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## Communication and Dissemination Strategy

### Strategic Outline and Implementation Plan

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## Abstract

This is 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 D6.1 version 1 provides the initial thinking on the strategy that focuses on outlining of the target audiences and their needs, the key channels to reach them and defining templates and guidelines and the visual identity.

## Deliverable Partners

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## Table of Contents

<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>COMMUNICATION AND DISSEMINATION STRATEGY .....</b>	<b>7</b>
INTRODUCTION .....	7
GOALS AND OBJECTIVES .....	8
KEY PRINCIPLES .....	9
VISUAL IDENTITY .....	10
LOCALISATION .....	11
TARGET GROUPS .....	12
MULTIPLIERS .....	15
UNIQUE VALUE PROPOSITION.....	16
<b>COMMUNICATION AND DISSEMINATION CHANNELS AND TOOLS .....</b>	<b>18</b>
DISSEMINATION CHANNELS .....	18
CHANNELS TO ACTIVATE INDIVIDUAL TARGET AUDIENCES.....	27
<b>KPIS AND MEASUREMENTS .....</b>	<b>28</b>
MONITORING PRINCIPLES AND CONTINUOUS EVALUATION .....	28
KEY PERFORMANCE INDICATORS .....	28
<b>IMPLEMENTATION PLAN .....</b>	<b>30</b>
MANAGEMENT OF COMMUNICATION ACTIVITIES .....	30
TRANSFORMER TOOLKIT.....	30
<b>PROPOSED TIMELINES AND QUALITY MEASURES .....</b>	<b>32</b>
PHASE 1: M0 – M6: STRATEGY DEFINITION AND DEVELOPMENT.....	32
PHASE 2: M6 – M21: COMMUNICATION, DISSEMINATION, COMMUNITY BUILDING .....	32
PHASE 3: M21 – M24 AND BEYOND EXPLOITATION OF RESULTS.....	33
<b>ANNEXES .....</b>	<b>34</b>

## Table of Figures

Figure 1: TRANSFORMER Logo.....	10
Figure 2: Breakdown of logo elements.....	11
Figure 3: Map of TSL regions.....	12
Figure 4: Social Media Cards: Examples.....	18
Figure 5: Leaflet: Example.....	19

## Table of Tables

Table 1: Target Audiences: Breakdown .....	15
Table 2: Channels and Tool: Overview.....	26
Table 3: Targeting of Channels, highlighted primary target group.....	27
Table 4: Online and Offline Key Performance Indicators.....	29
Table 5: Toolkit: Guidelines and Templates.....	31

## Executive Summary

This strategy is the initial outline of our thinking and the start of 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, in this version 1 we will:

- Define the **goals** for communication and dissemination activities
- Identify key TRANSFORMER **target groups** and map them out
- Define appropriate **dissemination channels and tools** to address and engage key target groups
- Point out links of individual TRANSFORMER activities across the whole project, connect them and create a **single communication workflow**
- Connect the respective consortium partners and TSL communication leads to **coordinate all communication and dissemination activities** throughout **regular exchanges and coordination meetings**.
- Define **goals and metrics** for assessing the success of dissemination measures

Subsequently in its version2 (M3) we will set out more concretely:

- Define **concrete Dissemination Planning** that will show all practical implementation elements of the communication activities, such as:
  - List initial planned dissemination activities to feed the Editorial Calendar
  - Define how dissemination activities will be managed in order to ensure quality, coherence and coordinated external communication efforts and tools
- Define **features and functionalities, interconnections of the TRANSFORMER Hub and the Toolkit and the Knowledge HUB**
- Define **stakeholder engagement** plan and activities
- **Measure 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:

- **Wellknown, 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.

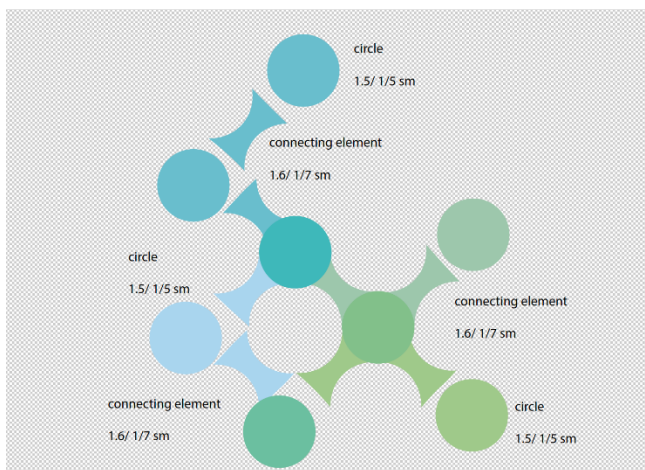


Figure 1: TRANSFORMER Logo

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.

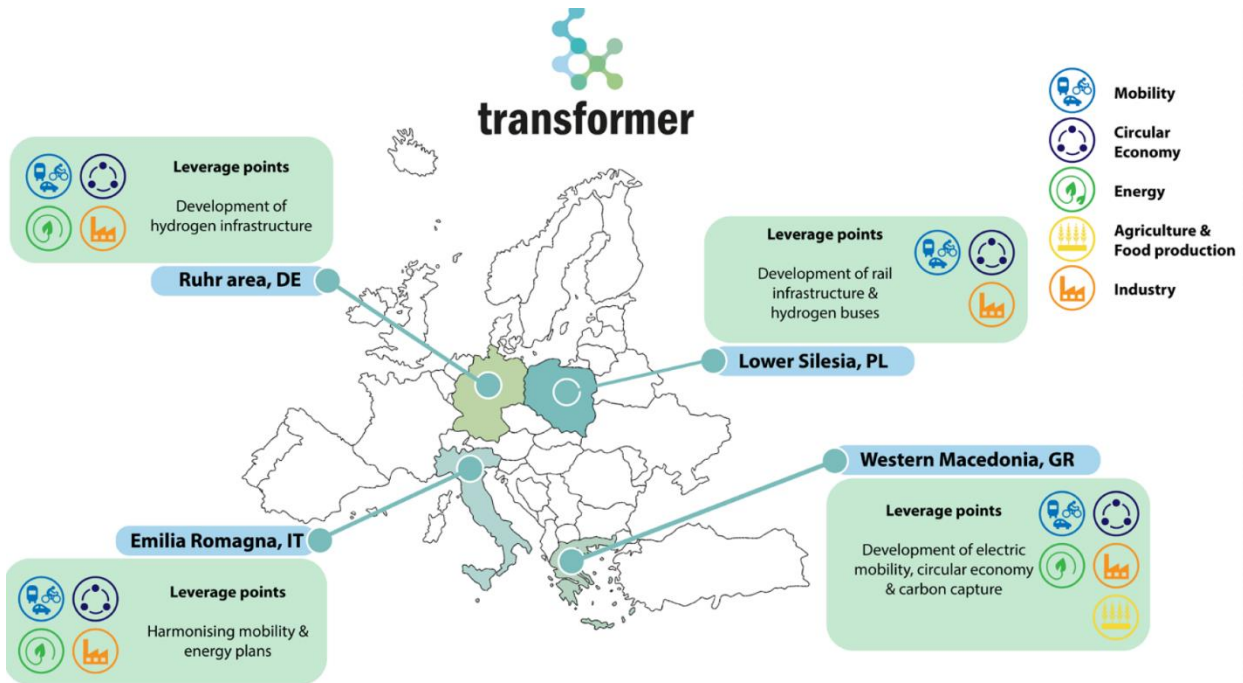


Figure 3: Map of TSL regions

## 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:





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- **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, recognizing 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.

### 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

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 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.	<b>Print promotional materials</b> showcasing key progress of the TRANSFORMER TSLs or outcomes 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.
<i>Digital promotional materials</i>	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.	<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.
Online visuals	Prepared to provide visual guidance to online texts (social media, newsletter, website) and to keep the audience interest, given short attention spans.	<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.
<i>Video stories</i>	<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).  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.	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.  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.
<i>Audio Tools</i>	<b>Audio tools (external podcasts, webinars)</b> are designed to position the TRANSFORMER project as a community of	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

	experts on the solutions and implementations of TSLs.	TRANSFORMER Hub so as to extend the reach and replication potential
<i>Social media</i>	<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>
<i>Newsletters</i>	<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 multiplier campaigns as well as event campaigns; following all good practices on data collection, storing, GDPR and opt-in rules.</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.

<p><i>TRANSFORMER Hub</i></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 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.</p>



**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.

**Connected repository** 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

	<p>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 for 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 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; 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 third parties. In the case of allowance of the publishing of third-party content, link and source will be always listed.</p>

<p><i>Media</i></p>	<p><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.</p>	<p>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.</p>
<p><i>Events (local and EU level)</i></p>	<p>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.</p> <p>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.</p>	<p>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.</p> <p>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.</p> <p>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.</p>
<p><i>Publications and White papers</i></p>	<p>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.</p>	<p>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.</p>

Table 2: Channels and Tool: 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 3: Targeting of Channels, highlighted primary target group

## 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 favor, 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.

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> </ul> <p>More detailed statistics on the site’s traffic, such as:</p> <ul style="list-style-type: none"> <li>● <b>Average time spent on site</b></li> <li>● <b>Number of pages visited (incl. bounce rate)</b></li> <li>● <b>Standard path patterns followed by the site’s visitors</b></li> <li>● <b>User journey</b></li> <li>● <b>User breakdown</b></li> <li>● <b>Number of downloads of content</b></li> </ul>
<p><b>Social media</b></p> <ul style="list-style-type: none"> <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/unsubscriptions</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
<p><b>Event KPIs</b></p> <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>
<p><b>Promotional materials and publications</b></p> <ul style="list-style-type: none"> <li>● Promotional materials disseminated</li> <li>● Publications printed and audience reached</li> </ul>

Table 4: 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 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 monthly teleconference between TWE and partners, who are involved in the communication activities in WP6 will take place. Once the Knowledge Hub and Toolkit will be developed and will need to be incorporated, also partners from WP4 responsible for those elements will join the coordination calls. TWE will organise it through any of the available VoIP tool (Google Meet) and provide minutes and actions for the upcoming month as well as reminders to fill out necessary planning document or reporting. 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.

### 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	TBD M3
Outreach management <ul style="list-style-type: none"> <li>● Multipliers' list</li> <li>● Stakeholders list</li> </ul>	<i>All partners</i>	<i>TBD M3</i>
Monitoring and reporting <ul style="list-style-type: none"> <li>● Joint reporting table</li> <li>● Monthly reporting</li> </ul>	<i>All partners, TWE</i>	<i>TBD M3, filled out regularly</i>
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>	<i>TWE</i>	<i>TBD M3</i>
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>	<i>TWE</i>	<i>TBD M3</i>

Table 5: 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 placed 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 buildup 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.

### Phase 2: M6 – M21: Communication, dissemination, community building

During the **second phase**, we will focus on the alignment of communication and dissemination activities and on buildup 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 onto 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 to 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.



### Phase 3: M21 – 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 buildups 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 follower 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 integrating deeply into it through relations with stakeholders and partners will ensure replication on the regional as well as EU levels.

## 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)**