

dissemination although other well-established accounts will be also utilised for dissemination of most important news and information.

Communication material: brochures, videos, and infographics

LOR is responsible for the graphic design and generation of these materials, supported by HKV and ICA in the definition of the contents.

All partners may be required to contribute to the generation of contents.

b) Communication and market outreach activities

Newsletters

ICA is responsible for the planned newsletter content outline, LOR is responsible to collect the content of the Newsletters from the respective partners, with the support of ICA to validate technical content and message.

A dissemination contact list was generated with the support of many of BRIGAIID partners, with an initial list of around 150 contacts. The list is being complemented with the support of the Advisory Board, and made larger through our dissemination and communication activity, e.g. with a “subscribe” form as part of the BRIGAIID website. The ultimate goal is to reach a number of 500 contacts. The management of the dissemination contact list respects data protection European and National laws. If possible, we intend to also circulate our newsletter via some of the platforms that have subscribed BRIGAIID.

Policy Briefs

ICA is responsible for the layout of these policy briefs based on the content supplied by the respective WP leaders, i.e. WP5 and WP6.

Marketing and dissemination material: brochures, videos, and infographics

LOR is responsible for the graphic design and generation of these materials, supported by HKV and ICA in the definition of the contents.

All partners may be required to contribute to the generation of contents.

Marketing material: innovations pitch decks

The process for the creation of the pitch deck will follow these steps:

1. The innovator downloads the template for Pitch Decks from the website. This template will be created after the selection of the first innovations, in order to use real innovations and increase the template's usefulness.
2. The innovator fills in the template using the information generated through the application of the MAF+ framework whenever possible.
3. WP6 and LOR check the content. It is a collaborative review led by WP6 and supported by LOR. In case WP6 identifies that the pitch deck lacks key information or it is explained

in a non-easily to understand way for the target audiences, they must inform the innovator and advice him/her about how to modify it.

4. Once the content is approved by WP6, the innovator must sent a zip file with the template filled in and all the images that have been considered important to explain the innovation and, thereby, must be in the pitch deck.
5. LOR creates the pitch deck with the information and materials received and upload it to the Sharepoint. LOR may modify or create again any of the schemes, diagrams or images sent by the innovator in case that it can improve the impact on the prospective clients.
6. The innovator is responsible of uploading the pitch deck or a reduced version of this pitch deck into the ISP.

Innovation Sharing Platform

By June 2017, a beta version of the ISP is under final testing. In terms of responsibilities and assignment of tasks:

- LOR is the task leader. LOR has produced the user interface design and has monitored the development of the ISP.
- ICRE8 has been responsible of the technical implementation and programming of the platform.
- DUT, as project coordinator, has monitored the adequate alignment of the ISP with the project vision and contributed to the quality check, supported by HKV and ICA.
- ICA has taken care of drafting a general Work Plan, identifying the specific requirements for the platform (with support from DUT and HKV), supporting the interaction with other work packages and coordinating the validation process.

The responsibility for operation and maintenance of the platform is detailed as part of the report produced as deliverable 7.3.

Demonstration events

The organisation of demonstration events is coordinated by WPs 2-4 since they involve the testing of innovations. WP7 will support these events in two different ways: i) by elaborating support dissemination material and publicizing the demonstration events by existing dissemination tools; and ii) by informing all actors linked to BRIGAIID Col's on the organisation of these events as well as of their outcomes and key lessons learnt.

BRIGAIID conferences

There are four partners, e.g. THETIS, UTCB, DUT and HKV, in charge of the organisations of these conferences (see Table 6). WP1 will provide direct support to the organisation of these events and it is planned to create small committees i.e. formed by three project members and including HKV and DUT, to coordinate all aspects involved in the organisation of the conferences.

WP7 will support the organisation by creating dissemination material, making promotion through the website and project newsletters and by developing tools to facilitate that end-users and other relevant actors can apply to participate in these conferences.

External conferences and events

All partners participating in these events under funding of the project will report to WP7 on the key learnings and contacts. This information shall be structured and shared with all the consortium.

Bilateral contacts and collaboration with other ongoing research projects

These bilateral contacts are a prime responsibility of the coordinator partner. Other partners will inform and require specific permission from the coordinator before undertaking a specific bilateral contact in representation of BRIGAIID consortium. DUT will manage a database linked to these bilateral contacts, always in compliance with ethics and personal data protection requirements.

DUT is also organising the collaboration with other EU funded projects with assistance from ICA and other partners in the identification of relevant initiatives for potential networking activities.

4.3.3. Specific responsibilities on reporting D&C activities

In compliance with the Grant Agreement, BRIGAIID will keep track of the communication and dissemination activities, which will be regularly updated into the H2020 participant portal and be part of the Periodic Reports to the EC.

The information to be provided to the EC can be found at the H2020 Periodic Report template¹³ and can be summarised as:

1. Specification of the total funding amount used for Dissemination and Communication activities linked to the project: ...
2. Specification of the number of Dissemination and Communication activities linked to the project for each activity:

After each project meeting a template is being sent to all partners in order for partners to fill it in and return it to DUT. The project coordinator will update the information in the portal and use it to prepare the Periodic Reports to the EC.

¹³ http://ec.europa.eu/research/participants/data/ref/h2020/gm/reporting/h2020-tmpl-periodic-rep_en.pdf

4.4. Assessment of D&C actions

The key criteria for the assessment of the impact of our dissemination and communication actions is the number of final end-users and potential paying customers which are involved and active in testing/validating and even adopting the solutions derived from BRIGAIID implementation.

The communication and dissemination activities should help to achieve the expected impacts of BRIGAIID providing increased awareness among end users of:

1. test facilities and reliable test methods,
2. available innovations and
3. increased exchange of knowledge.

In terms of the number of innovations to be introduced to the market, the target is between 20 and 30 innovations adopted as an appropriate goal, as well as the development of active Communities of Innovation. This number of innovators and end users would guarantee a critical mass to support a further adoption of BRIGAIID solutions -and consequently of BRIGAIID network- once the project ends.

Furthermore, this section provides a number of indicators as part of the internal monitoring to measure our impact in terms of the implementation of our dissemination and communication activities. These indicators can be either quantitative or qualitative.

The numeric feedback will cover issues where quantification is possible such as website visitor statistics on the (to be recorded using Google Analytics), number of downloads of documentation, or number of citations of BRIGAIID publications.

The qualitative feedback will be based on the collection of opinions after the different range of BRIGAIID events. To this end, regular feedback (post-workshop surveys, email questions, etc.) will be prepared after each event. This feedback will be used to monitor, assess and improve our dissemination and communication activities.

The indicators to measure the impact of BRIGAIID communication and dissemination are reflected in Table 9.

ACTIVITIES	INDICATOR	TARGET AUDIENCES
BRIGAID Web page	Number of visits / Average time per visit	ALL
Social media	Number of interactions	ALL
Policy briefs	Number of downloads and visualizations / Direct feedback	End-users
Newsletters	Number of people reached / direct feedback	ALL
Information Sharing Platform	Number of visits / Number of feedbacks and information exchanges	Innovators, end-users, lead-users, investors, society
Conferences and events	Number of participations	Innovators, investors, multipliers
Publications	Number / Number of citations	Innovators, society
Marketing material	Number of downloads and visualizations	ALL
BRIGAID workshops and conferences	Direct feedback from participants	Innovators, end-users, lead-users
Communities of Innovation	Number of Col's / Number of agents involved / Number of activities conducted	Innovators, end-users, lead-users

Table 9. Indicators to monitor the dissemination and communication activities

5. Exploitation strategy

5.1. Components of the exploitation strategy of BRIGAIID

As described in section 1.1, **exploitation** is defined as “*the use of the results during and after the project’s implementation. It can be for commercial purposes but also for improving policies, and for tackling economic and societal problems*”. Furthermore, the standard Plan for Dissemination and Exploitation for Horizon 2020¹⁴ projects states that **exploitation** “*means the use of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities*”.

The exploitation of BRIGAIID results covers almost the full spectrum provided by both definitions and can be separated in two separate approaches, depending on whether the focus is set on the **innovations** being supported by BRIGAIID or on the **methodologies** designed and implemented by BRIGAIID for supporting the development of the innovations:

- In terms of exploitation of innovations, as previously introduced in section 1, “one of the core aims of BRIGAIID is to accelerate the improvement of innovations and increase their chances to reach the market.” This goal fits with the use of results for commercial purposes and for developing, creating and marketing a product or process, or in creating and providing a service. Additionally, BRIGAIID will evaluate the opportunities to commercialize the Climate Innovation Window as the EU portal for flood, drought and extreme weather innovations.
- In terms of the BRIGAIID methodologies, the market outreach of BRIGAIID will also produce when the Technology and Implementation Framework (TIF), the methods and tools for business development (MAF+) and the Public-Private Investment and Financing framework (PPIF) find their way to policy or the market to help improve policies, and for tackling economic and societal problems. Regarding this point, Task 6.5¹⁵ aims to develop as potential features of this PPIF “a quality label, both in terms of the innovation as well as the business planning. With this label, attracting individual private investors becomes less difficult. Investors know that any technology and business plan presented by BRIGAIID exceeds the required qualitative expectations (as evaluated by the TIF) and will be given preference in the further financing procedures”. As compared with the exploitation of innovations, now the aim relates to other complementary components of the frame defined for H2020 exploitation activities, in particular to the use of results in further research activities other than those covered by the action concerned for tackling economic

¹⁴ See Fact Sheet on The Plan for the Exploitation and Dissemination of Results in Horizon 2020 produced by the European IPR Helpdesk at https://www.iprhelpdesk.eu/sites/default/files/newsdocuments/FS-Plan-for-the-exploitation-and-dissemination-of-results_1.pdf

¹⁵ See Description of Action document

and societal problems. However, there are commonalities with exploitation of innovations since the possibility of creating and providing a service and developing standardisation activities will also be explored.

Additionally, the exploitation activities must also be considered as a means to achieve the expected impacts of the project. According to the Description of Action for BRIGAIID, the project aims to deliver five different impacts that justify the separate consideration of these two approaches to manage the project exploitation.

The exploitation and market outreach activities for BRIGAIID innovations is particularly linked to three of the BRIGAIID expected impacts:

- Impact 1: “Rapid large scale market uptake”. BRIGAIID aims for “Rapid large-scale deployment and market uptake of innovative technological and non-technological climate change adaptation solutions with high replicability”.
- Impact 3: Improving innovation capacity and the integration of new knowledge. BRIGAIID is all about fostering the innovation capacities of SME’s and start-ups that have solutions for climate adaptation. At the end of the project the European network of test facilities, and the methodology to test and implement innovations, will continue to connect innovators with end users.
- Impact 4: Strengthening the competitiveness and growth of companies. Through the use of a clearly defined set of parameters for stock-tacking and thorough testing, BRIGAIID ensures that the innovations that the project takes on meet the needs of European and global markets.

The remaining expected impacts are connected with the complete development and potential exploitation of the BRIGAIID methodologies:

- Impact 2: Contribution to the development of technological and performance standards for adaptation options. To assess the performance of innovations, BRIGAIID develops a Test and Implementation Framework (TIF) to provide an independent scientific evaluation of the effectiveness of innovations and their ability to reduce disaster impacts from floods droughts and extreme weather in different economic sectors and local regions.
- Impact 5: Environmental and socially important impact. A high level environmental impact of innovations is part of the assessment of the socio-technological effectiveness of the innovation (TIF).

Therefore, the exploitation activities of BRIGAIID will address two separate although intertwined approaches: i) support 35-50 innovative solutions tackling issues related to Climate Change Adaptation to get closer to the market; and ii) development of a standard method integrating technical, social, market and financial components, to be assessed and validated through our work with these 35-50 innovations and that could be applied to guide other innovations dealing with similar problems on their way to the market.

5.2. Exploitation activities for BRIGAIID innovations

5.2.1. Innovations supported by BRIGAIID

A pivotal objective of BRIGAIID is to 'bridge the gap' for innovations that reduce the impacts of climate related events. This 'gap' refers to a combined lack of methodologies and support that are needed to turn already existing innovations into complete and market ready products.

BRIGAIID supports innovations by testing and demonstrating on separate occasions to show their effectiveness and make recommendations for improvements to bring them closer to market uptake. Innovations that enter the project will have TRL4-8, and the goal is to elaborate a number of 35-50 innovations plans designed to improve them, which may include validating (TRL5) and demonstrating (TRL6) (parts) of innovations in a relevant environment and/or demonstration in an operational environment (TRL7,8,9).

In terms of exploitation, the innovations involved in the BRIGAIID innovation cycles will benefit from market analysis and business development activities as part of the BRIGAIID method to improve market readiness. BRIGAIID will help these innovations to select appropriate target markets and identify adequate business models for an enhanced competitiveness. In addition, BRIGAIID also supports innovations on the improvement of their 'investment readiness' defined as the potential of an innovation to develop a solid business case and attract investors.

These activities are framed within WP6 on business development and financing models. During the second year of BRIGAIID, this WP will produce the initial reports for the Market Analysis Framework -MAF+ (Deliverable D6.2) and also for the Public-Private Investment and Financing framework –PPIF (Deliverable D6.3), both to be issued by month 18. After the initial specification of both frameworks, a more detailed analysis on how they will support exploitation activities from innovations will be possible. In any case, both deliverables will be updated by months 33 and 48. The final versions of both reports will include business plans for the innovations having completed the full market analysis procedure (in D6.2), and a synthesis of the funding applications (in D6.3).

Furthermore, the market analysis actions will be complemented by the production of marketing material as part of WP7 on market outreach and dissemination.

As a specific product for innovators, BRIGAIID will create pitch decks for innovations participating in the testing phase of the three innovations cycles. These pitch decks will also be partly showcased in the Climate Innovation Window.

A list of information to be included in the pitch decks has already been produced. This list considers the following items:

- **Company purpose:** Defining the company/business in a single declarative sentence.
- **Problem to solve:** Describing the customer's pain (or the customer's customer) and outlining how the customer addresses the issue today
- **Solution:** Demonstrating the company's value proposition to make the customer's life better / Showing where the product physically sits / Providing use cases

- **Why now:** Setting-up the historical evolution of the innovation category / Defining recent trends that make the solution possible
- **Market size:** Identify/profiling the customer that the innovation cater to / Calculating the Top Down (TAM), Bottoms Up (SAM) and SOM
- **Competition:** List of competitors / List of competitive advantages
- **Product:** Product line-up (form factor, functionality, features, architecture, intellectual property) / Development roadmap
- **Business model:** Revenue model / Pricing / Average account size and/or lifetime value / Sales & distribution model / Customer/pipeline list
- **Team:** Founders & Management / Board of Directors / Board of Advisors
- **Financials:** financial content created with WP6
- **Contact:** leave your contact detail and let people know how to reach you quickly

The information required for the production of these pitch decks will be partly extracted from the outcomes of the exercises to be undertaken throughout the application of the MAF+ or directly asked to the innovators through a specific questionnaire.

A number of pitch decks is expected to be finished by the time of the next update of this dissemination and communication plan.

5.2.2. Climate Innovation Window

The Climate Innovation Window aims to become a reference EU portal for innovations improving resilience to extreme climatic events. It will be accessible to all stakeholders (innovators, risk managers, policy and decision makers, industry, investors) to view innovations, test results and performance according to the TIF, and (to add new) user experiences.

WP6 will build a business case to look for opportunities to commercialize the Climate Innovation Window and promote its auto-maintenance after BRIGAIID lifetime. This business model will be part of the final version of deliverable D6.3.

A first step in this direction has been explore through the potential link of our platform with Water Window. This platform focuses on innovations dealing with water problems and currently has a regional focus on the Netherlands. However, climate adaptation issues have often a close link to water problems, i.e. heavy rain, droughts or flooding. This allows that many of the innovations to be showcased in the Climate Innovation Window may be also shown in Water Window.

Water Window has been promoted by the Delfland Water Board which means that members of one of the key target audiences of BRIGAIID, e.g. water and innovation managers, have been closely involved in the design of this platform. This has been considered by BRIGAIID as a nice opportunity to include user requirements in our own design for the Climate Innovation Window.

The managers of Water Window showed a strong interest in a potential merge of both platforms which was also shared by BRIGAIID. Both are quite complementary and some interesting synergies have been detected. In particular, the specific thematic of both platforms is quite

complementary. Water Window has been built using a bottom-up approach with a deep engagement of end-users. It is a national platform with a focus on problems affecting mainly to North-West Europe although it currently incorporates a large number of innovations. On the other hand, the Climate Innovation Window stems out from a pan-European project, covers a broader range of innovations and incorporates key performance indicators, test results and marketing material produced under a standardised approach.

After consultation with the Chairman of the Delfland Water Board, the design of the Climate Innovation Window was adapted to facilitate a potential migration from one platform to another. Both are built using the same software environment, e.g. DRUPAL, which makes this migration easier.

As for May 2017, we have learned that Water Window is also exploring the possibility to become a commercial platform. The complementarity between both platforms is expected to remain and the potential integration of both platforms is still considered as an option to be explored into the future. In addition, the analysis of the business model that Water Window decides to apply will provide a useful information for the potential commercialisation of the Climate Innovation Window.

As a different possibility to ensure the legacy of the Climate Innovation Window beyond BRIGAIID, it is planned to analyse a potential link with other important climate platforms such as the European Climate Adaptation Platform (Climate ADAPT) and EIP-Water.

5.3. Exploitation activities for BRIGAIID methodologies

The exploitation of the integrated set of BRIGAIID methodologies addresses a more generalised use of this knowledge in other different actions, and ideally would represent a clear advance towards a standardisation of certification methods linked to the achievement of market-ready innovations in the field of disaster resilience.

However, there are very relevant aspects on how to operationalise the use of these methodologies that are yet to be explored before any final decision can be made:

1. The methodologies will be developed through a loop structure involving three innovation cycles. The application of the methodologies will receive a strong support from BRIGAIID partners, although it is expected that the amount of support required diminishes as the project evolves. This should happen as a consequence of the adaptation of the methodologies by using the feedback received after their application to a number of different innovations in each innovation cycle.
2. However, it is yet to be further analysed whether it would be possible to develop methodologies that may be close to a self-assessment than to a guided process. This involves that the business model to be applied for the exploitation of the methods could vary from a commercial service provided by expert consultants to an open product to be directly utilised by innovators although under the monitoring of an external certifier. This is a pivotal issue which still needs to be explored.

3. Connecting with this, the creation of a BRIGAIID quality label is a relevant topic for the exploitation of the BRIGAIID methods whose feasibility shall depend on how the previous aspects are decided to be implemented.

It must be noted that BRIGAIID methodologies need to cover a very broad range of topics since the target innovations are coping with a large variability of problems linked to an increasing need to adapt to climatic changes under several potential hazards. The goal of BRIGAIID methods, in particular the TIF, is ambitious: currently there is no internationally accepted method or framework to assess the effectiveness of innovations that reduce disaster impacts. BRIGAIID is developing a comprehensive, standardized methodology for testing and implementing climate adaptation across several geographical scales and market sectors. It also includes the social acceptance among end users, as well as the market and investment readiness.

Therefore, the potential paths for the exploitation of BRIGAIID methodologies are to be explored. Based on the feedback compiled after the initial application of these methodologies to support real innovations, a better informed decision on how to operationalise their exploitation is to be made.

5.4. PESTEL and SWOT analysis

The PESTEL framework is commonly used to analyse the impact of external marketing environment factors on an organisation. The result of the application of this framework is often used to feed a SWOT (Strengths-Weaknesses-Opportunities-Threats) analysis.

In order to inform future decisions relative to BRIGAIID exploitation, a PESTEL and SWOT analysis has been performed for the full BRIGAIID project.

The PESTEL analysis has produced several useful conclusions and remarks:

- On Political issues, the early adoption of the Paris Agreement indicates a high level of political commitment in the majority of the countries currently associated to BRIGAIID. Recent political changes at the global level in terms have introduced a level of uncertainty. However, it has also made the position of the EU as a political actor clearer in that climate action is still considered as a key priority for the EU. For example, to respond to challenges and investment needs related to climate change, the EU has agreed that at least 20% of its budget for 2014-2020 – as much as €180 billion – should be spent on climate change-related action – which includes adaptation as well as mitigation. In terms of innovation, BRIGAIID's vision of smart, sustainable businesses is well-aligned with the headline Europe 2020 growth strategy: achieving a smart, sustainable, and inclusive EU economy.
- On Economic issues, spending on adaptation measures by national, regional, and local governments may be limited in light of the still recovering global economy and problems related to public deficits, which are made worse due to the slow economic recovery. However, it is also a time when there is a lot of capital financing available. Once confidence comes to the markets, this offers an opportunity for BRIGAIID, which may have less competition attracting innovators as a result.

- On Social-cultural issues, according to the Eurobarometer Europeans believe that the environment affects their everyday life, they also feel well-informed about environmental issues and believe that the protection of the environment can boost economic growth in the EU. European populations already live in large numbers in high vulnerability areas (such as coast-lines and urban river banks) and this is increasing. High density population areas such as cities are “particularly at risk”. Although belief does not necessarily translate into behavioural change, this awareness and concern provide an important base for potential social receptiveness to climate adaptation innovations
- On Technological issues, online communication is ubiquitous and will be essential to reach innovators. BRIGAIID must recognise the importance of online search engines and filters as conduits to the project and ensure that its website is designed to attract innovators through these channels (i.e. keyword rich, SEO, etc.).
- On Environmental issues, observed climate trends and future climate projections already indicate regionally varying changes in temperature and rainfall in Europe, with projected increases in temperature throughout Europe and increasing precipitation in Northern Europe and decreasing precipitation in Southern Europe. Climate projections show a marked increase in high temperature extremes (high confidence), meteorological droughts (medium confidence), and heavy precipitation events (high confidence), with variations across Europe. The total reported economic damage caused by weather and climate-related extremes in the European Economic Area over the period 1980-2013 is almost 400 billion Euro (in 2013 Euro values). The average damage has varied between 7.6 billion Euro per year in the 1980s and 13.7 billion Euro in the 2000s. Projections indicate these trends will increase, thus increasing the demand for climate adaptation solutions.
- On Legal issues, numerous existing EU level regulations have requirements or expectations for climate adaptation planning and implementation. The Water Framework Directive and Floods Directive encourage adaptation plans, as does the Marine Strategy Framework Directive. Sectoral policies are also increasingly requiring consideration of climate adaptation issues, for example the Common Agricultural Policy and the transport, telecom, and power infrastructure-focused EU Connecting Europe Facility, as well as the EU development funding. Water scarcity and droughts are not yet consistently covered by EU law. While some reporting and management requirements are covered by the WFD, this is not comprehensive. There is the potential for this to change in the future in ways that affect the innovations and innovators in the BRIGAIID project. The EU is a signatory to the UN Sendai Framework for Disaster Risk Reduction 2015-2030, which covers extreme weather events, floods and drought, among many other issues. This is an opportunity for BRIGAIID. BRIGAIID needs to ensure that its responses and innovations match the principles of the Sendai Framework. The relatively sophisticated level of policy understanding in the BRIGAIID project may therefore be attractive for potential innovators. In addition to convergence between the SDGs, Paris agreement and the Sendai framework imply some of the solutions developed in BRIGAIID could also have a potential reach outside Europe, in line of “Europe open to the World”.

Based on this analysis a SWOT Analysis has been performed, providing the results summarised in figure 6.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • High quality test facilities • Subject specific expertise exploited under an interdisciplinary and transdisciplinary approach. International team and outlook • Standardised methodologies for testing and development of technologies • Deep and broad market development knowledge and support • Sophisticated understanding of financing options and assistance to prepare for accessing these options • Offer funding and support while guaranteeing intellectual property rights • EC financial and technical backing and therefore high visibility and high credibility • High knowledge and understanding of policy processes and the opportunities these might offer • Large community of innovative solutions for droughts, floods and extreme weather (and access to BRIGAIID Communities of Innovation) 	<ul style="list-style-type: none"> • Not a clear relation to angel investors or accelerators, • Difficulties due to project duration to track record of successfully taking innovations to market • EU Commission backing may not be as attractive as a private start-up investor or fund • Relatively high administration and time commitments • Relatively limited links to private start up ecosystem
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • A useful and consistent measure of innovation readiness that becomes recognised as a standard (technical, social, and market readiness) • Drought and water security policy may arise at EU level that is favourable for BRIGAIID project and innovations • The introduction of the UN's Sendai Framework at EU and country level offers an opportunity to leverage BRIGAIID policy knowledge and links to attract innovators • Growing EU, Member State, and public support for innovative approaches and for climate adaptation, could be leveraged • Increasing recognition of environmental issues and need to respond to climate change threats through adaptation and mitigation or both. • Slow economic recovery means that BRIGAIID financing may be one of easier funding options for innovators • Leverage EU Commission affiliation to create a brand that represents credibility and environmentally and socially positive innovations 	<ul style="list-style-type: none"> • Slow economic recovery may mean that innovators are averse to bringing their research and innovations to market now – they may prefer to wait for more favourable market conditions. • As a Horizon 2020 research project, BRIGAIID is relatively limited in terms of how and how fast it can respond to projects. Competitors may be able to offer tailored responses or flexibility that BRIGAIID is unable to match. • Innovators may perceive BRIGAIID as relatively demanding administratively (due to its EU Commission monitoring process on EU projects). • Innovators who are primarily focussed on profitability may be more attracted to market-based/venture capital/ etc. competitions that include potentially larger financial rewards and longer term backing (e.g. ad direct investors). • The lack of specific laws at EU level (and often at national level) covering droughts, water scarcity, and extreme weather events may limit legislative driver for customers to purchase and apply innovations, decreasing demand and the supply of innovations.

Figure 5. SWOT analysis for BRIGAIID

Another relevant point is the list of potential competitors or associates. The main identified actors are:

- Climate KIC - www.climate-kic.org/for-entrepreneurs/
- Impact Hub - <http://www.impacthub.net/>
- Innovation prizes
- European Commission: DG Research and Innovation
- Assorted venture capital funds (see <http://ecosummit.net/>)

5.5. Next steps for a better definition of exploitation activities

The final goal is to draft a complete exploitation plan that clearly defines how research results will be implemented and how they will impact on the market, on future developments and policy making.

Accordingly to the article 28 of the Grant Agreement, this exploitation plan will identify how BRIGAIID will promote the use of the results generated for scientific, societal and economic purposes and will specify which groups and entities are expected to make concrete use of these results. It is acknowledged that BRIGAIID members shall make the best efforts to exploit these results, or have them exploited by another legal entities.

Following the advice from European Commission, a checklist on exploitation will be applied to ensure that:

- Different types of exploitable results (knowledge, methods, agreements, networks, technologies) are clearly identified and their direct and indirect value and impact for different stakeholders are considered
- The barriers and risks for exploitation (actual use of the results after project funding) are recognised and countered with appropriate measures
- Describes concrete measures to ensure that the results meet real needs and will be taken up by potential users
- Describes the roles and responsibilities of partners in exploiting results or supporting results exploitation by others (intermediate or end) users.

BRIGAIID will look for potential support through specific programmes from European Commission dealing with exploitation activities, e.g. exploitation booster or SSERR (Support Services for Exploitation of Research Results).

PART B. IMPLEMENTATION OF DISSEMINATION, COMMUNICATION AND EXPLOITATION ACTIONS

6. Review of planned actions for the first D&C (+E) reporting period (M01-M13)

6.1. Review of planned dissemination and communication actions for the first D&C (+E) reporting period

This section provides a summary of the fulfilment of our plan for dissemination and communication activities throughout the first year of BRIGAIID that were described in the initial plan, i.e. within section 7. The planned actions and products for the first year of BRIGAIID are summarised in table 11.

PLANNED ACTIVITIES	PLANNED OUTPUTS
BRIGAIID website	Beta website running (M3); Final website (M6); 2 web banners developed
Innovation Sharing Platform	Beta version M6. Final version at M12.
Social Media	All accounts created (M3), use of accounts established between partners; monitor use
Newsletters	2 newsletters at M6 and M12
Marketing material	Marketing Plan developed (including 2 Visualisations, I-2 Leaflets, Pitch decks for frontrunner innovators)
Videos	1 Video presentation of the project
BRIGAIID workshops	1 planned
Conferences and exhibitions	To be determined by partners
Bilateral contacts	Links established by coordinators
Collaboration with other projects	External webpage in website

Table 10. Planned dissemination and communication activities for the year 1 of BRIGAIID (extracted from the Dissemination and Communication plan delivered at month 4)

6.1.1. Review of planned activities

The comparison of the planned activities and the actually developed activities is now described for each of these categories. Also, monitoring indicators for the assessment of our dissemination and communication actions are provided when available. It also must be noted that the reporting periods for monitoring dissemination and communication activities have been modified. As a consequence, this section describes what has been done between months 1 and 13 instead of the initial year of BRIGAIID as it was considered in deliverable D7.1.

i) BRIGAIID website

This first version of BRIGAIID website has been designed based on BRIGAIID's corporate identity and using WordPress 4.6.1 software.

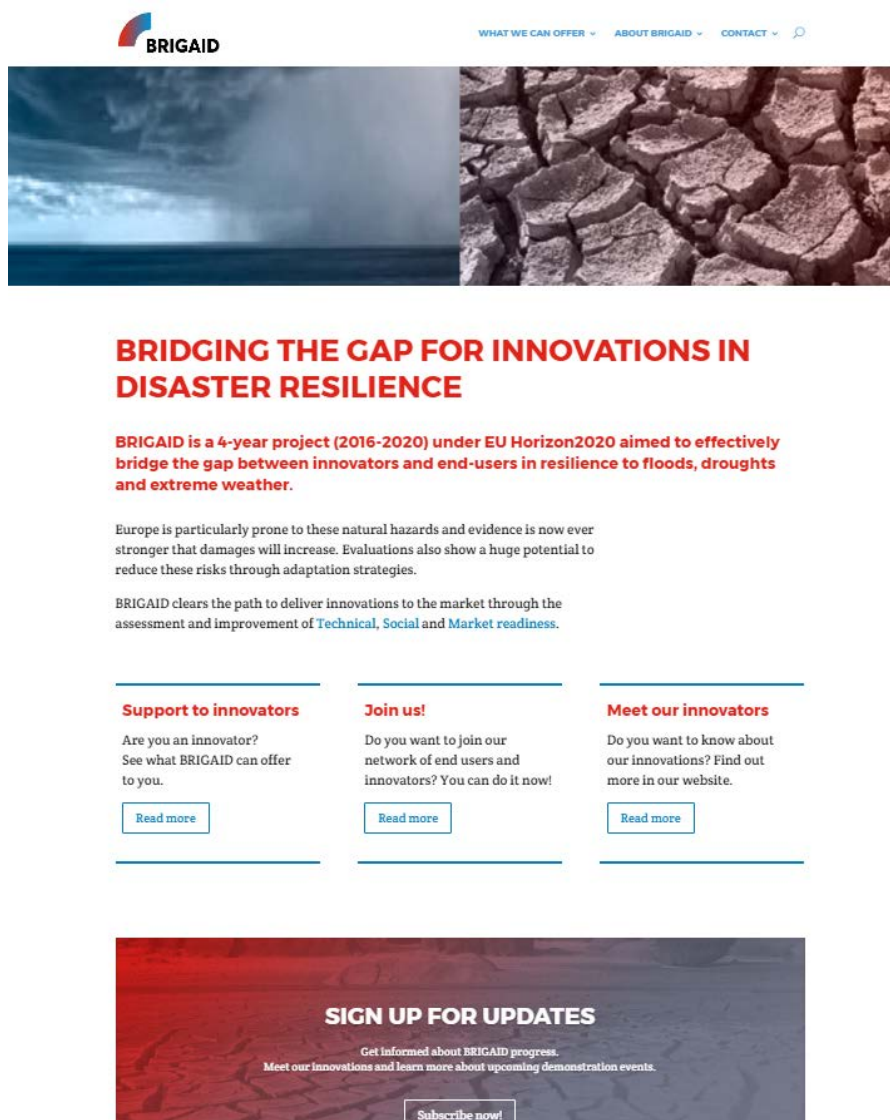


Figure 6. Home page of BRIGAIID website

The website information has been organised in a hierarchical pyramid structure. This approach allows BRIGAIID to highlight the key issues and present the information in a way that visitors to the website do not feel overwhelmed by the amount of information, and can easily find the portions of the website which interest them.

The website was released at the end of October 2016 at www.brigaid.eu.

The BRIGAIID web page was connected with the Google Analytics tool to survey the number of visits and related data at the beginning of January 2017. The figure 8 provides an overview of the activity registered in BRIGAIID website for the first year of the project.

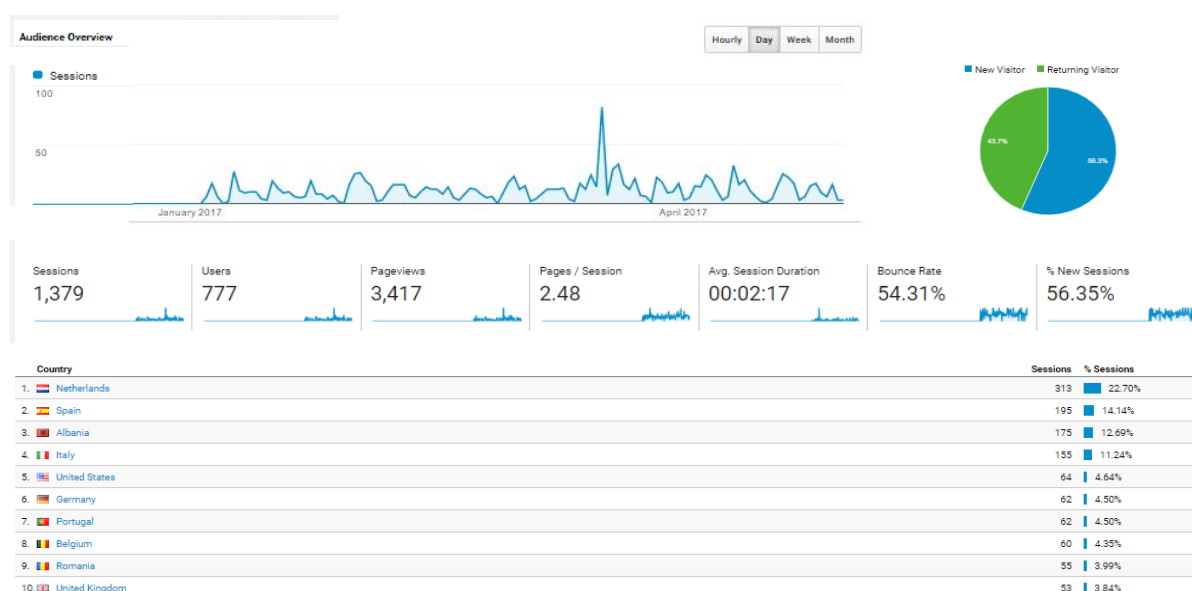


Figure 7. Overview of the BRIGAIID website activity

As a short summary, for the period between January and April of 2017 a number of 777 users conducted 1,379 sessions with an average duration of 2 minutes and 17 seconds. The average number of pages visited per session was almost 2.5.

The website is regularly updated by including news, downloadable materials and documents as well as minor modifications and improvements. For example, the texts describing the support offered by BRIGAIID, and the contact section have been enhanced in the last months and a News section has been added.

By May 2017, two web banners have been produced. One promotes the subscription to BRIGAIID newsletters, and the second one, informs on the open call for innovations for the second cycle.

ii) Innovation Sharing Platform

The platform was scheduled by month 12, i.e. 30 of April of 2016. It has suffered a delay although it is expected to be online by June 2017 under the domain www.climateinnovationwindow.eu. Currently, a beta version of the platform is already online under test phase with actual information of innovations involved in BRIGAIID (see figure 9).

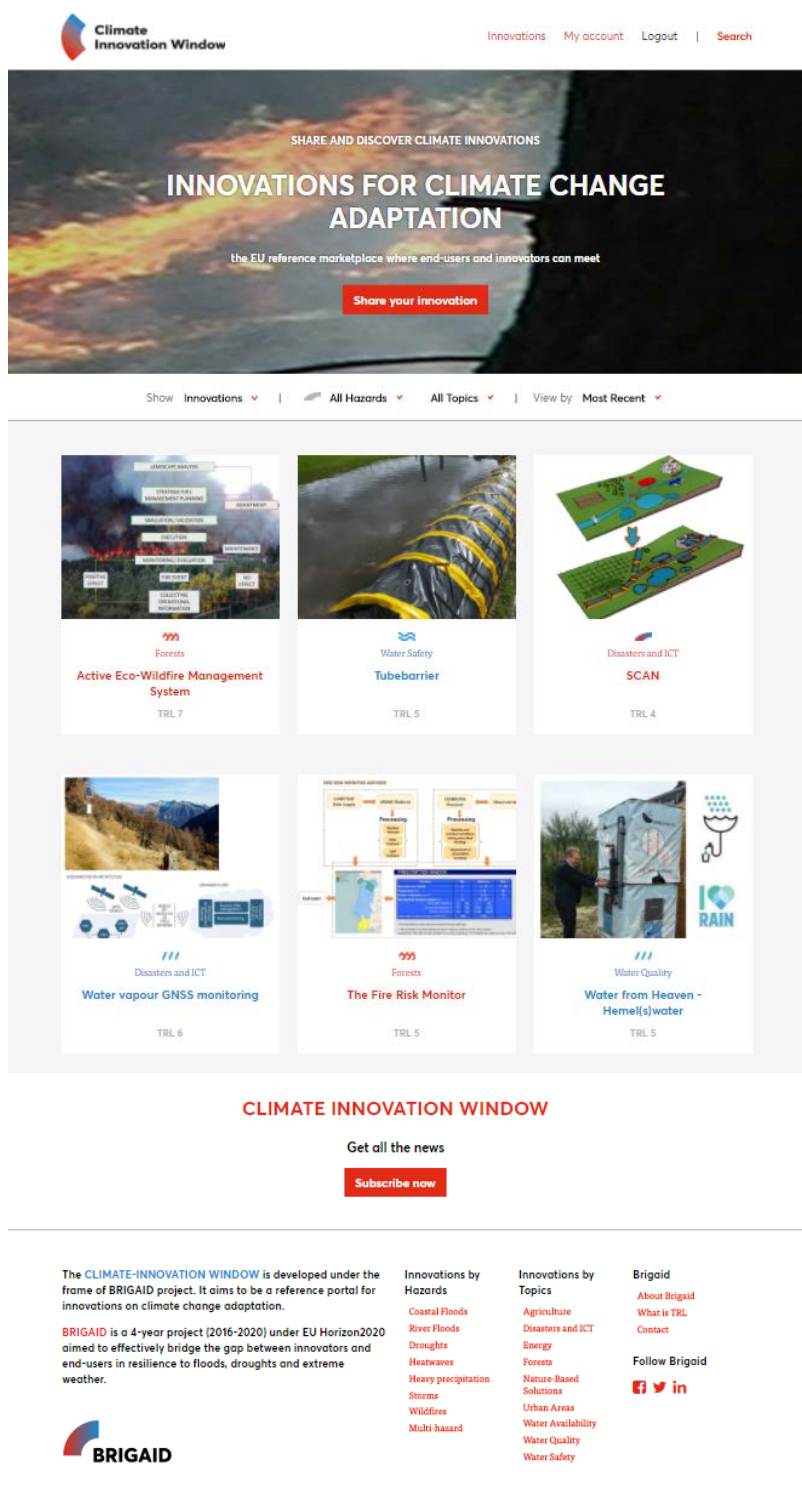


Figure 8. Home page of CLIMATE INNOVATION WINDOW website

The name of Innovation Sharing Platform (ISP) is kept as for internal use and for reporting to the EC although the online platform has been renamed to Climate Innovation Window. This name is better adapted to the potential commercialization of the platform. It describes the type of content, e.g. 'Climate Innovation' while the inclusion of the term Window denotes the concept of a shopwindow where solutions related to climate innovation can be found.

The ISP is the deliverable D7.3 of BRIGAID. A report is being issued together with the online platform to describe the structure of the ISP and provide complementary information for a better understanding of the goals and selected structure of the platform.

iii) Social media

The project has created Facebook and LinkedIn pages and a Twitter official account.

Also, a ResearchGate account is expected to be created in the upcoming months. This will address the scientific community but it has not been considered as a priority since we are not elaborating publications on our work so far.

A social media protocol has been circulated to all partners (see Appendix 2).

As a reflection, the activity in our social media channels has been very low, e.g. a number of 10 tweets were posted by May 2017. After some internal evaluation, we have learned that most of the partners do not regularly operate social media accounts for their organisations. For example, in more than 80% of the cases the BRIGAID partners do not manage their own Facebook or LinkedIn pages. This is a big constraint for the dissemination through Social Media.

As a corrective action and adjustment, we are proposing a different approach based on providing basic instructions on how to use the social media main channels and establishing a limited set of moments when partners must make use of the project social media depending on their role. For example, WP leaders will be asked to regularly contribute by informing on project development. The partners developing innovations will be asked to post when any achievement or specific progress is made, e.g. test activities, updated test data, creation of new marketing material, etc.

All these instructions are going to be included in an updated social media protocol, to be circulated by September 2017.

In addition, the major updates for BRIGAID will be also circulated through other social media accounts with large number of members or followers. For example, the major outputs/progress of BRIGAID will be shared through the ECOLOGIC Institute's Adaptation-account: <https://twitter.com/euadaptation>, which currently has more than 1,000 followers.

iv) Newsletters

The first newsletter was due at October 2016 and the second at April 2017. Both have suffered delay for a number of reasons.

As for the first newsletter, it was decided to make a joint effort by consortium members to create an initial contact list for the broader dissemination of the newsletter. All partners were required to provide a list of 5-10 persons potentially interested in receiving our newsletter and get regularly

informed on our progress. In order to comply with data protection issues, all these candidates were asked via email to confirm their interest in getting our newsletter. A final list of more than 150 people was compiled who received the first BRIGAIID newsletter in March 2017. Currently, the number of subscribers sums up to more than 200 people.

During this process, it was decided to work with an external Newsletter service provider. This facilitates the creation of the structure of the newsletter, as well as the management of subscriptions, including the possibility to unsubscribe from our mailing list in case any user does not want to receive more information on BRIGAIID.

The BRIGAIID newsletters will be built following a similar structure with regular sections and a balanced content. The Newsletter number 1 included:

- Interview: welcoming words by the Scientific Coordinator of BRIGAIID, Dr. Bas Jonkman.
- What is BRIGAIID: with an overview of our project
- Meet our innovators: with a short description of the four BRIGAIID frontrunners innovators, i.e. Flip Flap cofferdam, InfoDrought, Precipitable Water Vapour Monitoring, and the Fire risk monitor.
- A download link to the BRIGAIID leaflet for innovators
- News and events
- Know more about our sister EU-funded projects: starting with PLACARD.



Figure 9. Heading of the first Newsletter

A web banner was added to the BRIGAIID website in order to get the attention from all visitors on the possibility to subscribe to BRIGAIID newsletters.

The second newsletter will be circulated in July 2016, after the Climate Innovation Window is published online. The focus will be set on our online platform, describing its potential to showcase innovative solutions and to facilitate communication between innovators and end-users.

v) Communication and marketing material

The project has generated several materials to support communication and marketing activities throughout the reference period for this update, namely:

- A template for the preparation of presentations to external audiences, which includes a collection of 28 slide types. Each slide type has a sample slide as content reference (with sample images) and a master slide to be used as the working slide. Instructions are provided on how to add images and create and modify charts.
- Several visualizations presented as infographics, i.e. the BRIGAIID innovation cycles, TRL levels, map of demonstration and test sites, project timeline, etc.
- An introductory poster to BRIGAIID describing the aims, roadmap and general approach of the project (see figure 11).
- Posters for the frontrunner innovations and for some of the BRIGAIID innovators
- The leaflet for innovators, which provides basic information on the benefits that BRIGAIID can provide for innovators and how these can engage with the project. It was designed as a material to support the stocktaking process that can be handed out to attendants of events or conferences (see figure 12).
- The innovators welcome pack, which is a dossier providing specific information on: i) What can BRIGAIID offer to the innovators; ii) What is the expected interaction between BRIGAIID and the innovator: e.g. BRIGAIID's workflow, stocktaking process & Innovation Description Questionnaire, TIF and MAF+ exercises, and dissemination and market outreach; iii) What involvement is expected from the innovator; and iv) Other relevant issues: e.g. contact information, deadlines, no IPR modification, potential for getting budget for supporting testing activities in European facilities, etc.
- An open call for innovations to be included into the BRIGAIID's second innovation cycle. This is a short brochure which has digital and printable versions and provides information on conditions and deadlines for the application to participate in the second innovation cycle of BRIGAIID. This document also explains the benefits provided by our project.

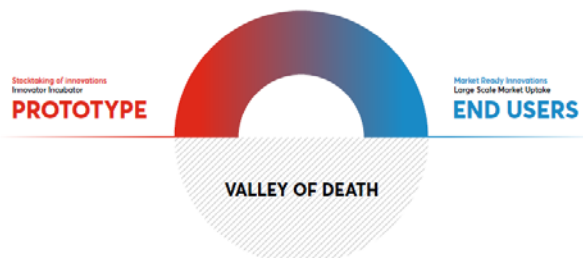
OUR AIM IS TO PROVIDE STRUCTURAL AND ONGOING SUPPORT FOR INNOVATION CLUSTERS:

offering solutions for climate adaptation by developing an innovative mix of methods and tools, to become a standard for climate adaptation innovations.

BRIGAIID's roadmap:

- ① **IDENTIFY** 75-100 existing innovations (TRL 4-8) on floods, droughts and extreme weather.
- ② **SELECT** the most promising 35-50 innovations for further testing, validation and demonstration.
- ③ **IMPROVE** these innovations.
- ④ **SELECT & SUPPORT** the 20-30 most promising innovations for market introduction.
- ⑤ **ESTABLISH** this process to make it an ongoing, structural activity beyond BRIGAIID's life time.

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BRIGAIID's approach:

7 steps that form the path to deliver innovations to the market through the assessment and improvement of Technical, Social and Financial readiness:

- ① **ESTABLISHMENT** of a network of test facilities and implementation/ demonstration sites across Europe for innovations that reduce impacts from floods, droughts and extreme weather.
- ② **STRONG INVOLVEMENT** of innovators: secured support from a broad range of innovation platforms.
- ③ **A TEST AND IMPLEMENTATION FRAMEWORK** (TIF), which delivers a standardised methodology for an independent, scientific judgment of the socio-technological effectiveness of innovations and the assessment of effectiveness of risk reducing measures.
- ④ **SUPPORT** in business development through a Market Analysis Framework (MAF+) to identify market opportunities and select business models.
- ⑤ **DEVELOPMENT** of a Public-Private Investment and Financing (PIF) model for securing ongoing investments in (clusters of) innovations.
- ⑥ **PERFORMANCE** of online and offline marketing activities to expose innovations to end users, e.g. an online Innovation Sharing Platform (ISP) as the EU portal for innovations.
- ⑦ **STRONG INVOLVEMENT** of end users: secured engagement of end users and potential paying customers.

Figure 10. Introductory poster



Figure 11. Leaflet for innovators

vi) Videos

A video presenting BRIGAIID based on 2 dimension animated drawings is under preparation. The storyline, the voice recording and the sketches are concluded, and currently all these material is being integrated and transformed into a motion video. The result is expected to be concluded by mid July 2017.

The main reason of the delay is because a longer version of the video is being prepared in comparison to the original plan, e.g. a one minute video. This longer version will be split into some standalone parts explaining some relevant aspects of the project besides of the general presentation. Thus, we will get the planned presentation video plus 1 or 2 additional videos focusing on more detailed aspects of the project.

vii) BRIGAIID workshops

The planned BRIGAIID workshops were linked to the development of the TIF methodology. This methodology was planned to be fine-tuned based on two workshops with relevant policy and decision makers. However, it has been resolved that end users will be reached out one-to-one via teleconferences. Therefore, this activity is no longer considered by the dissemination and exploitation plans.

viii) Participation in conferences and exhibitions

In the first reporting period, the BRIGAIID members have actively participated in a number of conferences and meetings or workshops organised by other projects. The full list will be part of the Periodic Reporting to be issued by M18. A short list includes the SICN meeting of ANYWHERE project (September 2016), European ES Conference (September 2016), 360° Water Innovations (November 2016), Climate Europe festival 8April 2017), EGU General Assembly (April 2017), RISC-KIT (April 2017) or VP Delta's Challenging Blue Monday (May 2017).

ix) Bilateral contacts

Some contacts with relevant dissemination multipliers have started during the initial reporting period although these will intensify in the future once BRIGAIID methods and outcomes become available. As examples of relevant contacts with key actors, BRIGAIID has actively communicated with Water Window team in relation with the potential links with the ISP and invited a Climate-KIC representative to the Berlin meeting to explore potential collaborations.

x) Collaboration with other projects

Most of the EU-funded projects under the same call as BRIGAIID, e.g. PLACARD, RESCCUE, EU-CIRCLE and RESIN, have participated in a specific networking session organised in the 3rd BRIGAIID project meeting at Berlin. As a result, a series of potential collaboration opportunities are being explored. BRIGAIID has also been present at meetings of our sister projects, i.e. DAPP presented BRIGAIID at the EU-CIRCLE kick-off meeting or ISA participated in a RESCCUE meeting in November 2017.

BRIGAIID also attended in May 2017 to the 7th Community of users on secure, safe and resilient societies climate clustering workshop, which involved a range of initiatives funded under DRS1, DRS9, DRS10, DRS11 and DRS22 work programmes.

6.1.2. Other performed dissemination and communication activities

The BRIGAIID consortium has undertaken other relevant activities which were not planned in the dissemination and communication plan:

- NTPA organised a national meeting in Albania on 21 April 2017 to present BRIGAIID. It had a widespread participation of more than 90 people, including representatives from public and private institute, academic and researchers, as well as private companies. The meeting was honored by the Albanian Minister of Urban Development and the Ambassador of the Kingdom of the Netherlands in Albania.

As an example of the outcome from this meeting, the discussion section where came up interesting questions and way of involvement, for instance: i) about the authority right reserved if the ideas will be displayed from a private company, or NGO' etc.; ii) how BRIGAIID project will help with standardization through ideas implementation; iii) some private and public research institutes showed their interest to include BRIGAIID project in their academic curriculum process; or iv) stakeholders presented in the meeting mention that the innovation ideas would be developed in conformity with Albanian natural conditions. This meeting made the first step for building a stakeholders' network that will contribute in achieving BRIGAIID objectives, e.g. through the establishment of Communities of Innovation in Albania.

The results and reflections on the event was presented at the Berlin meeting (May 2017). It was agreed that it represented a good pilot for other countries to follow.

- BRIGAIID partners have presented BRIGAIID in a number of workshops and specific high-level meetings, i.e. Expert group meeting on heatwaves and health for representatives of Belgian and Dutch governments (September, 2016); Belgian Hydraulics Day, (October, 2016); World Water Day workshop organised by the Romanian Ministry of Water and Forest (March, 2017); or Knowledge 4 Innovation Forum (April, 2017).
- Presence in trade fairs, i.e. AgriPlanta, INDAGRA.
- A publication in Hidrotehnica magazine was prepared by UTCB and NAAR. It describes BRIGAIID as a case study for developemnt of climate-resilience innovations.

6.1.3. Indicators for monitoring the performance of dissemination and communication activities

The indicators proposed in Table 9 have been estimated for the main dissemination and communication activities.

ACTIVITIES	OUTPUTS	INDICATORS
BRIGAIID website	Final website	Number of visits: 1,379 Average time per visit: 2:07 min
Innovation Sharing Platform	Beta version	These indicators are not provided for this reporting period because most of the visits in this period have been done by the developers, testers and consortium members. This would produce a clear positive bias.
Social Media	All accounts created (M3), use of accounts	Number of interactions: very low
Newsletters	1 newsletter	Number of people reached: <u>As for the 1st Newsletter:</u> 177 subscribers outside the consortium received the newsletter. A 42% read the newsletter and a 12% clicked on the links.
Marketing material	Brochures and leaflets	Number of downloads and visualizations: not measured
Videos	In progress	Number of visualizations: the video was not finished by the end of the reporting period
Conferences and exhibitions		Number of participations: 12
Bilateral contacts		-
Collaboration with other projects		-

Table 11. Monitoring indicators for dissemination and communication activities for the year 1 of BRIGAIID

7. Planned actions for the second D&C (+E) reporting period (M14-M26)

This section outlines the plans for the second reporting period by documenting the specific outputs and products planned. It will be updated in the 2018-2019 version of the dissemination and exploitation plan to be able to monitor and evaluate progress.

7.1. Planned dissemination and communication actions for the second D&C (+E) reporting period

The outline below includes the planned dissemination and communication activities.

ACTIVITY	TARGET
BRIGAIID website	Regular updates of contents; 2-3 web banners developed
Innovation Sharing Platform	Regular updates of contents
Social Media	Promote the use of BRIGAIID Social Media accounts by all partners; monitor the impact of our Social Media activity
Newsletters	3 newsletters to be issued at M14, M19 and M24
Communication, Dissemination and Marketing material	1 or 2 videos; 2-3 Visualisations 1-2 Posters, brochures or leaflets relative to BRIGAIID project; 15-20 Pitch decks for innovators; Other specific materials: i.e. support to Venice Conference, support to activity of Col's, etc.
Communities of Innovations	Creation of frontrunner thematic Col's
Conferences	BRIGAIID Conference in Venice at M18
Demonstration events	3-6 Demonstration events at test sites

Participation in events and exhibitions	BRIGAIID partners will be actively involved in conferences and exhibitions. For example, BRIGAIID plans to be present at ECCA Conference at Edinburgh in June 2017.
Organisation of workshops	The number of workshops is not determined yet but is estimated between 2 and 5. For example a workshop with end-users is organised in The Netherlands in June 2017. Specific meetings involving participation of BRIGAIID end-users are intended to be organised in several countries, i.e. The Netherlands, Albania, Romania, Italy, Spain, etc.
Bilateral contacts	Increase the intensity of bilateral contacts
Collaboration with other projects	Foster the links with other ongoing projects and consider joint dissemination activities

Table 12. **Planned activities for year 2**

A more precise description of planned activities is provided broken down by the type of action

i) BRIGAIID website

The website will be regularly updated with new content to inform on the project progress and support the project activities. For example, specific reports and visual material will be added to facilitate the application of BRIGAIID methodologies.

ii) Innovation Sharing Platform (Climate Innovation Window)

The full version of the Climate Innovation Window is planned to be released by June 2017.

iii) Social Media

An updated social media protocol is planned to be circulated by June 2017. As a result, the BRIGAIID activity in social media needs is expected to be strengthened.

iv) Newsletters

A total of 3 general newsletters is planned to be forwarded throughout the second year of the project. All of them will keep a similar structure to the first newsletter although each one will focus on a specific theme:

- In month 16, the newsletter will be produced shortly after the Climate Innovation Window is published online. Thus, the contents of this newsletter shall focus on describing the potential of our platform to showcase innovations.
- In month 19, the newsletter will deal with the dissemination of the key messages and lessons learnt from the first BRIGAIID conference organised one month before in Venice

(Italy). The involvement of end-user in BRIGAIID is expected that the core topic of this newsletter.

- In month 24, we intend to bring BRIGAIID innovations and methodologies back as the 'leit motiv' of the 4th newsletter, similarly to the first one.

Finally, it has been planned to create short newsletters with interviews to BRIGAIID innovators which will be circulated in the interim periods between the general newsletters. The rationale of this action is to avoid that a potential interest in our joint effort may be lost due to a prolonged period between specific dissemination actions. Thus, we aim to send a newsletter around every two months which should help to the perception of BRIGAIID as a living project with regular progress.

v) Dissemination and marketing material

A number of materials supporting dissemination and marketing activities are intended to be produced. There is not a closed list of these materials because it has been decided to adopt a flexible approach to be able to answer to the requirements of partners. The tentative list of products includes:

- Visualisations or infographics;
- Posters, brochures or leaflets relative to BRIGAIID project;
- An end-users welcome pack
- Pitch decks for innovators involved in the testing phase of the 1st innovation cycle;
- A call for innovators to attract innovators for the second innovation cycle and a complementary web banner
- Material to support the organisation of the BRIGAIID Conference at Venice,
- Material to support the activity of Col's

vi) BRIGAIID conferences

The first BRIGAIID Conference is being organised by Thetis and will take place in Venice (Italy) the 9th and 10th of November

The conference will focus on the involvement of end-users, promoting a first opportunity of dialogue between possible beneficiaries and BRIGAIID's innovators. The event will be organized into parts: BRIGAIID's internal activities (1 day) and BRIGAIID's 1st Conference (1 day).

The Conference shall include the presentation of case studies and main existing problems by end users, the presentation of BRIGAIID's tested innovations, and a round table to discuss about how BRIGAIID's innovations can support end-users and how end-users' needs can drive BRIGAIID innovations' scouting and implementation processes.

An evening open session will include demonstrations, e.g. possibility to reserve a space to provide live demonstrations, display innovations videos, put innovations on display, etc., also an innovation market meeting area with poster presentations to allow direct interaction between

innovators and possible end-users, and a dinner area in the same building to continue discussions started during the innovation market.

vii) BRIGAIID demonstration events

A series of demonstration events will be organised in BRIGAIID test facilities in coincidence with the development of testing activities with innovators. So far, the schedule for these events is yet not closed.

viii) Participation in events and exhibitions

The BRIGAIID partners will remain active in the participation in events, i.e. external conferences, congresses, workshops, trade fairs or exhibitions. This activity is regularly reported through our website.

ix) Bilateral contacts

As the project evolves, the contacts with key agents that may facilitate or multiply our dissemination and impact are expected to increase. However, there is not a specific planning for these bilateral contacts.

x) Collaboration with other projects

A number of collaborative actions with other research and innovation actions have been identified. An internal survey has been conducted among BRIGAIID partners to assign a priority to these activities (see results in figure 13). These possibilities are currently being explored.

Collaborating with other projects: for WHAT? Please score between 1 and 5 these potential actions.

	TOTAL	AVG
Involve end-users of other projects into BRIGAIID	53	4,1
Involve innovators of other projects into BRIGAIID	53	4,1
Links to each other in our dissemination activities, e.g. common references in newsletters	47	3,6
Share dissemination and communication activities, e.g. try to engage with existing platforms as a cluster of projects (DRS9 family) instead that as a single project	46	3,5
Assistance to demo events and conferences / Shared organisation of demo events and conferences	45	3,5
Assess the potential use of your innovation in Decision Support Tools under development by other projects	36	2,8
Publication of a special issue in a relevant journal	34	2,6
Create common deliverables for major impact	30	2,3

Figure 12. Priorities of BRIGAIID partners for the collaboration with other projects

xi) Communities of Innovation

Participation of end users in the stocktaking process, demonstration events, in the Communities of Innovation and in the Advisory Board of the project will allow high level discussions on how to apply these innovations in end users practice. In terms of planning, Identification of potential BRIGAIID Col's will now take into account the results from the market scoping exercise, the main topics of BRIGAIID innovations, geographical characteristics, potential engagement of end-users and innovation platforms which signed letters of commitment, and potential involvement of partners. In terms of the creation of Col's a plan for the development of Communities of Innovation is already under development, with an initial planning facilitated thanks to two side events run at the Berlin Meeting (May 2017).

7.2. Planned exploitation actions for the second D&C (+E) reporting period

7.2.1. Innovations supported by BRIGAIID

As commented in section 5, WP6 will produce the initial reports for the Market Analysis Framework -MAF+ (Deliverable D6.2) and also for the Public-Private Investment and Financing framework –PPIF (Deliverable D6.3) by October 2016. The application of both frameworks will strongly support exploitation activities from innovations.

Furthermore, the market analysis actions will be complemented by the creation of pitch decks. In the next reporting period, this will be made for all the innovations involved in the first innovation cycle. The general information on BRIGAIID innovations that is initially added into the Climate Innovation Window will be enriched with the pitch decks as well as with results from testing and application of TIF framework.

7.2.2. Climate Innovation Window

At this stage, the exploitation actions for the CIW will continue to be explored.

7.2.3. Exploitation activities for BRIGAIID methodologies

As a first step, it has been agreed that a number of decisions on how to operationalise the use of BRIGAIID methodologies must be made as a required condition to plan ahead their potential exploitation. It also has been agreed that a small committee involving DUT, HKV, ECO and ICA is going to maintain regular contacts to explore these issues. This action shall facilitate the definition of specific activities and objectives to be addressed in the exploitation plan (see section 5.5) to be included into a next deliverable.

ANNEX I. List of abbreviations

CCA:	Climate Change Adaptation
CIW:	Climate Innovation Window
Col:	Community of Innovation
D:	Deliverable
D&C:	Dissemination and Communication
DG:	Directorate General
DoA:	Description of Actions document, annex II to BRIGAIID Grant Agreement
DRR:	Disaster Risk Reduction
E:	Exploitation
EC:	European Commission
ES:	Ecosystem Services
EU:	European Union
FP:	Framework Programme
ISP:	Innovation Sharing Platform
ICT:	Information and Communication Technology
M:	Month
MAF+:	Market Analysis Framework, web-based
NBS:	Nature Based Solutions
PPIF:	Public-Private Investment and Financing
PU:	Public
SDG:	Sustainable Development Goal
SEO:	Search Engine Online
SME:	Small/Medium Enterprise
SSERR:	Support Services for Exploitation of Research Results

SWOT: Strengths-Weaknesses-Opportunities-Threats

TIF: Technology and Implementation Framework

TRL: Technical Readiness Level

UN: United Nations

WFD: Water Framework Directive

WP: Work Package

ANNEX II. Social Media strategy



BRIGAIID SOCIAL NETWORKS STRATEGY

Protocol to disseminate BRIGAIID on Social Networks

Grant Agreement No. 700699

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SCOPE

This document defines how BRIGAD's partners must use the social networks in the project framework to communicate the project activities and results.

This protocol applies to all partners of the project and gives guidelines on how to use social media.

INTRODUCTION

Internet has changed and grown during the past years. However, the greater difference is actually the way people use it and the rise of social media tools.

Internet was initially a very passive medium. Users could seek and read content and the interaction level was poor or none. The scenario completely changed with the arrival of social media: **the content is now increasingly being brought to the reader, and they in turn are interacting with content and its makers.**

Now users can comment, engage, share, enhance. Social networks allow spreading the word faster through readers by allowing them reading the content as well as share it with others, give their personal opinion, spread news, swap perspectives... i.e. communicate with other people.

Due to all these reasons, it is crucial to establish a good social network use for the project to increase the online presence of the project and to achieve a greater dissemination impact.

REQUIRED COMMITMENT

It is crucial to keep in mind that social networks (creating posts, discussions, answering, etc) takes time. So, partners should seriously consider to put aside a short period of time every week to spend on this task.

Partners will need time to:

- 1. Update content,**
- 2. respond to any comments**
- 3. and react to other users within the chosen networks for the project.**

Fortunately, one of the great things about social media is how easy it is to share the load. Every task mentioned in this social networks protocol can be controlled by more than one person, so it's simple to allocate the workload between several members of your team.

By simply sharing access passwords or adding moderators (which is easily done through the settings of most of these tools), any number of your team can help to do it.

GENERAL RULES

This section describes how partners must proceed when they use any social networks for the project dissemination:

1. Be accurate, fair, thorough and transparent.
2. Be mindful that what you publish may be public for a long time.
3. Respect copyright laws.
4. Do not publish or report on conversations that are meant to be private or internal to BRIGAIID without permission.
5. Respect your audience. Do not publish anything that would not be acceptable in the workplace. How proper consideration for others' privacy and for topics that may be considered objectionable or inflammatory, such as politics and religion.
6. Write in the first person ("I" or "we").
7. Encourage constructive criticism and deliberation.
8. Do not correct contributors' spelling or grammar.
9. Edit other people's contributions only when necessary. Instead of editing or removing significant factual errors, you should either make a public response or directly contact the person who made the original comment, or both.
10. If a contributor makes a comment that is defamatory or likely to cause extreme offense, edit or remove it where possible. If this is not possible, report it by e-mail to the Communication Package (WP7) leader with copy to the contact person of L'Orangerie Studio. Moreover, contact the user to explain why you took this action, and if appropriate ask them to post the comment again without the offensive content.

TWITTER

Who must tweet and how?

Who tweets from BRIGAIID Twitter Account

The WP7 leader and the BRIGAIID project coordinator will tweet from the BRIGAIID account about events, milestones of the project and to announce next steps.

How can the other partners tweet?

Consortium members will tweet from their existing individual Twitter accounts. The format of the tweet must be:

- **Tweet to share information:**
@brigaid_eu Your tweet here #brigaid_eu #H2020
- **Tweet about a Brigaid event:**
@brigaid_eu Your tweet here #brigaid_eu #H2020 #brigaid_event_hashtag

Remember to add the hashtags, they increase tweet searchability and virability.

Attention: avoid using just #brigaid, since another company has already used it earlier and their sector and goals are completely different. We must avoid any confusion between different accounts and users.

When to tweet

According to the dissemination and communication plan: the strategy to keep BRIGAIID's account active is that partners tweet at least twice per month.

So, create an event in your organization agenda to tweet twice per month at least. It is convenient to do it regularly, i.e. every 15 days following always this pattern.

Types of updates

Partners can create tweets with the following kind of content:

- **Information Sharing Tweet:** e.g. sharing news about a fire, droughts in some part of the world, news related to climate change, ...etc.
This kind of tweet may be created by any partner from any WP.
- **Self Promotion Tweet:** e.g. "Our innovation will be already available [...]!" or "Our innovation will be in the market next autumn!", etc.
This kind of tweet can be created by partners from WP2, WP3 and WP4.
- **BRIGAIID Event Promotion Tweet:** e.g. tweet alerts, information and updates about yet-to-come events BRIGAIID events, such as conferences or testing events.
This kind of tweet can be created by WP7 leader and the project coordinator.

In order to create information sharing tweets:

- Every time you do a conference/workshop/seminar presentation, etc. related to BRIGAIID, tweet it. If possible, put your slides online (e.g. using SlideShare) and add a link to it in the tweet.
- Every time you get a paper published, if it is related to the innovation you are working

on in BRIGAD, tweet the link to the article on the publisher's website. Inform that you can send copies if need be if it is not open access. In case you can get permission, upload a copy on ResearchGate or similar and tweet the link.

- Tweet quotes from speakers at conferences you attend, adding also the conference hashtag. In case there is no hashtag for the conference, make one up. This will allow you to connect with other delegates and make them aware of BRIGAD's work
- You can use tools like Science Direct, Google News and Google scholar alerts to find content to tweet and share interesting news related to BRIGAD's topics. These tools will provide you with key words and authors that are particularly relevant to the project. BRIGAD's Twitter account could become with this strategy the first to let the project followers know about new developments linked to their interests.

Tips to create your tweets

The following tips are recommendations and suggestions to tweet in the project. Most of them can also be applied when posting in Facebook or LinkedIn:

- Consider how useful and relevant each tweet is before sending it, to increase the likelihood that your followers find your tweets useful and keep following you.
- Ensure the majority of your tweets have hyperlinks to further information.
- Provide an image (or video) to accompany your tweets where possible.
- Avoid sending too many tweets and re-tweets at a time.
- Avoid using too many acronyms and abbreviations in your tweets – they may make sense to you but many people reading fast will simply skim over your tweet if they don't understand you instantly.
- Keep your tweets related to the project topics and interests. Do not to mix work and personal tweets.

- Twitter users are more likely to follow positive accounts, so avoid coming across sad, aggressive, angry or cynical in your tweets.
- Link your tweets to ongoing events in academia and the news, using linked hashtags where relevant. Try to keep the number of hashtags low, so add one or two hashtags besides #brigaid_eu and #h2020.
- Avoid tweet in bursts if you've got a lot to say; rather spread your tweets through the day. You can use online and free tools to automatically schedule your tweets.
- Keep in mind when project followers are most likely to read the tweets:
 - 7-9 am and 5-7 pm on weekdays: time of day you're most likely to get retweets and other engagement from academics (i.e. before/after and during the commute to/from work). Tweeting between 8-9 am is particularly effective.
 - Weekends: There is often a quite different audience of academics reading tweets at the weekend to these weekday times, so it is worth repeating key messages from the week at the weekend.
- If you come across some great work-related material over the weekend, remember to re-use it later in the week when different people are more likely to pick it up.
- Respond to questions and comments from followers. Thank them for retweeting your posts. Remember to add always the project hashtags.
- Focus on relevance, i.e. keep in mind what will BRIGAIID's followers be interested in.
- Share links to images, interesting articles, podcasts, videos... related to the project, its goals and topic.
- Don't be afraid to make mistakes!

Help to get more followers

The way most people find out about other people on Twitter is when they get followed. Default settings send an email and mobile notification to a user when a new person starts following them (including their brief biography) – if they like what they read, chances are they will follow you.

The best way to find others who may be interested in what you're doing is to see who is following other users who are tweeting very similar things to you:

- Go to the profile of the people you most frequently re-tweet and see who's following them, then select and filter some of their followers and follow them.
- Most people decides whether or not to follow someone based on the last three tweets that person wrote, so before you start following lots of people strategically, make sure your last three tweets are representative of the project.
- Twitter monitors the ratio of people following you to the number of people you follow to stop spammers, so you may reach a limit beyond which you cannot follow anyone else. But don't let that stop you getting the word out about what you're doing. Unlike Facebook, it is common and acceptable to unfollow users (they won't be notified that you unfollowed them) to free up room to follow others. If possible, unfollow the people who you've been following for longest who have not followed you back (they will be least worried if they do work out that you unfollowed them). Tools like ManageFlitter (<https://manageflitter.com/unfollow>) can make strategic unfollowing very quick and easy.

LINKEDIN

Who must post and how?

LinkedIn is the world's largest professional network and thereby a perfect social network to share information and results about the project and create discussions about its topics in order to contact with other innovators and researchers, as well as with possible end-users.

Who posts from BRIGAIID LinkedIn Account

Partners involved in WPs 1-4 must create 1 post per month in their account and start or participate in one discussion in BRIGAIID account group.

How can the other partners post?

Partners involved in WPs 5-7 to post news related to the WPs content (1 post per month) and 1 discussion per term

To create monthly posts and create discussions:

- Ask questions. This is an effective strategy to encourage engagement with your posts because they openly stimulate the minds of the project's audience. Questions work especially well with life science professionals, as they tend to have a deep pool of

expertise to share and are often glad to discuss their work in detail.

- Be entertaining and interesting. Although LinkedIn is certainly a 'business social network,' the people interacting on it are just like anyone else browsing the web - they're hoping to be entertained, informed and educated. Think carefully about your post before you upload it and make sure that the group will really enjoy it.
- If you intend to share your own articles, whitepapers etc, be sure to highlight why they are interesting to the community and try to stimulate an active discussion around them where possible.
- Be open, honest and interested in other people's ideas. Once a discussion is initiated, be sure to treat everyone's ideas with genuine interest and respect. Put yourself in the mind of your audience and suggest topics the group will want to discuss.
- Spread your discussion topics beyond LinkedIn. The more people who are exposed to your new discussion topic, the more readers and comments you are likely to attract. Therefore, don't forget to share the post on Twitter, Facebook and other social networks where appropriate, directing users back to the original discussion on LinkedIn.
- Use lists. There is plenty of advice on the web suggesting that lists are an effective way to engage readers as they are easy to read and digest. However, they must only be used where they are really appropriate, e.g. when you have a series of simple, short points to make. But remember, lists are only powerful if the title and subtitles are punchy, informative and enticing.

Tips to create news posts:

- You can use tools like Science Direct, Google News and Google scholar alerts to find content for your LinkedIn posts and share interesting news related to BRIGAD's topics.
- Post about timely and relevant news/research/trends. Many people use LinkedIn as a channel for finding interesting and relevant content. Therefore, a great way to become known as a thought leader in your sector is to seek out and post such stories (before anyone else does). Make sure to only post the best stories you find, otherwise you'll just be contributing to the background noise.

How to find and join to BRIGAIID LinkedIn group

LinkedIn group:

BRIGAIID - Bridges the Gap for Innovations in Disaster Resilience.

There are three ways you can find the group:

- **In the search box at the top of any page, select Groups from the dropdown list on the left. Then type in the name of the group.**
- **On the search results page, you can refine your search using the filters on the left.**
- **Move your cursor over Interests at the top of your homepage and select Groups. Click Discover at the top of the page to view suggested groups. You can then request membership by clicking the Ask to join button under the group description.**

There are two ways you can join a group:

- Click Join on the group Discussions page or anywhere you see the button.
- Respond to an invitation from a group member or manager.

FACEBOOK

This social network is very useful to publicize events and to recruit participants to research activities, e.g. new innovators. There are more than 100 billion monthly users of the platform. Thereby, Facebook can be an excellent tool to promote a research and market project like BRIGAIID.

Who must create Facebook posts and how?

Who posts from BRIGAIID Facebook Account

The WP7 leader and the BRIGAIID project coordinator will post in the BRIGAIID's on BRIGAIID's wall about events, milestones of the project and to announce next steps.

How can the other partners post?

All partners will create Facebook posts from their accounts that will be added to the project Facebook page. In order to do it you need first to become a friend of BRIGAIID in Facebook. Send a friend request to BRIGAIID Facebook account for it.

How to post to promote BRIGAIID

Everytime you want to create a post for the project:

- **Log in to your Facebook account with your email address and password.**
- **Type your post in the "What's On Your Mind" box that appears at the top of any page.**
- **After writing your post and adding the hashtags, include BRIGAIID EU preceded by the "@" key. Select BRIGAIID from the resulting drop-down list. Click the "Post" button. In this way, your post will be added to the project wall.**
- **Follow the following format for your post:**
Your post here #brigaid_eu #H2020 (These are hashtags) Brigaid EU
(This is a Facebook Tag)

How to create compelling content

You will need to prepare messaging before you go live. The following rules and tips will help you as well as ensure a unique voice for the dissemination in this social network:

- Keep your posts short and simple.
- Recommendation: post snippets of interesting news rather than trying to explain your entire idea in one go. Add a link to the page where all the content is completely explained in detailed (e.g. source of the news, your innovation page in the project's website, etc.).

- Create a call to action, e.g. by asking to leave their opinion, by asking to share your post with their own followers, etc.
- Remember to include always the link to the project page, so your followers can also access the project website.
- Be authentic: Share what you are excited about in the project and your readers will be excited too. The key of success in this dissemination channel is to create posts that are interesting and valuable to innovators or end-users, and to target your messages so that the right people see them.
- Be responsive: When people comment on your posts, answer to their comments, so they feel that your project is listening.
- Be consistent: Schedule your posts so you post regularly. For example, you can post the first wednesday of each month.

In order to be always updated about dissemination and communication materials created for BRIGAIID, all the partners must follow BRIGAIID Facebook Account.

Moreover, it is strongly recommended that partners also follow L'Orangerie Studio account because this partner will post the materials as well as any interesting information and updates related to those materials.

Help to build a broad audience

Encourage your current network to like the project's Facebook page. They're the people who are most likely to see your posts in their News Feed. The initial audience is crucial to establish credibility and spread the word. They can help to tell our story.

Moreover, like the project's page yourself and share it by inviting your contacts: you can email them so they know about the Facebook project page, as well as the project website.

Finally, join other groups to engage in discussions with those who have similar interests to BRIGAD's and with influencers in your particular research community. Being active in these groups will help drive people to the project's Facebook page. Try to be genuine and helpful in this groups in order to avoid to look like you joined the group just to promote your work.

Exceptions

- If the nature of your innovation, the event to disseminate, etc. requires you to break a guideline, you must not do so without requesting an exception to WP7 leader and the project coordinator. Exceptions can only be granted by the project coordinator.

SOURCES:

Twitter:

- <http://www.mayaproject.org/blog/2015/10/4/top-twitter-tips-for-academics>
- <https://blog.bufferapp.com/get-more-followers-twitter-facebook-research>

Facebook:

- <http://www.londonmet.ac.uk/media/london-metropolitan-university/london-met-documents/faculties/faculty-of-social-sciences-and-humanities/research/child-and-woman-abuse-studies-unit/ceinav/Guide-to-Dissemination.pdf>
- <http://www.crowdfunder.co.uk/blog/hints-tips-promoting-project-facebook/>
- <http://davidcantone.com/enlazar-paginas-facebook/>
- <http://smallbusiness.chron.com/recommend-someone-become-friends-someone-else-facebook-41659.html>

LinkedIn

- <http://smallbusiness.chron.com/use-LinkedIn-polls-44958.html>
- <https://chempetitive.com/chemunity/how-start-popular-LinkedIn-discussion>
- <https://www.linkedin.com/help/linkedin/answer/186/finding-and-joining-a-group?lang=en>

ANNEX III. Obligations of partners in relation to dissemination activities— as stated by grant agreement for BRIGAIID

ARTICLE 29 — DISSEMINATION OF RESULTS — OPEN ACCESS — VISIBILITY OF EU FUNDING

29.1 Obligation to disseminate results

Unless it goes against their legitimate interests, each beneficiary must — as soon as possible — **‘disseminate’** its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium).

This does not change the obligation to protect results in Article 27, the confidentiality obligations in Article 36, the security obligations in Article 37 or the obligations to protect personal data in Article 39, all of which still apply.

A beneficiary that intends to disseminate its results must give advance notice to the other beneficiaries of — unless agreed otherwise — at least 45 days, together with sufficient information on the results it will disseminate.

Any other beneficiary may object within — unless agreed otherwise — 30 days of receiving notification, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the dissemination may not take place unless appropriate steps are taken to safeguard these legitimate interests.

If a beneficiary intends not to protect its results, it may — under certain conditions (see Article 26.4.1) — need to formally notify the *Agency* before dissemination takes place.

29.2 Open access to scientific publications

Each beneficiary must ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results.

In particular, it must:

(a) As soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications;

Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.

(b) Ensure open access to the deposited publication — via the repository — at the latest:

(i) On publication, if an electronic version is available for free via the publisher, or

(ii) Within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.

(c) Ensure open access — via the repository — to the bibliographic metadata that identify the deposited publication.

The bibliographic metadata must be in a standard format and must include all of the following:

- The terms “European Union (EU)” and “Horizon 2020”;
- The name of the action, acronym and grant number;
- The publication date, and length of embargo period if applicable, and
- A persistent identifier.

29.4 Information on EU funding — Obligation and right to use the EU emblem

Unless the *Agency* requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) must:

- c. Display the EU emblem and
- d. Include the following text:

“This project has received funding from the *European Union’s Horizon 2020 research and innovation programme* under grant agreement No 653874”.

When displayed together with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the *Agency*.

This does not however give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

29.5 Disclaimer excluding *Agency* responsibility

Any dissemination of results must indicate that it reflects only the author's view and that the *Agency* is not responsible for any use that may be made of the information it contains.

ARTICLE 38 — PROMOTING THE ACTION — VISIBILITY OF EU FUNDING

38.1 Communication activities by beneficiaries

38.1.1 Obligation to promote the action and its results

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.

This does not change the dissemination obligations in Article 29, the confidentiality obligations in Article 36 or the security obligations in Article 37, all of which still apply.

Before engaging in a communication activity expected to have a major media impact, the beneficiaries must inform the *Agency* (see Article 52).

38.1.2 Information on EU funding — Obligation and right to use the EU emblem

Unless the *Agency* requests or agrees otherwise or unless it is impossible, any communication activity related to the action (including in electronic form, via social media, etc.) and any infrastructure, equipment and major results funded by the grant must:

- e. Display the EU emblem and
- f. Include the following text:

For communication activities: “This project has received funding from the *European Union’s Horizon 2020 research and innovation programme* under grant agreement No 653874”.

For infrastructure, equipment and major results: “This *[infrastructure][equipment][insert type of result]* is part of a project that has received funding from the *European Union’s Horizon 2020 research and innovation programme* under grant agreement No 653874”.

When displayed together with another logo, the EU emblem must have appropriate prominence.

For the purposes of their obligations under this Article, the beneficiaries may use the EU emblem without first obtaining approval from the *Agency*.

This does not, however, give them the right to exclusive use.

Moreover, they may not appropriate the EU emblem or any similar trademark or logo, either by registration or by any other means.

38.1.3 Disclaimer excluding the *Agency* responsibility

Any communication activity related to the action must indicate that it reflects only the author's view and that the *Agency* is not responsible for any use that may be made of the information it contains.

38.2 Communication activities by the *Agency*

38.2.1 Right to use beneficiaries' materials, documents or information

The *Agency* may use, for its communication and publicising activities, information relating to the action, documents notably summaries for publication and public deliverables as well as any other material, such as pictures or audio-visual material that it receives from any beneficiary (including in electronic form).

This does not change the confidentiality obligations in Article 36 and the security obligations in Article 37, all of which still apply.

However, if the *Agency's* use of these materials, documents or information would risk compromising legitimate interests, the beneficiary concerned may request the *Agency* not to use it (see Article 52).

The right to use a beneficiary's materials, documents and information includes:

- g. Use for its own purposes** (in particular, making them available to persons working for the *Agency* or any other EU institution, body, office or agency or body or institutions in EU Member States; and copying or reproducing them in whole or in part, in unlimited numbers);
- h. Distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes);
- i. Editing or redrafting** for communication and publicising activities (including shortening, summarising, inserting other elements (such as meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation);

- j. Translation;
- k. Giving **access in response to individual requests** under Regulation No 1049/2001¹⁶, without the right to reproduce or exploit;
- l. **Storage** in paper, electronic or other form;
- m. **Archiving**, in line with applicable document-management rules, and
- n. the right to authorise **third parties** to act on its behalf or sub-license the modes of use set out in Points (b),(c),(d) and (f) to third parties if needed for the communication and publicizing activities of the *Agency*.

If the right of use is subject to rights of a third party (including personnel of the beneficiary), the beneficiary must ensure that it complies with its obligations under this Agreement (in particular, by obtaining the necessary approval from the third parties concerned).

Where applicable (and if provided by the beneficiaries), the *Agency* will insert the following information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the *Research Executive Agency* under conditions.”

¹⁶ Regulation (EC) No 1049/2001 of the European Parliament and of the Council of 30 May 2001 regarding public access to European Parliament, Council and Commission documents, OJ L 145, 31.5.2001, p. 43.

ANNEX IV. Letters of commitment

Table 13. Table V.1. List of Innovation Platforms

Country	Innovation Platform	Signed by	Country	Innovation Platform	Signed by
Albania	Polytech Uni Tirana	T. Floqi	Netherlands	YESDelft	P. Guldemon
Estonia	Baltic Innovation Office	T. Tõnnisson	Spain	Fundación Nueva Cultura del Agua	J. Martínez
Hungary	Szent István University of Gödöllő	C. Fogarassy	Spain	EU Center for Innovation Murcia	E. Peñalver
France	VegetalID	J. Tapia	Spain	Cajamar Foundation	R. García Torrente
Italy	Environment Park	M. Da Via	Romania	Staiuea de Cercetare-Dezvoltare pentru Pomicultura	C. Ion
Italy	ComoNExT	S. Poretta	Romania	BND Cons	Director
Netherlands	Innovation Quarter	R. Zonneveld	Romania	Spectrum Construct	D. Soiman

Table 14. Table V.2. List of End Users

Country	End User	Signed by	Country	End User	Signed by
Albania	Ministry of Environment	Alqi Bllako	Israel	Peleg Hagalil	E. Schossev
Albania	Ministry of Agriculture	V. Bregu	Netherlands	Ministry of Infrastructure & Environment: Department Climate Adaptation	W.J. Goossen
Albania	Directorate of Civil Emergencies	S. Prençi			
Albania	National Agency of Protected Areas	Z. Dedej	Netherlands	Netherlands Safety Institute	M. Luttik
Albania	Municipality of Lezha	F. Frokaj	Netherlands	RWS	R. Allewijn
Albania	Municipality of Shkodra	V. Ademi	Netherlands	Water board Rivierenland	R. Bleker
Albania	Municipality of Berat	Petrit Sinaj	Netherlands	City of Rotterdam	J. Jacobs
Albania	Inst. of Geosciences, Energy, Water and Environment	F. Hoxha	Netherlands	STOWA	J. Buntma
			Netherlands	Safety Region ZHZ	C. Post
Belgium	VLARIO	W. Franken	Portugal	ICNF	J. Pinho

Belgium	City of Gent	R. Coene	Portugal	UNCCD NFP	L.P. do Rosário
Belgium	Infrax	R. Bellers			
Belgium	Farys	D. Verbeelen	Romania	Agrozootechnica	T. Ion
Belgium	City of Antwerp	F. Lenders	Serbia	Dutch Embassy Serbia	H. vd Dool
Curacao	Ministry of Economic Development	L. Girigorie			
Germany	StALUMM	K.Sommermeier	Spain	Duero River Basin Authority	J. P. Alonso
Italy	Venice Water Authority	F. Riva			
Italy	Consorzio Venezia Nuova	H. Redi	Spain	Segura River Basin	J.C. González Martínez
Italy	Comune Monterossa al mare	E. Raso	Spain	Murcia's Regional Development Agency	F. Martínez Ferández
EU	EIP-Water Action Group River-Res	C.M. Primo			
Global	World Bank	A. Simpson	UK	UKCIP	R. Street