INBOTS
Inclusive Robotics for a better Society

Deliverable Title	D7.3 Communication Plan
Deliverable Lead:	PKF ATTEST INNCOME
Related Work Package:	WP7: Organize dissemination & robotics community outreach activities
Related Task:	T1.2 Develop the communication strategy
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Start Date of Project:	01.01.2018
Duration:	36 months
Abstract	The aim of this deliverable is to produce a communication strategy, covering coordination of the overall communication efforts of the consortium, to reach the dissemination objectives stablished in the GA of the project.

Versioning and Contribution History

Version	Date	Modified by	Modification reason
v.01	25.04.2018	Jaime Lara	First Version
v.02	30.04.2018	Patricia Rodríguez	Contribution and review
v.03	14.05.2015	Jaime Lara, Patricia Rodríguez	Contribution and review
v.03	28.05.2015	María Prieto	Final version

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1 Executive Summary

This document is the **Deliverable 7.3 INBOTS COMMUNICATION PLAN** of the Work Package 7 - ORGANIZE DISSEMINATION & ROBOTICS COMMUNITY OUTREACH ACTIVITIES of the project **Inclusive Robotics for a better Society** funded by the European Commission under the H2020-ICT- 28-2017 Robotics Competition, coordination and support topic under the grant agreement no. 780073.

In accordance with the H2020 Online Manual[1], INBOTS must communicate and promote the project and its results, "providing targeted information to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange". In addition, INBOTS project is a Coordination and Support Action (CSA), where communication activities are one of the main tasks that must be undertaken.

1.1 Task 7.1 Develop Communication Activities

The aim of Task 7.1 is to design and execute an efficient communication strategy, including the visual identity and icons of the project, starting with the definition of a methodology and objectives, to continue with the outline of the key messages and target audiences, to end with the mapping of main tasks and procedures. The highlines to be developed by the Consortium to reach the communication goals are the following:

- Defining the communication objectives, roles and procedures.

- Synchronising communication activities within partner's institutions.

- Supporting the best information flow between the consortium partners.

- Clustering with relevant EU and international programmes and initiatives to enhance the impact and the broadcast of the project.

- Defining the branding and positioning of the project.

Some subtasks have been already completed while most of them are ongoing according to the expected work plan.

The requirements and expected results of these subtasks define the communication plan, containing the actions to be deployed and included in the final dissemination report.

TASK	2018	2019	2020
7.1. Develop communication activities			
7.1.1. Develop visual identity and project website, and foster communication activities through social networks			
7.1.2. Develop the communication strategy			

Figure 1 Communication Gant

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[1]http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

2 Methodology

The methodology used for the development of *INBOTS Communication Plan* reflects the purpose for which it was designed. Above all, this plan is a practical tool to be used by all partners to develop their individual and collective communication activities efficiently and contribute to the global objective of the project. It has been made taking into account the "Communicating EU research and innovation guidance for project participants"[2].

Therefore, the development of this Plan involves interaction among all the partners. The main steps for the development of the Communication Plan include:
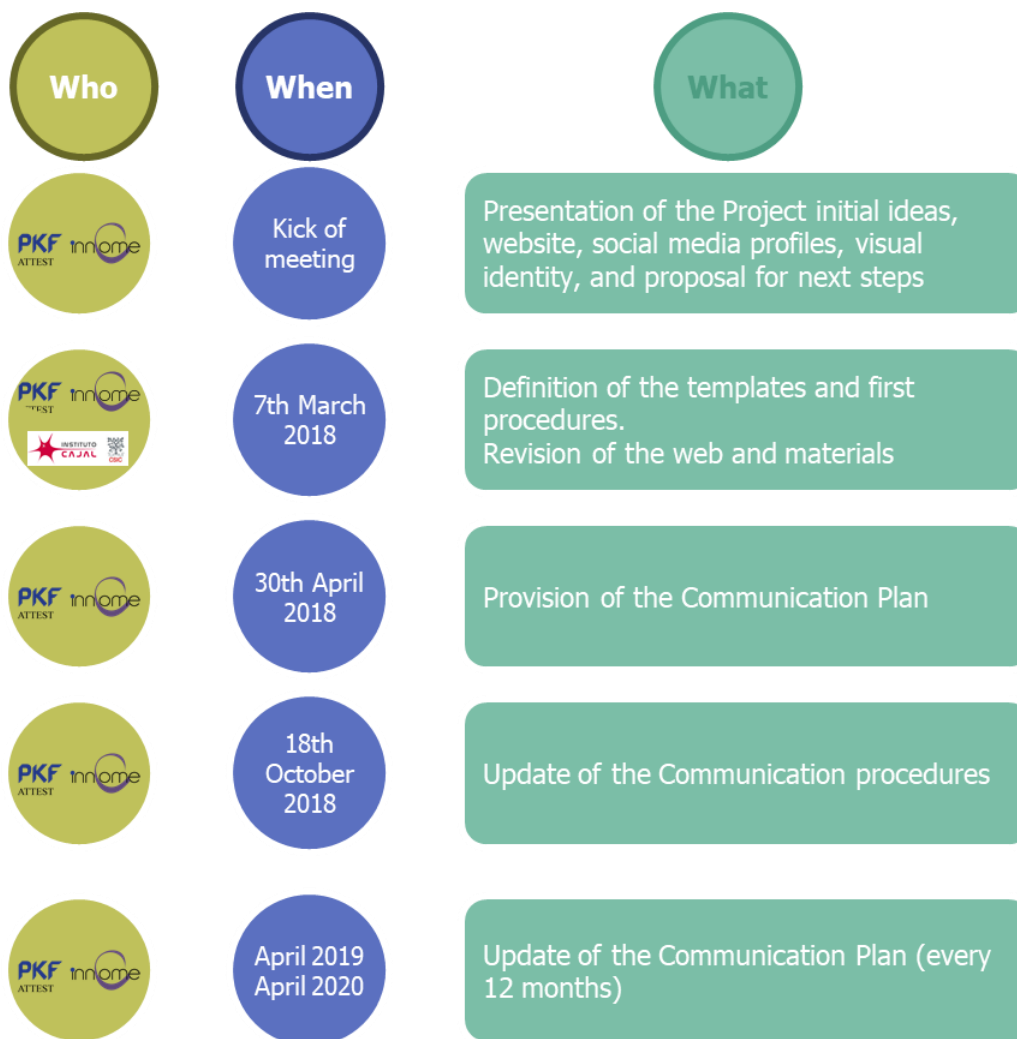

Who — **When** — **What**

Who	When	What
PKF ATTEST, innome	Kick of meeting	Presentation of the Project initial ideas, website, social media profiles, visual identity, and proposal for next steps
PKF ATTEST, innome, INSTITUTO CAJAL	7th March 2018	Definition of the templates and first procedures. Revision of the web and materials
PKF ATTEST, innome	30th April 2018	Provision of the Communication Plan
PKF ATTEST, innome	18th October 2018	Update of the Communication procedures
PKF ATTEST, innome	April 2019 April 2020	Update of the Communication Plan (every 12 months)

Figure 2 Steps for the development of INBOTS Communication Plan

The *Communication Plan* attends to the potentialities and strengths of the project partners. Each partner is integrated into a specific geographic and societal reality and has a deep understanding of the individuals and institutions that should be enrolled in the project and of the best way to do it. In addition, most of the partners have access to relevant networks that can be used to **reach different target audiences** and better communicate the project assets.

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[2] http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf

This plan will be annually updated, so partners will be requested to send their feedback and information about the next planned activities and results of the activities carried out. More detailed information on this process is included in Section 9 "Monitoring".

To be able to define and execute the *Communication Plan*, the following media available in relation with the project resources will be used:
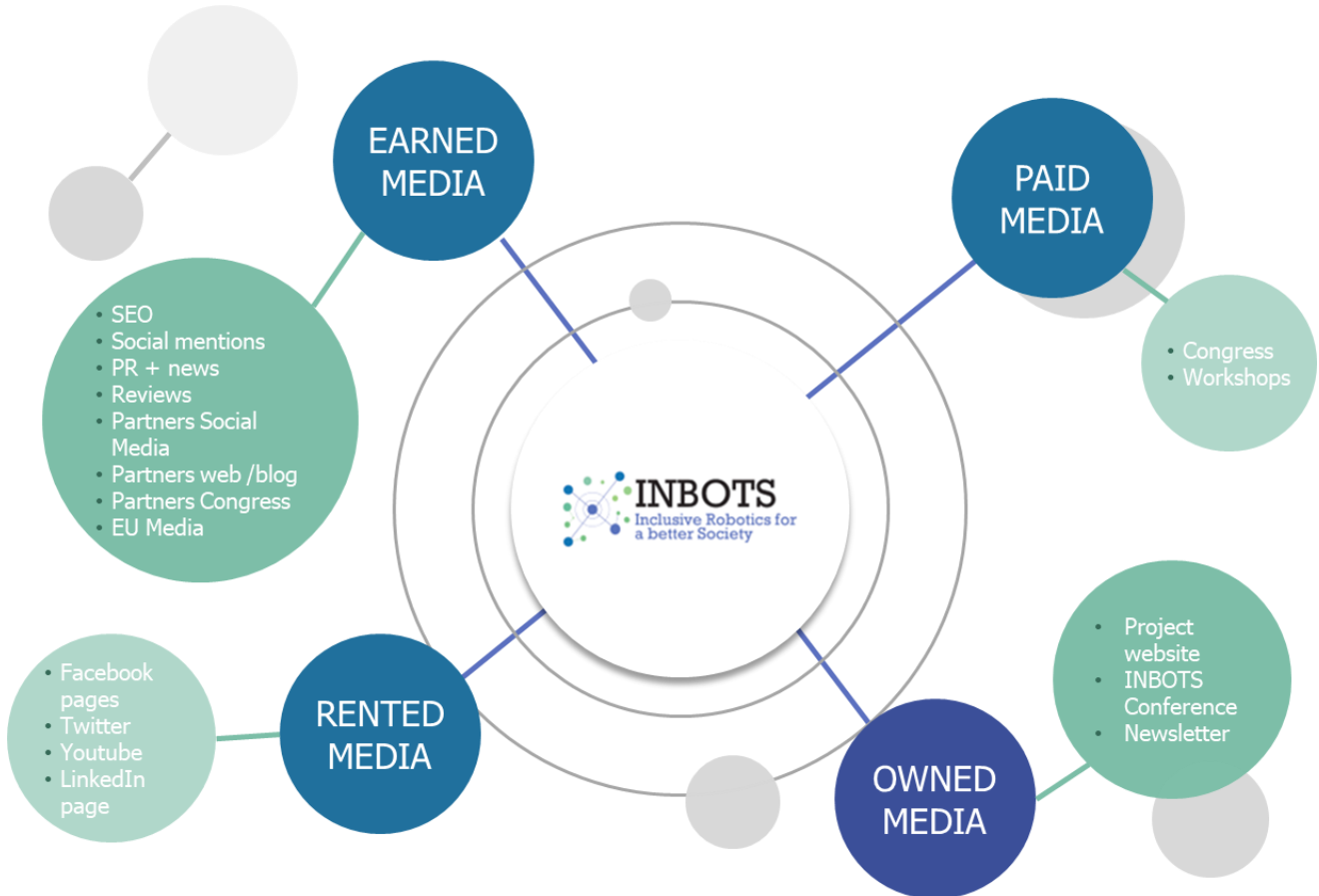

Figure 3 Project media distribution

For the development of this Communication Plan, INBOTS has taken strict account of the Deliverable 7.4 Plan for Dissemination and Exploitation of Results since the communication activities will contribute to accomplish the dissemination and exploitation of the project results. This is the reason why many of the strategical points and the activities from both plans will go hand in hand.

3 Objectives

The main communication objective within this project is to ensure the **outreach of INBOTS results** among relevant stakeholders and general public, as well as ensuring its sustainability beyond the runtime of the project.

To ensure the best visibility of the project and to increase its impact and outreach, to reach the communication objectives, the *INBOTS Communication Plan* should undertake the following activities:

1. Create a visible and distinguishable **visual identity** of the project to make it easily recognisable in a way that all the communicative actions undertaken during the project are traceable.

2. Deploy a **media planning** to ensure that all the milestones of the project have an accurate broadcasting and reach the targeted audience having the expected impact.

3. Make an intense **follow-up** of the communication plan deployment, ensuring it's correct functioning and making the necessary corrections when it is needed.

4. **Lay out the communication activities** among all the partners to ensure a correct deployment of the strategy.

5. **Coordinate with external stakeholders**, such as related projects, institutions and media to ensure a high outreach of the communication activities.

3.1 Strategic Objectives

- Communicate INBOTS project and its outcomes.

- Reach the target audiences and foster their interest in the project.

- Broadcast to the general public the future benefits of the consecution of this project.

- Assist the dissemination activities, contributing to the Plan of Dissemination and Exploitation of Results.

3.2 Operational Objectives

To reach the above-mentioned objectives, it will be necessary to set the following operational objectives that must be undertaken in this *Communication Plan*:

- Have a complete handbook to help the consortium members identify when an issue must be communicated, and which are the steps and responsibilities for that purpose.

- Identify the main communication activities and lines of action to be carried out throughout the course of the project, planning and coordinating all the efforts.

- Set the targeted audiences, the main partners, the key messages and the principal media on which INBOTS communication activities will focus.

4 What to communicate

4.1 The value of this project

INBOTS will create a platform to establish a working synergy between all the stakeholders in Interactive Robotics in Europe, promoting the debate and creating a responsible research and innovation paradigm that will potentiate EU leadership on robotics.

The INBOTS project merges from the necessity of the European Commission to ensure the market reach of all the projects and developments made on robotics in the last years, with the financial support of the European Institutions. These new robotic technologies evolve rapidly and find new application in domains that a few years ago were unthinkable and require their interaction with

people who are not necessarily prepared or used to this kind of technology. In addition, these new technologies pose a range of problems that require in-depth ethical analysis, a work on which INBOTS will lead the argues.

Henceforth, **INBOTS will stand out for overcoming the lack of a clear understanding and communication between all the involved stakeholders and for creating a community hub able to bring together experts to debate and create a responsible research and innovation paradigm for robotics.**

4.2 Key messages

The main and more powerful messages of INBOTS project will be defined during its own development; once Work Packages deliver its goals stablished in the Grant Agreement and the deliverables are completed. The nature of the messages will be targeted to a different audience and will have a different thematic adapting to each of the objectives settle in this Communication Plan.

The key messages are slightly revised to better reflect what the audience should remember of the project. From the very beginning, and until the first deliverables will be accessible and ready to disseminate, the key messages will be focused on the major assets of the project:

(A) END-USERS, POLICY MAKERS AND GENERAL PUBLIC PILLAR KEY MESSAGES

- Interactive Robotics are beneficial for the society, they help people and foster societal progress.

- INBOTS will promote a better society with more adapted and integrated Interactive Robotics sector.

- INBOTS will help in the creation of an Interactive Robotics hub.

- Interactive Robotics development raise a number of ethical, legal, economic and industrial benchmarking questions that need to be addressed and INBOTS will contribute to answer them.

- INBOTS will contribute to identify the regulatory needs and gaps applicable to robotics in the EU.

- INBOTS events (conferences, workshops, webinars, summer schools, etc.) are taking place in order improve awareness about the needs and gaps in the Interactive Robotics field.

(B) TECHNICAL EXPERTISE PILLAR KEY MESSAGES

- INBOTS coordinates workshops with stakeholders to identify gaps and needs in the regulatory and standardisation related to Interactive Robotics.

- INBOTS is working on the Interactive Robotics standardization and is developing an approach to include horizontal aspects into standardization activities.

- INBOTS (D4.2) White Paper on Interactive Robotics' standardization and benchmarking strategies is now available.

(C) BUSINESS EXPERTISE PILLAR KEY MESSAGES

- INBOTS will work on removing or cutting down the non-technical barriers in the diffusion of robotic solutions in real-life applications.

- INBOTS has developed business models to facilitate the access to new market opportunities in specific robotic cases.

- INBOTS ease the networking between SMEs, large companies and potential end-users in the field of Interactive Robotics.

- There are multiple funding instruments available for Interactive Robotics projects development.

- INBOTS may help on IPR management related to Interactive Robotics.

- INBOTS offers a guideline for young entrepreneurs that resumes exemplary Best-Practices for establishing business models on a national/European/international level that takes into consideration the very diverse (hardware /software / systems-integration) market and applications.

- The (D1.1) Preliminary report on Interactive Robotics market analyses and support tools for SMEs (business models and exploitation strategies) is now available.

- The (D1.2) INBOTS white Paper on Interactive Robotics market analyses and support tools for SMEs (business models and exploitation strategies) is now available.

(D) ETHICAL, LEGAL AND SOCIOECONOMIC EXPERTISE PILLAR KEY MESSAGES

- INBOTS will contribute to identify the needs and gaps in the regulatory framework applicable to robots of European Member States.

- INBOTS Conferences and Workshops on the compliance with existing regulatory framework and its assessment are taking place in order improve the existing regulations.

- INBOTS will bring together experts to debate about these issues related to Interactive Robotics.

5 Target groups

INBOTS project communications will extend from the most technical and experienced community working on robotics development, to the general public, going through other fields of knowledge such as medicine, business or law.

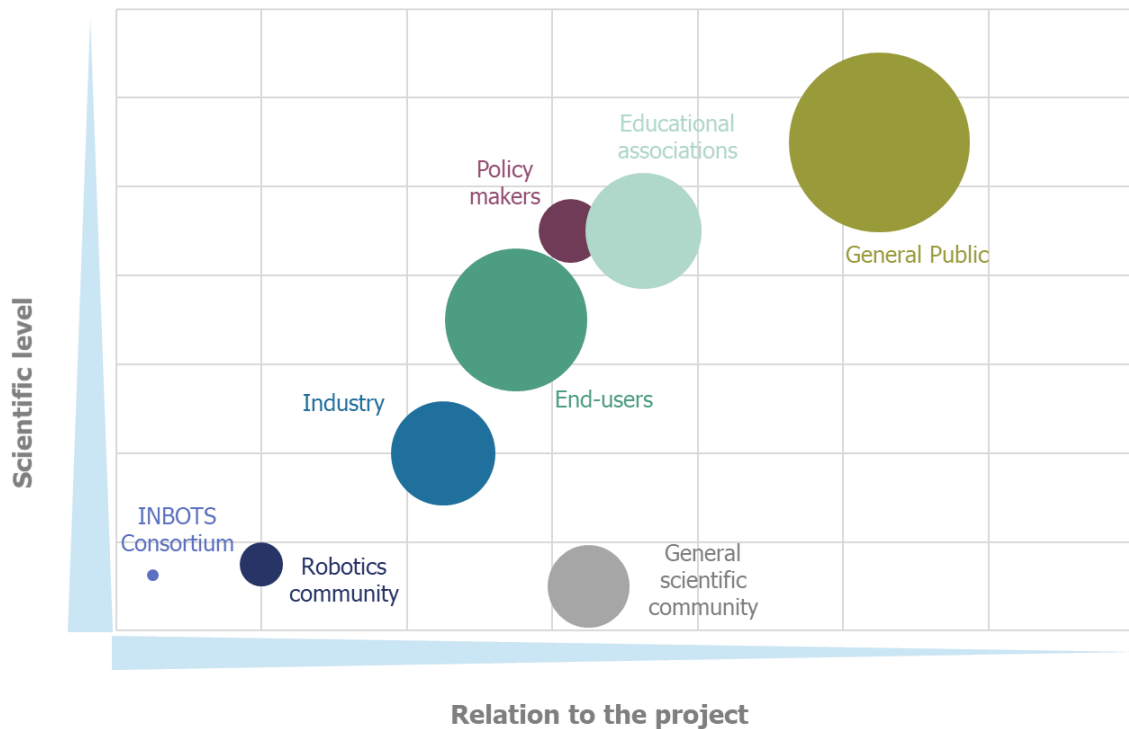INBOTS project audiences will be segmented as Figure 4 shows:

This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 780073

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Figure 4 Audiences Matrix

These audiences will be primarily segmented in internal and external audiences:

5.1 Internal Audience

The internal communications will be carried out between the members of the consortium composed. These communications are essential to ensure a proper project execution, with communication messages formulated and targeted to the right person in the right moment. Therefore, internal communication includes both overt communication like face-to-face meetings or plenary conference calls and private calls in order to discuss technical nor managerial issues, showing results or taking decisions.

The main responsible for the definition of the communication procedures is INNCOME in collaboration with the Coordinator, CSIC. Other consortium members will be required to contribute and follow the defined procedures when performing internal or external communication activities. The internal communications procedures are defined in the Annex III: Communication procedures and complemented with *D8.1 Project Management Handbook* procedures.

5.2 External Audience

Communication will take different tones according to the message that is being delivered and the target audience. INBOTS consortium has segmented the audience according to the objective to accomplish and the potential relationship pursued.

Regarding the target audience segmentation, INBOTS will focus on:

5.2.1 Primary

The primary target groups are those ones on which INBOTS will primarily focus for the definition of the communicative activities. These groups and the key messages to be delivered are detailed in D7.4 (Section 6.2).

5.2.2 Secondary

The secondary target groups are those that are important to reach and to take into account when communicating the INBOTS project, but they are not so important for the consecution of the project objectives.

Table 1 Secondary target groups

GROUP	COMPOSED OF	OBJECTIVE	MESSAGE
Mass media	• Mass media includes a diversified collection of media technologies that reach a large audience via mass communication	Inform about ongoing research, project concepts and objectives as well as benefits to society, taking into account the INTEGRATINF APPROACH of INBOTS.	It will be necessary to create relevant content to attract the focus of the mass media in order to guarantee the presence of INBOTS into the Agenda Setting, being able to reach the targeted audiences. (A) This group is composed mostly by non-technical professionals who must understand the purpose and benefits of the project before being able to contribute to the communication of the other messages.
End users and general public	• Entrepreneurs, companies and workforce • Main sectors influenced by IRs • Developers of robotic education systems • Schools and other educational institutions interested in robotics • General public (almost everyone will interact with at least social robots in the near future)	To obtain their feedback about the main barriers found when developing or working with IRs. To ensure their involvement in the disseminative activities proposed (info days, training, etc.) and to ensure their acceptance of the strategies proposed in the project (contributing to the subsequent sustainability of INBOTS). To increase the awareness of the INBOTS project and to demonstrate the benefits of IRs. To Integrate IRs in their current activities.	(A) This group is formed by companies, entrepreneurs and workforce. They will benefit from the changes in Labour Law, taxation system, etc. This group will also participate in the workshops and summer and winter schools organised by INBOTS. They will also use the INBOTS manuals, videos, etc., as project-based learning methods to promote the benefits of IRs among students, teachers, etc. and to amplify the students' curricula in the use of robotics. They will make use of the enhanced educational tools derived from INBOTS and oriented to cover the specific training needs required to use safely and efficiently interactive robots in

		To inform about ongoing research, project concepts and objectives as well as benefits to society.	professions such as surgeons, biologists. This group also includes the final beneficiaries of INBOTS outcomes, since the project is aimed at increasing general public awareness and acceptance about IRs. Social media and social networks will be crucial to disseminate INBOTS and IRs in this group. (B) (C) (D) This group includes economical stakeholder interested in new funding instruments to promote the development of IRs sector, in assistance during for IPR management and in training their workforce. INBOTS will alsoinform general industry about the benefits of incorporating IRs in their processes.

6 Communication channels, tools and activities

6.1 Project website

INBOTS Website (www.inbots.eu) is running since the first month of the project, serving as a primary source of information regarding INBOTS's objectives, progress and outcomes with the aim of organizing the project information into a unified source of visitor's knowledge. According to the progress of the project, the content of the website will be continuously extended and updated.

The website is aimed to reach all primary and secondary audiences of the INBOTS project. The main communication objectives of the INBOTS website are:

- To provide relevant and current information to a wide audience.

- To ensure information is provided in an accessible and usable manner.

- To be a common documentation base for all the partners, containing the main project documentation and deliverables.

- To be an information database of all the activities and deliverables carried out by INBOTS project and its partners.

The deliverable 7.1, including a description of the first version of the INBOTS Website, was already submitted in M1 and it presents the project and promotes internal and external communication. INBOTS Website will be a tool for an active promotion of project results, business opportunities, investment opportunities and public awareness. The website includes both a public and a private restricted area.

- The <u>private area</u> includes the project scheduling, deliverables with restricted access, reporting, other confidential documents and management tools.

- The <u>public section</u> of the INBOTS website provides a project overview highlighting the motivation, background and objectives, the technical content and the structure of the project including the composition of the consortium. On the other hand, it will provide access to the project's public deliverables and to the media centre with all press releases generated during the project.

The maintenance of both areas is responsibility of the CSIC, whilst the procurer of the information/documentation might be other consortium members. In this sense, the most remarkable documentation that must be delivered by other members of the consortium is referred to the WPs management, such as minutes or deliverables. These documents must be uploaded to the private area of the website by each WP leader as soon as they are validated to ensure that all the consortium members have access to the latest documentation generated.

6.2 Project brochures and other materials

To contribute to the promotion and communication of the project objectives and its outcomes, a number of brochures, videos, presentations, leaflets, posters, roll-ups and other materials will be produced. As Task 7.2 leader, CSIC will be responsible of these productions.

To communicate the project objectives and expected results, promotional brochures will be designed and made available to be distributed in relevant events and in digital version. A promotional video explaining project objectives and outcomes will be prepared, in order to illustrate the scientific and practical benefits resulting straight from the outcomes of the project. These communication materials will be included in this Communication Plan (D7.3) and in D6.3, D6.4, D6.5.

6.2.1 Brochure

To facilitate the explanation of INBOTS purpose and its opportunities, INNCOME has already created, in collaboration with the Project Coordinator, a brochure that resumes the project objectives and scheme. This brochure was designed to be able to be printed also as a billboard.

This document will be distributed in conferences, workshops and other events where consortium members will present and promote the project.

Other materials like this one will be elaborated to contribute to communicate the diverse key messages of INBOTS, such as the results of the pillars discussions.
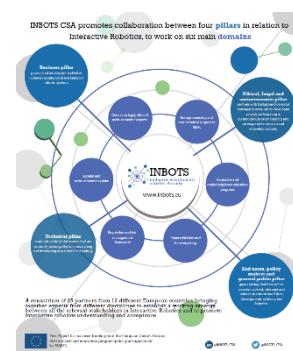

Figure 5 INBOTS brochure

6.2.2 Documentary videos

Three videos (one per year) describing the current state of art of interactive robotics and its impacts in society and aimed to rise general public awareness about interactive robotics will be produced as part of WP6 outcomes. CSIC, as task 6.3.3 leader, will be responsible for these videos, that will correspond to D6.3, D6.4 and D6.5.

6.3 Project releases and articles

The major achievements and milestones of the project will be released and published in the project website and delivered to mass media around Europe. These articles will be written by INNCOME with the technical contribution of the INBOTS partners when needed and reviewed by the Project Coordinator, CSIC before their distribution. Once the article is sent to the Project Coordinator to be reviewed.

The main European media companies identified as relevant contacts for the distribution of INBOTS news are:

Table 2 List of European medias identified

Media	Country	Type
Agence France Presse	Europe	Press Agency
Agencia EFE	Spain	Press agency
Channel 4	United Kingdom	TV media
RTVE	Spain	Public radio & TV
Reuters	Europe	Press Agency
ANSA	Italy	Press Agency
Press association	United Kingdom	Press Agency
Europa Press	Spain	Press Agency
Deutsche Presse-Agentur	Germany	Press Agency

INBOTS will also use EC's media channels such as:

Table 3 List od EC's channels

Media	Description	Use to communicate KEY MESSAGE CATEGORIES (A-E Section 4.2)
Horizon Magazine http://horizon-magazine.eu/	HORIZON is the EU Research & Innovation e-magazine. It covers the latest developments in EU funded research and innovation, communicating the priorities and achievements of EU-funded research, its impact on citizens' lives and its contribution to the EU goals of smart and sustainable growth.	These media will be used to inform about the benefits and progress that INBOTS will generate in Europe, informing about the open debates created and the results.
Project stories https://ec.europa.eu/programmes/horizon2020/en/newsroom/551/	Articles about selected EU-funded research projects, which led to breakthroughs, and that contribute to economic growth and creating jobs, and tackling societal challenges.	

research*eu results magazine www.cordis.europa.eu/research-eu/magazine_en.html	This print magazine features highlights from the EU-funded research and development projects. It is published 10 times per year in English and covers mainly the research areas of biology and medicine, Social sciences and humanities, energy and transport, environment and society, IT and telecommunications, industrial technologies and space.	This media will be used to inform about the existence of INBOTS project, explain it main challenges and inform about it progress.
Newsletters www.ec.europa.eu/research/index.cfm?pg=publications&lg=en	Newsletters are published by the European Commission for different research areas.	INBOTS will contact this media to reach a wider audience, potentiating it outreach.
Events on the CORDIS website www.cordis.europa.eu/news/home_en.html	This website displays research-related conferences and events.	INBOTS public conferences and events will be displayed on this media to have a wider outreach.
Conferences and events organised by the European Commission	The European Commission co-organises a variety of conferences. These may include exhibition areas or sessions.	INBOTS will work to be part of EC Conferences talking about the success that this project means and the benefits for Europe that this kind of project means.

6.3.1 Partners website

To increase the impact among the specialised audience, all the consortium members will be asked to include a mention to the project and their participation at this project on their organization website.

Table 4 List of Consortium members' webpages

Partner	Website publication
CSIC	http://www.neuralrehabilitation.org/en/?page_id=72
TECNALIA	https://www.tecnalia.com/en/
SSSA	http://www.santannapisa.it/en/ricerca/progetti
UCM	https://www.ucm.es/giptic
UT	https://www.utwente.nl/en/
VUB	http://www.vub.ac.be/home/
ETH	https://www.ethz.ch/en.html
UNISI	https://en.unisi.it/
OSSUR	https://www.ossur.fi/
OBG	https://www.ottobock.de/
CRF	https://www.crf.it/EN
ACCIONA	http://www.acciona-construccion.com/?language=en
SAS	http://www.spaceapplications.com/

IUVO	**http://www.iuvo.company/**
PAL	**https://www.pal-robotics.com/es/investigacion/**
KTH	**https://www.kth.se/en**
DIN	**https://www.din.de/en**
VDI/VDE-IT	**https://vdivde-it.de/en**
DCU	**https://www.dcu.ie/**
UNIVLEEDS	**https://www.leeds.ac.uk/**
UNIVIE	**https://www.univie.ac.at/en/**
UU	**https://www.uu.nl/en**
CITY	**https://www.city.ac.uk/**
EDUMOTIVA	**http://edumotiva.eu/edumotiva/?page_id=28**
INNCOME	**http://www.inncome.es/**

6.3.2 Partners blogs / media

After every relevant milestone of the project, every consortium member who took part of it will be asked to make a mention on their owned media channels and/or profiles making proper reference to the project:

- Making reference to the project name

- Making reference to the UE funding status

- Describing their role in the project and/or in the specific event

Afterwards, INBOTS's media channels and profiles (website, newsletter, social media) will mention these publications to increase the impact of every communicative action.

6.4 Project newsletters

To increase the impact of the project there will be a newsletter containing the main news and information about the project. The responsible of managing and delivering this document is INNCOME, as Task 7.1 leader. INNCOME will ensure the existence of enough materials to be included in the Newsletter and ask other consortium members for their contribution.

In this sense, an external newsletter will be issued each quarter (from M4) to present the latest results of the projects, success stories, news from the partners, upcoming events, events where project consortium members assist, etc.

The newsletter will be defined according to the European legislation in this sense, and it will be forwarded to all the subscribers who decide to do so through the website, e-mail or other media such as recommendation of the consortium members.

6.5 Social networking communication tools

INBOTS will own project profiles on social media to increase the impact and generate straight communication channels to allow interactions with the audience thought different tools depending on the communicative objective. Social networks are a powerful tool to achieve a multiplier promotional effect on communication activities, that is why the Project profiles will be constantly updated to show INBOTS as an active and interesting project.

The presence of the project on social media is fundamental to accomplish the objectives, it will be used as a relevant tool to reach third parties, the research community and to interact with the general public. The availability of new project results will be communicated informing about its progress and its effect on robotics industry, disseminating the project outcomes and creating a scientific hub interested in collaborating with the project. It will be crucial to reach a high level of followers to have a real impact.

The content will be generated by INNCOME with the collaboration of other consortium members. The consortium members will also publish the relevant information in their social networks. This communication channel is expected to be rather efficient in communicating project evolvements and stabilising strong presence.

6.5.1 Twitter

Twitter will be used for a big scale bidirectional communication, with all the audience present on this social media, but focusing on a technical audience from the robotics area. This Social Media will be crucial on Events, Conferences or Workshops to broadcast INBOTS role on these scenarios and attract followers through real time information.

- Objective: Increase awareness of the Project and its progress / create a network / Increase public awareness on interactive robotics / educate on its use / increase robotics acceptance.
- Audiences: General Public, scientific community.
- Message: Information about Congress & Workshops, share documents, articles & reviews.
- Type of content: Infographics, videos, links, news, documents.
- Content producers: All the members in the consortium, stakeholders, leaders, scientist…

On twitter, INBOTS will use the following hashtags and tags recommended by the European Commission:

- Hashtags: #H2020 #Robotics #DigitalAgenda
- EU Profiles: @RoboticsEU @DigitalAgendaEU @EU_H2020

In addition, INBOTS will use the following hashtags and tag other profiles according to each communication:

- Hashtags: hashtags from events where INBOTS participates (i.e.: ERF2018), #InteractiveRobotics #scientific #robots #Ethic #Legal #technology #Europe
- Profiles:
  - The consortium members of the project (list available on Table 5 in this document)
  - Related projects when they participate in an event or contribute to EUROBENCH
  - @AnneBajart
  - @EUScienceInnov
  - @EU_Commission
  - @EUSciComm

On twitter, INBOTS will also have accessible lists to generate more engagement and contribute to the creation of a benchmarking framework:

- Consortium members: with the institutional consortium members profiles.

- Related projects: including similar EU projects.

- Other lists with stakeholders or members of the industry sharing relevant contents on the same line that INBOTS.

6.5.2 LinkedIn

LinkedIn is a professional social network and will be used to reach a business and scientific audience. Will be the scenario to share news and articles about the progress and outcomes of the project.

- Objective: Disseminate the progress of the project among the scientific community and professional stakeholders / attract knowledge and generate awareness.

- Audiences: Scientific community, professionals from related areas.

- Message: Achievements reached along the project to help end users understand the state of the technology and keep updated on the advances of technology. Content related from stakeholders.

- Type of content: Infographics, pictures, videos, links, news, documents.

- Content producers: All the members in the consortium, stakeholders, leaders, scientist…

6.5.3 YouTube

YouTube will be used to share audio-visual contents that will be shared on other medias and platforms.

The partners will be asked to communicate the relevant milestones of the project, as well as their participation in project events on their social media profiles.

The consortium partners profiles on social media are listed in the table below:

Table 5 List of Consortium members social media profiles

Partner	LinkedIn	Twitter	Facebook	YouTube
CSIC	https://www.linkedin.com/company/429269/	https://twitter.com/NRG_CSIC	https://es-es.facebook.com/CSIC/	https://www.youtube.com/user/videosCSIC
TECNALIA	https://www.linkedin.com/company/1281275/	https://twitter.com/tecnalia	https://es-es.facebook.com/Tecnalia	https://www.youtube.com/user/tecnaliaTV
SSSA	https://www.linkedin.com/company/scuola-	https://twitter.com/ScuolaSantanna	https://www.facebook.com/scuolasuperioresantanna	https://www.youtube.com/user/ScuolaSantanna

	superiore-sant%27anna			
UCM	https://www.linkedin.com/company/universidadcomplutense	http://twitter.com/unicomplutense	https://www.facebook.com/UniComplutense	http://www.youtube.com/ucomplutensemadrid
UT	https://www.linkedin.com/edu/school?id=15449	https://twitter.com/utwente	https://www.facebook.com/utwente	https://www.youtube.com/utwente
VUB	Not available	https://twitter.com/vubrussel?lang=nl	https://www.facebook.com/VUBrussel/	https://www.youtube.com/user/VUBrussel
ETH	https://www.linkedin.com/school/4923/	https://twitter.com/eth_en	https://www.facebook.com/eth/	https://www.youtube.com/user/ethzurich
UNISI	Not available	http://twitter.com/unisiena	http://www.facebook.com/unisiena	http://www.youtube.com/user/unisiena
OSSUR	https://www.linkedin.com/company/37914/	https://twitter.com/OssurCorp	https://es-es.facebook.com/ossurcorp/	https://www.youtube.com/user/OssurMedia https://www.youtube.com/user/OssurAcademy
OBG	Not available	https://twitter.com/ottobockHQ_de	https://de-de.facebook.com/ottobockde	http://www.youtube.com/user/ottobockde
CRF	https://www.linkedin.com/company/centro-ricerche-fiat?trk=vsrp_companies_res_name&trkInfo=VSRPsearchId%3A714426751450820057634%2CVSRPtargetId%3A12636%2CVSRPcmpt%3Aprimary	Not available	https://www.facebook.com/FCAFiatChryslerAutomobiles	Not available
ACCIONA	https://www.linkedin.com/company/acciona-construcci%C3%B3n?trk=biz-	https://twitter.com/ACCIONA_EN	https://www.facebook.com/ACCIONA.English?ref=hl	https://www.youtube.com/user/interacciona1?sub_confirmation=1

	brand-tree-co-name			
SAS	https://www.linkedin.com/company/space-applications-services	Not available	Not available	https://www.youtube.com/channel/UCayIo0mjGppV5V-knTJRuiA
IUVO	Not available	Not available	Not available	Not available
PAL	https://www.linkedin.com/company/1347221/	https://twitter.com/PALRobotics	https://es-es.facebook.com/palrobotics/	https://www.youtube.com/channel/UCviCFzTm3WZqaPFBM76xd2w
KTH	Not available	Not available	https://www.facebook.com/KTH	https://www.youtube.com/kth
DIN	Not available	https://twitter.com/DIN_Norm	https://www.facebook.com/DIN.Normung	https://www.youtube.com/user/DINBerlin
VDI/VDE-IT	https://www.linkedin.com/company/vdi-vde-innovation-technik-gmbh?originalSubdomain=de	https://twitter.com/VDIVDE_IT	Not available	https://www.youtube.com/channel/UC40HM7tdVA7ea7j9xZpDYag
DCU	Not available	https://twitter.com/dublincityuni/	https://www.facebook.com/DCU	http://www.youtube.com/user/DublinCityUniversity
UNIVLEEDS	https://www.linkedin.com/school/7244	https://twitter.com/UniversityLeeds	https://www.facebook.com/universityofleeds	https://youtube.com/user/universityofleedsuk
UNIVIE	Not available	http://twitter.com/univienna	http://www.facebook.com/univienna	http://www.youtube.com/univienna
UU	https://www.linkedin.com/edu/school?id=15450	https://twitter.com/UniUtrecht	https://www.facebook.com/UtrechtUniversity	http://www.youtube.com/user/UniversiteitUtrecht
CITY	https://www.linkedin.com/edu/city-university-london-22486	https://twitter.com/CityUniLondon	https://www.facebook.com/CityUoLondon	https://www.youtube.com/mycityunilondon
EDUMOTIVA	Not available	https://twitter.com/EdumotivaLab	https://www.facebook.com/Edumotiva-	Not available

			1618392191709177/	
INNCOME	https://www.linkedin.com/company/9389059/	https://twitter.com/PKF_INNCOME	Not available	Not available

6.6 Project events

INBOTS will schedule a number of Infodays, webinars, summer schools and other kind of events that are planned for the right performance and the success of the project; to increase the impact of these events, INNCOME, as leader of task 7.1, will contribute to their diffusion.

In addition, INBOTS will schedule a number of Conferences and Events, and attend additional ones from third parties to inform about the existence of INBOTS project, its evolution and communicate the results. This work will be hold in coordination with the disseminative activities

To inform about these events, INBOTS will use the resources provided by the Commission:

Table 6 List of External Events

Resource	Contents	Use
Events on the Commission's Research & Innovation website www.ec.europa.eu/research/index.cfm?pg=conferences&filter=all	This website displays research and innovation-related conferences and events.	INBOTS will inform about the CSA's forthcoming conferences and workshops.
Events on the CORDIS website www.cordis.europa.eu/news/home_en.html	This website displays research-related conferences and events.	INBOTS will inform about the CSA's forthcoming conferences and workshops.
Conferences and events organised by the European Commission	Throughout the year, the European Commission (co-organises a variety of conferences, both in Brussels and elsewhere. These may include exhibition areas or sessions at which you could present your work.	Through the Project Officer, INBOTS will be informed about these events where it will be possible to inform about the project to an audience interested in the progress and the evolution of Robotics in the EU.

7 Communication means and contents

Following the analysis of the above descriptions of the Communication plan, the present section aims to identify the content/possible content of the various project communication means. This information is included in the table below:

Table 7 Communication means and contents

	Project website	Project brochures	Project leaflets	Project posters	Videos	Publications in mass media	Project newsletter	LinkedIn	Twitter	Project events	Partners media
END-USERS, POLICY MAKERS AND GENERAL PUBLIC PILLAR KEY MESSAGES											
Interactive Robotics are beneficial for the society, they help people and foster societal progress.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
INBOTS will promote a better society with more adapted and integrated Interactive Robotics sector.	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓
INBOTS will help in the creation of an interactive robotics hub	✓		✓				✓	✓	✓	✓	✓
Interactive Robotics development raise a number of ethical, legal, economic and industrial benchmarking questions that need to be addressed and INBOTS will contribute to answer them	✓		✓				✓	✓	✓	✓	✓
INBOTS will contribute to identify the regulatory needs and gaps applicable to robotics in the EU.	✓		✓				✓	✓	✓	✓	✓
INBOTS events (conferences, workshops, webinars, summer schools, etc.) are taking place in order improve awareness about the needs and gaps in the Interactive Robotics field.	✓		✓		✓		✓	✓	✓	✓	✓
(B) TECHNICAL EXPERTISE PILLAR KEY MESSAGES											
INBOTS coordinates workshops with stakeholders to identify gaps and needs in the regulatory and standardisation related to Interactive Robotics.	✓						✓	✓	✓	✓	✓
INBOTS is working on the Interactive Robotics standardization and is developing an approach to include horizontal aspects into standardization activities	✓		✓				✓	✓	✓	✓	✓
INBOTS (D4.2) White Paper on Interactive Robotics' standardization and benchmarking strategies is now available	✓						✓	✓	✓	✓	
(C) BUSINESS EXPERTISE PILLAR KEY MESSAGES											
INBOTS will work on removing or cutting down the non-technical barriers in the diffusion of robotic solutions in real-life applications	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
INBOTS has developed business models to facilitate the access to new market opportunities in specific robotic cases	✓		✓				✓	✓	✓	✓	✓
INBOTS ease the networking between SMEs, large companies and potential end-users in the field of Interactive Robotics	✓	✓	✓				✓	✓	✓	✓	✓
There are multiple funding instruments available for Interactive Robotics projects development	✓	✓					✓	✓	✓	✓	
INBOTS may help on IPR management related to Interactive Robotics	✓		✓				✓	✓	✓	✓	✓
INBOTS offers a guideline for young entrepreneurs that resumes exemplary Best-Practices for establishing business models on a national/European/international level that takes into consideration the very diverse (hardware /software / systems-integration) market and applications	✓		✓		✓		✓	✓	✓	✓	✓
The (D1.1) Preliminary report on Interactive Robotics market analyses and support tools for SMEs (business models and exploitation strategies) is now available	✓						✓	✓	✓	✓	
The (D1.2) INBOTS white Paper on Interactive Robotics market analyses and support tools for SMEs (business models and exploitation strategies) is now available	✓						✓	✓	✓	✓	
(D) ETHICAL, LEGAL & SOCIOECONOMIC EXPERTISE PILLAR KEY MESSAGES											
INBOTS will contribute to identify the needs and gaps in the regulatory framework applicable to robots of European Member States	✓		✓				✓	✓	✓	✓	✓
INBOTS Conferences and Workshops on the compliance with existing regulatory framework and its assessment are taking place in order improve the existing regulations	✓						✓	✓	✓	✓	✓
INBOTS will bring together experts to debate about these issues related to Interactive Robotics	✓						✓	✓	✓	✓	✓

8 Action plan

The Global Action Plan includes the main events and actions to be carried out during INBOTS project execution, most of them involving all the partners. Many of the activities and actions included in the Action Plan were already defined in the INBOTS Grant Agreement and therefore the allocation of responsibilities among partners and the respective budget are already partially defined. The first version of the Action Plan is provided below.

Table 8 Action Plan Planification

EVENTS / Acters	RESPONSIBLE / Details	2018 (M1–M12)	2019 (M13–M24)	2020 (M25–M36)
Implement project summer schools, webinars, etc.	CSIC	months 9, 12	month 24	month 36
Participate in external meetings, seminars and conferences	all	continuous (1–36)	continuous	continuous
Actions / Tools	**Details**			
Provide project website	INNCOME	month 1		
Update project website	INNCOME	continuous (2–36)	continuous	continuous
Develop project brochures	INNCOME CSIC	months 3, 12	month 24	month 36
Develop project leaflets, posters	INNCOME CSIC	months 3, 12	month 24	month 36
Develop project video	INNCOME CSIC			
Elaborate and distribute project newsletters	INNCOME	months 4, 7, 12	months 16, 20, 24	months 28, 32, 36
Develop and publish press releases	INNCOME	months 1, 12	month 24	month 36
Publish articles	INNCOME	continuous (2–36)	continuous	continuous
Launch Twitter & LinkedIn accounts	INNCOME	month 1		
Update Twitter & LinkedIn accounts	INNCOME	continuous (2–36)	continuous	continuous

9 Monitoring

The main objective of monitoring and evaluation is to ensure a high-quality communication strategy execution.

The project has an overall evaluation strategy to ensure the above-mentioned quality, however a separate monitoring focused on communication activities is vital as the impact of those activities contribute to the successful implementation of the project. It is important that this evaluation is carried out on a continuous basis to ensure:

- An effective impact assessment and update or redefinition of communication activities.
- Ensure the quality of the communication activities carried out.

Monitoring can be broken down into sub-sections:

- Performance measurement
- Impact
- Reporting
- Monitoring and assessment

9.1 Performance Measurement

The consecution of this plan will be measured according to the following indicators:

- The level of acknowledge of the project around Europe in two levels: the main INBOTS's stakeholders and the general public.
- Rates regarding Website and Social media activities: a careful monitoring of INBOTS website hits will be done together with an analysis of the impact of events (e.g. publication of a new article). Using web tools for analysing visitor traffic and giving a complete picture of number of visitors, visited pages, geographical coverage including the audience's needs and interest.
- Number of articles in non-scientific publications: the partner in charge will keep track of the number of publications.
- Number of External contact requests: a contact form on INBOTS website will allow outside people to contact the consortium. A specific form field asking for how they have heard about INBOTS and analysing the type of request will help identify where or how our communication has been efficient and reinforce it in other areas wherever needed such requests for information.
- Number of attendants to the project events.

9.2 Impact

Impact is a tool to ensure that the project objectives are being accomplished through a selection of tailored activities. Impact with regard to communication activities can help the consortium to understand the reach and sustainability of the project's results. Furthermore, the impact can also be used to measure and assess the promotion activities in terms of their relevance, quality, and promotion channel.

Impact is often measured through indicators; both quantitative and qualitative should be considered for the activity/action. Task 8.4 indicators are included in the table below:

Table 9 Indicators of assessment

Indicator	October 2018	October 2019	October 2020	Source & methodology
Number of visits to inbots.eu	2.000	6.000	10.000	Analytics
Accumulated number of brochures distributed	400	900	1.200	Registry of dissemination activities
Accumulated number of views of video #1	100	190	300	YouTube registry
Accumulated number of views of video #2	-	90	160	YouTube registry
Accumulated number of views of video #3	-	-	110	YouTube registry
Accumulated number of followers on Twitter	150	300	400	Twitter registry
Accumulated number of followers on LinkedIn	100	200	300	LinkedIn registry
Accumulated number of followers on Facebook	80	130	200	Facebook registry
Accumulated number of subscribers to the project mailing list	80	150	280	Internal subscriber registry
Average percentage of readers of the project mailing list	19%	20%	22%	The newsletter management tool registry
Accumulated number of newsletters forwarded	2	4	6	Registry of dissemination activities
Accumulated number of press releases distributed	2	4	6	Registry of dissemination activities
Accumulated number of articles published on inbots.eu	6	9	13	Registry of dissemination activities
Accumulated number of articles published on external media	3	6	9	Registry of dissemination activities
Accumulated number of participants in webinars and workshops	15	30	75	Participant list
Accumulated number of relevant events on which participants participate	5	15	22	Registry of dissemination activities

9.3 Reporting

To facilitate an accurate monitoring and assessment of the communication activities, and to understand the impact of the actions carried out, it is necessary for all partners to register the activities that they implement. In this sense, there will be available in the private area of the website a section to report every communication activity or publication (articles, publications on blog, etc.) made by each consortium member.

These activities include both the previewed and the ad-hoc activities.

Therefore:

- All partners must take into account the communication procedures settle in this document.

- All partners should register the activities in the communication reporting document available in the private area of the website.

- All partners should save evidence of the activities conducted.

By performing regular monitoring of the activities, it is possible to assess if the action plan is being carried out properly and if it is on time. It will also be possible to see which activities had the biggest impact on the stakeholders (both in quantitative and qualitative terms). The conclusions from these reporting will be considered for the communication plan annual updates.

9.4 Monitoring and assessment

The process of monitoring of communication activities can be outlined as follows:
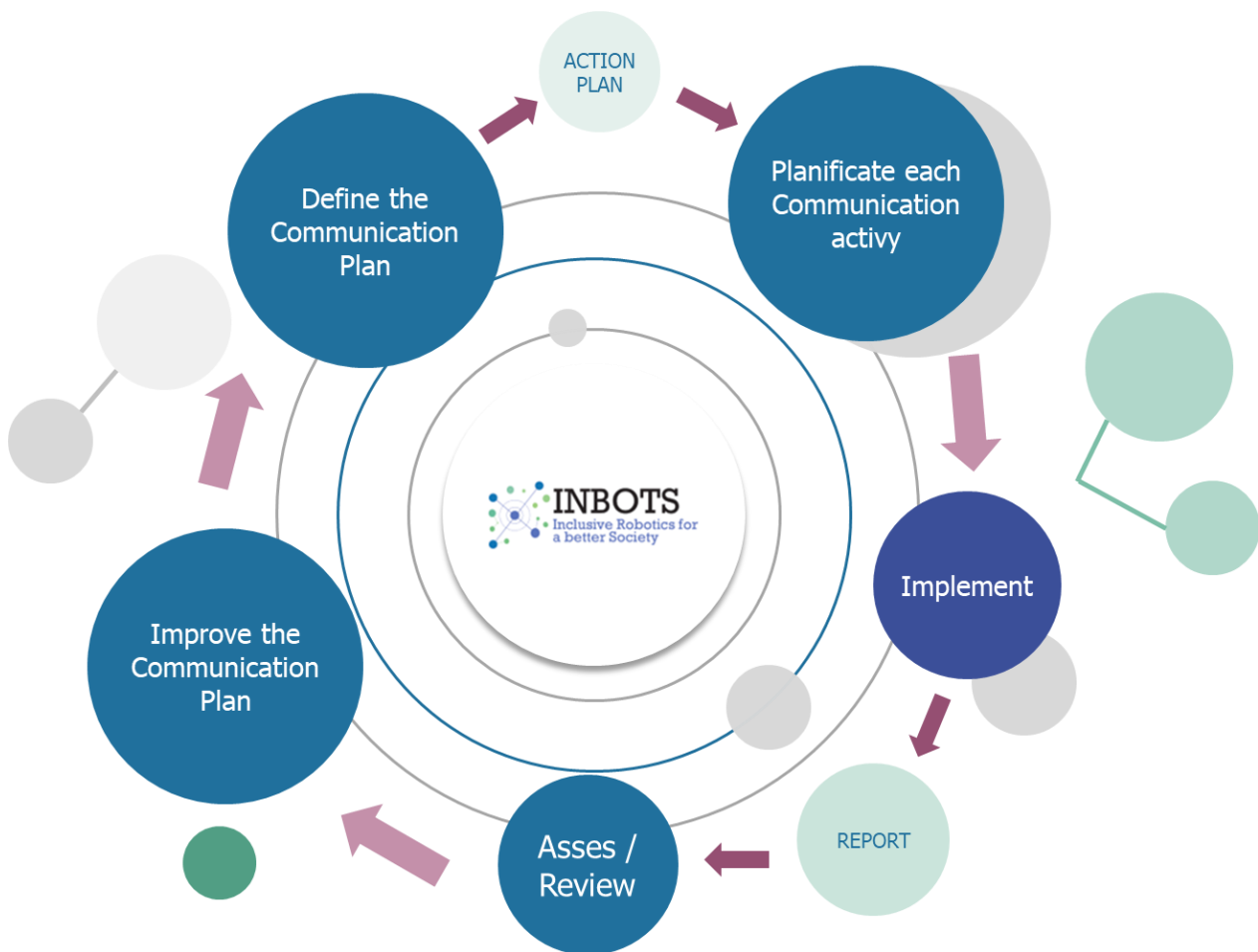
Figure 5 Monitoring Process

As the figure shows, the monitoring is a continuous process that will assess the overall Task 7.1.2 activities/results, but also evaluate each individual activity and its impact on the project as a whole. It is most likely that the *Communication Plan* will be updated according to the results of such evaluations.

Annexe I: Visual Identity

To be recognisable and identifiable we have developed a visual identity for the project to make every document and actuation identifiable and have a bigger impact and make trackable the storyteller and the evolution of the project.

9.5 Logo

We have developed a trademark specially for this project where we assembly the project name, it's purpose and an iconic representation that refers to the moving and collaborative network that we want to create with this project.

This logo must be used on every dissemination or communication activity that any member of the consortium unfolds during the length of the project. It can be used on both-top sides and in the left bottom side, leaving top-right and the bottom space available to include the eu-flag logo accompanied by the legal text.

For the identification of the project on social media, we have created a combination of the project logo with the mandatory requirement to announce the public funding nature of this project with EU funds:

9.6 EU logo

All the documents referring to the project must include the eu-flag logo accompanied with the text "This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 780073", according to the European Commission guidelines.

9.7 Typography

The selected typography for this project is 'Tahoma', a very extended typography that is easily legible, mostly on computers, an important benefit for a project where there will be a lot of large documents that we intend to be read by many people.

This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 780073

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9.8 Colours

We have selected a frame of pastel colours that goes from purple to green. The reason why we have make these pastel colours is because they are more delicate and soft, what makes turquoise colour less aggressive,

■ SlateBlue: it represents creativity

■ SteelBlue: anima a la comunicación y a la sensibilidad, algo que en principio no se asocia con los robots

■ MediumAquamarine: se asocia con la naturaleza y la ecología, al crecimiento y el cuidado

Annex II: Social media management

The social media management is a task who's responsible is the task 7.1 leader, PKF ATTEST INNCOME, he will be responsible of the creation and maintenance of the profiles, programming, executing and making the follow up of all the publications. INNCOME will elaborate a publications calendar feed with information from all the consortium partners such as assistance to workshops or conferences, the main milestones of the project and the broadcast of the project on mass media.

There are three kinds of possible scenarios:

- Programmed posts inside the project: INNCOME will be in charge of carrying out the post on the whole.
- Assistance to conferences, workshops or events where INNCOME doesn´t assist: on this situation, as long as it would be possible, INNCOME will keep in contact with the consortium members assisting to the event to keep informed and make publications in real time and interacting with other users. In the case that this situation can't be carried out, INNCOME will give access to an elected consortium member assisting to the event to publish and inform about the INBOTS implication in such event; in these cases, the person publishing on INBOTS social media profiles must have in mind all the procedures, and meet the project tone and public image.
- Answer to technical issues out of the scope of INNCOME: in the situations where a comment from a user in social media brings INNCOME out of it's scope, he might ask the collaboration of other consortium members to give the best answer.

Annex III: Communication procedures

Internal Communication

The Communication Task Leader (T7.1 Leader – INNCOME) and the Dissemination Task Leader (T7.2 Leader and PC – CSIC) will work together for an effective communication and dissemination strategy under the following responsibilities:

- Inform to all the consortium members about the progress and results of the project.

- Coordinate all the communication and dissemination activities among the consortium members.

- Define the communication and dissemination strategy and execute them.

Both INNCOME and CSIC will keep the Communication Board informed about their progress in order to ensure the proper update of the Plan for Exploitation and Dissemination of Results (PEDR – D7.4).

To these aims, the main communication tool used for internal communications among the consortium members will be the e-mail. To better target every communication, a mailing list in the private area of the project website (http://inbots.eu/) was created including detailed information about the role of partner's main contacts that should be contacted depending on the purpose of the communication: technical/project organizational issues, administrative and financial issues, and dissemination issues.

Figure 6 INBOTS Mailing List (Distribution Lists)

T7.1 Leader (INNCOME) will keep Table 1 up to date during the progress of the project.

With stakeholders

INBOTS project will work hard on establishing close interactions with international associations, working groups and committees involved in similar or related activities in Europe including:

- current European initiatives focused on interactive robotics,

- other European funded projects working on similar perspectives,

- the industrial and academic interactive robotics community,

- standardisation bodies and policy makers.

These interactions will have two levels: a mass communication level, and a person to person level. This means that INBOTS will have to elaborate mass media communications to reach a high level of audiences and, in parallel, the consortium will speak with identified relevant entities that will contribute to the execution of the project.

These communications will follow the following procedure:

- Mass media communications, usually will come from a WP necessity, the Project Coordinator or from the Communication Leader; on these situations, INNCOME, will receive the instructions on the type and content for the communication, will validate the communication with the proposer of the communication and disseminate it.

- One to one communications, this kind of communications will follow the Visual Identity rules indicated in Annexe I. Whenever a consortium member will require a more developed content, he must ask the Task 7.1 Leader (INNCOME) for its production.

With Communication Agencies/Players

The Project Coordinator (CSIC) and the T7.1 leader (INNCOME) will be in charge of coordinating and managing the communication activities with third parties such us the EU communication agencies, press media, suppliers, etc.