

Communication and Dissemination Plan (N8)

11.9



EU-**Sys**Flex

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ABBREVIATIONS AND ACRONYMS

CA	Consortium Agreement
DoA	Description of Action
DB	Demonstration Board
EC-GA	Grant Agreement
EU-SYSFLEX	Pan-European System with an efficient coordinated use of flexibilities for the integration of a large share of Renewable Energy Sources (RES)
PMB	Project Management Board
WP	Work Package
WESC	Wind Energy Science Conference

1. EXECUTIVE SUMMARY

This deliverable, the communication plan, sets out a strategy for dissemination and publicity of project outcomes, as well as effective engagement of stakeholders in relevant project activities. The communication plan places an emphasis on raising awareness about the project, engaging stakeholders, disseminating the project's results, creating basis for exploitation of project's results, and clustering activities with other relevant initiatives and projects.

The communication plan is prepared by the WP11 Leader, approved by the Technical Manager and by Project coordinator, after review by Project Management Board, and updated every six months (first update in M12, second update in M16, third update in M22, fourth update in M28, fifth update in M36, sixth updated in M42).

The communication activities are organised in four stages:

1. Awareness Raising (M1 – M24) where the dissemination infrastructure is created, and stakeholders are engaged and help to shape the project activities.
2. Stakeholders Engagement (M12 – M48) where stakeholders are actively engaged to participate to the workshops and contribute to project activities with their feedback, comments.
3. Communication and Promotion of Results (M12 – M48) where EU-SysFlex results and findings are disseminated to a wider audience, while further engaging stakeholders in relevant activities, and preparing ground for the exploitation of results.
4. Exploitation of Project Outcomes (M36-beyond) where the project partners will prepare for the future exploitation of project results, relevant for industrial stakeholders (technological innovation) or policy stakeholders (contribution to formulation of future policies).

The activities include:

- Preparation and maintenance of the communication infrastructure (visual identity elements, website, social media profiles, databases, etc.)
- Online communication actions
- Offline communication actions, including stakeholder workshops and participation at events.

Main updates since the last version of Communication and Dissemination Plan:

- Publishment of the final communication materials
- KPIs metrics
- Updated list of events attended
- Update on organizing project webinars
- Updated plan of project webinars

- Updated on the editorial coverage
- Updated list of scientific publications
- Updated list of blog entries
- Updated on the final report.

2. INTRODUCTION

The following section describes the basic framework of the communication plan and the general approach to planned communication activities.

2.1 PURPOSE OF THE DOCUMENT

The communication plan provides a framework for all actions that support the outreach efforts needed to disseminate and communicate EU-SysFlex to general public and external stakeholders, while sustain the uptake and engagement of targeted stakeholders in the relevant project activities (Stakeholder Workshops).

This document is a contractual deliverable of the project and will outline the strategic plan, the tactics, the key messages, the key target audiences and the optimal approach to engaging and interacting with EU-Sysflex's target groups.

The main emphasis of the communication and dissemination activities is on companies in relevant industrial sector, trade bodies, non-governmental organisations and policy makers. The project will produce innovative solutions in energy transmission and energy efficiency that will spur future R&D and innovation cooperation, the dissemination activity will also target relevant researchers and specialists.

2.2 SCOPE OF THE DOCUMENT

The document outlines the methodology, main communication channels and planned activities during the execution of the EU-SysFlex project. The plan of concrete activities will be regularly updated by the Work package leader, and the Communication plan will be revise and updated regularly (M16, M22, M28, M36, M46).

2.3 GENERAL APPROACH AND STRATEGY FOR COMMUNICATION AND DISSEMINATION ACTIVITIES

The communication plan provides a framework and schedule for project activities that contribute to communication and dissemination of EU-SysFlex outputs and outcomes. It also specifies decision-making roles and responsibilities of project partners.

Impact indicators are created to monitor the impacts of the dissemination activities. For maximum impact, EU-SysFlex will adopt a multi-channel, multi-target dissemination approach. Due to EU-SysFlex being an innovation action, the main dissemination targets will be companies in relevant industrial sectors, trade bodies, and policy makers. Since the project will produce some innovative solutions in energy transmission and energy efficiency that could spur future R&D and innovation co-operations, the dissemination activities will also target relevant researchers and specialists.

The presentations and demonstrations at technical conferences and relevant industrial events will be aimed at sharing the results of EU-SysFlex with the target audience. We will also target relevant sectoral magazines and general business literature, as well as give presentations at sector-specific and business seminars and conferences.

3. DISSEMINATION AND COMMUNICATION PLAN

The following section describes structure of the planned activities, target groups, and KPIs.

3.1 OBJECTIVES AND COMMUNICATION MESSAGES

The objectives of the communication and dissemination plan are:

- To increase the general awareness on the project
- To involve relevant stakeholders in selected project activities (inputs, feedback)
- To support cooperation (including research and innovation) with research partners outside the consortium
- To disseminate policy-relevant outcomes of the project
- Identify new business opportunities and support the development of innovative business models for the low-carbon generation and demand technologies.
- Test and validate value proposition for exploitable results, paving the way to a final exploitation plan and market take-up.

The communication activities will focus on following key messages:

- EU-SysFlex is an opportunity for Europe to achieve climate change goals, and drive innovation and competitiveness of the European industries.
- EU-SysFlex makes an important contribution to cost-effective transformation of the electricity system by enhancing flexibility and maintaining resilience.
- EU-SysFlex helps to deliver the European ambitions of being a world leader in RES integration.

3.2 DISSEMINATION AND COMMUNICATION STRATEGY

To achieve the objectives above, the EU-SysFlex communication plan is split into four phases, described in more detail in the next section. These phases are partly overlapping, and individual activities will be coordinated at the project level.

In addition, EU-SysFlex will combine a variety of traditional and innovative communication materials via a module based 'Communication and Dissemination Kit' that will be continuously adapted in accordance with the changing requirements of events, target groups and communication channels. The 'Communication and Dissemination Kit' is composed of a mix of media communication and coverage, social media, video reporting and more traditional material such as a logo, presentation and brochure. The 'Communication and Dissemination Kit' will be available in English, and in specific cases translated to other languages, for the use of all project partners.

To achieve the best results across all areas of the project, the communication strategy is built on four pillars:

3.2.1 PILLAR FOUR ACTIVITY PERIODS

To achieve the objectives above, the EU-SysFlex communication activities are divided into four activity periods / phases that are partly overlapping and define the focus of communication and dissemination activities.

The division into four phases serves to focus available resources and capacities, but it's not exclusive. In other words, communication and dissemination activities will include elements of raising awareness, stakeholder engagement, communication of results and exploitation of the results. Throughout the project, as much of these activities will be opportunity-driven and will react on developments in the project (activities, outputs, results), and external opportunities.

1. Awareness Raising (M1 – M24) where the dissemination infrastructure is created, and stakeholders are engaged and help to shape the project activities.
2. Stakeholders Engagement (M12 – M48) where stakeholders are actively engaged to participate to the workshops and contribute to project activities with their feedback, comments.
3. Communication and Promotion of Results (M12 – M48) where EU-SysFlex results and findings are disseminated to a wider audience, while further engaging stakeholders in relevant activities, and preparing ground for the exploitation of results.
4. Exploitation of Project Outcomes (M36-beyond) where the project partners will prepare for the future exploitation of project results, relevant for industrial stakeholders (technological innovation) or policy stakeholders (contribution to formulation of future policies).

3.2.2 PILLAR 2: STAKEHOLDER ENGAGEMENT – ‘DISSEMINATION FOR PARTICIPATION’

Special focus on activities targeted at relevant stakeholders in Brussels and in the member states' capitals. In addition, the dissemination activities will assist partners to follow the dissemination plan and to use their own network resources effectively to engage and interact with relevant stakeholders to encourage them to take part in EU-SysFlex.

The active engagement of stakeholders will provide also inputs for planned project activities in two areas:

- Innovation activities: stakeholders from industry, research, other relevant organisations would provide inputs on technical issues, business opportunities,
- Activities related to policy: public and private stakeholders from relevant industrial sector will help to define policy recommendations and priorities for increased utilisation of renewables in the European market.

3.2.3 PILLAR 3: EUROPEAN PROJECT AWARENESS RAISING – ‘DISSEMINATION FOR AWARENESS’

EU-SysFlex will use a variety of traditional and innovative communication materials and channels to communicate project findings and achievements with relevant stakeholders across Europe to share and inspire others. Regular

ongoing communication and engagement with stakeholders will help raise **EU-SysFlex** profile across the EU and beyond. This strategy will also support the exploitation and sustainability needs of the project.

The awareness raising will target different relevant groups – from industrial actors, public institutions, to communication multipliers (experts, media) and general public.

3.2.4 PILLAR 4: AFFILIATION AND CLUSTERING TO INCREASE IMPACT

This pillar is similar to number 3, however, its key focus is on collaboration and interaction with other projects in the area (Energy transmission, use of renewable energies), in order to share findings and resources to help increase the impact of EU-SysFlex. This pillar involves participating in events related to the project-related areas (i.e. conferences, meetings, workshops, trade fairs and exhibitions on energy production, distribution and transmission, energy efficiency, energy security), co-organising and co-disseminating events with relevant cluster's projects and hosting a portal as a single web entry point for the individual projects' activities and with information of common interest. This strategy will also support the exploitation and sustainability needs of EU-SysFlex.

3.3 PLANNED DELIVERABLES

The list of planned deliverables includes:

- Contractual deliverables included in the Grant Agreement
 - Project logo and design elements:
 - Released: M3
 - Project website and social media channels
 - Released / opened: M3
 - Regularly updated with project-related information
 - Communication and dissemination plan:
 - Released M7, M14, M16, M22, M28, M36, M42, M46, M51
 - Project newsletter
 - Released: M11, M18, M24, M30, M36, M42, M48, M52
 - Project flyer and brochure
 - Released: M8, M18, M42, M52
 - Workshops / public events in Brussels
 - Organised: M5, M18, M27
 - Workshops / public events in national capitals
 - Time and place to be agreed by project partners at PMB level

- First organised in M20 in Cork, Ireland
 - Project webinars
 - Released: M31, M32, M43, M38, 3 joint webinars with OSMOSE project in M44, M48, M51, M52
 - Communication in media, at research & industry events, specialised journals
 - Regular communication of project outcomes, activities
 - Summary report released in M52
 - Selected technologies and validated business models
 - Released in M36
 - Exploitation Report of resulting technologies
 - To be released in M52
- Other planned deliverables:
- Project video:
 - 3 videos released in M13, M37, M52
 - Press releases:
 - Released in conjunction with project events, outputs and important milestones
 - Project blog:
 - Created in M7
 - Updated regularly from M16 (28.02.2019)
 - Project report:
 - Released: M52

3.4 KPIS METRICS

The following KPIs relate to planned communication and dissemination activities

NO	INDICATOR	METHOD OF MEASUREMENT	EXPECTED OUTCOME	NUMBER OF REACHED UNTIL NOW / EXPLANATION
1	Directly engaged stakeholders	Number of participants at stakeholder events	300	1194 stakeholders (195 at offline events, 999 at online events)

2	Engaged Stakeholders	Number of registered users receiving EU-SysFlex newsletter	5 000	686 people registered (due to the change in GDPR policies, we were not able to gather the email addresses as planned in the first stage of the project. We were only able to promote the newsletter on the website and social media and to send out the sign up link to people registered to our events. We also asked partners to spread information about our newsletter, informed about it via BRIDGE initiative. However, we were not able to develop our own target list without personal permissions.)
3	Dissemination	Number of cluster activities undertaken	30	66 (1 offline event hosted by EU-SysFlex with speakers from other H2020 projects, 3 online events with the OSMOSE project, approximately 27 articles about EU-SysFlex published, 35 participations at industrial events and workshops.)
4	People informed about the project	Number of people receiving information on the project online	500 000	689 440 people informed about the project (591 987 reached on social media; 97 987 direct visitors on website)
5	Use of project communication channels	Number of users / visitors of website and social media per month	2 000	13 788 - average number of visitors on website and on social media per month

TABLE 1: COMMUNICATION KPIS

These KPIS relate to the whole project period of 48 months and are cumulative.

3.5 TARGET GROUPS

List of identified target groups & concrete examples:

POLICY ACTORS AND DECISION-MAKERS AT THE EUROPEAN LEVEL	DECISION-MAKERS AT THE NATIONAL LEVEL	INDUSTRY	RESEARCH AND ACADEMIA	OTHER ORGANISED INTERESTS & MULTIPLIERS
Relevant DGs – Energy, Enviro, Internal Market, Research & Innovation Relevant MEPs National representations to the EU: selected countries (non-exhaustive list: France, Germany, Spain, Italy, Ireland, Poland, Portugal) ECOSOC Relevant committees and WGs (Non-exhaustive list: Electricity cross-border Committee, Committee on Renewable Energy Sources, Climate Change Committee, Commission expert group on climate change policy, Commission expert group on electricity interconnection targets, Electricity Coordination Group)	Ministries and regulatory bodies Relevant MPs	Industry associations and representatives at the European level (ENTSO-E, EDSO, Eurelectric, etc.) Major industrial players (energy producers, DSOs, TSOs, technology providers)	Relevant research institutions Research teams	Other interest groups at the European level: in the areas of Energy efficiency, Enviro, Energy security Brussels-based media & journalists National media in selected countries

TABLE 2: TARGET GROUPS

The structured database of contacts will be compiled and updated by the WP11 leader and stored on the internal communication platform.

Target groups, channels and objectives

TARGET GROUP	MAIN COMMUNICATION CHANNELS	TYPE OF INFORMATION	OBJECTIVE
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European Policy actors and decision makers (sector-specific) Relevant DGs – Energy, Enviro, Internal Market, Research & Innovation, Connect Relevant MEPs National representations to the EU: selected countries Regulators (CEER and ACER) Relevant committees and WGs (Non-exhaustive list: Electricity cross-border Committee, Committee on Renewable Energy Sources, Climate Change Committee, Commission expert group on climate change policy, Commission expert group on electricity interconnection targets, Electricity Coordination Group)	Web and social media Policy Workshops in Brussels Specialised communication channels	Importance of flexibility services, challenges and outlook. End users participation in demo and main results.	Project involvement Policy dissemination
National Decision-makers (sector-specific, selected countries) Ministries, regulatory bodies and Relevant MPs	Web and social media Policy Workshops in European capitals (Spain, France, Germany, Italy, Poland, Slovakia)	Importance of flexibility services, challenges and outlook. End users participation in demo and main results.	General awareness Policy dissemination
Industry TSOs DSOs Retailers ESCOs Manufacturers of equipment components Industry associations and representatives at the European level	Web and social media Press releases Scientific journals, conferences (CIRED, Powertech, PSCC, Cigre, AEIT, etc.) Industry events Dedicated Workshops Specialised communication channels	End users participation in demo and main results Experience reports from 6 demonstrators	Project involvement and Commercial exploitation
Research and academia (Relevant research institutions & teams)	Web and social media Scientific journals, conferences (CIRED, Powertech, PSCC, Cigre, AEIT, etc.)	Experience reports from 6 demonstrators	R&D cooperation

Other target groups Interest groups at the European level: Energy efficiency, Enviro, Energy security Brussels-based media & journalists National media in selected countries (countries represented in the project consortium) Environmental NGOs Citizen organisations Individual citizens	Web and social media Press releases	Basic facts about transmission networks and flexibility Importance of flexibility, challenges and outlook	General awareness
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TABLE 3: COMMUNICATION CHANNELS AND OBJECTIVES

Target groups and their relevance for project objectives

TITLE	PROJECT INVOLVEMENT	R&D COOPERATION	GENERAL AWARENESS	POLICY DISSEMINATION	COMMERCIAL EXPLOITATION
Decision-makers: EU	HIGH	LOW	MEDIUM	HIGH	LOW
Decision-makers: national	MEDIUM	LOW	MEDIUM	HIGH	LOW
Industry	HIGH	MEDIUM	HIGH	LOW	HIGH
Research & academia	MEDIUM	HIGH	LOW	LOW	LOW
Other interest groups and media	MEDIUM	LOW	HIGH	HIGH	LOW

TABLE 4: RELEVANCE OF TARGET GROUPS FOR PROJECT OBJECTIVES

4. DISSEMINATION AND COMMUNICATION INFRASTRUCTURE AND CHANNELS

The communication infrastructure includes:

- A project logo and visual identity elements
- Project website
- Project social media channels / profiles on Facebook, Twitter, YouTube, LinkedIn
- Project flyers (updated upon an agreement within partners)
- Project brochure (updated upon an agreement within partners)
- Project promo videos (3 videos targeted to different users: decision-makers, industry, and general public)
- Communication at research & industry events, in research and industry journals
- Communication in media
- Project blog
- Project final report

Overview:

CHANNEL	AIM	ROLE OF PARTNERS
Project website, newsletter and social media	General information on the project Specific information on project activities, outputs	Coordinated by EURACTIV, and Project coordinator, all partners will contribute with content, suggestions, feed-back
Partners' websites and social media	General information on the project	Each partner will manage its own website and social media, coordinated by EURACTIV
Websites & social media related to H2020 projects	General information on the project	Coordinated by EURACTIV, and Project coordinator
Press releases	Information on specific stages in the project, outcomes	Coordinated by EURACTIV, and Project coordinator
Scientific journals, conferences	Specific information on project activities, outputs	Coordinated by EURACTIV and Project coordinator, realised by relevant partners (technology partners)

Industry events	Specific information on project activities, outputs	Coordinated by EURACTIV and Project coordinator, realised by relevant partners (technology partners)
Communication in media	General information on the project Specific information on project activities, outputs	Coordinated by EURACTIV and Project coordinator
Project blog	Project-related information produced by individual experts / partners	Coordinated by EURACTIV and Project coordinator
Final report	Overview of project results, main outputs, published at the end of the project.	Coordinated by EURACTIV and Project coordinator

TABLE 5: COMMUNICATION CHANNELS

4.1 PROJECT VISUAL IDENTITY AND BRANDING

The project identity branding has been developed on basis of the selected project logo, approved by the PMB at 31.01.2018.

4.1.1 PROJECT LOGO:

Basic versions of the logo compositions are following:

- Only the sign
- Sign with the text on the right
- Sign with the text below

Below are the main logo compositions used in the EU-SysFlex project.



FIGURE 1 PROJECT LOGO

All logo formats are available online at the internal communication platform.

4.1.2 OTHER PROJECT IDENTITY ELEMENTS:

Project identity elements (including the logo in various formats) are defined in the Design manual, available online at the internal communication platform.

The basic elements of the visual identity are listed below:

- Colour definitions (colour systems Pantone and CMYK are used in print processing; RGB and HTML are used for displaying on a screen):

- o Simple colour scale:

	PANTONE 314 EC RGB 0/143/180 CMYK 82/30/90/0 #008FB4
	PANTONE 368 EC RGB 75/177/62 CMYK 72/3/100/0 #4BB13E
	PANTONE Cool Gray 8 PC RGB 223/235/223 CMYK 11/7/10/0 #DFE1DF
	PANTONE Cool Gray 4 EC RGB 178/181/183 CMYK 131/23/23/0 #B2B5B7

- o Complex colour scheme:

	PANTONE 3025 EC RGB 0/76/108 CMYK 98/68/37/20 #004C6C
	PANTONE 314 EC RGB 0/143/180 CMYK 82/30/90/0 #008FB4
	PANTONE 368 EC RGB 75/177/62 CMYK 72/3/100/0 #4BB13E
	PANTONE 363 C RGB 67/149/57 CMYK 68/0/100/24 #439539
	PANTONE Cool Gray 8 PC RGB 129/132/138 CMYK 52/42/38/5 #81848A
	PANTONE Cool Gray 8 PC RGB 223/235/223 CMYK 11/7/10/0 #DFE1DF
	PANTONE Cool Gray 4 EC RGB 178/181/183 CMYK 131/23/23/0 #B2B5B7

- The minimal recommended size of the logo is 7x7,7 mm.
- Font definition:
 - o Text in the logo uses the font Montserrat Bold and Light
 - o The Montserrat font package includes 37 possible styles that could be used in online / on-screen and print communication materials, or project-related materials.

Visual identity elements also include:

- PPT presentation template
- DOC template for project-related documents, outputs
- Project roll-up
- Visual identity elements for use on social media

All visual identity elements are available online at the internal communication platform.

The folder is regularly updated and maintained by the WP11 leader. All project partners shall check the latest updates in the folder, before the use of the material for communication of the project.

Branding control table:

Title	Project logo and visual identity elements
Created	M4
Updated	Logo and basic identity elements will not change. Templates for communication materials may be updated ad hoc.
Partner responsible for creation and maintenance	WP11 leader – EURACTIV
Approved by	PMB
Partners involved in maintenance and updates	Project Coordinator Technical Manager WP11 leader

4.2 PROJECT WEBSITE AND PARTNERS' WEBSITES

The project uses the website <http://eusysflex.com/> as the main official online communication channel. The project website includes:

- Information on the project purpose, structure of WPs, demonstrations projects and planned activities
- Information on consortium partners
- Information on planned and past project events

- Information on other communication activities (articles in media, participation at events, etc)
- Public deliverables, project newsletter, project flyer, brochure, video, infographics
- Documents related to project outcomes and outputs
- Contact details of project team

The project website will be regularly updated by the WP11 leader, based on the information provided by the project partners:

- Information on the planned and past project events:
 - EURACTIV will prepare the draft article, in communication with partners involved in the administration of the event.
 - The draft version will be discussed among all partners involved in the event (by email, telco, on a personal meeting).
 - After the approval the text will be published on the website by EURACTIV.
- Information in the Media section:
 - Project partners should inform EURACTIV via email about publication of article about EU-SysFlex project in the national media,
 - When relevant, project partners will provide an URL link to the article / video / news, and a short information (summary) in English (2-3 sentences)
 - EURACTIV will publish this information on the project website in the section Media
- Information on the participation at events:
 - Project partners should provide EURACTIV with information on the presentation of the EU-SysFlex project at events (via email),
 - At the same time, EURACTIV will maintain a database of planned presentations at events (see below), including information on the planned type of presentation, and which partner will present the project. In these cases, EURACTIV will communicate directly with relevant partners,
 - When relevant, project partners will provide an URL link to the article / video / news or any other information on the event, and a short information (summary) of the presentation,
 - EURACTIV will prepare a draft article and send it to relevant project partners,
 - On basis of the received feedback and approval, EURACTIV will prepare the text and publish it on the website.

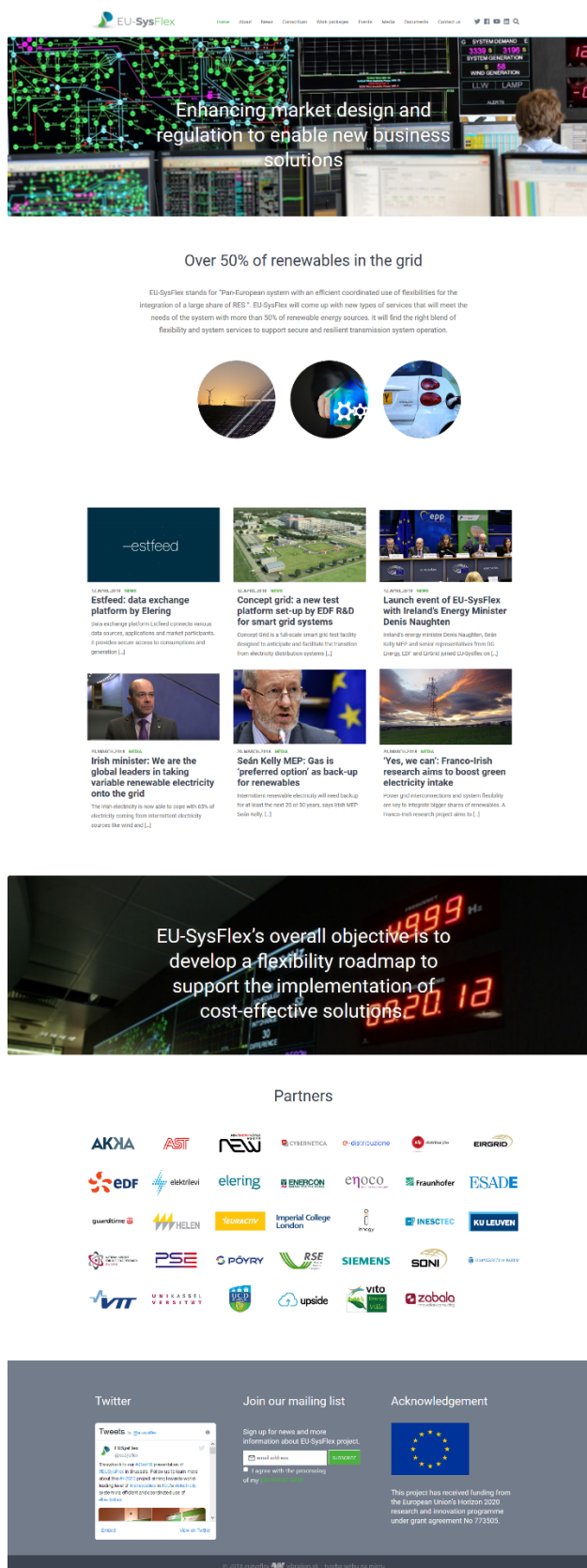


FIGURE 2 PROJECT WEBSITE

Website control table:

Title	Project website – eu-sysflex.com
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Created	M6
Updated	Basic structure of the website may be updated during the project; graphic design will follow the design manual. Content will be updated regularly.
Partner responsible for creation and maintenance	WP11 leader – EURACTIV
Approved by	PMB: Website structure general visual elements Project coordinator: Website content WP11 leader: content in sections Media, News
Partners involved in maintenance and updates	WP11 leader: administration and maintenance of the website All project partners: provide information on activities related to EU-SysFlex project

Project related information may also be published on the project partners' websites, namely:

- Basic information on the project, planned outputs
- Information on the project-related activities relevant for the partner
- Main project outputs and outcomes, if relevant for the partner

Publication of any project related information, beyond the contractual obligations defined in the Grant Agreement and the Consortium Agreement, is not obligatory, and is subject to internal rules and procedures in each participation organisation.

Corporate entity websites control table:

Title	Company / organisation websites of project partners
Created	N.A.
Updated	Updated on ad hoc basis
Partner responsible for creation and maintenance	All project partners
Approved by	WP11 leader
Partners involved in maintenance and updates	All project partners: publish and update relevant information on EU-SysFlex on their websites WP11 Leader: reporting and control

4.3 SOCIAL MEDIA

The main social media channels used by the EU-SysFlex project include:

- Twitter account: <https://twitter.com/eusysflex>



FIGURE 3 TWITTER ACCOUNT - HEADER

- Facebook page: <https://www.facebook.com/EUSysFlex/>



FIGURE 4 FACEBOOK PAGE - HEADER

- LinkedIn profile: <https://www.linkedin.com/company/eu-sysflex>

- YouTube profile: https://www.youtube.com/channel/UCSnQOPt36UWd601ENP2-7ew?view_as=subscriber

Social media channels will support and complement the communication on the project website, and will target specific groups, in accordance with the overall structure of the social media users:

- LinkedIn:
 - Communication of technical information and information related to business model or technological innovations
 - Utilised to engage stakeholders
- Twitter:
 - Communication focused on policy-related information
 - Engaging stakeholders from public institutions, or corporate & civil society stakeholders relevant for policies, policy recommendations
- Facebook:
 - General information on the project and project activities
 - Aimed at broader public, awareness raising
- YouTube:
 - Publication of project videos and news videos from events

In order to increase the reach of social media communication, WP11 leader will support project partners' dissemination through their existing social media channels:

- Regular reminders via email or internal newsletter: WP11 leader will send reminders to project partners to re-post / re-tweet from the project social media accounts and disseminate information among their own contacts.
- Active networking: depending on specific organisations' rules, project partners will be encouraged to share the project social media channels with their contacts by social media, email newsletters, etc. and encourage users to subscribe, follow, etc. Depending on the specific policies and rules in the project partners' organisations, WP11 leader will coordinate interlinking / networking of the project social media accounts, with the social media accounts of the project partners.
- Regular information flow: on ad hoc basis, WP11 leader will alert project partners on more important post on social media channels and encourage them to share and disseminate them.

Besides project-specific social media channels, project partners will use the existing social media communication channels to communicate the project activities, and relevant outcomes / outputs.

Social media control table:

Title	EU-SysFlex social media channels
Created	M2
Updated	Regularly over the project
Partner responsible for creation and maintenance	WP11 leader
Approved by	Project Coordinator (major communication outputs)
Partners involved in maintenance and updates	WP11 Leader: administration and maintenance Project Coordinator: approval of major communication outputs All partners: contributions to be communicated on EU-SysFlex social media channels; communication on their own company / organisation social media channels

4.4 BROCHURE AND FLYER

First project flyer

Project flyer was prepared in M8 and will be updated based on the DoA or upon an agreement within the PMB members.

The flyer contains of the main project information, an overview of the consortium and project partners, as well as the project objective and desired outcome.

Flyer design was prepared by the WP11 leader and approved by the PMB. The design is based on the visual identity of the EU-SysFlex project. Each update may include adaptation / minor changes to the flier design, approved by the PMB. Content of the flyer, and its updates, was prepared by the WP11 leader, in coordination with the Project coordinator, and on basis of information provided by the project partners. The final version was approved by the PMB.

The project flyer was prepared and printed in English and is being distributed to all project partners upon their request. Number of copies printed & distributed was approved by the PMB, subject to available budget. Upon a request of any project partner, the WP11 leader would prepare a different language version of the flyer. Translation from English will be provided by the project partner requesting the different language version.

First project brochure

Project brochure was prepared in M19 and will be updated based on the DoA or upon an agreement within the PMB members.

This first EU-SysFlex project brochure covers the main project information as well as an overview of the consortium and the EU-SysFlex Advisory Board. Multiple infographics were used to better explain the project's objectives and

desired outcomes. The brochure provides an overview of seven project's demonstrations. In addition, the brochure details the work by EU-SysFlex consortium members in drafting the 'Roadmap for Change', outlines the structure of the project's twelve work packages, and includes endorsements of EU-SysFlex by leaders.

The design of the project brochure was created by external graphic designer, who also is the graphic designer behind the project logo and visual identity. The design of the brochure is therefore based on the visual identity of the EU-SysFlex and in line with its design manual. Selected screenshots of the brochure are displayed below. Full brochure is attached in PDF format at the end of this document.

The first proposal for the project brochure was prepared by EURACTIV (WP11 leader) in collaboration with members of the PMB and leaders of demonstration projects. Final version of the brochure was approved by the PMB. The brochure was printed in 1000 copies. WP11 lead, EURACTIV, will ensure its printing and distribution. The brochure is also be available for download on the project website (in front page and the section 'Documents').

Both the flyer and the brochure will be updated as stated in the EC-GA (Task 11.2 page 67 of ANNEX 1) or based on the agreement within the project partners.

Second flyer and brochure

Project flyer N2: At the beginning of the 2020, WP11 leader prepared a plan for the next version of the project flyer and brochure. PMB members discussed this plan and agreed on the approach. When discussing development of our second project flyer partners agreed that the best approach might be to focus on developing rather a document that would be used online (due to the COVID-19 outbreak). In April 2021, EU-SysFlex published the online version of the flyer. The flyer includes project news and updates regarding innovations in product and market design, news from demonstrations and trial and introduces what the next steps shall be.

- **Project brochure N2:** The original plan was to develop the new version of the brochure together with the new version for General Assembly in October 2020. However, the partners have agreed that the current version of the brochure still works well and covers all the important information we need to present. Instead of developing the new version this year, we would like to focus the effort dedicated to preparing this version of the brochure to the final stage of the project and develop a brochure covering all the important outcomes of the project.

Third project flyer and brochure

Project flyer N3: The original plan was to develop the new version of the flyer together with the new version of the brochure in M52. However, the partners have agreed that they will focus the effort dedicated to preparing this version of the flyer to the final stage of the project and develop a brochure covering all the important outcomes of the project.

Project brochure N3: In M46, partners started intensively working on the content of the final project brochure. The graphic designer of the previous communication materials was contacted, the new template was developed, texts and graphic elements are being discussed during regular calls and designer is working on incorporating them into the new brochure template. The brochure will focus on the main output of the project: the roadmap and will cover all the important aspects of the project as well. The plan is to present the final brochure around the date of the main closing webinar of the project.

Flyer and brochure control table:

Title	Flyer, brochure
Created	M8 (flyer) M18 (brochure) M42 (flyer) M52 (brochure)
Updated	Upon agreement
Partner responsible for creation and maintenance	WP11 leader
Approved by	PMB
Partners involved in maintenance and updates	WP11 Leader: preparation, including graphic design and print, distribution to project partners WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project; distribution

4.5 VIDEOS

Release date of the next videos will be agreed within the PMB. Promotional videos will inform about planned / achieved outputs, major project activities and their broader relevance, and will focus on the main communication target groups:

- Public policy stakeholders, decision makers
- Industry stakeholders, potential partners for future exploitation of project results
- General public

The screenplay of the video will be prepared by the EURACTIV, in cooperation with the Project Coordinator, and the Technical Manager. The screenplay, and used design elements, will be approved by the PMB.

Videos will be produced by a professional company, each available in hi-res and web quality versions. The final videos will be approved by the PMB.

All videos will be produced in English. Upon a request from any consortium partner, EURACTIV will provide subtitled versions in any language. Translations and subtitles will be provided by the requesting consortium partner.

First project video

First project video which was published in M14, to complement the communication and dissemination materials of EU-SysFlex. It is an animated video explaining basic idea of the project, goals, demos and expected results. The screenplay was prepared by EURACTIV with cooperation with the PMB members and final version was approved by the PMB as well. Video was produced in English and upon a request from innogy, EURACTIV provided subtitled version in German (translation of subtitles was provided by the innogy). Project video was produced by a professional company and is available on project website.

Second project video

Having first project video animated and focused on project in general (its planned outputs, major activities and its broader relevance), WP11 leader presented plan for the second project video to be focused on demonstration projects within the EU-SysFlex, as an important part of the project. This plan was agreed within the PMB and afterwards WP11 leader prepared basic script and timeline to follow. During the spring of 2020 proposed video speakers (demo WP leaders) and PMB worked on the texts of the video. Moreover, project partners provided WP11 leader with the illustration videos which might be used as a background in the video. Afterwards WP11 leader worked closely with the video producer in order to incorporate all the partial videos and background pictures into the final product. The first version of the video was produced in August 2020 and after the round of comments by the PMB, video producer prepared a second version of the video. Final version of the second project video was released in M36.

Final project video

Work on the final project video started in M46. PMB members agreed that the final video will focus on the main output of the project: the roadmap for Europe. The video will be combination of the animated part explaining the roadmap and its key messages and short messages delivered by the leading partners of the project: representatives from ElrGrid and EDF. Video developer of the first project video was contacted based on the good experience from the previous cooperation and with the aim of ensuring the coherent project communication. Leaders of the project, WP11 and roadmap work closely on development of the script and communication with the video developer. The final video is planned to be released around the date of the main closing webinar of the project.

Partners videos

Partners leading the German demonstrator in the EU-SysFlex project developed an animated video and it was published on the project website in February 2021. The German EUsysflex demonstrator, led by E.ON and MITNETZ STROM, is designed to show how flexibilities from decentralized power generation can be provided from the high-voltage grid to the transmission system operator without negatively affecting the distribution grid. In June 2021, video by WP9 partners was published. 'Flexibility Platform' single marketplace concept whereby any flexibility buyer (typically TSO and DSO) can meet any flexibility service provider to trade any flexibility product.

Video development control table:

Title	Project videos
Created	M13, M37, M52
Updated	N.A.
Partner responsible for creation and maintenance	WP11 leader
Approved by	PMB
Partners involved in maintenance and updates	<p>WP11 Leader: production and postproduction (in English), postproduction of other language versions (subtitling); distribution via project communication channels</p> <p>WP leaders: contribution and control of information related to WPs</p> <p>All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project; translation to other languages (if necessary); distribution</p>

4.6 NEWSLETTERS

EU-SysFlex newsletters will be launched every six months, starting from M11, covering the most important EU-SysFlex events, outcomes and other relevant information. All content in the newsletter will be published in English. Preparation of the newsletter and the technological platform will be managed by EURACTIV. Project partners will share the subscription link between their contact lists. Project partners should provide any additional content for the newsletter at least one week in advance.

WP11 Leader will manage the contact list for the project newsletter. Project partners contribute to the contact list (in form of database, or individual contacts), depending on the relevant policies and rules in their organisations, and in accordance with the existing legal regulations.

The structure and design of the newsletter was approved by the PMB. Before sending, each newsletter will be approved by the Project Coordinator.

Project partners may re-send the newsletter to their own contacts, or disseminate it otherwise, depending on the relevant policies and rules in their organisations, and in accordance with the existing legal regulations.

Newsletter control table:

Title	Newsletter
Created	M11, M18, M24, M30, M36, M42, M48, M52
Updated	Not applicable
Partner responsible for creation and maintenance	WP11 leader
Approved by	PMB (structure of the newsletter and visual identity) Project Coordinator (Content)
Partners involved in maintenance and updates	WP11 Leader: preparation, including graphic design, distribution to subscribers Project coordinator: approval and control WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project

4.7 EU-SYSFLEX EVENTS

The project stipulates that for the whole duration of the project there will be:

- 5 Stakeholder workshops in Brussels
- 1 Stakeholder workshop in France
- 2 Stakeholder workshops in Germany
- 1 Stakeholder workshop in Italy
- 1 Stakeholder workshop in Spain
- 2 Stakeholder workshops in Poland
- 2 Stakeholder workshops in Slovakia

The list of events and their locations is preliminary and will be updated according to other project activities and planned outputs.

In general, three types of events are planned in the project:

- Technical workshop: focused on technology partners, industrial stakeholders, research and innovation organisations, etc. The aim of the event will be to receive input for technology-related project activities, or (preliminary) outputs, or on questions related to the development of an innovative business plan.
- Policy workshop: focused on policy stakeholders (public, corporate, civil society), with the aim of receiving input for, or feedback on policy-related activities, such as development of policy recommendations for better integration of renewable energy sources.
- Dissemination event: mixed audience, the aim will be to disseminate information on the project planned / realised activities and outputs, and the project outcomes.

4.7.1 EU-SYSFLEX EVENTS – DESCRIPTION

Description of the standard event:

- 25-30 participants.
- They are typically ‘closed-door’ roundtable lunch debates held under Chatam House rules.
- 5-minute introductory remarks/positioning statements from speakers are followed by Q&A bringing in relevant stakeholders around the table. PowerPoint presentations are usually not used; workshops should lead to interactive discussion involving as much input as possible from all participants in the room.
- Responsible partner ensures appropriate working-level and balanced representation from the Parliament, Commission, industry associations, NGOs and corporations.
- The Project Coordinator is responsible for formulating the input into content, invitations, branding and is allocated a speaker slot, ensuring it is a discreet setting to contribute your project ‘s position and widen project’s stakeholder relations. The Project Coordinator should be responsible for communicating the input on behalf of the project (a decentralized communication complicates the implementation)
- EURACTIV conducts video interviews with panellists around the fringes of the workshop. The compilation clip appears on project website several days later.
- The budget includes the organisation of all content, speakers, participants, logistics and video and refreshments.
- If some of the project workshops will be organised as a bigger event and will gather significantly bigger number of participants, these may be count as a forum and therefore two workshops.

4.7.2 TIMING

The approved project proposal (and GA) stipulates the following timing of the stakeholder workshops:

- Brussels: M12 (October 2018), M19 (May 2019), M27 (December 2019), M30 (April 2020), M36 (October 2020), final event.
- national capitals (in France, Germany, Italy, Poland, Slovakia, Spain): M20 (Cork, Ireland) and ad hoc.

Some flexibility on the timing is expected, the planned effort and resources will be concentrated on the later phases of the project (when we have finally something to present), rather than the initial stages. The timing of the events (especially events in national capitals) will be coordinated with planned PMB meetings, General Assembly meetings, or Advisory Board meetings.

Due to the outbreak of the COVID-19, project partners decided to organize various project webinars during the year of 2020 and 2021. In the spring of 2021, EU-SysFlex partners coupled with another H2020 project OSMOSE and organised 3 joint webinars discussing interesting insights shared between the two projects.

Since the situation remained the same in the following months, project partners decided to continue with organizing the project webinars instead of the physical events. In the autumn of 2021, WP11 leader organized another webinar together with its WP11 partner ESADE. The webinar focused on EU-SysFlex exploitable results. In December 2021 Portuguese project partner EDP organized webinar focusing on their demonstration project: Virtual Power Plant.

For the last months of the project partners agreed on organizing several webinars:

- January 2022:
 - project webinar with the title: Mitigation of technical scarcities associated with high levels of renewables on the European power system,
 - E.ON and MITNETZ STROM webinar entitled Solutions for Stable and Reliable Energy System with High Share of RES
- February 2022
 - Main closing webinar of the project
 - Webinar on the demonstration projects of the EU-SysFlex

Past project workshops:

1. Project Launch event in the European Parliament, Brussels M5 (D11.18)
2. Joint Horizon 2020 workshop in Brussels in M19 (D11.22)
3. Mini symposia at the Wind Energy Science Conference in Cork, Ireland in M20 (D11.26)
4. High-level Stakeholder event in the European Parliament, Brussels in M27 (D11.23)
5. 4 project webinars organised in M31 and M32 (D11.24)

6. Project webinars organised in M43, M38, and 3 joint webinars with OSMOSE project in M44 (not yet reported but will be reported together with the remaining webinars in D11.27 which is due to M52)
7. Project webinar entitled How to take the EU-SysFlex Exploitable Results to the market in M48 (not yet reported but will be reported together with the remaining webinars in D11.27 which is due to M52)

4.7.3 EVENT MANAGEMENT PROCEDURES

The preparation and realisation of the EU-SysFlex events follows a set of procedures, defining also the roles of individual partners:

- Any event is approved with at least three-months' notice. A sufficient time is necessary to prepare the logistics, as well as content, possible speakers etc.
- The Project Coordinator (EirGrid) gives a final approval for the project timing, content, invited speakers.
- The Project Coordinator represents the project in the events preparatory phase. We would normally have a kick-off meeting/telco where we discuss the topic, objectives. Then our journalists propose a draft note with the content, speakers' alternatives and target group etc. This way, we guarantee that the discussion will be balanced and policy relevant. After the approval of this draft note, we are set to work on the whole event. Only very minor things can be modified after this, not the content or overall strategy.
- Each event will have its event manager. This event manager will be either in Brussels, Paris, Berlin, Bratislava ... – depending where the event is taking place. And these event managers will adhere to these guidelines.

4.7.3.1 PROJECT WEBINARS

As a part of the disseminating activities within the WP11, partners planned to organize project workshops in Brussels and other cities around the EU. However, in the spring of 2020, PMB discussed a replacement of some of these physical workshops by webinars. The main reason for organizing the webinar instead of a physical meeting / workshop is resource efficiency: partners involved in the preparation of the webinar are able to concentrate their efforts on technical tasks in their WPs, which are now going through a crucial phase, and we are able to save resources for communication and dissemination of project outputs (including larger events) in the final year of the project. Moreover, this way we can ensure that all the relevant stakeholders from around the Europe would be able to join us and would not need to travel only for the workshop.

Due to the situation caused by the outbreak of the COVID-19 we informed the project officer about this change and start to plan organization of four project webinars: 2 of them were organized in May 2020 focusing on WP2 outputs and 2 were held in June 2020 focusing on work of WP3.

Based on the successful webinars from the spring of 2020, EU-SysFlex continued organizing another project webinars. In December 2020, WP11 together with WP5 organized webinar on Big data considerations and solutions for flexible energy systems and in spring webinar focused on Demonstrations of easy access to data and easy access to flexibility market.

Moreover, in the spring of 2021, EU-SysFlex partners coupled with another H2020 project OSMOSE and organised 3 joint webinars discussing interesting insights shared between the two projects.

Because of the continuous situation around COVID-19 and prolongment of the project, WP11 leader and partners discussed a plan for the next steps in organizing and participating on industrial events.

Since the situation remained the same in the following months, project partners decided to continue with organizing the project webinars instead of the physical events. In the autumn of 2021, WP11 leader organized another webinar together with its WP11 partner ESADE. The webinar focused on EU-SysFlex exploitable results. In December 2021 Portuguese project partner EDP organized webinar focusing on their demonstration project: Virtual Power Plant.

For the last months of the project partners agreed on organizing several webinars.

4.7.5 TENTATIVE PLAN OF EVENTS

WP11 deliverable no.	Organization and media support	Main manager of event	Workshop date and location	Preliminary topic
D11.21	EURACTIV	EirGrid, EDF	M5 (03/18)	Brussels: Kick-Off of Project at European Parliament
D11.22	EURACTIV	Elering	M19	Brussels: Joint H2020 workshop TSO-DSO cooperation in flexibility market integration
D11.23	EURACTIV	EirGrid, EDF	M27	Brussels: High-level Stakeholder event
D11.24	EURACTIV	EirGrid, VITO	M35 online	4 project webinars
D11.26	EURACTIV	EirGrid	M20 Cork	Mini symposia at the WESC conference 2019
D11.27	EURACTIV	Elering, UTartu	December 2020	Project webinar on big data considerations and solutions for flexible energy systems
D11.27	EURACTIV	Elering	May 2021	Project webinar on demonstrations of easy access to data and easy access to flexibility market

D11.27	EURACTIV	Different project partners	June 2021	3 joint webinars with the OSMOSE project
D11.27	EURACTIV	ESADE	December 2021	Project webinar on outputs of WP11: D11.29 Selected technologies and validated business models
D11.27	EURACTIV	EDF	January 2022	Webinar on Mitigation of technical scarcities associated with high levels of renewables on the European power system
D11.25	EURACTIV	Main closing webinar	February 2022	Webinar on the roadmap
D11.25	EURACTIV	Demo projects	February 2022	Webinar on demonstration projects within the EU-SysFlex

Stakeholder workshop control table:

Title	EU-SysFlex events
Created	M5, M18, M24, M27 Ad hoc, after M12 Ad hoc project webinars
Updated	Not applicable
Partner responsible for realisation	WP11 leader
Approved by	PMB (workshop topic, location, program, invited guests, communication activities related to the workshop)
Partners involved in maintenance and updates	WP11 Leader: preparation of events (at the operational level, events will be managed by the local EURACTIV partner, or another selected organisation) WP leaders: selection of topics, panellists Project partner in country where the event is organised: support for organisation, dissemination of results Project Coordinator: pre-approval of topics, panellists / speakers

4.8 PRESENTATIONS AT RESEARCH AND INDUSTRY EVENTS

Project partners will help to communicate project activities/outputs at research / industry events (conferences, seminars, fairs, etc) and in specialized journals. The activity will be coordinated by the WP11 leader, which will be

informed about each planned / realised communication activity, and will receive all information necessary for reporting (such as time, venue, participants, type of event, type of presentation / communication, etc.)

WP11 leader will maintain the database of relevant leaders (each partner may contribute to the database) on an internal communication platform. The same platform will also contain general presentation of the project, template for the ppt presentation, and template for the report filled by partners representing the project at events.

WP11 leader will actively involve partners about upcoming events (at the PMB meetings, by group email, or individually) and coordinate the presentation of the project by individual partners.

Year 2020 was hugely affected by the spread of COVID-19, therefore project partners could not attend all the planned events. However, some of the events were organised online and project partners attended events such as InnoGrid, EUSEW and RGI Digital Workshop.

For year 2021, the same is applicable. Project partners were present at several industrial events such as: IEEE Power & Energy Society, virtual workshop on private energy data standardization, INTERRFACE Flexibility Solutions webinar, 24/7 Carbon-Free Energy by 2030 Workshop, IEA online meeting, BRIDGE General Assembly, EU Industry Week 2021 – BRIDGE Initiative webinar, OPEN DEI initiative workshop, 12th ETIP SNET Regional Workshop, 13th ETIP SNET Regional Workshop.

The aim of the presentations at the research and industry events is to raise awareness of the project among relevant stakeholders (mostly research community, industry & other interest groups). to help future exploitation of the outcomes.

The WP11 leader maintains a list of research and industry events, where the EU-SysFlex will be / has been presented. The list will be regularly updated, on basis of information provided by the project partners.

Each project partner may present the EU-SysFlex project at the listed events, or any other event research and industry related to the topic of the project. Expenses related to the participation are covered by individual partners; WP11 leader will provide presentation materials and administrative support.

WP11 leader manages budget for the presentation of the EU-SysFlex project at major research and industry event. Such presentations are planned mainly for the phases 3 and 4 of the project, but this does not prevent participation in the earlier stages of the project, when relevant. Events are selected by the Project Management Board, and decision to participate is subject to available resources.

Moreover, partners are working on dissemination of the project via applications for various industrial awards. For example, in 2021 EU-SysFlex German Demonstration was recognized and awarded a runner-up place at the 7th ISGAN Award of Excellence and nomination of project director John Lowry for the The Global Power & Energy Elites 2022 was successful.

Presentation at industry/ research event control table:

Title	Presentation at industry / research events
Created	Not applicable
Updated	Not applicable
Partner responsible for management	WP11 leader (major events) Each partner (other events)
Approved by	PMB (selection of events, participation of partners, official presentation of the project) Each partner (other events, where partners participate individually and present the project alongside other activities, using the already approved presentation materials), but notification and the last version of the publication sent to all partners 30 days in advance; project partners may state their objects within 15 calendar days after the receipt of the notice and PMB decides which comments are relevant
Partners involved in maintenance and updates	WP11 Leader manages online list of relevant events, provides support to other partners (presentation materials, administrative support), manages presentation at major events All partners: inform WP11 leader on relevant events, and their participation at events

4.9 SCIENTIFIC PUBLICATIONS

Project partners, especially the technology partners, will promote the EU-SysFlex project, and the main outcomes, in the scientific and research publications (journals, online platforms, etc.).

The publication in the scientific journals will be guided by the relevant rules of the Horizon 2020 programme (such as on open access publication), the Grant Agreement, and the Consortium Agreement.

Based on the discussion within partners and members of the PMB, it was agreed that partners working on any scientific publication should inform the PMB about planned publication and share a final version of publication once it is ready to be published.

Partners should also provide necessary reference data (title of the article, authors, abstract (if public), publication reference, weblink, etc.)

No	Type	Title	Authors	Title of the Journal/Proc./Book
1	Thesis/Dissertation	Economic Potential of Explicit Demand Response in Private Electric Vehicle Charging Networks	Einolander, Johannes	

2	Thesis/Dissertation	Commercial Control of Reactive Power in an Electricity Distribution Company	Takala, Suvi	
3	Publication in Conference proceedings/Workshop	Equivalent dynamic model of active distribution networks for large voltage disturbances	Nuno Fulgencio, Carlos Moreira, Leonel Carvalho, Joao Pecas Lopes	2019 IEEE Milan PowerTech
4	Publication in Conference proceedings/Workshop	"Operating the Ireland and Northern Ireland Power System with 70% Renewables by 2030: Technical Scarcity Identification"	S. Nolan, D. McSwiggan, P. Wall, H. Qazi, D. Corcoran, J. Kelliher and J. O'Sullivan	Wind Integration Workshop
5	Publication in Conference proceedings/Workshop	Energy and Reserve Markets: In(ter)dependent in a High-RES World	K. van den Bergh, E. Delarue	16th IAAE European Conference
6	Publication in Conference proceedings/Workshop	"Probabilistic estimation of the aFRR requirement in the future European power system with high RES penetration"	J. Morin, G. Prime, Y. Wang	2019 Wind Integration Workshop
7	Article in Journal	Energy and reserve markets: interdependency in electricity systems with a high share of renewables	Kenneth Van den Bergh, Erik Delarue	Electric Power Systems Research
9	Publication in Conference proceedings/Workshop	Impact of Flexibility Service Requirements on Investment Decisions and Costs	C. O'Dwyer, D. Flynn	19th Wind Integration Workshop
10	Thesis/Dissertation	"Application and Evaluation of LSTM Architectures for Energy Time-Series Forecasting" Master's thesis, University of Tartu.	Abdullayeva, Gunay.	
13	Article in Journal	Incorporating Non-Convex Operating Characteristics Into Bi-Level Optimization Electricity Market Models	Yujian Ye, Dimitrios Papadaskalopoulos, Jalal Kazempour, Goran Strbac	IEEE Transactions on Power Systems
14	Article in Journal	Backbone—An Adaptable Energy Systems Modelling Framework	Niina Helistö, Juha Kiviluoma, Jussi Ikäheimo, Topi Rasku, Erka Rinne, Ciara O'Dwyer, Ran Li, Damian Flynn	Energies
15	Publication in Conference proceedings/Workshop	Control of Reactive Power in Electricity Distribution Companies.	Takala, S.; Pihkala, A.; Heine, P.	CIRE25th International Conference on Electricity Distribution, no 1448.
16	Thesis/Dissertation	The Effects of Load Management Methods in Office Buildings on the Planning of Distribution Networks.	Koivuniemi, E. Toimistokiinteistöjen tehonhallintaratkaisujen vaikutukset sähköjakeluverkon mitoittamiseen.	
17	Thesis/Dissertation	Electricity Distribution Network as a Platform for Demand Response.	Korpio, J. Sähköjakeluverkko kysyntäjoukon mahdollistajana (in Finnish).	
18	Publication in Conference proceedings/Workshop	Stochastic Bidding Strategy for Electrical Vehicle Charging Stations. Accepted, publication pending.	Divshali P.; Evens C.	Frequency Containment Reserves Markets in IET Generation, Transmission & Distribution
19	Publication in Conference proceedings/Workshop	Optimum Day-ahead Bidding Profiles of Electrical Vehicle Charging Stations in FCR Markets	Divshali P.; Evens C.	PSSC 2020
20	Publication in Conference proceedings/Workshop	"Operational optimization framework improving DSO/TSO coordination demonstrated in real network operation," , Berlin, 2020. (Abstract accepted, full paper sent).	Stock S., Löwer L., Wende-von Berg S., Braun M., Wang Z., Albers W., Calpe C., Staudt M., Silva B., Retorta F., Silva J., Carvalho L.	26th CIRE25th INTERNATIONAL CONFERENCE AND EXHIBITION ON ELECTRICITY DISTRIBUTION
21	Publication in Conference proceedings/Workshop	"Processes and Systems for Using Flexibility from Distribution Grid to Integrate a High Share of RES in a Resilient Stable and Efficient Operated Energy Supply System,"	Staudt M., Pfeiffer M., Wang Z., Wende-von Berg S., Silva B., Retorta F., Silva J., Carvalho L., Löwer L., Stock S., Albers W., Calpe C.	18th Wind Integration Workshop

22	Publication in Conference proceedings/Workshop	"Flexibility Hub – Multi service framework for coordination of decentralised flexibilities"	J. Villar, J. Aguiar, F. Retorta, B. Silva, N. Fulgêncio, N. Filipe, M. Marques and M. Louro;	CIRE25th International Conference on Electricity Distribution, 666, CIRE2019 (June 2019);
23	Article in Journal	Optimum Operation of Battery Storage System in Frequency Containment Reserves Markets	Poria Hasanpor Divshali, Corentin Evens	IEEE Transactions on Smart Grid
24	Publication in Conference proceedings/Workshop	Aggregated Forecasting of the Load Control Responses Using a Hybrid Model that Combines a Physically Based Model with Machine Learning, no 105. CIRE2020 Workshop in Berlin (9/2020). Paper accepted, to be published after the conference workshop.	Koponen P., Salmi, T., Evens, C., Takala, S., Hyttinen, A., Brester, C., Kolehmainen, M., Niska, H.	CIRE2020 Workshop in Berlin
25	Article in Journal	Aggregated dynamic model of active distribution networks for large voltage disturbances	Nuno Fulgêncio, Carlos Moreira, Leonel Carvalho, João Peças Lopes	Electric Power Systems Research
26	Article in Journal	Quantification of the Energy Storage Contribution to Security of Supply through the F-Factor Methodology	Spyros Giannelos, Predrag Djapic, Danny Pudjianto, Goran Strbac	Energies
27	Publication in Conference proceedings/Workshop	"Enabling the participation of wind energy in energy markets - a Virtual Power Plant approach",	M. Marques, N. Filipe, B. Martins, M. Patena, M. Seydenschwanz and P. Fige;	Wind Energy Science Conference 2019, Cork, Ireland (June 2019)
28	Publication in Conference proceedings/Workshop	Smart Charging in Office Buildings, no 232	Koivuniemi, E., Lepistö, J., Heine, P., Takala, S., Repo, S.	CIRE2020 Workshop in Berlin (9/2020).
29	Article in Journal	Deep Reinforcement Learning for Strategic Bidding in Electricity Markets	Yujian Ye, Dawei Qiu, Mingyang Sun, Dimitrios Papadaskalopoulos, Goran Strbac	IEEE Transactions on Smart Grid
30	Publication in Conference proceedings/Workshop	A Deep Q Network Approach for Optimizing Offering Strategies in Electricity Markets	Yujian Ye, Dawei Qiu, Dimitrios Papadaskalopoulos, Goran Strbac	2019 International Conference on Smart Energy Systems and Technologies (SEST)
31	Publication in Conference proceedings/Workshop	Assessment of the dynamic frequency stability of the future Continental Europe power system – Interconnected incidents and system splits	J. Fournel, G. Prime, Y. Wang	2020 CIGRE conference proceedings
32	Publication in Conference proceedings/Workshop	Provision of FCR reserve by wind power plants: capability and performance assessment based on experimental results	V. Gomes, Y. Wang, A. Breton, M. Mourier, L. Holicki, M. Letzel	19th Wind and Solar Integration Workshop
33	Publication in Conference proceedings/Workshop	The EU-SysFlex French industrial-scale demonstrator: coordinating distributed resources for multi-services provision	Y. Wang, H. Morais, B. Lenz, V. Gomes, T. Godlewski, H. Baraffe	CIRE2019 Conference
34	Publication in Conference proceedings/Workshop	An advanced offline simulation platform to test in realistic conditions the Energy Management System software for operating a Virtual Power Plant	H. Baraffe, A. Breton, C. Stefanelli, Y. Wang	CIRE2021 conference
35	Publication in Conference proceedings/Workshop	Impact of variable RES in the European power system for 2050 – a technical and economic analysis as part of EU-SysFlex Project	B. Caroline, C. Camille, D. Anne, S. Marcelo	IAEE 2021
36	Article in Journal	Fast parallel Newton–Raphson power flow solver for large number of system calculations with CPU and GPU	Zhenqi Wang, Sebastian Wende-von Berg, Martin Braun	Sustainable Energy, Grids and Networks
37	Article in Journal	On the temporal granularity of joint energy-reserve markets in a high-RES system	Mathias Hermans, Kenneth Bruninx, Kenneth Van den Bergh, Kris Poncelet, Erik Delarue	Applied Energy

TABLE 7: LIST OF SCIENTIFIC PUBLICATIONS

Disclaimers to be used if applicable:

The research leading to this work is/was being carried out as a part of the EU-SysFlex project (Pan-European system with an efficient coordinated use of flexibilities for the integration of a large share of RES), which received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 773505.

Or

The research leading to these results has received funding from the European Union's Horizon 2020 - The EU Framework Programme for Research and Innovation 2014-2020, under grant agreement No. 773505, Eu-SysFlex project. The sole responsibility for the content lies with the authors. It does not necessarily reflect the opinion of the Innovation and Networks Executive Agency (INEA) or the European Commission (EC). INEA or the EC are not responsible for any use that may be made of the information it contains.

Scientific publication control table:

Title	Scientific publications
Created	Not applicable
Updated	Not applicable
Partner responsible for management	WP11 leader (reporting) Each partner
Approved by	Each partner individually, but notification and the last version of the publication to the PMB
Partners involved in maintenance and updates	WP11 Leader manages online list of publications, provides support to other partners All partners: inform WP11 leader on relevant publications

4.10 MEDIA COMMUNICATION

EU-SysFlex project, outcomes and main activities will be communicated in media, using three main channels:

- Communication via EURACTIV Network portals: news, interviews, documents, video, infographics
- Communication in general media: articles, interviews, videos in general media
- Press releases: Information on specific stages in the project, outcomes

The main aim is the communication of project outcomes and activities, targeted at stakeholders (industry, policymakers), and raising the general awareness of the project among public. Effective communication, especially to the industry stakeholders, and policymakers, will support the future exploitation of the project outcomes.

4.10.1 COMMUNICATION ON EURACTIV NETWORK PORTALS

Communication will involve:

- Publication of press releases and other materials produced by the project consortium
- Publication of articles related to the EU-SysFlex project (reports on activities, outcomes, etc.)
- Interviews with representatives of the project consortium, or other relevant experts, on the activities or outcomes of the EU-SysFlex projects, or related issues
- Publication of infographics, videos and similar content formats related to the activities or outcomes of the EU-SysFlex projects.

In terms of the timing, the communication on EURACTIV Network portals will focus mostly on the second, third, and fourth phase of the project, and will cover Stakeholder events, organised in the project, communication the major EU-SysFlex outcomes, and dissemination for future exploitation of the outcomes. The main aim is to raise awareness of the activities and outcomes among policy and industry stakeholders, and to involve them in the relevant activities.

The main aim is the communication of project **outcomes** and **activities**, targeted at stakeholders (industry, policymakers), and raising the general awareness of the project among public. Effective communication, especially to the industry stakeholders, and policymakers, will support the future exploitation of the project outcomes.

Communication partners:

- EURACTIV Brussels
- EURACTIV France
- EURACTIV Spain
- EURACTIV Germany
- EURACTIV Poland
- EURACTIV Slovakia

Number of communication outcomes:

- **EURACTIV.com,.fr,.de:** European special report: 1 introductory, overarching piece produced by the Brussels office
 - 5 country-specific items produced by 5 of our network partners' editorial teams
 - 2 articles published on each of the 5 participating EURACTIV national news sites, in their language: the introductory piece and the respective country-specific one
- **EURACTIV.sk,.es (EFE), .pl:** 10 editorial pieces about the topics of the project
- Piece/s published as advertorials (marked as promoted/commercial content) – prepared by the project (we do not expect to have that much advertorials)

Editorial outcomes can involve:

- Publication of articles related to the EU-SysFlex project (reports on activities, outcomes, key messages etc.) or the topics relevant for the project, with EU and national perspective.

- Interviews with representatives of the relevant experts, on the activities or outcomes of the EU-SysFlex projects or on the topics relevant for the project
- Publication of infographics, videos and similar content formats related to the activities or outcomes of the EU-SysFlex projects or the relevant topics
- *In addition, it is also encouraged to publish press releases and other materials produced by the project consortium. However, these won't count into the final number of communication outcomes.*

* Editorial Independence: The editorial coverage on EURACTIV portals will be executed in line with the editorial mission and principles of EURACTIV portals.

All the outcomes should be communicated also on the social media, such as Facebook, Twitter, LinkedIn and Instagram of the network portal.

All information published on EURACTIV portals will be linked to the main communication channel of the project – the project website, as well as relevant social media accounts.

The activity will be coordinated by EURACTIV, content outputs will be discussed with relevant project partners.

The general communication messages were approved by the PMB (brochure, video, keys messages of the roadmap,... these materials were presented to the editors from the EURACTIV network), and the WP11 leader will actively involve with the responsible editors to achieve a balanced representation of project, and accuracy of the project-related information.

The main editorial coverage is planned from January and February of 2022.

Control table:

Title	Communication on EURACTIV Network
Created	Not applicable
Updated	Not applicable
Partner responsible for management	WP11 leader
Approved by	PMB (main communication messages) Project Coordinator (individual communication activities)
Partners involved in maintenance and updates	WP11 Leader: preparation, publication of communication items WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project

4.10.2 COMMUNICATION IN GENERAL MEDIA

Communication in general media will involve:

- Publication of articles related to the EU-SysFlex project (reports on activities, outcomes, etc.)

- Interviews with representatives of the project consortium, or other relevant experts, on the activities or outcomes of the EU-SysFlex projects, or related issues

The main aim of the communication in general media is to raise awareness of the project activities and outcomes within the public.

All project partners should be involved in the communication with general media, supported by the WP11 leader. Partners are encouraged to use their contacts, network, communication channels to spread the information about the project. Partners should inform the WP11 leader about any project related publications for the purposes of reporting.

Control table:

Title	Communication in general media
Created	Not applicable
Updated	Not applicable
Partner responsible for management	WP11 leader
Approved by	Each partner individually, but notification and the last version of the publication to the PMB
Partners involved in maintenance and updates	WP11 Leader manages online list of publications, provides support to other partners All partners: inform WP11 leader on relevant publications

4.10.3 PRESS RELEASES

Project consortium will issue press releases to inform about major activities (such as stakeholder events, conferences, etc.) organised by the EU-SysFlex consortium, or attended by its representatives, or about major project outputs and outcomes.

Preparation of the press releases will be coordinated by EURACTIV and if relevant, discussed with individual members of the project consortium involved in the concrete activity / output.

Final versions of the press releases will be approved by the Project Coordinator.

Control table:

Title	Press releases
Created	Not applicable
Updated	Not applicable

Partner responsible for management	WP11 leader
Approved by	Project Coordinator
Partners involved in maintenance and updates	<p>WP11 Leader: preparation, publication of communication items</p> <p>WP leaders: contribution and control of information related to WPs</p> <p>All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project</p>

4.11 PROJECT BLOG

Objective: Inform about developments (research, technology, policy) related to the topic of the project, and project activities and outputs.

Frequency: 1 entry per month (or ad hoc) starting in February 2019

Length: 500 – 1000 words Published at: Blogging and EU-SysFlex website (<http://eu-sysflex.com/category/news/>).

From summer 2021 blogactiv website is not functioning, therefore we publish blog on the project website.

Target groups: Policy actors and decision-makers at the European level, decision-makers at the national level, industry, research and academia. Blog has to be understandable even without deep technical knowledge about the project or the electric system. Example: <http://smartnet-project.eu/interviews/grids-transition-vito-evolution-dsos-tsos/>

Thematic focus: Activities in WP 1 – 10. Focus on explaining a specific activity within the WP, how it contributes to the objectives of EU-SysFlex, who works on it, what the achieved results and next steps are etc. Connecting the activity to current developments in the energy sector is welcome.

Authors and responsibility: WP leaders (they author the blog entries or delegate a substitute author), + PC and TM

Editor: EURACTIV

Editing process: Editor edit content and style, add and/or modify title, lead paragraph, subheadings; final version will be sent to author for approval

While other communication channels (i.e. project website, press releases) include official content of the whole consortium, project blog entries will reflect individual views of the author(s) that may not reflect official positions or communication of the project / project consortium. This information will be clearly stated on the blog website.

	Focus	Responsibility	Publication date
1	Introduction	EirGrid	28-Feb-19
2	Project concept	EDF TM	29-Mar-19

3	The “supermarket” approach is one way of managing future electric grids	VITO	30-Apr-19
4	Data management	Elering	31-May-19
5	Overview of WP6	innogy/ MITNETZ	30-Jun-19
6	How the project is testing via innogy and MitnetzStrom what is legally required in German grids for 2021	innogy/ MITNETZ	31-Jul-19
7	Overview of Demos	EDF TM	30-Aug-19
9	Description and objectives of the Italian demo with reference to the EU and Italian scenario	EDIS/ RSE	30-Sep-19
10	First Implementation of EU-SysFlex Demonstrator running at Mitnetz (IEE)	IEE	31-Oct-19
11	Battery Energy Storage System	Helen	30-Nov-19
12	Data Management	Elering	31-Dec-19
13	Detailed small scale simulation is running with first results (Uni Kassel)	Uni Kassel	31-Jan-19
14	either about one of the forecasting tools from the Finnish demo, or about their integration in the aggregation tool.	VTT	31-Mar-20
15	First Results from the field test demonstrator in EU-SysFlex	University of Kassel/Fraunhofer IEE	30-Mar-20
16	Virtual power plant	EDP	31-May-20
17	Overview of WP8 demo	EDF	30-Jun-20
18	Three policy recommendations from the impact analysis of market and regulatory options in the pan-European power system through advanced power system and market modelling	VITO	31-Jul-20
19	Design options of TSO/DSO coordination	innogy	31-Jul-20
20	RSE about results from D6.3	RSE	30-Sep-20
21	First field results	IEE/ MITNETZ	31-Oct-20
22	Cybersecurity and privacy domain and relationship to Sysflex data exchange and WP 5 and related demos in WP9	Guardtime	31-Oct-20
23	Flexibility Hub	EDP/ INESC TEC	31-Nov-20
24	EU-SysFlex French Virtual Plant: Multi-services provision by storage successfully demonstrated through local tests	EDF	28-Dec-20
25	First results Finnish demo: Batteries and EV charging points as electric grid balancers in a smart office environment	Helen	28-Feb-21

26	EU-SysFlex French Virtual Power Plant: FCR provision by wind successfully demonstrated through local tests	EDF	25-March-21
27	New ways of energy data exchange demonstrated	Enoco, Elering, AKKA	6-Jun-21
28	Joint EU-SysFlex and OSMOSE workshops: Interesting insights shared between them	EDF	29-Jun-21
29	EU-SysFlex Flexibility Roadmap	UCD,EDF	7-July-21
30	EU-SysFlex data exchange activities completed by proposing 'European conceptual model'	Elering	2-November-21

TABLE 8: LIST OF BLOG ENTRIES

Control table:

Title	Project blog
Created	M7 (date of the first blog article be decided within the PMB: M16)
Updated	Regularly (based on the availability of the partners)
Partner responsible for management	WP11 leader
Approved by	Project coordinator
Partners involved in maintenance and updates	WP11 Leader: blog administration, publication of communication items WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project

4.12 FINAL REPORT

The final report will be issued at the end of the project and will summarise the main outputs and outcomes of the project, and potential exploitation of the project results.

It was agreed that the main output of the project – the roadmap will be a document efficiently summarizing all the important outcomes of the project and therefore project will not produce any other final public report. If the timing of the approval of the final roadmap allows, the document will be sent to the graphic designer for the graphic rework.

Control table:

Title	Final report
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Created	M52
Updated	-
Partner responsible for management	WP1, 10 and 11 leaders
Approved by	PMB
Partners involved in maintenance and updates	<p>WP10 Leader: overall responsibility</p> <p>WP leaders: contribution and control of information related to WPs</p> <p>All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project</p>

5. DISSEMINATION AND COMMUNICATION PLANNING

5.1 WP11 MILESTONES

NO.	TITLE	RESPONSIBLE ORGANISATION	DATE DUE	DATE DELIVERED
MS23	Web up and running	EURACTIV.sk	M3	M4
MS24	Flexible grid technologies selected and validated, Innovative Business models	ESADE	M36	M36
MS25	Exploitation plans validated	ESADE	M52	

TABLE 6: LIST OF MILESTONES

5.2 COORDINATION IN RESEARCH CONSORTIUM AND ROLE OF PARTNERS

Communication activities in the EU-Sysflex project are coordinated by the WP11 leader, EURACTIV.

All partners contribute to the communication and dissemination activities, their individual roles are described in the Communication plan, and the Description of Action. Planned effort and budget are described in the description of action, which forms the Annex 1 of the Grant Agreement.

In general, all major outputs are approved by the Project Management Board. Project Coordinator approves communication outputs, when the approval of the PMB is not needed. Approval could be granted at the PMB meetings, PMB teleconferences, or by email.

Specific roles of partners are described in this document.

All partners report their communication activities to the WP11 leader.

Changes and updates in the Communication Plan will be approved by the Project Management Board.

Partners are required to inform the WP11 leader about changing their logos otherwise WP11 leader will continue using the last version they have received.

6. RELOCATIONS OF RESOURCES

Effective communication and dissemination measures may necessitate relocation of some resources, both on side of the I-Europa, and other project partners. At this point, all expenses are covered from the planned budget. Any necessary relocations will be identified by the WP11 leader in advance, communicated to the PMB and the consortium members, and voted according to procedures of the Consortium Agreement.

If additional resources for participation on industry events and conferences are needed, they could be relocated in the I-Europa budget (participation fees), and budgets of other partners (travel expenses and other related direct costs).

Personnel costs in WP11

Partners will use the existing effort (person-months) planned for WP11 to participate at the communication activities, especially update of the project website, project events, and communication with media.

Other direct costs

At this point, direct costs related to the communication and dissemination activities are covered from the budget of the WP11 leader. If needed, additional resources will be relocated within the budget of the WP11 leader, or other partners. Any necessary relocations will be identified by the WP11 leader in advance, communicated to the PMB and the consortium members, and voted according to procedures of the Consortium Agreement.

7. PROCEDURES

The Consortium Agreement defines general notification procedures for dissemination outputs. Based on the CA, prior written notice of the final version of any planned publication or presentation shall be given to the other Parties at least 30 calendar days before such publication is disclosed or presentation is made to a third party.

The following table summarises approval procedures used for different types of project communication outputs, as agreed by the PMB.

TITLE	APPROVED BY	PARTNERS INVOLVED IN MAINTENANCE AND UPDATES
Project logo and visual identity elements	PMB	Project Coordinator Technical Manager WP11 leader
Project website – eusysflex.com	PMB: Website structure general visual elements Project coordinator: Website content WP11 leader: content in sections Media, News	WP11 leader: administration and maintenance of the website All project partners: provide information on activities related to EU-SysFlex project
Company / organisation websites of project partners	PMB	All project partners: publish and update relevant information on EU-SysFlex on their websites WP11 Leader: reporting and control
EU-SysFlex social media channels	Project Coordinator (major communication outputs)	WP11 Leader: administration and maintenance Project Coordinator: approval of major communication outputs All partners: contributions to be communicated on EU-SysFlex social media channels; communication on their own company / organisation social media channels
Flyer, brochure	PMB	WP11 Leader: preparation, including graphic design and print, distribution to project partners WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project; distribution

Project videos	PMB	<p>WP11 Leader: production and postproduction (in English), postproduction of other language versions (subtitling); distribution via project communication channels</p> <p>WP leaders: contribution and control of information related to WPs</p> <p>All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project; translation to other languages (if necessary); distribution</p>
Newsletter	<p>PMB (structure of the newsletter and visual identity)</p> <p>Project Coordinator (Content)</p>	<p>WP11 Leader: preparation, including graphic design, distribution to subscribers</p> <p>Project coordinator: approval and control</p> <p>WP leaders: contribution and control of information related to WPs</p> <p>All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project</p>
EU-SysFlex events	PMB (workshop topic, location, program, invited guests, communication activities related to the workshop)	<p>WP11 Leader: preparation of events (at the operational level, events will be managed by the local EURACTIV partner, or another selected organisation)</p> <p>WP leaders: selection of topics, panellists</p> <p>Project partner in country where the event is organised: support for organisation, dissemination of results</p> <p>Project Coordinator: pre-approval of topics, panellists / speakers</p>
Presentation at industry / research events	<p>PMB (selection of events, participation of partners, official presentation of the project)</p> <p>Each partner (other events, where partners participate individually and present the project alongside other activities, using the already approved presentation materials)</p>	<p>WP11 Leader manages online list of relevant events, provides support to other partners (presentation materials, administrative support), manages presentation at major events</p> <p>All partners: inform WP11 leader on relevant events, and their participation at events</p>

Scientific publications	Each partner individually, but notification and the last version of the publication to the PMB	WP11 Leader manages online list of publications, provides support to other partners All partners: inform WP11 leader on relevant publications
Communication on EURACTIV Network	PMB (main communication messages) Project Coordinator (individual communication activities)	WP11 Leader: preparation, publication of communication items WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project
Communication in general media	Each partner individually, but notification and the last version of the publication to the PMB	WP11 Leader manages online list of publications, provides support to other partners All partners: inform WP11 leader on relevant publications
Press releases	Project Coordinator	WP11 Leader: preparation, publication of communication items WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project
Project blog	Project coordinator	WP11 Leader: blog administration, publication of communication items WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project
Final report	PMB	WP10 Leader: overall responsibility WP leaders: contribution and control of information related to WPs All partners: contribution and control of information related to their organisations, and activities in the EU-SysFlex project

TABLE 7: SUMMARY CONTROL TABLE

8. COPYRIGHT

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Changes in this document will be notified and approved by the PMB. This document will be approved by the PMB.

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