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## Communication and Dissemination Strategy

### Strategic Outline and Implementation Plan

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## Abstract

This is the update of the Communication and Dissemination Strategy for the project TRANSFORMER: Designing long-term systemic transformation frameworks for regions. Accelerating the shift towards climate neutrality.

This deliverable sets out the key principles for the communication and dissemination activities of the project, TRANSFORMER Transition Super-Labs (TSLs) and their locations (Ruhr Area, DE, Emilia Romagna, IT, Lower Silesia, PL, and Western Macedonia, GR).

The D6.2. version provides the expanded thinking on the strategy that takes into account outlining of the target audiences and their needs, the key channels to reach them and defining templates and guidelines and the visual identity as well as stakeholder engagement and provides a suggestion of workflows on how to reach it all.

## Project Partners

Organisation	Country	Abbreviation
RUHR-UNIVERSITAET BOCHUM	DE	<i>RUB</i>
RUPPRECHT CONSULT-FORSCHUNG & BERATUNG GMBH	DE	<i>RC</i>
BUSINESS METROPOLE RUHR GMBH	DE	<i>BMR</i>
REGIONE EMILIA ROMAGNA	IT	<i>RER</i>
FONDAZIONE ISTITUTO SUI TRASPORTI E LA LOGISTICA	IT	<i>ITL</i>
FIT CONSULTING SRL	IT	<i>FIT</i>
Dolnoslaski Fundusz Rozwoju sp. z o.o.	PL	<i>DFR</i>
UNIWERSYTET WARSZAWSKI	PL	<i>Uni Warsaw</i>
Fundacja Dumni z Lubina	PL	<i>Dumni z Lubina</i>
ANKO DYTIKIS MAKEDONIAS A.E. - ANAPTYXIAKOS ORGANISMOS TOPIKIS AFTODIIKISIS	GR	<i>ANKO</i>
ETHNIKO KENTRO EREVNAS KAI TECHNOLOGIKIS ANAPTYXIS	GR	<i>CERTH</i>
TWENTY COMMUNICATIONS SRO	SK	<i>TWE</i>
EUROPEAN NETWORK OF LIVING LABS IVZW	BE	<i>ENoLL</i>

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## Executive Summary

This strategy update presents the expanded thinking for an ongoing process of communication and dissemination activities, that are outlined in the pages below.

It showcases the analysis of **target audiences** and their **needs**, sets out the **visual guidelines, key messages** and **channels** to reach them and outlines briefly the **Implementation Plan** setting out communication **activities, workflows and establishing guidelines and templates** for dissemination materials; monitoring including KPIs and mechanisms for evaluating impact and effectiveness of the proposed activities within WP6 and all other connected communication activities across other WPs (events and workshops, Knowledge Hub and Toolkit)

This Strategy builds on the initial suggestions for the usage of project outcomes already considered by the consortium during the project proposal and takes into consideration the planned developments. We have foreseen the deliverable D6.1 v1 in M1 and its v2 in M3. Therefore this 2nd version lists:

- Definition of **goals** for communication and dissemination activities
- Identification of key TRANSFORMER **target groups** and their mapping
- Definition of **dissemination channels and tools** to address and engage key target groups
- Set out of links of individual TRANSFORMER activities across the whole project, connect them and create a **single communication workflow**
- Connection to the respective consortium partners and SSH communication leads to **coordinate all communication and dissemination activities** throughout **regular exchanges and coordination meetings.**
- Definition of **goals and metrics** for assessing the success of dissemination measures
- Definition of a **concrete Dissemination Planning** that shows all practical implementation elements of the communication activities, such as:
  - List of initial planned dissemination activities to feed the Editorial Calendar
  - Definition of the management of dissemination activities and workflows to ensure quality, coherence and coordinated external communication efforts and tools
- Definition of **stakeholder engagement** groups and planned activities
- **Measuring and follow-up** on communication and dissemination activities to be able to adapt to evolving target audience needs and preferences

# Communication and Dissemination Strategy

## Introduction

To tackle climate change, the Paris Agreement and the European Green Deal set out very ambitious goals that require an urgent and radical transformation of the EU economy. Reaching the goal of net-zero emissions by 2050 needs immediate action going beyond the level of fostering innovation and digitalisation in societal niches. It calls for an innovation path which sets out to design carbon neutral societal systems and focus investments in zero-carbon solutions, with a core component relying on communication and dissemination activities, in order to be able to reach out all Green Transition goals.

The TRANSFORMER project takes up this challenge by applying the **Transition Super-Lab (TSL)** approach as *“large territorial initiatives for real-life management of the transition from fossil-fuel-based to zero-carbon local economies”*. Therefore, all communication and dissemination activities take into account the Transition Super-Labs as primary spaces for local dissemination as well as localisation and targeting of content. Solutions piloted in the TSLs are then brought up and promoted on the regional and EU levels so as to ensure the exploitation of results, uptake and replication.

All **communication activities** outlined below are **supporting and deeply intertwined** with all other engagement, dissemination, replication and exploitation **activities**, aiming to raise awareness of TRANSFORMER TSLs and ensure effective, regular communication and outreach channels throughout.

This Strategy lays out their **implementation and workflow management**, as well as runs through the communication channels: **integrating the TSL Knowledge Hub into the online TRANSFORMER Hub** that will be the main access point for Super-Labs community combining all dissemination, communication and engagement activities in one integrated online space. All news, events, webinar and workshop recordings etc. will be published here, providing a full overview of the project activities.

At the same time, **dedicated dissemination** activities will ensure that we share partial and final TRANSFORMER results and knowledge with the aim of replication. We have planned the dissemination of project results to target groups on all three levels (TSL, regional, EU) and it will be done via **“regular” dissemination channels and actions** (hybrid events, workshops, publications, social media posts, workshops, etc.) **and “innovative actions”** exchange podcasts; visual stories and infographics; animated videos; interactive visualisation; that i) transform the project progress and solutions into interesting content relevant for a wide(r) audience and ii) help illustrate complex topics to technical experts and enhance the value of TRANSFORMER for stakeholder engagement, replication and uptake of solutions, and contribute to open science.

The unique approach of TRANSFORMER Super-Labs with regards to target audiences is that it brings together all the relevant stakeholders of a region's quintuple helix: **universities, municipalities, companies, and civil society organisations (oriented towards social and/or ecological goals) to work in new cooperation formats and design project ideas for transformation to long-term climate neutrality.**

The dissemination activities outlined will support their goal to co-create together as well as to promote the developed portfolio of innovative solutions through a series of dissemination activities and channels.

To **foster replication and scaling up of solutions** stemming from the TSLs, TRANSFORMER will focus on disseminating interregional policy learning and comparative research through the external channels: the TRANSFORMER Hub as the key platform centralising all knowledge within the project stemming from the Knowledge Hub and all TRANSFORMER knowledge-creation activities.

To **support the matchmaking process**, TRANSFORMER will provide the link to the Toolkit within the TRANSFORMER Hub and disseminate them through the project and stakeholder and partner channels, leading to meaningful adoption of the most performing innovative solutions on a larger scale and scaling up to other smart regions.

## Goals and Objectives

The Communication and Dissemination Strategy is designed and will be implemented on European, regional and local TSL levels with the aim to coordinate all communication and dissemination activities of the TRANSFORMER project, the exploitation of its results, and upscaling in the four regions in order to ensure the relevance, uptake, impact and sustainability of the project results throughout, and a set up of a community beyond the funding period.

*The overall goal is to position TRANSFORMER in the TSLs regions and Europe-wide as a synonym for living laboratories, in which new ways of transformation towards a climate-neutral future can be developed, tested and implemented.*

Therefore, throughout implementation, we will focus on the following objectives:

- Setting out a dissemination and communication framework to reach all relevant stakeholders and target audiences through targeted channels
- Ensuring that the TRANSFORMER results are communicated and disseminated throughout the project, local, national and on an EU level, feeding into further replication and uptake of such solutions
- Establish an online presence with a common knowledge sharing from across all parts of the project and all four TSLs; TRANSFORMER Hub; to serve as a central dissemination and knowledge sharing/gaining platform for all stakeholders
- Expand the impact of the proposed solutions by creating a framework for training, capacity building, knowledge sharing and replication by follower regions, stakeholders and communities
- Disseminate exploitable results via communications activities and tools such as: workshops, scientific publications, white papers, and published frameworks to ensure uptake and replication



Translating these goals into practice, we focus on creating a space that is:

- **Well known, understood and supported** within the key actors and stakeholders in the four core regions (Ruhr Area, DE, Emilia Romagna, IT, Lower Silesia, PL, and Western Macedonia, GR)
- **Recognizable and attractive to other regional actors and stakeholders** so that they want to replicate TSL solutions
- Reliable in its (solution) testing, evaluation and innovativeness and therefore **demanded and applied by key stakeholders** on all levels: TSL, regional, EU.
- **Trusted as a pilot for regions** providing knowledge sharing with the aim towards creating a community of Transition Super-Labs and Super-Lab practitioners that will continue replicating and upscaling the pilots beyond the length of the project.
- **Provides the tools for supporting the matchmaking** process leading to meaningful adoption of the most performing innovative solutions on a larger scale (e.g. CIVITAS & Smart Cities scale up to (smart) regions).

## Key principles

Following the objectives of the project and ensuring that TRANSFORMER maximises its impact, effective communication, dissemination and exploitation measures are set up with the aim to support exchange, sharing and collaboration and feed into future replication beyond the implementation phase.

To ensure good results of the communication and dissemination activities, we will employ methodologies of **design-thinking and co-creation, visual-first, data visualisations; storytelling and story-sharing** and **going where the audience is**.

- **Citizen-centric methodologies:** Solutions in the TSLs and the underlying ecosystem of pilots that has upscaling and replication are always done with the citizen in mind. To that end, we also have to follow this principle when communicating to the citizens and stakeholders and showcase how it applies to their particular needs or wants.
- **Co-creation:** In workshops and other interactive instances, we would equally employ this principle to co-create the solution together with the stakeholders. Co-created and collaborative methods will help with acceptance and engagement of audiences and their direct involvement in the solution design and implementation.
- **Visual first:** Applying the TRANSFORMER visual identity consistently, coherently and across all products, from print to online tools and materials, while always choosing a visual representation, depending on the audience's needs, especially when communicating complex issues. To ease the process, we will provide templates and guidelines according to the visual identity (available on the SharePoint or in Canva) easily editable online for all partners to use and apply easily.

- **Data – visualisation:** Complex data or technical elements can be quite hard to understand when only presented in a written form. To that end, we will always use data visualizations in the form of infographics or short videos and graphical stories (short, animated videos) to illustrate better with the aim of greater understanding and hence engagement with the content.
- **Storytelling approach and story-sharing:** When writing news, video scripts, social media posts or simply in any communication activity that requires creating content, we would “spin” the content so that we always focus on “what's in it for them” and not what we want them to hear. In order to attract audiences and have them engage, especially on the TSL level, we have to ensure that the angle is interesting to them. Only then they would be more inclined to engage with us and share the story further.
- **Going where the audience is:** Similarly as above, in the attempts to activate the relevant target audiences we foresee the need to identify all necessary outlets where the target audiences normally are gathered to reach them, following their online and offline behaviour. When creating channels for dissemination in TSLs, we will focus on the actual habits of their stakeholders and meet them there, be it online or offline.

## Visual Identity

We have prepared a unique visual identity reflecting the scope and spirit of the TRANSFORMER project, showcasing the interconnectedness, exchanges and the (knowledge) sharing within TRANSFORMER, between individual TSLs and their regions, and beyond; enlarging this influence through co-creative activities, scaling up and replication into other regions.

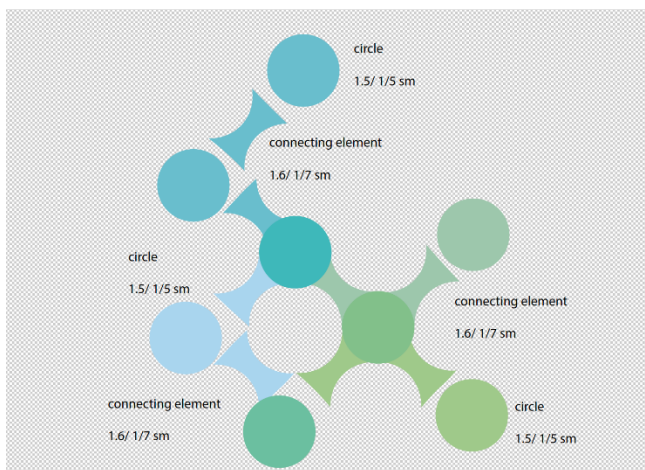


Figure 1: TRANSFORMER Logo

To that end we would like to present the TRANSFORMER logo and visual ID that:

- **Is flexible and inclusive**
  - Representing the TSLs/regions and the various exchanges that they can enter into
  - Can be equally utilized and localized: by the project partners on EU level as well as on the regional levels, without losing on coherence
- **Can be used as an enlarged visual element**
  - next to the EU logo to show belonging to the EC brand

- behind or next to the city name or project name or activity, as a stamp of belonging to the TRANSFORMER community
- **Is expandable and "can be added to"**
  - we can keep adding or subtracting from the circular elements, as is needed, it provides us with the desired flexibility to represent the aim of growing TSLs and their approaches through replication
- **Represents TSL-led approach**
  - the interconnected dots, when positioned against a map of Europe, roughly represent the regions of the TRANSFORMER project. A grid of regions/TSLs that grows through replication. At the same time, it can be easily used and applied only by one of the TSLs through a greater focus on a particular region, combined with localisation.
- **Showcases co-creation and collaboration** as key elements of TRANSFORMER, and the exchanges and sharing of knowledge across the four pilot TSLs.
- **Is overall coherent:** Uniformly utilised visual identity across all consortium partners, TSLs and communication partners/multipliers will draw attention to the project and help in all communication and dissemination recognizability, reach and impact, no matter in which localised context.



**Figure 2: Breakdown of logo elements**

## Localisation

To reach audiences and stakeholders on the local level, TRANSFORMER will localise its content into the four languages of its four pilot TSL regions. The localisation is not only true translation of content, the process consists of careful selection and adaptation of content to the local needs and overall landscape. That is why all **localisation** activities will be defined together with representatives of the consortium from the regions: **Ruhr Area (Germany), Emilia Romagna (Italy), Lower Silesia (Poland) and Western Macedonia (Greece)**. Wherever possible, the localisation online shall be performed via AI or automated tools so as to enlarge the scope of localisation and increase the reach in regions.

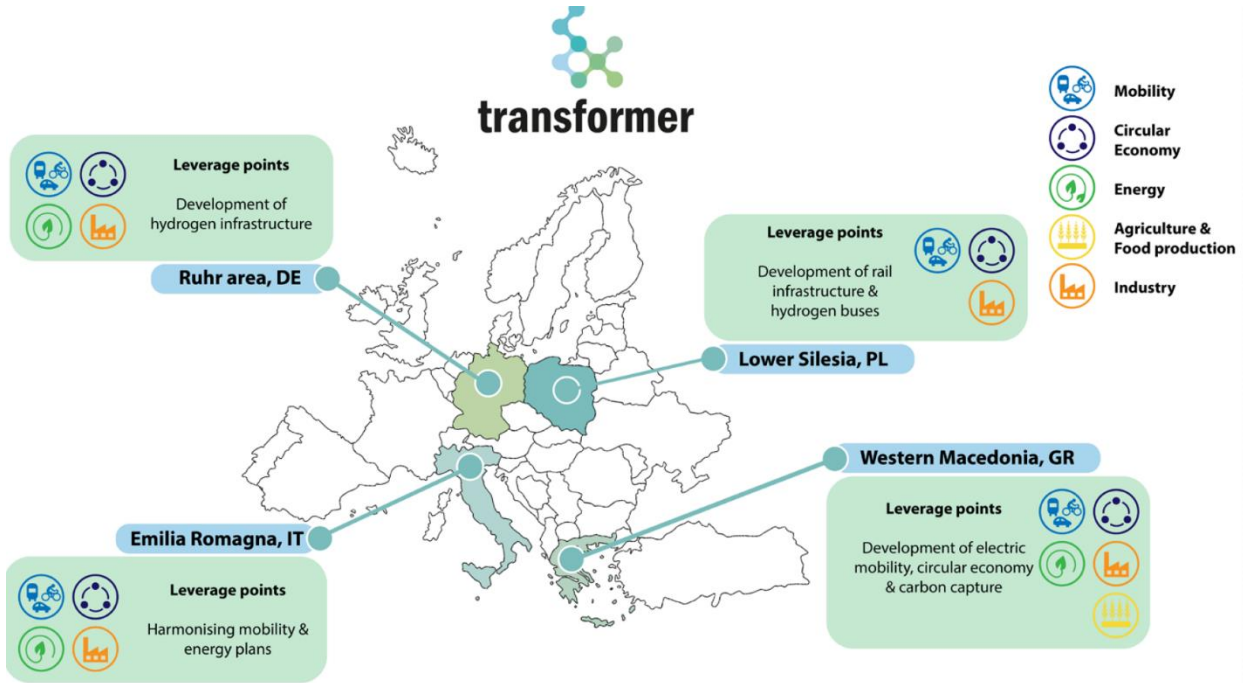


Figure 3: Map of TSL regions

## Target groups

In order to achieve the aforementioned objectives, we have identified three primary stakeholder groups for **engagement and communication**. These are the audiences that we primarily target to attract them to the TRANSFORMER Knowledge hub, showcasing the results of the TSLs, sharing knowledge and collaboratively work together on the next solutions.

In addition, we include target audiences that are specifically selected to be the most suitable for **dissemination** with the aim to build up support and recognition of the TSLs, at the centre of TRANSFORMER communication activities.

TSL “Owners” (TG A)	
Description	<b>TSL management:</b> the group of stakeholders that are working on the implementation of the four TSL and its pilot solutions.
Interest	They are primarily interested in direct exchanges within the four regions; receiving up-to-date information related to the implementation of the TSL: stakeholder mapping, including training and e-learning so that they pilot the solutions under the TSLs and later on inform replication processes into other regions.
Role	They will focus on the implementation of the TSL in one of the four regions. In addition, they will take part in the knowledge transfer exercise with a wider group of stakeholders to support replication.
Who	Local consortia in the four regions consisting of: Public authorities from the four regions under transition Industry: energy, and technology providers in the four regions under transition Academia (researchers, policy analysis) Civil society organisations (oriented towards social and/or ecological goals)

TSL “Supporters” (TG B)	
Description	<b>TSL stakeholders:</b> A wider group of stakeholders from four involved TSLs that can make TSLs thrive and have the ability to push innovation at the regional level forward.
Interest	They are primarily interested in receiving information and content, toolkits and guidelines from the piloted solutions, direct access to the “TSL Owners” and learning from peer-to-peer exchange process so as to be able to support the implementation of the solution and create a space for further innovation and for replication of solutions.
Role	They will actively participate in all exchange and knowledge sharing, and peer-to-peer activities so as to benefit from the lessons learnt of the immediate implementation and enable further scaling up and replication.
Who	Replication region: Business creators, SMEs, startups, industry Influencers and associations on policy and industry levels Supported by civil society organisations and citizens from the four regions

TSL “Replicators” (TG C)	
Description	<b>TSL replicators on EU level:</b> stakeholders from other follower regions across Europe.
Interest	They are primarily interested in toolkits, guidelines and lessons learnt based on partial and final results of solution implementation and proven concepts, exchange of knowledge, global information on the outcomes of TSLs and recommendations for further replication, including financial and business model information, e.g. through exploitation workshops or the TSL toolkit.
Role	They will play a vital role in contributing to the success of all replication actions across Europe, technological or funding and therefore in spreading the innovativeness of the TSLs across Europe.
Who	Other potential Super-Lab Regions: <b>Matchmaking initiatives, start-up hubs</b> bringing together funding opportunities & solution providers <b>Public authorities</b> from other regions <b>Solution providers</b> (energy and technology providers) <b>Civil society organisations and citizens</b> from other regions

TRANSFORMER Partners	
Description	<b>Immediate consortium partners and stakeholders</b> who are working with the project consortium on the implementation of the Transition Super Lab concept acting as <b>multipliers</b> .
Interest	They are primarily interested in getting up-to-date information about their project role and related to the progress of the TSL. They want to disseminate project results further across their own networks.
Role	Apart from internal communication role, they play a significant role in the <b>primary multiplication</b> , therefore interested in dissemination of content and assets to their own networks.
Who	network of Living Labs <b>ENoLL</b> <b>CIVITAS</b> and <b>Net Zero Cities</b> <b>Scalable Cities</b> , the <b>Smart Cities Marketplace</b> And other influencing platforms: <b>Climate KIC</b> , <b>ERRIN</b>

EU – level stakeholders	
Description	<b>Larger group of EU-level audiences and stakeholders</b> active in the area, working on related initiatives, working and living in other replication regions.
Interest	They are primarily interested in receiving updates about the (partial or final) results of the TSLs to learn more about the solutions and assess how they could be supporting or involved in further replication, by e.g. supporting the TSL toolkit exploitation and dissemination.
Role	Their role is to create a large support base and support space on funding and policy level for further replication of innovation across EU.
Who	<b>EU Institutions</b> , EU policy makers <b>Funding Institutions</b> <b>Policy makers</b> across the EU Interested <b>citizens</b> in other regions

Table 1: Target Audiences: Breakdown

## Multipliers

In addition to the regular target audiences, we will also utilize the power of multipliers to reach all necessary stakeholders. The role of multipliers in the communication and dissemination strategy is crucial when it comes to wider outreach and dissemination of the TRANSFORMER solutions, knowledge and learnings and sharing it to their audiences and stakeholders relevant to ours.

To capitalise on and include existing networks that can help share our message further, we will identify and select multipliers and communication partners according to their reach and activation channel, based on two criteria: 1) **alignment to our target audiences** 2) **expanding our reach**. All multipliers will be mapped out throughout the project and involved into all dissemination activities, as relevant. We will rely on their communication channels and activities; therefore, we are able to provide a communication pack at their disposition, based on the individual agreements we would foster with them. We foresee two levels of multipliers:

### Project partner networks

These multipliers are the ones that the consortium partners have in their portfolio, have built up relationships for the project and can be activated immediately, such as: ENOLL, Scalable Cities, Smart Cities Marketplace, CIVITAS).

In addition, all partners will contribute with local networks and outreach channels, especially for language-specific communication to disseminate, share, promote and communicate all TRANSFORMER activities and outcomes, its concept, innovative solutions, business models applications and replication potential.



The communication and dissemination activities would focus on:

- Providing them with knowledge, news, templates and guidelines to disseminate further in their own channels
- Enabling contact with them to the TRANSFORMER partners in return, enriching mutual networks

### External networks

These are recruited multipliers that will profile themselves through the length of the project from all target groups, recognising the benefit of TRANSFORMER TSL approach and will want to be associated with it and share its content further, as they find it relevant.

These would include various matchmaking initiatives, start-up hubs and regular, committed participation in the project by key research and industry stakeholders.

The communication and dissemination activities would focus on:

- Providing them with knowledge, news, templates and guidelines to disseminate further in their own channels
- Providing them in return with visibility through the TRANSFORMER Hub and with opportunities to participate in the activities of project (e.g. special webinars, matchmaking, etc.)
- Promoting them through best practice of the project (e.g. “I have successfully applied this tool, and built on the knowledge shared that was available to me during a training, from a Toolkit or that I located in the Knowledge Hub.”)

### Unique Value Proposition

The overall Unique Value Proposition (UVP) of the TRANSFORMER Project is in its **innovative approach** and **collaboration** on building together **innovative living laboratories, in which new ways of transformation towards a climate-neutral future can be developed, tested and implemented.**

Taking that into account, each one of the target groups and stakeholders sees a different benefit and value in the TRANSFORMER project and this collaboration, we would propose focusing each messaging on this UVP as is necessary depending on the target group and therefore the key messages are different. However, to remain coherent, and to push forward the key proposition of the TRANSFORMER project, we would suggest to always strengthen the over-arching appeal of the project:

- **Innovativeness of the TSL approach**
- **Integrated regional approach**
- **Community building and co-creation**



SUGGESTED VALUE PROPOSITION	
TSL OWNERS	TRANSFORMER provides you with a collaborative space full of knowledge, trainings, expert information and a community of other practitioners that are implementing TSL pilots and can provide you with informed insights from their experience and expertise.
TSL SUPPORTERS	TRANSFORMER helps you strengthen collaboration with other Super-Lab practitioners and provides you with access to knowledge, funding and matchmaking opportunities for the successful replication of TSL solutions.
TSL REPLICATORS	TRANSFORMER provides you with access to the latest innovative solutions and knowledge, all packaged in a toolkit for TSL replication, while granting you access to a large community of practitioners that you can become a part of and learn from, in order to scale up their solutions.
EU-LEVEL	TRANSFORMER gives you the opportunity to learn about and from the results and recommendations of the TSLs, helping you make informed decisions about replication.

Table 2: Value Propositions

## Key messages

### **What?**

The TRANSFORMER project considers entire regions as living laboratories, **Transition Super-Labs**, in which new ways of transformation towards a climate-neutral future can be developed, tested and implemented.

### **Who?**

The TRANSFORMER project works with four regions, the Ruhr Area, DE, Emilia Romagna, IT, Lower Silesia, PL and Western Macedonia, GR, on the transition from fossil-fuel-based to zero-carbon local economies.

TRANSFORMER Super-Labs bring together all relevant stakeholders of a region: universities, municipalities, companies, and civil society organisations to work in new cooperation formats and design project ideas for transformation to long-term climate neutrality.

### **How?**

TRANSFORMER aims at developing a roadmap per region that will include milestones for implementation, financing and funding opportunities for other Super-Labs to be developed and replicated, to serve as the core of a regional climate neutrality concept.

TRANSFORMER aims at creating a self-sustaining community of Super-Lab practitioners replicating the concept of TSLs further, with the aim to build a path towards climate neutrality.

## Communication and Dissemination Channels and Tools

To support all communication and dissemination activities as well as to “go where the audience is” we foresee a set of online and offline assets and tools that will be available to the TRANSFORMER consortium partners and partners in TSLs to employ in attempts to reach and effectively engage, communicate with and disseminate to the target audiences. Below we provide more detail on the individual ones, including indications of which target audiences should be addressed in them and indicating initial outlets where appropriate so as to tailor the activation activities and the content to the needs of the audiences.

### Dissemination channels

For all dissemination and communication activities TRANSFORMER will always use a **combination of own channels** (website, Hub, Twitter, LinkedIn, YouTube, newsletter); **partner channels** (regional, EU), **network channels** (researcher, policy, industry, start-up hubs/matchmaking platforms) and **media channels** (specialised media, CORDIS wire etc.).

They will be aligned alongside of promotional campaigns combining all the channels and tools, depending on the goal, target audience and the needs (training, replication, uptake, support etc.).



Figure 4: Social Media Cards: Examples



Figure 5: Leaflet: Example

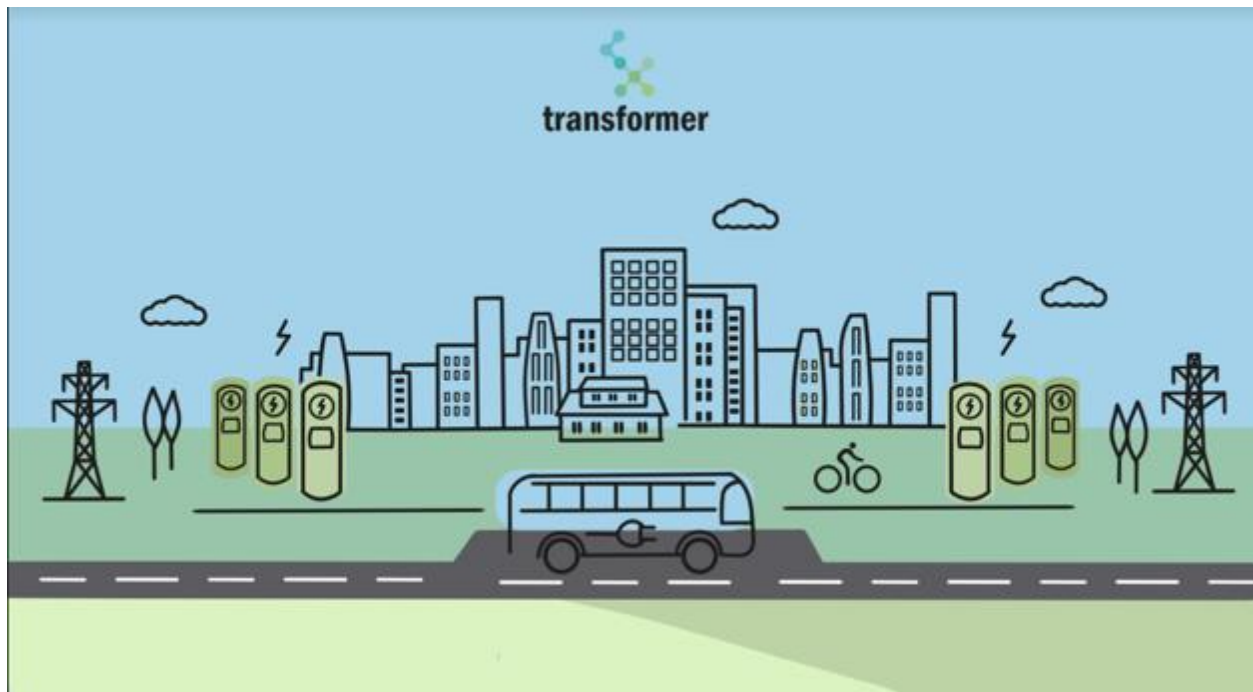


Figure 6: Header Image: Example



Figure 7: TRANSFORMER Landing Page: Example

Below is a short overview of the Communication and Dissemination Tools and Channels that we will build and use within TRANSFORMER.

Channels & Tools	Targeting	Use within TRANSFORMER
<i>Visual Identity</i>	Designed to resonate with all TGs and to be applied as the umbrella that brings the whole project together while showcasing the key elements of the project visually.	The TRANSFORMER <b>Visual ID</b> is a set of visual guidelines and rules that are defined and to be used by all partners uniformly in order to present a coherent external image of the project and reinforce visibility and brand recognition, especially across the TSLs.
<i>Promotional materials</i>	Prepared and designed to attract the focused attention of	<b>Print promotional materials</b> showcasing key progress of the TRANSFORMER TSLs or outcomes

	<p>audiences e.g. on the local level and to share information about the TSLs and their progress visually on the spot or at an event.</p>	<p>of the project aimed at the needs or habits of specific local target audience (e.g. leaflet or flyer or poster and rollup). All event-focused printed products are being localised so as to ensure a closer reach of the stakeholders and audiences. All print promotional materials will be created and can therefore be equally used digitally.</p>
<i>Digital promotional materials</i>	<p>Designed to <b>illustrate</b> the TSLs solutions in an engaging and visual way with the aim to explain complex elements and help understanding online, during webinars or presentations. We will design infographics, interactive data visualisations and other online data graphics representations.</p>	<p><b>Infographics</b> are visual, simplified presentations of the complex issues that are within the TSLs, or within the project as a whole. <b>(Interactive) data visualisations</b> and other visual representation helps the audience grasp complex issues quicker. In TRANSFORMER this will help and support the understanding and replication of the TSLs towards other regions.</p>
Online visuals	<p>Prepared to provide visual guidance to online texts (social media, newsletter, website) and to keep the audience interest, given short attention spans.</p>	<p><b>Online visuals</b> contain all imagery to be used online. In TRANSFORMER we focus on twofold visuals: 1) photos of regions and TSLs areas, showcasing implementation and progress 2) graphics, icons and illustrations showcasing the technical issues in a more visual way.</p>
<i>Video stories</i>	<p><b>Short, animated videos</b> designed to attract the interest of audiences online, especially on social media both on EU and on local levels, but also at events or in venues (e.g. venue entry screen).</p> <p>The planned <b>video stories</b> are focused to attract the attention of EU-level audiences and local/regional public authorities to gauge their interest.</p>	<p>TRANSFORMER will prepare a <b>series of short explainer animated videos</b> that will be showcasing the key solutions of the TSLs, the general concept of a TSL, and explain them in a short, concise and coherent manner. Illustrated <b>video stories</b> to be used online or at events will explain the TRANSFORMER concept and solutions in an innovative and engaging way.</p> <p>Translated with subtitles into all four languages of the TSLs, they will help overcome language barriers and contribute to greater reach and support replication and uptake on local and EU levels.</p>



<p><i>Audio Tools</i></p>	<p><b>Audio tools (external podcasts, webinars)</b> are designed to position the TRANSFORMER project as a community of experts on the solutions and implementations of TSLs.</p>	<p>We will identify suitable podcasts to participate to extend the reach of our experts (e.g. Smart City Marketplace Podcast, DG ENER podcasts etc.) and organize and record webinars. All these assets will be then placed on YouTube and embedded on the TRANSFORMER Hub so as to extend the reach and replication potential</p>
<p><i>Social media</i></p>	<p><b>Social media content</b> is focused on promotion and community building: dissemination of stories TRANSFORMER solutions; events' participation and engagement with other partners/initiatives/audiences.</p>	<p><b>All content on social media will be divided into two parts:</b> 1) TRANSFORMER own (EU level, Twitter, LinkedIn, YouTube<sup>1</sup>) and partner channels (regional level), focusing mainly on those partner channels, where the target audiences are present. <b>Social media templates and guidelines</b>, designed to ease the application and widen the reach of social media will help us make full use of the multiplication effect of the partners and their organisation accounts as well as of the stakeholder reach, while fully applying the localisation into four languages, as needed.</p>
<p><i>Newsletters</i></p>	<p>Designed to attract, grow and inform the target audiences on EU and regional levels.</p> <p>Aligned with the news section on the Hub, the <b>newsletter</b> will be more tailored to the information needs of TSL Replicators and Multipliers that would like to have more specific (and regular) updates on solutions, financing and other aspects of solution implementation.</p>	<p><b>Newsletters</b> are a direct way to engage with key audiences, providing them with content according to their interest and engagement level. We will run a survey of interest that will help us group and target audiences according to their interest in content, events, knowledge or tools as well as enable resharing across networks through partnerships.</p> <p>The <b>content</b> will be combined between sharing information about project milestones, events, results and introduction of key elements, tools, guidelines for TSL application.</p> <p>The <b>subscription base</b> will be grown through a subscription on the Hub, external partner and</p>

<sup>1</sup> We do not recommend Facebook for the moment, given the target audiences and their presence and their needs. Should FB become more pertinent in the coming months, we can revise this strategy at M12.

		multiplier campaigns as well as event campaigns; following all good practices on data collection, storing, GDPR and opt-in rules.
<p><b>TRANSFORMER Hub</b></p>	<p>The <b>TRANSFORMER Hub</b> will be the central communication channel for the project, developed to be accessible and approachable for all target groups and stakeholders. It will feature public and (semi) private spaces, promotional, training and user-focused material, have a user space for interaction and exchanges as well as dissemination of information.</p> <p>All the outcomes and (communication and dissemination) products of the project will be shared here in one of the sections or spaces for ease of access to all target audiences; enriched with the content federated from external initiatives, websites and other dynamic sources.</p> <p>Through a combination of private and public features, we will ensure that it becomes a true Hub: enabling the wide dissemination of results from the TRANSFORMER TSLs, while at the same time, enabling a community of knowledge, collaboration and exchange on innovation and TSL replication.</p> <p><b>Sections</b></p> <p><b>Public spaces</b></p> <p><i>Public spaces are publicly available to all interested audiences and stakeholders, crawlable fully by Google and contributing - through improved SEO features - to the discoverability and reach of the TRANSFORMER content.</i></p> <p>The <b>Homepage</b> of the TRANSFORMER project will be the first window into the concept of the Transition Super-Labs and the entry-point to all the Hub functionalities and content. It will feature visual elements such as <i>interactive map</i> showcasing solutions and results of the project, as well as key highlight information from across the project, putting focus on a set phase of the project.</p> <p>The <b>About section</b> will have presentations of the project and the Transition Super-Lab concepts, the consortium and its partners, as well as a Contact feature so that any stakeholder is able to contact TRANSFORMER for more information.</p> <p><b>News and Events space</b> will feature the latest news, submitted by all partners and TSL Owners, promoting interesting stories and news, information on trainings, webinars and workshops. This section will also combine the news and events from other relevant initiatives, as fitting, by automated feeds or similar.</p> <p>As the content grows, any user will be able to filter the news and events according to interest, TSL site/region or source.</p> <p><b>Publication space</b> will have all the electronic versions of TRANSFORMER public <b>deliverables, publications, policy papers</b> and other written outputs. Designed both for online reading and download, it will have an embedded section with an online reader in HTML and a download section for download and printing for those, wishing to do so. The HTML version will be optimized for SEO, so as to enable better</p>	

discoverability of the content as well as good citations and re-linking from other sources. There will be a direct link with the connected repository displaying the Toolkit from this space too.

**Media space** will have all the promotional and external products to be used by multipliers and media to share information and content from TRANSFORMER to their networks and audiences: **visual ID & guidelines, PR, infographics, videos.**

**(Semi) private spaces**

*Semi private spaces are spaces that are available under a login and the user profile undergoes an approval process so as to assure a quality discussion, direct access and engagement readiness from the respective representative. The spaces are dedicated to knowledge sharing, learning and collaboration, therefore a greater discretion is at hand.*

**Community management** is very crucial for this part of the Hub, therefore, we will ensure that within the project partners we are able to fully manage this wide range of activities and help and assist the community in the most efficient way:

- Creation and interconnection off the Toolkit, Knowledge Hub and their integration into the TRANSFORMER Hub.
- Screening of ongoing developments on the TSL levels for interesting points to bring up to the homepage and prepare weekly updates of the website (news, events, Q&A, new tools, new discussions). This will make the interactions more visible to the target groups that are focused at replication and make the TRANSFORMER Hub more interesting and enticing.
- We will be identifying attractive content and pushing it also externally to the community: through the website: news, articles and highlights, and social media, infographics and short animated videos.
- Assisting the community to interact with each other better (networking, co-creation and exchange of knowledge, discussions, sharing and collaborating in the same space), which also encourage users to join the community and be active and to allow to drive the implementation of TSLs in regions forward.

**Stakeholder space** will be the key for collaboration and co-creation among different stakeholders of TRANSFORMER. It will feature stakeholder-provided resources and enrich it with additional connected websites and input surveys and forms as well as their results.

**Training space** will be at the disposition of all stakeholders to support their information needs and learning possibilities, as a backup to the trainings delivered. Publishing them online will enable us greater reach to additional audiences as well as direct interaction with them. It will be combining **webinar, workshop recordings, trainings, explainer videos, podcasts and syllabus and materials** for trainings with connections to the existing training platforms (Virtual Learning Lab (ENoLL) & Mobility Academy (RC) and local/regional training centres.



	<p><b>Connected repository</b> will be a combination of dynamic and static space, managed partially by the TSL owners and consortium partners. The space is for TSLs to present outcomes, exploitable results and deliverables for other stakeholders and audiences to see and use, and it will be also displaying all other stakeholder resources relevant for the TRANSFORMER Knowledge Hub and the Toolkit.</p>
	<p><b>Collaborative workspaces:</b> We understand the need to incorporate collaborative workspace, to enable seamless online collaboration among stakeholders and to help them engage about the Toolkit, Knowledge Hub and trainings and other resources. We would explore and deploy possibilities that are most suitable for their needs, e.g. online self-reporting, online co-creation space, online project/best practice space and online networking space in the deliverable dedicate to the TRANSFORMER Hub.</p>
	<p><b>The Knowledge Hub</b> will be a standalone section within the TRANSFORMER Hub, serving two purposes: 1) <b>providing in-depth and comprehensive information</b> about the Transition Super-Labs, 2) acting as an <b>advisory tool</b> for <b>supporting the regions and guiding them to develop</b> a customised TSL, evaluating their own needs and priorities and allowing them to analyse their regional capabilities and build a draft of a customised roadmap for evolving their domain-based innovation infrastructures into multi-domain TSLs.</p>
	<p>The <b>Toolkit</b> will be drawing upon the collaborative features of the TRANSFORMER Hub. It will include the online basis for the matchmaking mechanisms for upscaling, composed of the elements <b>Open Matchmaker</b> (online B2B marketplace) and repository for the offline Bootcamp. The toolkit functionality will be embedded into the TRANSFORMER Hub for seamless navigation of the users, but will be directly linked through it to other influencing platforms (e.g. Climate KIC, ERRIN, CIVITAS, Smart City Marketplace, Scalable Cities Grant and local matchmaking platforms, e.g. RUHR Matchmaker, and linked start-up networks (integrated approach) and constantly updated by integrating new tools/methodologies identified.</p>
	<p><b>Features</b></p>
	<p>Due to the great amount of content stemming from the project and the TSLs, as well as the additional content that will be embedded from other partner sources, we will incorporate a <b>comprehensive search tool and a multilevel taxonomy</b> helping with the navigation across the Hub.</p>
	<p>For the user to navigate easily through the content and to find information needed across all the pages, we will deploy a <b>full text search</b>, bringing up the results from across the project pages (Toolkit, Knowledge Hub, publications), community pages (if publicly available) and other content such as events, news and static pages. From the homepage and any page of the TRANSFORMER Hub, users will be directly accessing the full text search, with the results <b>tagged and grouped by type</b>.</p>
	<p>The <b>localisation</b> on the Hub will be done through <b>automated translation</b> of the static content, identified as the key content for translation. Depending on the needs of the</p>

	<p>local audiences and stakeholders, we will foresee to build the features in such a manner that they are easily translatable by automated AI/software (in HTML).</p> <p><b>URL and its SEO and safety:</b> We will place the project on a standalone URL <a href="http://www.project-transformer.eu">www.project-transformer.eu</a> and will ensure its security (https). For SEO and other optimization purposes, we have also purchased additional URLs in order to be able to optimize the content; and use a redirect (e.g. <a href="http://www.transformer-project.eu">www.transformer-project.eu</a>); all URLs will be SEO-optimised as of creation.</p> <p><b>Technical upkeep:</b> From a technical standpoint, we will continuously ensure that the website undergoes a standardised and regular process of maintenance and security patches so that the system is secured in multiple ways. Should the approval of whitelisted modules change already deployed modules, we will ensure the compatibility with the most up-to-date requirements.</p> <p><b>Continuous updates:</b> Following the process explained above, we will push out highlights of various content on a regular basis so as to keep the website up-to-date, interesting and lively, so that the audience stakeholders and community members see that they are contributing to a lively environment and that the potential new users see all the ongoing activities and get a glimpse of what they can be a part of. All content on the website that will be publicly accessible will be updated on a regular basis according to the content calendar.</p>
	<p><b>System security:</b> Following DIGIT requirements, the system will be integrated with the CAPTCH and Mollom spam protection systems which in an ongoing way to protect the website from automated bots trying to create spam accounts and try to send information to other users from the platform. To be always up to date with the security and let no bots pass this protection we keep the modules and plugins up to date and monitor if there are any new solutions to fight ongoing spam challenge.</p> <p>In addition to the automated systems mentioned we ensure a safe user activation through a personalized process and manual approval of vetted and known community members. No user with publishing rights could register or have a permission to publish content on the Hub without a formal user validation process.</p>
	<p><b>Plugins and APIs,</b> to enable all connections foreseen within the Knowledge Hub, Toolkit and its matchmaking features as well as federation of content from external websites of initiatives, we will be enabling the connection of vetted information to be incorporated into the TRANSFORMER HUB, as relevant.</p>
	<p>All <b>GDPR related restrictions</b> will be held up when it comes to the user-management policy and when it comes to the distribution lists, newsletter subscriptions and social media outreach. Easy un-subscription is provided for as a standard.</p> <p>Equally so, we will respect all <b>intellectual property rights</b>, when it comes to publishing external content from other initiatives, partners, projects, or any other</p>

	third parties. In the case of allowance of the publishing of third-party content, link and source will be always listed.	
<i>Media</i>	<b>Media outreach</b> is designed to seek impact on a greater scale on local, regional and EU-levels beyond the reach of the multipliers and stakeholders, targeting citizens of the TSL and other regions.	TRANSFORMER will actively seek impact in media, providing articles and coverage on the project both on EU level (eu.research, industry magazines), online news feeds (e.g. CORDIS wire) and local levels in local languages of the four TSLs.
<i>Events (local and EU level)</i>	Stakeholder events and workshops will be targeted at exchanges between regions and technical experts, but also to attract additional interest from the stakeholders to get involved with replication. All <b>conferences, events and workshops</b> will be designed to ensure targeted reach and engagement of local/regional target audiences as well as to achieve important milestones in exchanges on the Transition Super-Labs.	TRANSFORMER will launch two own conferences 1) on presenting the TSL vision at the time of the pilots launch 2) final conference to present the results and launch the community of Super-Lab practitioners. In addition, TRANSFORMER will organise <b>community-building stakeholder events</b> , secure learnings of the Super-Lab construction through <b>workshops and capacity building activities</b> , enabling newcomers in the community to quickly get integrated.  TRANSFORMER will also establish a follower TSL “User Forum” for the creation of replication paths and take part in several stakeholder and partner-organised replication focused events, in order to ensure greater and wider reach.
<i>Publications and White papers</i>	The creation and content of <b>publications and white papers</b> will be based on the outcomes of WP2. They will be designed to generate scientific and applicable knowledge about the TSL approach, provide evidence how TSLs contribute to the transition to climate neutrality and provide scientific evidence for decision-making processes.	All publications will be published online on the TRANSFORMER Hub respective section and made available to the larger audiences through CORDIS services and other dissemination portals. In addition, we will identify key replication publications/papers and submit them to events for additional reach and promotion, coupled with a presentation.

Table 3: Channels and Tools: Overview

## Channels to activate individual target audiences

The table below provides a **summary of channels and tools** that we plan to implement and who will be primarily targeted. As this is primary targeting, we count on the reach to be broader, especially through the use of multipliers and partners. The targeting simply shapes our narrative and storytelling angles, as well as informs the selection of the most suitable channels.

All measures and activities will always follow three levels of dissemination, and are targeted towards key Target Groups on the following levels:

- **Transition Super-Lab level:** where the focus is on the pilot TSL and its implementation
- **Regional level:** where the focus is on knowledge exchange, replication and exploitation and community creation
- **EU level:** where the focus is on knowledge sharing and replication at a greater scale

Target Audience/ Channels & Tools	TSL “Owners” (TG A)	TSL “Supporters” (TG B)	TSL “Replicators” (TG C)	TRANSFORMER partners	EU – level stakeholders
<i>Visual Identity</i>					
<i>Promotional materials</i>					
<i>Infographics</i>					
<i>Online visuals</i>					
<i>Video stories</i>					
<i>Social media</i>					
<i>Newsletters</i>					
<i>TRANSFORMER Hub</i>					
<i>Webinars</i>					
<i>Pilot &amp; Final Conferences</i>					
<i>Exploitation workshops</i>					
<i>TSL User Forum</i>					
<i>Trainings</i>					
<i>Publications &amp; White Papers</i>					
<i>Media</i>					

Table 4: Targeting of Channels, highlighted primary target group

## Stakeholder engagement

The communication exchanges and dissemination activities of the project are supported through the application of stakeholders and multipliers that have been recruited from among the networks of partners and their own dissemination channels or identified from among other similar projects, such as the SSH collaboration group. To that end, multiplier and stakeholder interaction and engagement form a core part that feeds into the Communication and Dissemination Strategy.

Below we outline rules and guidelines for the interactions with such stakeholders and showcase the different types of interactions when it comes to communication and dissemination of TRANSFORMER partial and final results in building Transition Super-Labs, so that they are coordinated in an efficient and coherent manner through WP6 and its activities, templates, workflows and the Hub itself.

### Stakeholder identification

We use the stakeholders and multipliers directly to disseminate to a variety of key target groups, in rather large numbers. Furthermore, we link up with other relevant initiatives for identifying areas for cooperation, for exploiting synergies, and for using them as multipliers to attract stakeholders and to disseminate TRANSFORMER results.

More specifically, we aim to frequently disseminate through the following networks:

- SSH projects and initiatives as grouped during the CINEA meeting “sister projects”: SocialRES, EC2, GRETA, Energy Prospects, ENCLUDE, DIALOGUES, SSH CENTRE
- European Platforms such as ENoLL, Net Zero Cities, Scalable Cities, SCM Marketplace, SET-Plan, EERA or Green Digital Charter as well as Smart Energy City network as well as other city networks at European level in which representatives of TRANSFORMER actively participate
- Other EU-level initiatives and project networks, relevant to the key themes, living labs creation or implementation, replication or matchmaking activities of TRANSFORMER, with whom we have active knowledge exchange through jointly organized workshops and events
- City-related initiatives at EU level, including the Covenant of Mayors, CIVITAS, green digital agenda, European Alliance for Innovation Smart City 360;
- National stakeholders, organisations and initiatives, focused around our four regions (Germany, Italy, Poland and Greece). A concrete list of stakeholders will be expanded as the work on regional stakeholders will progress in parallel WPs.

### Engagement with stakeholders

As seen above, various professional networks are already linked to TRANSFORMER through its partners. Thanks to its sister projects and their partners and/or cities or regions (if they work on regional levels), specific collaborative partnerships are fostered jointly and bilaterally to optimise the activities and impact and maximize the reach of the communication and dissemination activities and to target as many potential collaborators and audiences as possible at European, national and regional levels. A dialogue on

continuous multiplier programme on local levels, especially in the four TRANSFORMER regions is also taking place.

### Goals for engagement

The key goal of the interaction with stakeholders is to share the knowledge amassed throughout the work of the project and specifically engage with SSH projects, Cities Mission, ENoLL, EIP-SCC and Scalable Cities in order to feed the European discussion on transition towards climate neutrality in regions, promote successful innovations and co-created solutions piloted in TSLs, but also to get in touch with potential partners or peers and attract new replicators for our replication projects and private-sector funding for potential matchmaking.

### Collaboration with initiatives

To ease the understanding, we foresee various levels of interaction based on the collaboration potential with the initiative, its dissemination activities and overlap with our target audiences.

#### Close collaboration on all fronts: SSH Projects

Within the group of sister SSH Projects, we aim to have a very close collaboration on all levels: exchanges of content, collaboration on and coordination of communication and dissemination activities. The **dissemination and communication coordination group** that has been established during the meeting in Brussels at the end of November 2023 will jointly focus on exchanges, sharing and joint communication coordination of SSH projects and their activities, as and where relevant. TRANSFORMER will be an active part of these activities, having already established the common space for sharing and collaboration on documents as well as a common mailing list for all. Naturally, as the project progresses, TRANSFORMER will contribute with its communication and dissemination knowledge and resources and vice-versa, will draw upon the larger dissemination effect and reach of the greater community.

#### Collaborate, coordinate, and exchange dissemination and communication activities

- Collaborate closely and constantly coordinate all communication and dissemination activities, to achieve a greater impact and scale at the EU and national (and where relevant on regional) levels.
- Contribute to joint sharing of stakeholder and target audiences to achieve a greater reach across shared target audiences.
- Join all joint communication and dissemination activities, from events, booths and workshops to online webinars, common communication and promotion outputs (e.g. publications or leaflets), and/or data sets, key messages and online and social media presence, where relevant for TRANSFORMER activities and partners

#### Contribute to building common online presence for all SSH projects

- Create and contribute to mutual communication and dissemination exchanges and partnerships by sharing jointly social media, networks and other dissemination channels as well as utilise the groups' channels individually or as a common tool.

<ul style="list-style-type: none"> <li>● Actively support joint social media exchanges by tagging, sharing, re-sharing and overall coordination of content.</li> <li>● Exchange news and newsletter visibility across all projects.</li> <li>● Contribute to common press releases and jointly track media mentions.</li> </ul>
<p><b>Jointly coordinate presence and participation at events, workshops and webinars</b></p>
<ul style="list-style-type: none"> <li>● Attend and actively participate in all regular meetings of the established SSH group.</li> <li>● Share joint event spaces, collaborate on workshops and webinars to take advantage of the mutual resources and the joint dissemination scale.</li> <li>● Attend events, according to the coordinated and agreed event calendar.</li> <li>● Potentially coordinate a joint final or mid-point event of all projects, taking full advantage of attracting more target audiences as well as providing more added value and knowledge from the joint presence of several or all SSH projects and their knowledge and learning.</li> <li>● Joint online sharing and promotion of all activities and presence at events with the aim to generate more buzz and create a greater presence through a group of projects.</li> </ul>
<p><b>Jointly share and exchange communication content, tools and best practices to attract the right audiences and stakeholders</b></p>
<ul style="list-style-type: none"> <li>● Exchange and share content, materials, data sets and other deliverables.</li> <li>● Collaborate on joint outputs, e.g. publications.</li> <li>● Collaborate on joint inputs into the Knowledge Hub, sharing of tools for the Toolbox or open data sets and partial results that could be plugged in into the knowledge database of TRANSFORMER and help avoid duplication.</li> </ul>

Table 5: Collaboration with the SSH Project Group

### Knowledge sharing and exchanges

Building upon the fact that one of the partners of the consortium is ENoLL, a network of living labs; other partners are participating in the Cities Mission or are managing Scalable Cities and are in very close collaboration with the Smart Cities Marketplace, we would like to take advantage of such participation and benefit from their amassed knowledge and tools that can be very useful and relevant for the TRANSFORMER Knowledge Hub as well as the Toolkit and an overall visibility of activities. Before building the Knowledge Hub connections, we will perform an audit of information from across partners and networks to identify what is needed and to establish the best ways to connect, without causing duplication of content collection or display.

<p><b>Collaborate, coordinate, and exchange dissemination and communication activities</b></p>
<ul style="list-style-type: none"> <li>● Collaborate on exchange of communication and dissemination activities, to achieve a greater impact and scale at the EU and national (and where relevant on regional) levels.</li> <li>● Mutual exchange of news, events, newsletters entries.</li> </ul>



- Mutual sharing and exchange of social media content, social media exchanges, cross-posting, tagging, sharing, re-sharing and overall coordination of content.
- Exchange and promotion of content, materials, data sets and other deliverables.
- Invitations to participate at webinars, events, booths and workshops, where relevant for TRANSFORMER activities and partners

**Contribute to building and interconnected online presence for TRANSFORMER and related initiatives**

- Create and contribute to mutual communication and dissemination exchanges and partnerships by sharing jointly social media, networks and other dissemination channels.
- Provide inputs and links to the Knowledge Hub, share and provide tools for the Toolbox or open data sets and partial results that could be plugged in into the knowledge database of TRANSFORMER and help avoid duplication. By creating a joint space, based on federation of content from across various projects and initiatives, thematically relevant, we create a true one-stop-shop for all TRANSFORMER stakeholders and target audiences and ease their access to information, contributing to better replication.

Table 6: Knowledge Sharing and Exchanges with Related Initiatives

### Bridging research gaps

Knowledge sharing and communication and dissemination activities will also benefit from a close relationship and inclusion of various research and academic organisations into the group of close stakeholders to collaborate with. We will ensure mutual exchange of visibility but also active contribution to and participation in events, workshops and webinars, as well as links with relevant content sources to the Knowledge Hub to enrich provided information. Equally then, TRANSFORMER learnings will feed back to the academic community and contribute to improved research on EU level.

We will link up and contribute to the European Energy Research Alliance (EERA and EERA JPSC) as well as to local academic and research organisations.

**Collaborate to provide improved research results**

- Mutual exchange of visibility and participation in events for better research (e.g. EERA congress, SET-Plan conferences, EERA JPSC City advisory board etc.
- Create and contribute to mutual communication and dissemination exchanges and partnerships by preparing, sharing and adapting social media, news, newsletters and other dissemination channels.
- Provide inputs and links to the Knowledge Hub from the academic space and EU and local levels; and vice-versa: feed the outputs and results of the project back into the research and e.g. technical workshops
- Joint collaboration on dissemination activities and events, workshops, as relevant.

Table 7: Bridging Research Gaps with Research and Academic Networks



## National and local stakeholder engagement

In order to be able to disseminate TRANSFORMER partial and final results at local / regional levels, we will develop together with local partners and regions and in collaboration with ENOLL, specialised actions aimed at sharing and engaging with the local audience in the four key regions of TRANSFORMER. As the project progresses, we will develop online webinars, local outreach activities, sharing workshops, oriented at getting in direct exchange and communication with local stakeholders and audiences and communicate about the project and its results. Thanks to local partners, we will ensure the relevance and applicability of the localised content to a given region.

### Collaborate to reach local and regional audiences

- Create and contribute to mutual communication and dissemination exchanges and partnerships by preparing, sharing and localising social media, news, newsletters and other dissemination channels.
- Provide inputs and links to the Knowledge Hub from the regional and local levels; and vice-versa: share the outputs of the Knowledge Hub and its full database of knowledge with local partners, who may take advantage from it for further learning and replication
- Liaise with local governments or municipalities, schools, etc. to promote the actions through localise dissemination products (translated videos, infographics for local needs).
- Joint collaboration on local outreach activities and events, workshops, where relevant.

Table 8: National and Local Stakeholder Engagement

## Stakeholder mapping and guidelines

For all TRANSFORMER partners to benefit from all the dissemination potential of the stakeholders and multipliers, we will use a combination of channels for dissemination to address different target groups and ensure the connection and knowledge within the project through internal management sharing meetings as well as communication coordination meetings. In order to ensure the management of such task is well performed, combining outreach to multipliers and stakeholders and the ongoing dissemination and communication work, together with WP2 and WP3 we would create a stakeholder mapping document:

- **outlining the key stakeholders,**
- **their presence, reach and potential impact**
- **key contact on the stakeholder side, if relevant**
- **key contact responsible within the project**
- **type of audiences we are reaching through them**

This table would be regularly updated by all partners to keep track and manage all stakeholder relationships within the project across all WPs.

In addition to that, we would build simple guidelines on:

- **Regular sharing, tagging, liking on social media**
- **Regular news exchanges**
- **Regular newsletter sharing**
- **Regular inclusion of our content on their website and vice-versa and how**

In addition to the mapping, we would build all **necessary guidelines and templates, as outlined above** to make it as easy as possible for the potential stakeholders and multipliers to share our message and help us with the promotion and dissemination.

All activities will be monitored in the KPI and monitoring document.

## KPIs and Measurements

### Monitoring principles and continuous evaluation

We will use a set of qualitative and quantitative measurements to monitor the impact and effectiveness of all communication and dissemination activities and stakeholder participation. They consist of online statistical and anecdotal feedback, established through third party tools dedicated to measurements (Google Analytics, Internal Twitter, LinkedIn measuring tools) and statistical measures of questionnaires and forms.

All data will be compiled on a continuous basis and evaluated regularly. We will use monthly results as a basis for regularity and use it to build indicators, which will be continuously followed. For all newly set-up tools and channels, we will use a rolling average method of establishing indicators combined with benchmarking against comparable sites. This way we will be able to set a series of goals and indicators to build communication and dissemination KPIs, that will be evaluated on a continuous basis helping us to identify possible shortcomings in our activities, targeting or content and adjust quickly and flexibly accordingly.

All online tools used (Knowledge Hub and website, newsletter, social media, workshops/webinars) have proprietary monitoring and evaluation tools built-in that are used regularly to track the progress of key performance indicators (KPIs), analyse the web traffic, gain social media insight and related statistics.

### Key performance indicators

Online KPIs are by far the most cost-effective and useful metrics that we will be collecting to track the dissemination of the project. By using web performance tools (Google Analytics, Piwik), we ensure that all TRANSFORMER online content is available to the relevant target audiences as planned. Moreover, not

only will we follow the statistical information, but we will also analyse it and revise the communication and dissemination strategy based on the results.

These indicators are very useful to show us what our users favour, what is their preference and how they behave, especially when it comes to navigating the website or Knowledge Hub or when it comes to the definition of the content for e.g. individual landing pages.

All KPIs will be collected and entered into the 6.2 reporting table of the Participant Portal.

ONLINE INDICATORS
<p><b>Website and Knowledge Hub</b></p> <ul style="list-style-type: none"> <li>● Basic visitor statistics: visits, page views and unique visitors</li> <li>● Number of contents posts (news, events etc.)</li> </ul> <p>More detailed statistics on the site’s traffic, such as:</p> <ul style="list-style-type: none"> <li>● Average time spent on site</li> <li>● Number of pages visited (incl. bounce rate)</li> <li>● User breakdown</li> <li>● Number of downloads of content</li> </ul>
<p><b>Social media</b></p> <ul style="list-style-type: none"> <li>● Number of posts</li> <li>● Followers and fans</li> <li>● Likes, shares, comments, mentions</li> <li>● Tweets, retweets, comments</li> </ul>
<p><b>Newsletter</b></p> <ul style="list-style-type: none"> <li>● Subscriptions/unsubsubscriptions</li> <li>● Opening rate</li> <li>● Audience breakdown by region/organization/theme interest</li> </ul>
<p><b>Multiplier-related online KPIs:</b></p> <ul style="list-style-type: none"> <li>● Breakdown of multipliers per theme (topic), country and number of potential followers/reach</li> <li>● Incoming links – any initial backlink analysis provides the baseline KPI, and is then regularly monitored to track the progress of any online promotional campaigns</li> </ul>
<p><b>Media KPIs</b></p> <ul style="list-style-type: none"> <li>● Media publications</li> <li>● Media mentions</li> </ul>

OFFLINE INDICATORS
<b>Event KPIs</b>
<ul style="list-style-type: none"> <li>• Events attended and audience reached</li> <li>• Events type of presence and impact</li> <li>• Workshop webinar participations (speakers/presenters, their audiences)</li> <li>• Workshop/webinar audience (live/in-person, viewership post-webinar)</li> </ul>
<b>Promotional materials and publications</b>
<ul style="list-style-type: none"> <li>• Promotional materials disseminated</li> <li>• Publications printed and audience reached</li> </ul>

Table 9: Online and Offline Key Performance Indicators

## Implementation plan

### Management of communication activities

#### Monthly Teleconferences

For the successful implementation of the communication and dissemination strategy collaboration and exchange of information on solutions from partners, localized dissemination in the Transition Super-Labs are paramount. To that end, we introduce regular exchanges through Asana and coordination meetings as well as a continuous iterative process to be able to reflect any changes influencing communication and dissemination throughout the duration of the project.

A regular teleconference between TWE and partners, who are involved in the communication activities in WP6 will take place as a recurring segment of the Consortium Monthly Calls. At the event of the development, incorporation and alignment of the Knowledge Hub and Toolkit to the website, dedicated website and knowledge integration calls with WP4 partners responsible for those elements will be established through any of the available VoIP tool (Google Meet).

All partners involved in outreach and communication activities will be filling out the official reporting documents, based on the table 6.2 monthly. They will then be compiled into a common document for reporting in the partner portal in a desired frequency.

#### Management Tools, Communication Guidelines and Templates

With a vast number of target groups and stakeholders, we will need coordinated action on communication and dissemination across the TRANSFORMER project in order to correctly and coherently manage these activities across different partners, stakeholders and region. To that end, we have designed a communication implementation pack that consists of several guidelines, templates and tools. These are usually 1–2-page long documents outlining the individual items more in detail or direct templates that can

be used directly by the (local) partners, stakeholders or multipliers, or by the communication partners, applying these helps all to communicate in a coherent and coordinated manner.

### Workflows with partners

Due to the specificity of the project and the number of partners involved especially on the regional level, who will need to access communication and dissemination tools and channels for better local outreach we will share all content and information, especially the outputs suitable for localisation, through the joint monthly management calls and the joint management system (SharePoint and Asana) to provide direct access to all regional partners.

TWE who is in charge of WP6 takes on a lead role in preparation, design, production of communication plans and design tools that relate to the project and this strategy. The development of content, especially when it comes to individual local solutions, tools or knowledge and will be carried out in cooperation with other partners in the WP and in the project, with the aim to feed communication products, such as news, infographics, social media posts, web pages. The translation of all content will be done on the local levels.

### Knowledge Hub Content Management

The project foresees two types of content on the Knowledge Management Hub:

- **Own content**

TRANSFORMER own content is there to populate the Hub with tools, learnings, best practices and solutions from the project implementation sites' experience. It will be targeted both internally for cross-project learning and externally for promotion and sharing among the SSH projects and beyond.

- **External content**

Additional knowledge, tools and other content that will be key to the Hub's success will be added through re-linking, integration, and RSS feeds, with the aim to create a true Hub of knowledge.

The aim is to enrich all that is produced within the TRANSFORMER project with existing knowledge and tools and help the implementation of TRANSFORMER and subsequently its replication.

To promote and support these two types of content and attract users to come to the Knowledge Hub, through this communication strategy, we will build **promotional content** based on what is in the Hub, that will be all coordinated through the Editorial Calendar:

- social media posts
- infographics or short GIFs / videos
- PR and media articles
- event, webinars, workshops
- multiplier partnerships and outreach through partners and partner networks: SSH projects, other stakeholders

## SSH Joint Project Collaboration

As outlined above, we followed up with the SSH projects and in order to streamline our activities, to enable better and more efficient collaboration and to be able to share and exchange knowledge with other “sister” projects, we have started a joint collaboration across all SSH projects that are managed by CINEA: *SocialRES, EC2, GRETA, Energy Prospects, ENCLUDE, DIALOGUES, SSH CENTRE + TRANSFORMER*

The SSH joint collaboration will be ongoing on several fronts and will contribute to the joint communication and dissemination through additional content, knowledge and best practices and learning as well as a better use of resources; it will however also help with organising joint events, joint participation at larger external events, webinars, inviting speakers and other cross-collaboration activities, utilising the stakeholder networks for their dissemination reach and multiplication effect.

At this stage, the collaboration has kicked off through a first meeting and exchange of information. We will be following up on a regular basis through joint SSH project’ communication calls and alignments, as well as seeking additional opportunities to invite other SSH projects to share their information through our webinars works and potentially joint events, add their knowledge and tools and open data to the Knowledge Hub or Toolkit once ready.

## Editorial Calendar

We will set up and maintain an Editorial Calendar, either as a shared excel sheet or a space in Asana, shared with and used by all partners of WP6 and also other regional partners for the following purposes:

- overall coordination of communication content
- news planning
- events announcement and promotional activities planning
- webinar announcement and promo planning
- social media outreach planning
- SSH community sharing and planning
- Knowledge Hub content planning and management

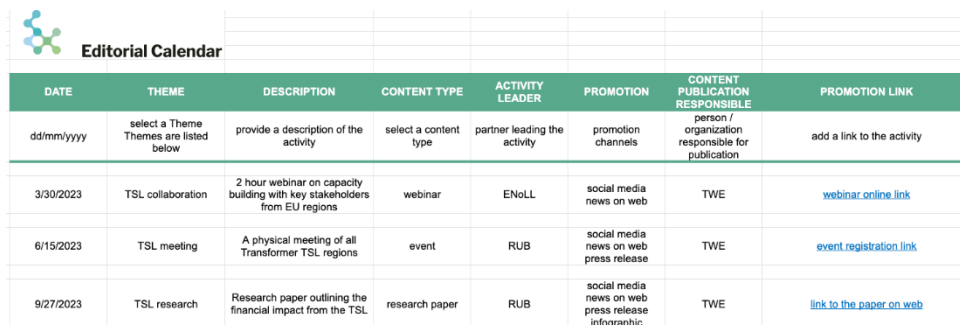
An Editorial Calendar is an indispensable, however, a very flexible tool to coordinate all content production and subsequent dissemination and promotion within WP6 and beyond. With this tool all messaging activities can be seen/accessed by relevant team members, tasks can be assigned and managed, a concrete timeline established and scheduled, progress checked, with the advantage of having it all in one place. An Editorial Calendar will also provide an overview which will show which messages are scheduled to go to which target group, giving an added assurance that each group is receiving attention and at the right frequency.


The schedule would include (not exhaustive):

- Topic of the week/month [not mandatory]
- News and Knowledge Hub / Tool promotion schedule

- Events, webinars, workshop promotion schedule
- Monthly infographics content planning, translation and sharing
- SSH community posts:
  - Guest/ SSH projects’ reposted content (news, events, video etc.)
  - Joint SSH projects’ events, campaigns
- Links or reposts of external knowledge, tools, articles [when relevant]
- Twitter and LinkedIn schedule, concretely, should be used to reach as broadly as possible across our target audiences (continuous)
- Monthly newsletters (continuous)
- Planned community engagement tasks: topics or comments into a group, internal promotion of a published resource etc.

Here is an example of an editorial calendar to streamline activities across all content relevant items that is placed on the TRANSFORMER SharePoint and will be used in the joint communication and dissemination meetings for planning and management purposes:



 <b>Editorial Calendar</b>							
DATE	THEME	DESCRIPTION	CONTENT TYPE	ACTIVITY LEADER	PROMOTION	CONTENT PUBLICATION RESPONSIBLE	PROMOTION LINK
dd/mm/yyyy	select a Theme Themes are listed below	provide a description of the activity	select a content type	partner leading the activity	promotion channels	person / organization responsible for publication	add a link to the activity
3/30/2023	TSL collaboration	2 hour webinar on capacity building with key stakeholders from EU regions	webinar	ENoLL	social media news on web	TWE	<a href="#">webinar online link</a>
6/15/2023	TSL meeting	A physical meeting of all Transformer TSL regions	event	RUB	social media news on web press release	TWE	<a href="#">event registration link</a>
9/27/2023	TSL research	Research paper outlining the financial impact from the TSL	research paper	RUB	social media news on web press release infopraxis	TWE	<a href="#">link to the paper on web</a>

**Figure 8: Editorial Calendar Example**

Supported by the joint collaboration with partners in WP6, the editorial calendar will become a central document, that everyone will reference at any stage of the communication and dissemination process.

## TRANSFORMER Toolkit

All the below elements will be uploaded, as they become available, on the SharePoint (internal repository) and available to the TRANSFORMER stakeholders, audiences and multipliers for their use on the Hub semi-private or public space, as it becomes available.

WHAT	RESPONSIBLE	STATUS
TRANSFORMER visual guidelines <ul style="list-style-type: none"> <li>● TRANSFORMER logo</li> <li>● Tagline and its use guidelines</li> <li>● Fonts</li> <li>● Color-coding guidelines</li> </ul>	TWE	DONE
Templates: <ul style="list-style-type: none"> <li>● PPT template</li> <li>● Word template</li> <li>● Report / Deliverable template</li> <li>● PR template (general PR)</li> </ul>	TWE	DONE
Social media strategy <ul style="list-style-type: none"> <li>● Social media templates</li> <li>● Key social media images</li> </ul>	TWE	DONE
Editorial pack <ul style="list-style-type: none"> <li>● Editorial calendar</li> <li>● Editorial document listing key messages</li> </ul>	TWE	DONE TBD M6
Outreach management <ul style="list-style-type: none"> <li>● Multiplier list</li> <li>● Stakeholder list</li> </ul>	All partners	TBD M6
Monitoring and reporting <ul style="list-style-type: none"> <li>● Joint reporting table</li> <li>● Monthly reporting</li> </ul>	All partners, TWE	DONE
Events pack <ul style="list-style-type: none"> <li>● PR template</li> <li>● PPT template</li> <li>● Standard flyer</li> <li>● Rollup / Stand backdrop localisations</li> <li>● Event promotion checklist</li> </ul>	TWE	DONE
Media pack <ul style="list-style-type: none"> <li>● About TRANSFORMER / PR</li> <li>● TRANSFORMER logo and use</li> <li>● Contact for TRANSFORMER media inquiries</li> </ul>	TWE	DONE

Table 10: Toolkit: Guidelines and Templates



## Proposed timelines and quality measures

All communication, dissemination and outreach activities will be ongoing throughout the duration of the project. We simply define various phases in order to showcase the progress of the TSL development and with that the connected shift in communication focus.

### Phase 1: M0 – M6: Strategy definition and development

During the **first phase**, we will focus on creating the Communication and Dissemination Strategy, the channels, content and knowledge that will be place within the TRANSFORMER Hub; creating and introducing templates, visuals and guidelines for stakeholder use and getting no board multipliers to help us activate. At the same time, we will focus on building up the community and audiences, relying heavily on consortium and TSL partners and stakeholders, and using them as multipliers so as to build up an audience.

By M3, we will also focus on the stakeholder build-up and management, identifying their needs and listening to their constraints, when it comes to implementation or replication of TSLs. All these will inform not only our strategy update, but also the content and the structure of the content that we will place online, in media and onto the various tools, trainings and toolkits.

FOCUS: BUILDING UP CHANNELS AND AUDIENCE FOR TRANSFORMER	
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>• Utilise visual identity to create a coherent TRANSFORMER image</li> <li>• Create and share TRANSFORMER communication products</li> <li>• Set-up and manage social media channels</li> <li>• Create and populate the TRANSFORMER website</li> <li>• Define functionalities for the TRANSFORMER Hub</li> <li>• Engage key (consortium and other project) partners and (local, regional) stakeholders in sharing the communication content</li> </ul>
<b>TOOLS PREPARED</b>	<ul style="list-style-type: none"> <li>• Social media channels: Twitter, LinkedIn [DONE]</li> <li>• Basic TRANSFORMER website [DONE]</li> <li>• Editorial calendar [DONE]</li> <li>• Joint Communication meeting [DONE]</li> <li>• Joint cross-project meeting [DONE]</li> <li>• Joint cross-project community space [DONE]</li> </ul>

	<ul style="list-style-type: none"> <li>• Stakeholder and multiplier mapping workshop outcomes (WP2 &amp; WP3)</li> <li>• Events calendar</li> <li>• Events promotional pack</li> </ul>
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Table 11: Communication Activities: Phase 1

## Phase 2: M6 – M18: Communication, dissemination, community building

During the **second phase**, we will focus on the alignment of communication and dissemination activities and on build-up of various features, content elements and activities to help us **build up and create a community of practitioners**, who are interested in the TRANSFORMER TSL knowledge and want to support its replication on their local or regional level.

We will be regularly reaching out to the core stakeholders and wider target audiences as defined above, with the focus on activating them and engaging them into the Hub (applying communication and outreach actions, the Knowledge Hub and the Toolkit, workshops, training activities). Engagement through stakeholder contact, collaboration or co-creation within trainings, workshops and webinars will help us achieve targeted and intertwined contacts with the aim of greater replication in additional/ other regions. By activating additional networks through partnerships, media outreach, digital and social media and involvement of multipliers, stakeholders and other initiatives we are aiming achieve even greater reach.

During this phase TRANSFORMER will organise **community-building events**, secure learnings of the Super-Lab construction through **capacity building activities**, enabling the integration of newcomers in the community quickly. Moreover, TRANSFORMER will develop and disseminate effective tools to assess training needs for Transition Super-Labs and provide them with those trainings to strengthen the community aspect even further and prepare the platform for replication.

FOCUS: CREATING AND POPULATING THE HUB	
ACTIONS	<ul style="list-style-type: none"> <li>• Utilising visual identity to create a coherent TRANSFORMER image across all communication and dissemination products localised by all local partners: focus on learning and visual content (infographics, short videos)</li> <li>• Populate the website with regular news and updates</li> <li>• Populate the Knowledge Hub with Tools and other TRANSFORMER resources</li> <li>• Build up connections to the Knowledge Hub and its various Tools and data sources</li> <li>• Create targeted landing pages for stakeholder groups and target audiences</li> </ul>

	<ul style="list-style-type: none"> <li>• Smooth registration process on the Hub to ease user journey</li> <li>• Build social media outreach through social media of TRANSFORMER and partner social media</li> <li>• Regular newsletter and news notifications from the Hub to keep the community engaged</li> <li>• Promote Knowledge Hub and its functionalities and content</li> <li>• Incorporate partner profiles to promote ambassadors and multipliers within the community</li> <li>• Outreach through events: presentations, promotions and workshops or webinars supporting discussions, learnings and group knowledge exchanges</li> <li>• Continuous monitoring and improvement of KPIs</li> </ul>
<p><b>TOOLS NEEDED</b></p>	<ul style="list-style-type: none"> <li>• Functioning TRANSFORMER Hub in its V1</li> <li>• Toolkit incorporated into the Hub</li> <li>• New content types: infographics, videos</li> <li>• Newsletter template and mailing lists</li> <li>• Editorial calendar, event calendar updated</li> <li>• Workshop, webinar and event planning</li> <li>• Knowledge Hub and Tools mapping of functionalities and connections (liaison with WP4)</li> <li>• Partner websites content mapping</li> <li>• Social media mapping (of all TRANSFORMER partners and relevant stakeholders and multipliers and journalists)</li> <li>• Monitoring and KPI pack</li> </ul>

Table 12: Communication Activities: Phase 2

### Phase 3: M18 - M24 and beyond: Exploitation of results

In the **third phase**, we will follow “stabilization and exploitation” activities to ensure the **exploitation of all results of the project** and set out to build the foundation of a community of Super-Lab practitioners that will continue working beyond the length of the project.

Most of the content for **successful training, replication, matchmaking** and TSL build-up such as Toolkit and the Knowledge Hub are all in place at the TRANSFORMER Hub. All communication and dissemination

activities will therefore focus on greater dissemination and push for more notoriety, especially among the target other regions, who would be interested in replication of the TSLs.

At the same time, the phase is used for **stabilization of the community** and ensuring that the community will continue working beyond the length of the project through self-selected governance mechanisms, with all the assets, knowledge and content at their disposition. The Community of Super-Lab practitioners can therefore become a self-sustaining community that will be officially launched at the final TRANSFORMER conference and yield the results of the TRANSFORMER project, while following the roadmap of exploitation of results, as will be defined in the Exploitation Plan, following a roadmap per region, including milestones for implementation, financing and funding opportunities for other Super-Labs to be developed and replicated, to serve as the core of a regional climate neutrality concept. Building this Plan together with the community and integrated deeply into it through relations with stakeholders and partners will ensure replication on the regional as well as EU levels.

FOCUS: TRANSFORMER COMMUNITY: REPLICATION AND EXPLOITATION OF RESULTS	
<b>ACTIONS</b>	<ul style="list-style-type: none"> <li>• Continue in creating interactive interesting content to activate the stakeholder community and attract them to the Knowledge Hub</li> <li>• Produce interactive publications to enable content dissemination further</li> <li>• Media outreach and promotion to reach larger audiences on national level</li> <li>• Continue outreach through events: presentations, promotions and workshops or webinars supporting discussions, learnings and group knowledge exchanges</li> <li>• Engage key partners in the creation of content for the Knowledge Hub, providing their experience and learning from the implementation of the Transition Super-Labs to be used further</li> <li>• Build up external connections to other projects' data sources and potentially open data sources too enrich the content, help implement the TSLs as well as support replication</li> <li>• Additional tools and other content from SSH projects and other relevant projects through mapping and open data connections</li> <li>• Enable matchmaking spaces, learning spaces and local exchanges for TSLs</li> <li>• Continuous monitoring and improvement of KPIs</li> </ul>
<b>TOOLS NEEDED</b>	<ul style="list-style-type: none"> <li>• All tools, templates and guidelines as mentioned above in function and updated</li> <li>• TRANSFORMER Hub in its V2</li> </ul>

	<ul style="list-style-type: none"><li>• Further landing pages focused on multipliers and influencers on the TRANSFORMER website part</li><li>• Publications process and interactive publication functionality</li><li>• Media mapping (key local media partners online)</li><li>• Potential Matchmaking mapping</li></ul>
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Table 13: Communication Activities: Phase 3

## Annexes

Templates, documents and guidelines that have been created as an Annex to this document, in zipped format.

TRANSFORMER visual guidelines

- **TRANSFORMER logo**
- **Tagline and its use guidelines**
- **Fonts**
- **Color-coding guidelines**

Templates:

- **PPT template**
- **Word template**
- **Report / Deliverable template**
- **PR template (general PR)**