



D7.1 Communication Plan

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Responsible author(s)	Philipp Brugner



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List of abbreviations

EC	European Commission
EU	European Union
RO	Romania
DoA	Description of Action
R&I	Research and Innovation
KPI	Key Performance Indicator
WP	Work package
CSA	Coordination and Support Action
IA	Innovation Action
T.	Task

Executive summary

The present communication plan (D7.1) outlines the approach, objectives and targets for the communication activities to be implemented in the Horizon 2020 funded “BrainTwin: Development of a world-level neuroengineering research centre by European twinning” project. BrainTwin officially started in September 2020 and will run for three years. The main objective of the project is to establish a new world-level centre for research and education in the field of neuroengineering as part of the Technical University Gheorghe Asachi of Iasi, Romania, and to increase its public awareness both at the national and international (EU) level.

This deliverable is written against the background of the overall objective. Its main purpose is to define the scope of communication actions that need to be implemented within the project in order to meet the project’s objective.

It is structured in the following way: At the beginning, a definition and some background to the term “communication” in the context of EU funded research projects is provided. Then the state-of-the-art guidelines about how research & innovation (R&I) projects funded under H2020 should approach their communication activities are presented. The rule of thumb for all EU funded R&I projects is the same: By receiving EU funding, beneficiaries are obligated to publicly disclose any type of non-sensitive information generated within the project. Public disclosure in other words is public communication. Next the main instruments and actions related to public communication in BrainTwin are described, followed by a presentation of the specific sub-objectives to be reached in the project’s communication area.

The document contains information on the project’s stakeholders and target audiences in view of communication. It further presents the project’s corporate identity with a particular focus on the project logo, the standard colours, the project’s font for written products and the most relevant templates.

The last two chapters cover the monitoring of communication activities (by using Key Performance indicators – KPIs) and the general risk assessment.

1 Definition: Communication in EU funded R&I projects (H2020)

The present document is a public deliverable and as such will be available online with unrestricted access. It outlines the project's overall approach to external communication (further "communication). "External communication" is defined as "all public communication activities carried out by the project and addressed to the project's general audience". The main aim of doing communication is to ensure that the project's audience is pro-actively informed about the project's current activities and, as a result of it, its visibility in the public is steadily increasing over the time of implementation.

Communication (as well as dissemination and exploitation – these two topics are covered in a separate deliverable D7.7) has become an integral part of any Horizon 2020 funded action, irrespective of the type of project (RIA, CSA, IA, Twinning etc.), even more so since the European Commission (EC) launched its "Open Innovation, Open Science, Open to the world" strategy as a new preamble for the Horizon 2020 programme back in 2016¹. The strategy keeps being effective until the end of H2020 at least, notably in January 2021, when H2020 will be succeeded by the new Horizon Europe. Unless the EC announces any other update regarding the strategy, it will maintain its status also within the Horizon Europe. As one of its key constituents, the strategy defines the EC's approach towards the use of scientific and empiric data/results generated in Horizon 2020 actions and advocates for an open access for anyone wishing to use them provided that it does not concern results with a sensitive character. In general terms, the "three Os" are an appeal to all H2020 beneficiaries to make transparency, openness and accessibility to a highest priority when it comes to sharing research results. The precondition for being successful in sharing results is, amongst others, a proper communication management that continues throughout the whole project lifetime.

When it comes to the operational definition of communication, BrainTwin sticks to the good practices, guidelines and definitions promoted by the EC. The EC's recommendations and standards for the effective communication of project results (from version 1.0, 25. September 2014 – still in effect)² are the most important theoretical and practical cornerstone for the present communication plan.

INFO BOX

Definition: Communication for beneficiaries of H2020 funds

Communication, in contrary to dissemination and exploitation, is the public presentation of project activities, news and results to both the general public and stakeholders concerned, including physical and online forms of presentation.

BrainTwin works with the definition of communication, as just presented in the info box above. Another helpful service maintained by the EC is the official glossary on the Funding and Tender portal. It relates to all EU funding opportunities that are grouped in programmes³. There one can find

¹ <https://ec.europa.eu/digital-single-market/en/news/open-innovation-open-science-open-world-vision-europe> (16.10.2020)

² https://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf (16.10.2020)

³ <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/glossary> (16.10.2020)

a description of all relevant terms pertaining to the management of EU funds. The visualization below is a consolidated version of the glossary entry on communication.

What is communication?



* Shortened from http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html

Figure 1 Simplified depiction of communication as described in the Funding and Tender portal

1.2 State-of-the-art in addressing communication in EU-funded R&I projects (H2020)

As already indicated several times, communication attains an important role in the implementation of R&I projects. Therefore, communication strategies like this one are an essential constituent to the whole project. Even if the inclusion of a communication chapter isn't an official admissibility criteria when it comes to the eligibility check of a final H2020 proposal (contrary to the draft plan for dissemination and exploitation of results, which is mandatory to include already at proposal stage in most cases – check the admissibility and eligibility check for H2020 online⁴), it is no secret that projects which do not address their responsibility to communicate as part of their proposal will definitely fail in the evaluation stage.

So what does the EC expect from beneficiaries more specifically? What is important to consider both at the proposal preparation and in the implementation phase?

Proposal preparation phase	Project implementation phase
<ul style="list-style-type: none"> • Pay attention to Model Grant Agreement, Article 38.1: “Obligation to promote the action and its results” (however: no admissibility criteria!) 	<ul style="list-style-type: none"> • Promote your project and its results beyond the projects own community, reach out to society
<ul style="list-style-type: none"> • Describe your communication approach both in the impact section and in a specific WP 	<ul style="list-style-type: none"> • Communicate your research in a way that is understood by non-specialist, e.g. the media and the public
<ul style="list-style-type: none"> • Include important aspects to communication, such as target groups 	<ul style="list-style-type: none"> • Develop a communication plan at the beginning of the project

⁴ https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/from-evaluation-to-grant-signature/eligibility-check_en.htm (16.10.2020)

and Key Performance Indicators	
<ul style="list-style-type: none"> • Make yourself aware of who will take over the role as communications manager in the project 	<ul style="list-style-type: none"> • Inform EC/ Agency in advance of communication activities expected to have a major media impact
<ul style="list-style-type: none"> • Consider which communication workflow works best for the project 	<ul style="list-style-type: none"> • Follow an inclusive communication management: WP leader as the central point, but all project partners as active contributors

Table 1 Addressing communication in the proposal and project implementation phase

The table presented covers the most important tasks that allow to successfully address communication in your H2020 project from the very beginning of the process (i.e. the proposal preparation phase). It works with general task descriptions. Being a project manager, it is worth analysing each of them in detail. The purpose of this communication plan is to provide more detailed insights as well.

The EC and various of its bodies support project applicants and successful beneficiaries in the management of their communication with several tailor-made and freely accessible services. Below is a list of popular links that direct information-seekers to further information (selected):

1. H2020 Online Manual – Chapter: Communicating your project⁵
2. Brochure “Communicating EU Research & Innovation – Guidance for project participants”⁶
3. The EU guide to science communication (A video series on Youtube)⁷
4. #CommsWorkout (60mins webinar to increase the communication impact of your project) (provided by Executive Agency for Small and Medium-Sized Enterprises – EASME)⁸
5. Top tips for communicating your project (EASME)⁹
6. Leaflet “Communicating Horizon 2020 projects” (Innovation and Networks Executive Agency – INEA)¹⁰
7. Brochure “Communicating EU research and innovation guidance for project participants” (DG RTD)¹¹

2 Communication instruments, objectives and task management in BrainTwin

This chapter presents BrainTwin’s instruments, activities and objectives in communication. It describes the online and physical means of doing communication. It draws a preliminary plan of the communication activities the project proposes to carry out. And it attaches these activities to certain objectives that should be met – both in the interim term and by the project’s closing.

⁵ https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm (18.10.2020)

⁶ <https://op.europa.eu/en/publication-detail/-/publication/25e20ad1-d2aa-4b4d-8a36-2a98ee258b05> (18.10.2020)

⁷ <https://www.youtube.com/playlist?list=PLvpwjzTs-Lhe0wu6uy8gr7JFfmv8EZuH> (18.10.2020)

⁸ <http://www.streamdis.eu/commsworkout2/> (18.10.2020)

⁹ <https://ec.europa.eu/easme/en/files/toptipsjpg> (18.10.2020)

¹⁰ <https://ec.europa.eu/inea/sites/inea/files/print2.pdf> (18.10.2020)

¹¹ https://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf (18.10.2020)

In this light, the present communication plan attains a critical role. It is the primary document for the project consortium for all questions relating to BrainTwin's communication. Written at the very beginning of the project, it stays to serve as a source of information for the whole project duration. And as a public deliverable, it is not only made available to the project donor, but also to anyone interested.

In brief, this deliverable is written to

- ensure that a continuous communication between project partners (=internal communication) takes place
- ensure that a continuous communication targeted at the project's external audience (= external communication) takes place
- increase the visibility of the project on the Romanian and EU-wide neuroengineering landscape

2.1 Communication instruments

The following communication instruments are used by BrainTwin. This list draws on the instruments as presented in the Description of Action (DoA).

1. **BrainTwin website → target groups: general public & results' beneficiaries (through providing open access to non-sensitive project outputs)**
2. **BrainTwin project logo**
3. **BrainTwin social media (Twitter, Facebook) → target group: general public**
4. **BrainTwin newsletter**
5. **BrainTwin printed promotional material, including a leaflet and a roll-up → target group: general public**

The launch of the BrainTwin website constitutes an important milestone for the project. According to the DoA, the launch is planned for M3 of the project (end of November 2020). It will feature different sections to browse through, such as news, project information, results, contacts etc. Among all other communication instruments, the website is most exposed to the public. Usually first encounters with H2020 projects happen through their websites – this will not be different for BrainTwin.

The BrainTwin project logo has already been designed. It will be presented in a later chapter on the project's corporate identity.

BrainTwin will open an account on Twitter and Facebook. The two main aims are to increase the project's visibility and to allow flat and easy interaction with followers.

BrainTwin will regularly send a newsletter to its stakeholders. Newsletters will contain a synthesis of the project's activities (always covering the period since the last newsletter was sent) and raise awareness about important current and future tasks.

Behind the BrainTwin promotional material are the same Romanian designers as behind the project logo. The project logo has been designed already and it allows a hint to the future design of the material.

Important offline opportunities to promote BrainTwin communication

Drawing on TUIASI's prominent positioning in the Romanian R&I system and thanks to its connections to the business and industrial sector of North-east Romania, the project benefits from a broad network of stakeholders without any additional efforts. The project will make use of the following networking formats with stakeholders to pro-actively communicate about its activities¹²:

- Three thematic workshops with policy makers engaged in innovation policies (see T3.2)
- Three workshops and 18 expert visits with thematic experts (see T6.1 and T3.4)
- Three thematic workshops with Romanian SMEs (T3.2)
- Three workshops with actors from the scientific community (T6.2)
- Three workshops with innovation support agencies and business support agencies (T3.2)

2.2 Communication objectives

The following graphic can be used for two specific purposes. Firstly, it gives an impression about the overall objectives of WP7. The objectives allow to be divided into three core and five wider objectives. The three core objectives are presented in the circle. The five wider objectives are a direct result of the core ones, yet they are only possible to reach if the core ones are well under way.

And secondly, the graphic is an appropriate way to discuss the project's genuine communication objectives as well. The following communication objectives can be derived from the graphic:

Core objectives

- Successful management of the project's public appearance (purple field)
- Smooth management of the project's internal communication (green field)
- Increasing the visibility of TUIASI – both nationally and internationally (red field)

Wider objectives

- Creating synergies between TUIASI and national and international partners. Facilitating the participation of TUIASI in future Horizon Europe consortia (2nd wider objective)
- Awareness-raising in society about the impact of EU funding (3rd wider objective)
- Pro-actively informing the project's stakeholder community about project activities (4th wider objective)
- Monitoring of relevant news pertinent to BrainTwin's field of activity (5th wider objective)

¹² Please see Part B, p.22, BrainTwin DoA for more information

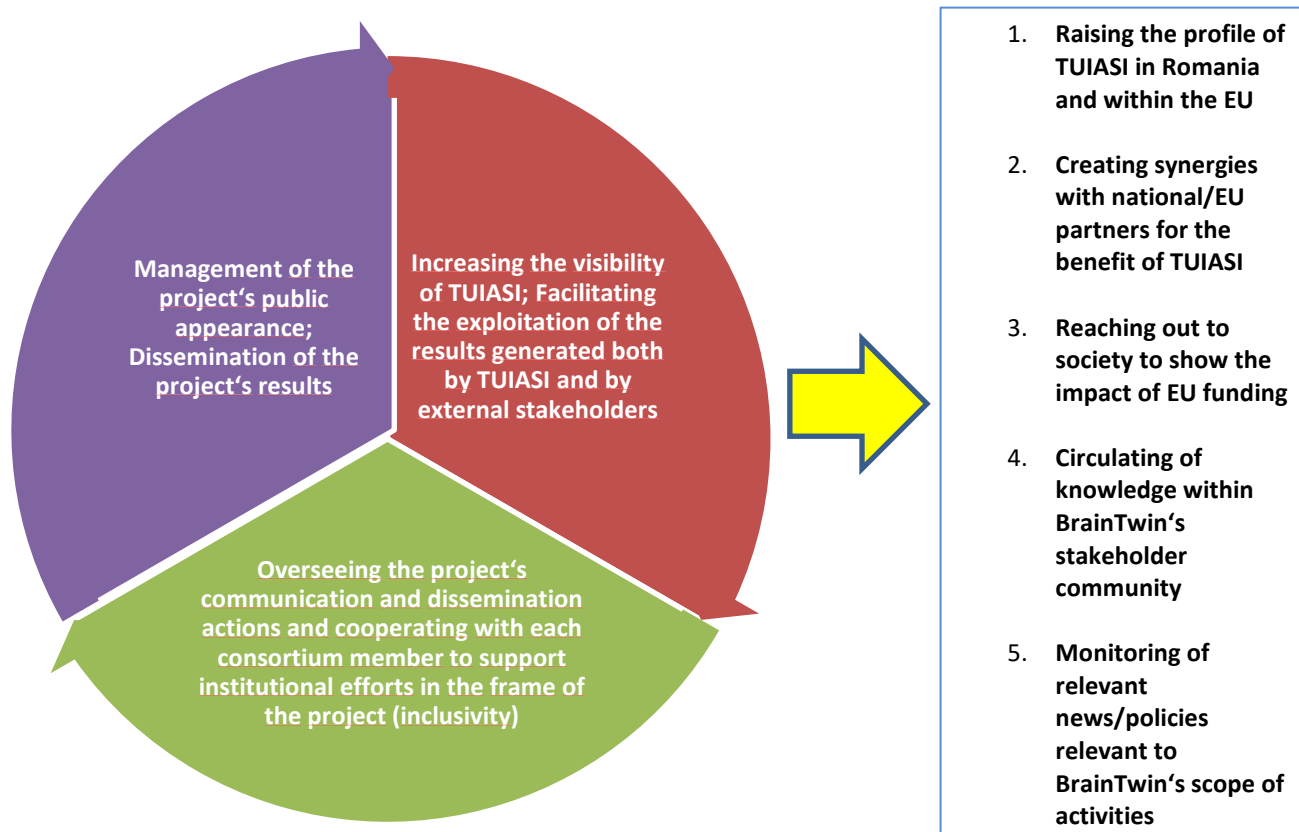


Figure 2 Core and wider communication objectives

2.3. Task management

Communication in EU-funded R&I projects necessitates many varying tasks and obligations. Already in the proposal preparation phase the BrainTwin team reflected upon how this array of tasks could be distributed best among partners without losing too much of control by announcing too many assignments and roles. The figure below illustrates the management of communication activities in BrainTwin both on the task and partner level.

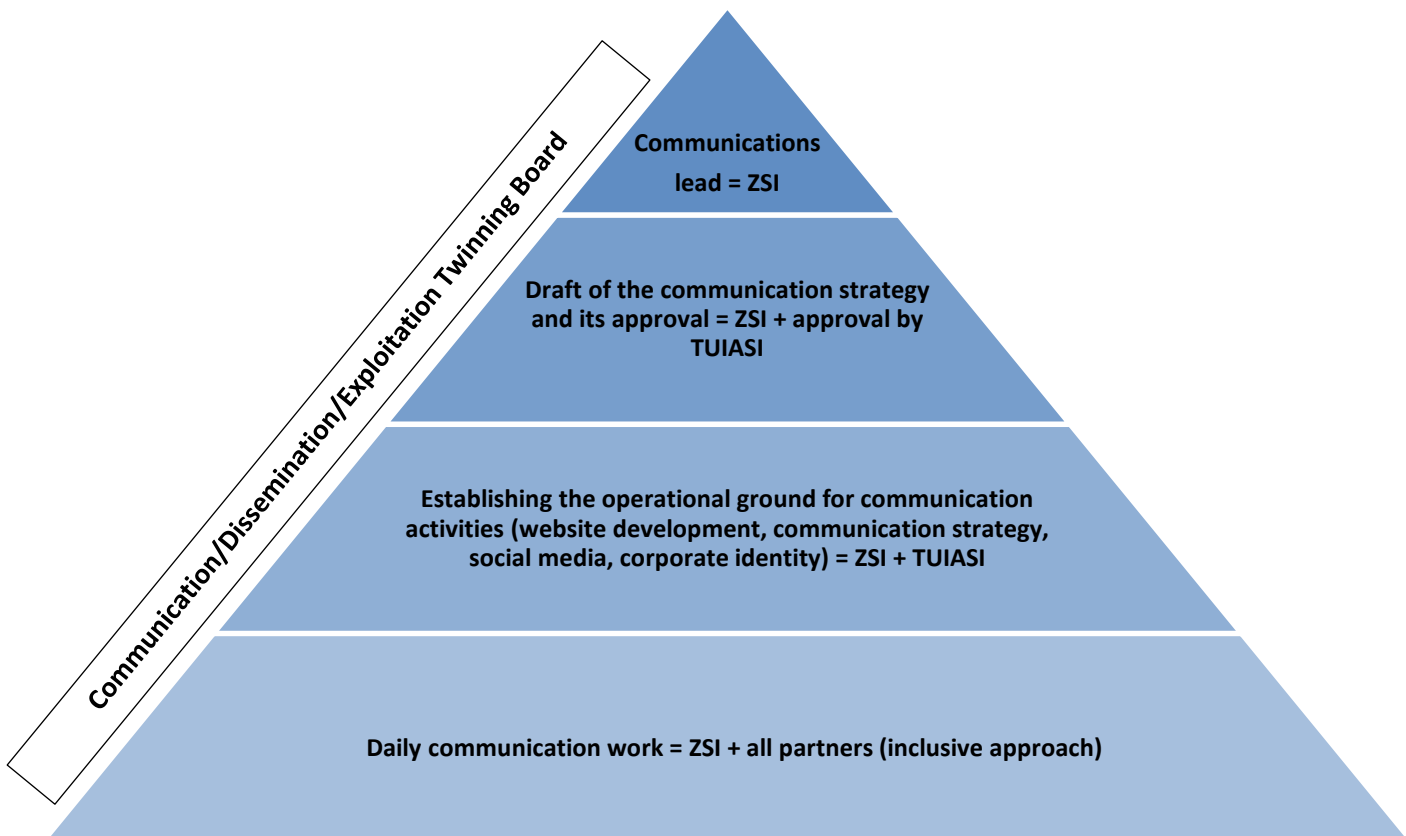


Figure 3 Task management in communications

3 Stakeholders and target audiences for communication in BrainTwin

In line with the core and wider communication objectives presented just earlier, tailor-made project-related information will be provided to the identified stakeholders and the target audience of BrainTwin.

We distinguish between target audiences and, more generally, stakeholders.

A target audience (or target group) for communication in EU-funded project is key group of actors with high relevance to the project. Target audiences are external groups of actors to the project, which means that they are not part of the internal project team. Target audiences are important intermediaries between the project and their own communities. Communication activities in EU-funded projects should primarily be directed towards this group.

Stakeholders are any other addressees for communication. Even if not belonging to the core group of intended recipients, they are still valuable actors to the project when it comes to communication. Typically, actors with non-direct links to the project consortium which are more difficult to access fall into this group. Communication in EU-funded projects must not prioritise this type of group, yet should definitely embrace the opportunity to establish relations and synergies with it as well.

The following table provides a first elaborated analysis of BrainTwin's aspired communication outreach. The table includes both target groups and stakeholders for communication activities, the type of relation to the project, the geographical background (Romania or EU) and the proposed form of cooperation.

Sector and type of partner (target group or stakeholder)	Type of relation: science-science, science-business, science-policy, science-public	Romanian level	European level	Proposed type of cooperation with BrainTwin
R&I institutions, scientific institutions, (target group)	science-science	Romanian society for neuroengineering Romanian universities with bionengineering programs Imago-Mol cluster Academic advisory Commission RO alliance of technical universities	Federation of European neuroscience societies (FENS) International brain research organisation (IBRO) Human Brain project and its partnering projects European Neuroscience Institute Göttingen The Network of European Neuroscience Institutes (ENI-NET) European Graduate School of Neuroscience (university network) UCL European Neuroscience Institute	Knowledge transfer workshops Scientific writing workshops Proposal writing workshops Summer Schools BarCamp Cooperation on the North East RIS3 strategy
Education institutions, media (stakeholder)	science-public	Local schools and education institutions Local media outlets	European University Association Network of European Neuroscience Schools (NENS)	Pro-actively informing about the project activities Invitation to attend open house days Participation in Days of Science and in the European Researcher's night
Innovation support agencies, business support agencies (stakeholder)	Science-business Science-policy	UEFISCDI	Danube Transfer Centre Network	Cooperation on the North East RIS3 strategy
Business partners (target group)	science-business	Imago-Mol cluster	To be seen	Science-Business Workshops Cooperation on the North East RIS3 strategy
SME partners (stakeholder)	science-business	Interelectro Iasi SRL (biosensors fabrication)	To be seen	Help in joint translational research science-

		Yoursubstitute SRL (e-medicine)		business workshops Cooperation on the North East RIS3 strategy
Municipality/ public authorities (stakeholder)	science- public	City of Iasi Regional Innovation Consortium	To be seen	Cooperation on the North East RIS3 strategy
Policy- and or governance- making bodies (stakeholder)	science- policy	Romanian parliament Ministry of Education and Science UEFISCDI RO National Council for Funding of Higher Education Romania North- East Regional Development Agency	RO R&I liaison office Brussels	Meetings with Policy Makers Cooperation on the North East RIS3 strategy

Table 2 Target groups and stakeholders for communication in BrainTwin

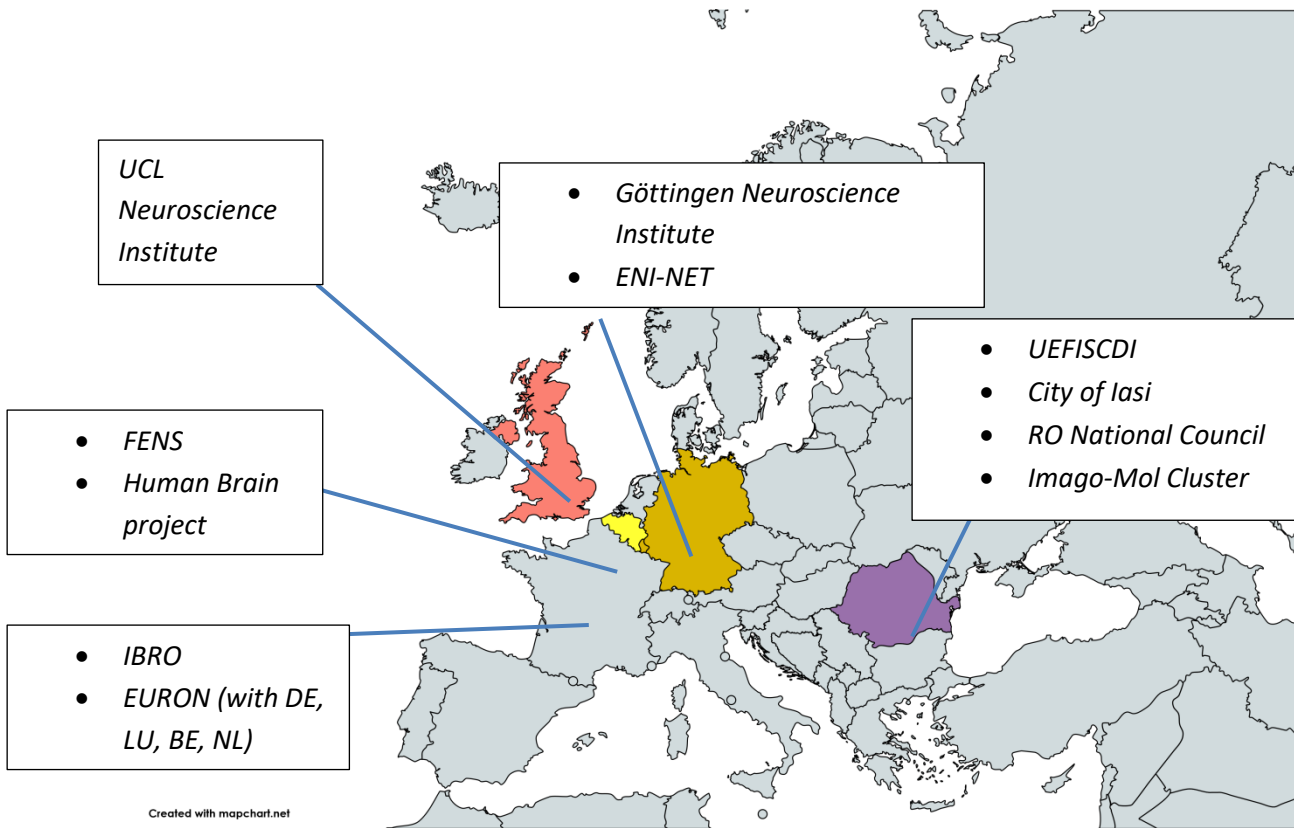


Figure 4 Geographical Location: Selected stakeholders and target groups for BrainTwin communication

4 Project Corporate Identity

The BrainTwin logo has already been developed and constitutes one of the key elements as part of the project's corporate identity. The logo was designed by Ph. D. student Carmen TIȚA, TUIASI Faculty of Industrial Design and Business Management.

The logo constitutes the form of a human brain with several synapses in different colours. The form of the single synapse, which is characterized by one point each at the synapse's beginning and end, is a symbol for the project type. In a twinning project, following this idea, it always needs two equivalent partners on each side of the activity in order to succeed.

DO!



Figure 5 Official project logo of BrainTwin

The coloured version is the only recommended way to use the BrainTwin logo. Below is an example for a deviation of the logo that shows how the logo mustn't be used by the project consortium.

DON'T!



Apart from the logo, the project corporate identity includes the following elements:

- The standard font for written texts, printed products and the project logo
- The standard colours for visually framing project outputs

- The standard templates to be used for releasing specific outputs (e.g. deliverable template, event agenda template, PPT template, publication template)

Standard font for written texts

The standard font to be used for written texts is

CALIBRI BOLD

CALIBRI REGULAR

Standard font for printed products

EUROPA Adobe Typekit

Standard font for the project logo

The font for the words “BRAIN” and “TWIN” in the project logo is Axilia.

Standard colours

The standard colours are derived from the project logo.

1. For the word BRAIN: #E5D539 (PANTONE code); C8, M4, Y85, K7 (CMYK code); R229, G213, B57 (RGB code).
2. For the word TWIN: #E72B62 (PANTONE code); C0, M95, Y41, K0 (CMYK code); R231, G43, B98 (RGB code).

Standard templates

In order to visually harmonise all outputs released by the project, a number of standard templates will be designed and made available to all partners in the project consortium. When producing a specific output on behalf of the project, it is mandatory to each project partner to make use of these templates. In the following cases the adequate template must be used:

- When writing a BrainTwin deliverable
- When organising a BrainTwin event with a public event agenda
- When publicly presenting about the BrainTwin project using PowerPoint
- When publishing any other document on behalf of the project for public access
- For the collection of communication activities in the BrainTwin project

As a necessity, the templates automatically refer to the standard fonts and standard colours of the project. In addition, each template provides some more specific information regarding the structure and layout of the respective product. Altogether, the use of templates will guarantee that all project partners can easily attach to the project’s corporate identity. The stringent attachment to the

project's corporate identity on the other hand is a precondition that the public perception of BrainTwin "as a brand" will be non-distinguishable over the project's total lifetime.

5 Monitoring

All communication activities as part of the BrainTwin project will be monitored. The monitoring applies to online and physical communication activities alike. The general rule for monitoring stipulates that each project partner is responsible for monitoring its own communication activities. In order to meet the requirements for the periodical reporting to the EC, each partner moreover collects its own communication activities on a periodical basis (using the communication activities template as mentioned above). The collected overview will be reviewed by the WP leader before it is submitted as part of the official reporting to the EC. The figure below depicts this process

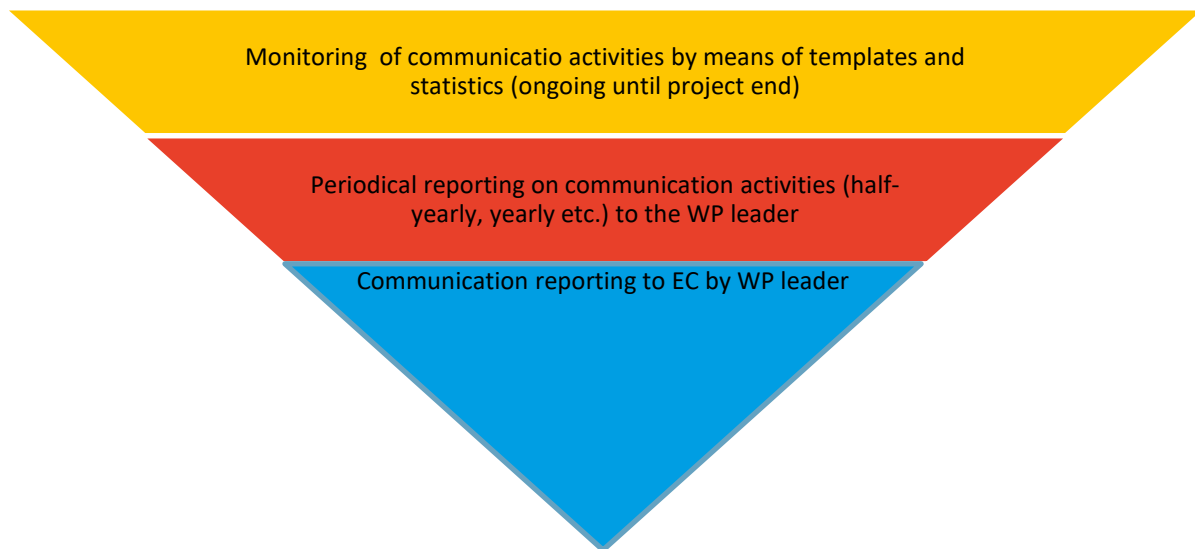


Figure 6 Workflow of communication monitoring and reporting in BrainTwin

In addition to the monitoring conducted by partners, the leader of WP7 is responsible to implement a monitoring scheme that allows both to oversee and to evaluate the communication performance on behalf of the project as such. As prescribed in the DoA, the WP leader centrally manages the project's communication activities and has to make sure that communication objectives are met.

Against this background, this plan includes a list of selected Key Performance Indicators (KPIs) that relate to the project's communication objectives. KPIs usually consist of exact values and these values are characteristic for the area monitored. In the table at the end of section 5.1, each communication platform/instrument, which is used by the project, is connected to a specific KPI. The KPI, in this sense, is the same as the estimated objective (the estimated number of people reached) to be reached with that specific communication instrument.

5.1 Key Performance Indicators for monitoring

Output and impact of communication activities are measured through a bundle of indicators, which will be used for monitoring these activities in every project period:

- Number of visitors, page views, bounce rates, the average visit duration, new posts, number of documents, number of events on the BrainTwin website (source: PIWIK web analytic tool and targeted research)

- Number of followers on social media channels as well as likes and post frequency (source: Twitter-own statistics (also research on Hashtags), Facebook-own statistics)
- Number of media appearances, number of public references to the project, number of stakeholders reached (source: reported feedback from partners),
- Number of external events with participation of at least one BrainTwin partner (source: reported feedback of partners),
- Number of participants in BrainTwin-own events (source: participants list)
- Types of events through which the project was promoted (source: reported feedback of all partners)
- Type of the audience targeted (participants list)

The monitoring mechanism is a functional system, which puts the types of monitoring (as displayed above) in correlation to the chronological steps of a complete monitoring process. If a monitoring mechanism is seriously followed, it carries along many benefits for the monitoring team.

The BrainTwin monitoring mechanism follows a 3-step logic

First, the preparation and instalment of monitoring tools for observing and measuring (collecting data) on the specific communication actions **permits quick reactions** on any (positive/negative) effect caused by a communication activity. The data monitored in regard to a communication activity helps to assess its actual impact – this is especially true as soon as the first comparable data between similar communication activities is available. Communication activities from the same type and content, but with remarkable differences as concerns their impact, will be easier to compare with the support of monitoring data. That way deviations can be easier explained.

Secondly, a consequent monitoring also creates a **basis for the assessment of long-term communication effects**. The observations drawn from the monitoring over a certain period of time allow for a meaningful comparison of findings and results. Given their validity for the quantitative and qualitative trend of communication activities over time, this level of monitoring directly reflects into the communication strategy as such. Any cases of larger deviations in the communication activities will become apparent, and suggested changes to reflect these deviations can be made in the overall communication strategy as a consequence.

Thirdly, the process of monitoring is the only way for **feeding back results and impact generated in a comprehensive reporting**. For various reasons, it is of paramount importance to give an overview of the results created by your action, ideally with high impact and a “change-maker” status. If this holds true for your actions monitored, it is far more than only a justification for your actions proposed, but an unambiguous demonstration for their success.

The presented KPIs for communication activities in BrainTwin have been selected as careful as possible. Two specific methodological backgrounds played a role in their selection. The first characteristic background is the “SMART approach to selecting goals/objectives”. This framework has started to exert more and more influence on performance measuring in the past recent years. Originally coming from the business sector¹³, SMART indicators are now widely observed in communication and dissemination of H2020 R&I projects as well (as many communication and dissemination strategies written in H2020 funded projects demonstrate¹⁴).

SMART in the context of BrainTwin’s communication stands for

S – Specific: Indicators should be as specific as possible

M- Measurable: Indicators should be measurable, based on concrete values

A – Achievable: Indicators should be realistic and not too over-ambitious

R – Relevant: Indicators should be able to deliver some meaningful information

T – Time-bound: Indicators should be selected taking into account the current circumstances. Thus, they should be revisited against major changes if needed.

Number of people reached	Scientific community	Thematic Experts	SMEs as potential end users	Policy makers	Innovation/ Business Support Agencies	Media	General Public	Total
Website visitors	1000	50	250	70	150	50	1000	2570
Twitter Followers	400	20	30	30	20	20	100	620
Facebook friends	500	54	30	30	36	10	200	860
Newsletter subscriptions	60	24	60	38	24	24	80	310
Online Handbook	100	75	125	50	100	30	520	1000
Three BarCamps	75	2	5	5	8	10	250	355
Three Summer Schools	150	4	5	2	1	19	250	431
Two paper contests	40	3	2	2	1	5	200	253
Three proposal writing	30	6	5	0	0	0	0	41

¹³ <https://www.smartsheet.com/blog/essential-guide-writing-smart-goals> (20.10.2020)

¹⁴ for instance: https://h2020-remap.eu/wp-content/uploads/2019/07/ReMAP_D9.2_Dissemination-and-communication-package.pdf OR <http://inbots.eu/wp-content/uploads/2018/08/deliverables/D7.3%20Communication%20Plan.pdf> OR https://suwanu-europe.eu/wp-content/uploads/2020/06/SUWANU-EU_D2.7-List-of-success-indicators.pdf (all 20.10.2020)

workshops								
Three capacity building workshops	16	6	45	3	3	0	0	73
Total	2371	244	557	230	343	168	2600	6513

Table 3 Key Performance Indicators for BrainTwin communication instruments/platforms

6 General risk assessment and conclusion

The cross-media concept of BrainTwin is anchored in a dynamic online platform, serving as the knowledge hub for all stakeholders in the field of neuroengineering. A distinct focus on two social media platforms -- shaped by the different target audiences -- enhances the communication efforts of the project. Printed promotional material triggers a more haptic kind of transfer of information and can be used as an eye-catcher at project related events. A wide range of events provide flexible, tailor-made information and opportunities of two-ways communication. All partners of BrainTwin are invited to use their channels for the placement of project news and specialist articles to gain further multiplying effect and reach even broader target audiences.

This request is an essential tool to establish and further develop all networks with stakeholders, the public audience and media. A joint contribution is also necessary to be capable of reaching all the relevant stakeholders in the field of neuroengineering – both in Romania and in the EU.

To reach the objectives of the plan and the project, the guidelines and methods of the current document shall be respected by all project partners. Insufficient or weak communication and cooperation between the project partners, the WP leader and the project coordinator could result in difficulties in the implementation of the communication strategy of BrainTwin. The contribution of all partners is necessary to be capable of reaching all the relevant stakeholders. To sum up, the success of the project relies on the support and effective work of all partners.

References and annex

Communicating your project – H2020 online manual

https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

INEA – Communicating in H2020 projects

<https://ec.europa.eu/inea/sites/inea/files/print2.pdf>

RI-LINKS2UA – Communication, Dissemination, Exploitation in Horizon 2020 (Philipp Brugner, ZSI)

http://ri-links2ua.eu/object/news/487/attach/Communication_Dissemination_Exploitation_in_H2020_BRU_GNER.pdf

EASME - How to communicate your project

<https://ec.europa.eu/easme/en/section/communication-toolkit>

Social Media guide for EU funded R&I projects

https://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amga/soc-med-guide_en.pdf