



INBOTS

Inclusive Robotics for a better Society

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Author(s):	Jaime Lara, Patricia Rodríguez, María Prieto
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Abstract	The aim of this deliverable is to establish the guidelines for the proper exploitation and dissemination of the public results delivered from this project, covering coordination of the overall disseminative efforts of the consortium, to reach the dissemination objectives established in the GA of the project.



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1 Executive Summary

INBOTS is a project that arises from the need of the European Commission to increase the acceptance of Interactive Robots by society, for which it is necessary to create a legal, business and societal environment in which researchers and developers of this type of technology are able to build new technological solutions adapted to a market ready to integrate them and meet all the legal and functional requirements that different sectors of society demand.

To achieve this, it is necessary to develop an extensive communication and dissemination campaign that highlights the benefits of this technology to overcome the lack of a clear understanding and communication between all the involved stakeholders.

In this context, the Work Package 7 (WP7) of INBOTS aims to **establish a framework that allows the widest outreach of information about Interactive Robotics (IRs)** through communication and dissemination activities. **WP7 will focus on presenting the project progress** to the end users and general public, increasing the awareness of the project-related subjects among the interested stakeholders, synchronising communication and dissemination plans within partner's institutions, disseminate the INBOTS project related information regarding its objectives, course of execution and results, sharing project results with the scientific community, supporting the best information flow between the consortium partners and clustering with relevant EU and international programmes and initiatives in order to **promote the CSA outcomes and receive useful inputs** from other relevant stakeholders.

Accordingly, the purpose of the Task 7.2 of INBOTS project in which this Plan for Exploitation and Dissemination of Results is contained, it is to provide an strategy and resources to ensure a proper uptake of all the deliverables and work resulting from the accomplishment of INBOTS by the scientific community, the industry, the regulative institutions and make a difference on the perception of Interactive Robotics by end-users and the general public; therefore, this document must cover the coordination of the overall disseminative efforts of the consortium, providing tools and guidelines for the deployment of the different disseminative activities already listed at the G.A. as well as new ones.

2 Objectives

According to the European Commission H2020 Online Manual, "dissemination means sharing research results with potential users - peers in the research field, industry, other commercial players and policymakers"¹, which implies contributing to the progress of science in general. Being these activities one of the general features/requirements for Coordination and Support Actions.

In this sense, INBOTS Plan for Exploitation and Dissemination of Results i) will work to ensure that INBOTS generates the greatest possible impact on the environment in which it operates and on society as a whole, and ii) will focus on ensuring that the results of the project provide a solid basis on which to continue working in the future to better incorporate Interactive Robotics into everyday life.

All of which results in the primary objective of **sharing the results stemming from INBOTS with the society and the legal, political and economic players**, making a point on the four

¹http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm

pillars steamed in this project: the technical expertise pillar (the academic and industrial experts), the business expertise pillar (all kind of commercialization companies), the ethical, legal and socioeconomic expertise pillar (stakeholders with experience on social and legal science), as well as the end-users, policy makers and general public pillar. With this, INBOTS expects making an impact in the robotics scientific community and in the global industry, contributing to the progress of the science and of the society through the better adoption of interactive robotics by end-users, a better understanding of the societal needs from the industry and researchers and an adequate regulatory framework.

To ensure wider dissemination of the project and to increase its impact and outreach, the *INBOTS Plan for Exploitation and Dissemination of Results* should undertake the following activities:

1. 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.
2. Make an intense **follow-up** of the dissemination and exploitation of results plan deployment, ensuring it's correct functioning and making the necessary corrections when it is needed.
3. **Lay out the dissemination activities** among all the partners to ensure a correct deployment of the strategy.
4. **Coordinate with external stakeholders**, such as related projects, institutions and media to ensure a high outreach of the communication activities.

The highlines to be settled under this dissemination strategy by the Consortium to reach the goals are the following:

- Coordinate the overall dissemination efforts.
- Define the target groups.
- Define the dissemination channels.
- Define the methodology for the maintenance and update of this Plan for Exploitation and Dissemination of Results.
- Coordinate the dissemination and communication activities for a higher impact.

3 Methodology

As no results will be available at the beginning of the project, during the first months the strategy will focus on raising awareness in the project among the different stakeholders to create a wide base of audience for the future disseminative activities; thereupon, when the first results and deliverables will be available for it exploitation, the disseminative activities will include more developed and technical content

The methodology used for the development of *INBOTS Plan for Exploitation and Dissemination of Results* 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 dissemination activities efficiently and contribute to the global objective of the project. It has been made taking into account the "[Guidelines for your dissemination and exploitation activities](#)"².

²http://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/dissemination-of-results_en.htm

Therefore, the development of this Plan involves interaction among all the partners. In Figure 1 it is possible to see the main steps for the development of the *Plan for Exploitation and Dissemination of Results*:



Figure 1 Steps for the development of INBOTS Plan for dissemination and Exploitation of Results

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 disseminate the project deliverables.

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 12.

The Stakeholders, Users and End Users Advisory Board (SAB) will provide regular feedback and validation from the community perspective concerning the INBOTS CSA results, progress and effectiveness and acceptance level reached. This group will meet at least once a year with the INBOTS CSA consortium to receive a presentation of results and provide input and feedback to the project.

The project SAB and the Project Officer will be regularly informed about the project progress and achievements. A list of key stakeholders and policy makers, institutions and organisations from EU, related to project scope is being created and information about project progress and achievements will be delivered directly to them.

Project partners will be strongly encouraged to present their achievements in subject related conferences, workshops, meetings and exhibitions.

To be able to define and execute the *Plan for Exploitation and Dissemination of Results*, we will use the same media in relation with the project resources than the ones used in the Communication Plan:

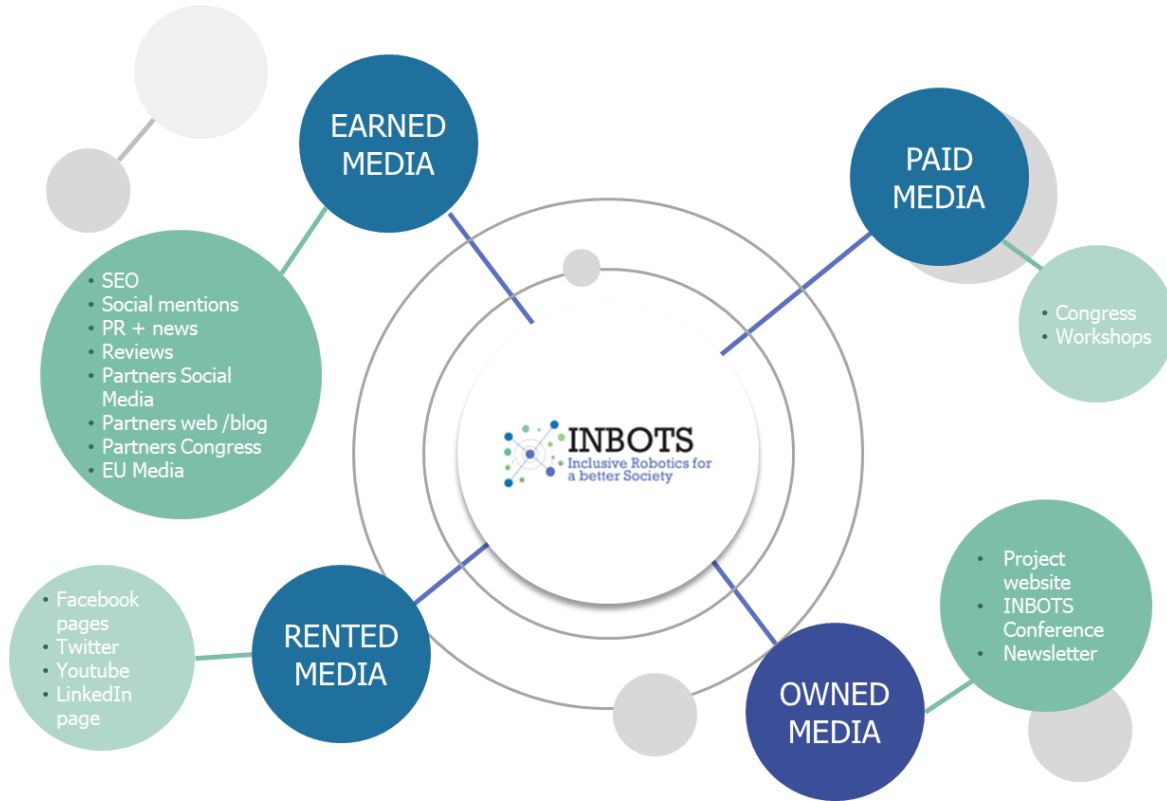


Figure 2 Project media distribution

4 Roles and Responsibilities

CSIC will lead the dissemination and exploitation of results activities based on this Plan for Dissemination and Exploitation of Results, supported by INNCOME as WP7 leader. At the same time, CSIC will encourage all partners to contribute, lead or suggest in the disseminative activities.

The dissemination activities and the responsibilities of each partner are defined in Table 1:

DISSEMINATION ACTIVITIES	INNCOME	WP7 Leader: CSIC	WP1 Leader: IUVO	WP2 Leader: UCM	WP3 Leader: UNISI	WP4 Leader: DIN	WP5 Leader: SSSA	WP6 Leader: KTH	Left Partners
Website									
Upgrade and management	L	C							
Contents and deliverables	L	ALL PARTNERS COMMITTED TO THE TASK							
Newsletter									
Content	L	They will be asked to provide content and dinamize							
Dissemination	L	ALL PARTNERS COMMITTED TO THE TASK							
Social networks									
Project social networks	L								
Partners owned social networks	L	ALL PARTNERS COMMITTED TO THE TASK							
Videos, Printed & Digital materials									
Production of printed and digital materials in support of specific project activities	C	L							
Production of video to promote INBOTS	C	L	They will be asked to provide content and dinamize						
Publications									
Publications in specialized journals, magazines or newsletters		L	ALL PARTNERS COMMITTED TO THE TASK						
Publications in owned media	L	ALL PARTNERS COMMITTED TO THE TASK							
Owned Events									
INBOTS Conference	C	L	ALL PARTNERS COMMITTED TO THE TASK						
Planning and organization of Workshops	C	L	ALL PARTNERS COMMITTED TO THE TASK						
Promote and assistance to project events	C	L	ALL PARTNERS COMMITTED TO THE TASK						
Organize INBOTS final event	C	L	ALL PARTNERS COMMITTED TO THE TASK						
External events									
Disseminate project results in expecialized events	C	L	C	C	C	C	C	C	C
Promote networking and cooperation with other on-going projects	C	L	C	C	C	C	C	C	C
Assesment and Strategy Revision									
Monitoring of the project dissemination activities	L	C							
Revision of the project dissemination activities	L	C							

Table 1 Roles distribution (L: Leader, C: Contributor)

5 What to communicate - key messages

INBOTS aims to overcome the lack of a clear understanding and communication between all the stakeholders in Interactive Robotics. For this, the project will create a community hub and provide a platform to establish a working synergy between four pillars that covers all stakeholders in Interactive Robotics: the technical expertise pillar, the business expertise pillar, the ethical, legal and socioeconomic expertise pillar, as well as the end-users, policy makers and general public pillar.

To increase the impacts of INBOTS, there are a number of main relevant messages identified to be shared from the very beginning of the project. Nevertheless, the main and more powerful messages of INBOTS project will be defined during its own development; once Work Packages aims are achieved and deliverables are produced. The nature of the messages will be targeted to a different

audience and will have a different thematic adapting to each of the objectives set set 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 three 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 contribute to a responsible research and innovation paradigm for robotics.
- 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.
- INBOTS is contributing to a European 'Innovation Union' and to the aims and impacts of the SRA and the MAR.
- 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 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.

(B) TECHNICAL EXPERTISE PILLAR KEY MESSAGES

- INBOTS coordinates workshops with stakeholders to identify gaps in the regulatory framework, existing standards and benchmarking approaches related to Interactive Robotics.
- INBOTS is working on the Interactive Robotics standardization and it is developing an approach to include horizontal aspects into standardization activities.
- INBOTS is developing standardization methodologies on safety testing and performance measurement for the application of Interactive Robotics on different sectors, such as Medical Devices, Consumer Products and Service Robots or Industrial Devices.
- INBOTS is contributing to a European 'Innovation Union' and to the aims and impacts of the [SRA](#) and the [MAR](#).
- 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.

6 Targeted audiences

INBOTS results will be disseminated through different targeted groups according to the objectives of each moment but always keeping in mind the main purpose of contributing to the general scientific community (internal dissemination, robotic community, stakeholders, users and end users (SAB), general public, governmental and institutional dissemination).

According to the needs and interests of the different target groups, including general public, INBOTS will use different dissemination tools. Specifically, the dissemination strategy of INBOTS CSA will include the development of an INBOTS Community to establish a broad dialogue, collect input from entrepreneurs and general public, among others, assess community acceptance and establish a communication flow with the end-user community located in EU to create and raise large awareness and overcome cultural and behavioural barriers, which are the paramount of preparing the future acceptance and uptake of project results.

INBOTS dissemination activities 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 **iError! No se encuentra el origen de la referencia.**3 shows:

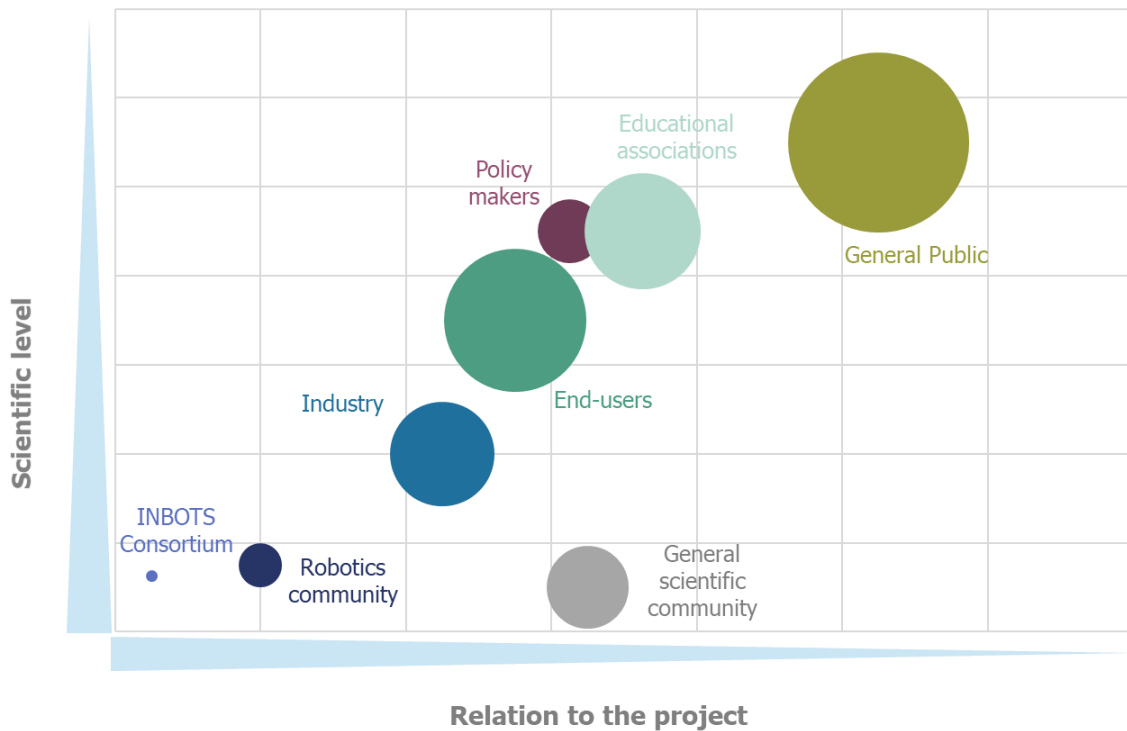


Figure 3 Audiences Matrix

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

6.1 Internal Audience

The internal disseminative activities will be carried out between the members of the consortium composed, almost entirely, of robotic technical professionals. This dissemination will be essential to ensure a proper project execution, exploiting synergies and ensuring the complementarity of the research carried out.

The main responsible for the definition of the dissemination procedures is the Coordinator, CSIC in collaboration with INNCOME. Other consortium members will be required to contribute and follow the defined procedures when performing internal or external disseminative activities. The main task in this field will be the definition of the privacy level of the contents and, once this job is done, the disseminative activities will be carried out according to this.

6.2 External Audience

External disseminative activities will take different tones according to the message that is being delivered and the targeted audience. INBOTS consortium has segmented the audience according to the objective to accomplish and the potential relationship pursued. Regarding the project objectives, the audience segmentation has turned into the one shown in Table 2:

Table 2 INBOTS target groups

GROUP	COMPOSED OF	OBJECTIVE of the communication strategy	KEY MESSAGE CATEGORIES (A-D Section 5iError! No se
Robotics community	<ul style="list-style-type: none"> Professionals of robotics Academic researchers European Robotics community 	<p>To raise their awareness about the importance of overcoming current barriers for IRs understanding and acceptance, involving them in the training, educational and disseminative activities and creating an IRs hub</p> <p>To maximize stakeholders' engagement.</p> <p>To ensure INBOTS sustainability after the end of the project.</p> <p>To contribute to RRI</p>	<p>(A) This group includes researchers and professionals who will benefit from the increased acceptance of IRs by society.</p> <p>(B), (C) this group will participate in the disseminative and educational activities proposed by INBOTS, will help to promote the trainings its results and will benefit of the identification and definition of best practices (for establishing business models, defining a guideline por entrepreneurs, IPR strategies, etc.).</p>
Regulators and framework builders	<ul style="list-style-type: none"> Lawyers, economists and innovation experts, engineers and insurance companies IP institutions, national entities and experts from industry and academia Policy makers Entities working in standardization 	<p>The main objective of communicating the project to this group is to ensure their contribution and advice.</p> <p>They will provide the project with inputs in their areas of expertise (standards, regulation, etc.) and will help to disseminate the outcomes of the project among their relevant community.</p> <p>They will also consider the conclusions and advise of INBOTS when developing protocols, regulations, standards, etc.</p>	<p>(A) (B) (D) This group includes policy makers and other relevant actors (such as innovation experts, lawyers or insurance companies) involved in identification of current gaps and the development and implementation of a specific regulation (Labour Law, IPR, consumer protection, product safety, etc.) and taxation system.</p> <p>(B) This group includes entities working in standardization who will work to establish a framework for standardization of safety testing and performance measurement of IRs in the medical, industrial, consumer and service domains).</p>
Economical players	<ul style="list-style-type: none"> Entrepreneurs, companies and workforce SMEs & entrepreneurs Main sectors influenced by IRs Private sector 	<p>The main objective of communicating the project to obtain their feedback about the main barriers found when developing or working with IRs.</p> <p>The aim is also 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</p>	<p>(A) This group is formed by companies, entrepreneurs and workforce. They will benefit from the changes in Labour Law, taxation system, etc.</p> <p>(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.</p>

		subsequent sustainability of INBOTS).	
Educative community	<ul style="list-style-type: none"> • Developers of robotic education systems • INBOTS partners interested in education of young students • Students and teachers • Schools and other educational institutions interested in robotics 	<p>To increase awareness of the INBOTS project and to demonstrate the benefits of IRs.</p> <p>Integrate IRs in their current activities.</p>	<p>(A) This group will 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.</p> <p>This group 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 professions such as surgeons, biologists.</p>
Not technical or specialized groups	<ul style="list-style-type: none"> • Mass media • Specialized media • End users: General industry 	<p>Inform about ongoing research, project concepts and objectives as well as benefits to society.</p> <p>To increase awareness of the INBOTS project and to demonstrate the benefits of IRs for the end-users and for the society.</p>	<p>(A) These groups are in the scope of INBOTS. They will be 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.</p> <p>(B) (C) INBOTS will inform general industry about the benefits of incorporating IRs in their processes.</p>

7 Disseminative contents

Dissemination of contents includes the deliverables to be produced during the project and other publications, such as peer-reviewed manuscripts or monographs. The type of access is shown in Figure 4.

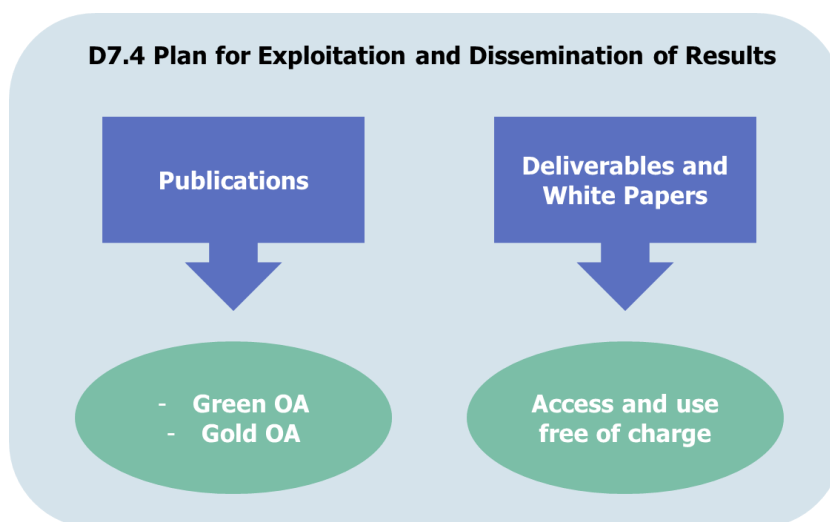


Figure 4 Type of contents to disseminate and type of access

7.1 Project deliverables

During the duration of INBOTS CSA, the project will produce a wide range of official and public deliverables. Final deliverables, in M36, will be White Papers on the main pillars on the project, and will become reference documents in their correspondent area of expertise. All of them will be made available on the project website.

The 25 deliverables that will be produced along the execution of INBOTS project are listed in Table 3:

Table 3 INBOTS deliverables

Dev. #	Deliverable name	WP	Lead participant	Type	Dissemination level	Delivery date
D1.1	Preliminary report on Interactive Robotics market analyses and support tools for SMEs (business models and exploitation strategies)	1	IUVO	Report	Public	18
D1.2	INBOTS White Paper on Interactive Robotics market analyses and support tools for SMEs (business models and exploitation strategies)	1	IUVO	Report	Public	36
D2.1	Preliminary report on Interactive Robotics' legal, ethics & socioeconomic aspects	2	UCM	Report	Public	18
D2.2	INBOTS White Paper on Interactive Robotics' legal, ethics & socioeconomic aspects	2	UCM	Report	Public	36
D3.1	Preliminary report on Interactive Robotics' education programs and learning activities	3	UNISI	Report	Public	18

D3.2	INBOTS White Paper on Interactive Robotics' education programs and learning activities	3	UNISI	Report	Public	36
D4.1	Preliminary report on Interactive Robotics' standardization and benchmarking strategies	4	DIN	Report	Public	18
D4.2	INBOTS White Paper on Interactive Robotics' standardization and benchmarking strategies	4	DIN	Report	Public	36
D5.1	Preliminary report on Interactive Robotics regulatory and risk management framework	5	SSSA	Report	Public	18
D5.2	INBOTS White Paper on Interactive Robotics regulatory and risk management framework	5	SSSA	Report	Public	36
D6.1	Preliminary Report on Interactive Robotics public awareness and acceptance	6	KTH	Report	Public	18
D6.2	INBOTS White Paper on strategies to increase Interactive Robotics public awareness and acceptance	6	KTH	Report	Public	36
D6.3	1st documentary video on interactive robotics applications and impacts	6	CSIC	Video	Public	12
D6.4	2nd documentary video on interactive robotics applications and impacts	6	CSIC	Video	Public	24
D6.5	Final documentary video on interactive robotics applications and impacts	6	CSIC	Video	Public	36
D7.1	INBOTS CSA website	7	CSIC	Websites	Public	1
D7.2	Report on networking activities	7	INNCOME	Report	Public	36
D7.3	Communication plan	7	INNCOME	Report	Public	4
D7.4	Plan for Exploitation and Dissemination of Results	7	INNCOME	Report	Public	4
D7.5	Final report on communication, dissemination and exploitation activities	7	INNCOME	Report	Public	36
D8.1	Project management handbook	8	CSIC	Report	Public	3
D8.2	Quality assurance plan	8	CSIC	Report	Public	2
D8.3	Report on advisory boards conclusions and recommendations	8	CSIC	Report	Public	36
D8.4	INBOTS White paper "Design and description of the candidate INBOTS AISBL for the future of Interactive Robots everywhere"	8	CSIC	Report	Public	36
D9.1	POPD – Requirement No. 1	9	CSIC	Ethics	Confidential	10
D9.2	POPD – Requirement No. 2	9	CSIC	Ethics	Confidential	10

7.2 Strategy for knowledge management and protection

The Europe 2020 strategy for a smart, sustainable and inclusive economy underlines the central role of knowledge and innovation in generating growth. For this aim, the EU is promoting better access to scientific information, especially in the case of research funded under H2020.

INBOTS follows the guidelines set out by the EC and specified in the Article 29.2 of the AMGA, that details the legal requirements on open access to scientific publications. INBOTS' partners shall ensure open access to all peer-reviewed scientific publications relating to its results. Open access comprises two steps:

1. Depositing publications in repositories. This will be done as soon as possible and at the latest upon publication.
2. Providing open access to them. INBOTS will ensure open access to those publications via the chosen repository. INBOTS will have a strategy of mixed "gold open access" and "green open access" approach, according to the scope and impact of the published results and with consideration of the IPR issues:
 - Self-archiving/"green open access": in this case, INBOTS partners will deposit the final peer-reviewed manuscript in a repository of their choice, ensuring open access to the publication within at most 6 months (12 months for publications in the social sciences and humanities).
 - Open access publishing/"gold open access": this strategy will be applicable when INBOTS partners publish in open access journals, or in hybrid journals that both sell subscriptions and offer the option of making individual articles openly accessible. Monographs can also be published either on a purely

The Consortium has already identified a preliminary list of publications, detailed in Section 8.3.

8 Communication channels, tools and activities

Results will be disseminated through various channels outside the consortium in order to reach the targeted audiences, considering, for each audience, the best media planning.

8.1 Project website

The [website](#) is aimed to reach all the audiences of the INBOTS project, although a greater number of visits is expected from those groups that are more technical and related to the subject matter of the 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 deliverables of the project will be available at the project Website (www.inbots.eu), all of them will be accessible for the consortium members in the private section, and the public ones will be

available for anyone interested in them in a public section created for this purpose. It will be possible to review them online or download them.

There is also a section where WP leaders can update the status of their deliverables to make accessible to the remaining consortium members a tracking of the status of the whole project deliverables.

Also, on the website there will be articles published informing about the project progress and its outcomes. The responsible of these articles will be CSIC, who will require the collaboration of every WP leader and deliverable responsible for the elaboration of each news.

8.2 Project brochures and other disseminative 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. Graphic materials

A number of different dissemination material will be produced (e.g. info graphics, flyers, etc.), as described in WP7, to create awareness of the project results and maximize its impact with stakeholders. These materials will be part of task 7.2.6, being CSIC the leader and principal promoter of their design, and with the collaboration of INNCOME.

The resulting materials will show the results of the jobs done, containing a description of the debates taken into account and the results achieved.

8.2.1 Project videos

There will be two kinds of videos within the progress of the project:

- Promotional video: a video explaining the project, its challenges and benefits for the society, targeted to the general public, will be produced and disseminated among diverse media (social media, tv, displayed on project events...) to promote the project and its outcomes.
- Three documentary videos will be recorded as part of Task 6.3.3 with the aim of increasing public awareness. These videos will describe the state of robotics and its impact in society and they will also contain a detailed description of the debates and results of the project.

As leader of task 6.3.3, CSIC is responsible of these videos.

8.3 Publications and journalistic articles

Project results will be also disseminated in the form of scientific publications targeted at peer-reviewed professional journals. The main scientific journals identified as potential disseminators of INBOTS results are shown in Table 4

Table 4 Scientific Journals

JOURNAL NAME
Journal of Assistive Technologies
International Journal of Social Robotics
IEEE Spectrum

Nature
Science
New Scientist
Popular Science
Journal of Neural Engineering
Journal of Neuroscience
Nature Neuroscience
Science and Engineering Ethics
IEEE Trans. Robotics
Autonomous Robots
Robotica
International Journal of Social Robotics
The Philosophical Quarterly

In addition, to complement the appearance in specific media, 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.

For the accomplishment of this purpose, in Table 5 are identified the main European media companies identified as relevant contacts for the distribution of INBOTS news are:

Table 5 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 6 European Commission Media

Media	Description	Use to communicate KEY MESSAGE CATEGORIES (A-E Section <i>iError! No se encuentra el origen de la referencia.</i>)
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 its main challenges and inform about its 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 its 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.

8.3.1 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 7 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.accion-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/

8.3.2 Partners blogs / media

After every relevant milestone of the project, every consortium member who took part in 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.

8.4 Project newsletters

To keep the interested audiences informed about the progress of the project, a newsletter will be addressed every quarter to all the consortium members and 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 and WP7 leader. INNCOME will ensure the existence of enough materials to be included in the Newsletter and will 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.

8.5 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 through 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 social media management will be developed following the [Social media guide for EU funded R&I projects](#)³.

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 evolvments and stabilising strong presence.

INNCOME, as task 7.1 and WP7 leader, will be responsible of the social media management, being in charge 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

³http://ec.europa.eu/research/participants/data/ref/h2020/other/grants_manual/amqa/soc-med-guide_en.pdf

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 its scope, he might ask the collaboration of other consortium members to give the best answer.

8.5.1 Twitter

Twitter will be used to create a community with experts in different fields related to the project and share with them the results of the project. Twitter will be used to inform about the existence of project events such a conference and workshops, make a follow up of them and disseminate the results. INBOTS profile on Twitter will also make mentions of partners assistance to third parties events, contributing to their dissemination and exposing their point of view about the topics discussed.

Twitter is a tool that will be very useful to contact with experts in different fields and to reach a wider audience in the dissemination of contents to a bigger audience such as general public or end-users.

8.5.2 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. Will be a crucial tool for the dissemination of the main achievements made during the progress of the project.

8.5.3 YouTube

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

8.5.4 Partners social media

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.

In Table 8 are the consortium members profiles on social media:

Table 8 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-superiore-sant%27anna	https://twitter.com/ScuolaSantanna	https://www.facebook.com/scuola-superioresantanna	https://www.youtube.com/user/ScuolaSantanna
UCM	https://www.linkedin.com/company/universidad-complutense	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/vubrusssel?lang=nl	https://www.facebook.com/VUBrusssel/	https://www.youtube.com/user/VUBrusssel
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-ricerca-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-brand-tree-co-name	https://twitter.com/ACCIONA_EN	https://www.facebook.com/ACCIONA.English?ref=hl	https://www.youtube.com/user/interacciona1?sub_confirmation=1

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_I_T	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-1618392191709177/	Not available

INNCOME	https://www.linkedin.com/company/9389059/	https://twitter.com/PKF_INNCOME	Not available	Not available
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8.6 Project events

INBOTS will schedule a number of Infodays, webinars 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 WP7 and task 7.1 and CSIC as leader of taks 7.2, will contribute to their diffusion.

8.6.1 Workshops

For the performance of some of the tasks, a number of workshops will be developed in the frame of INBOTS CSA conferences (M12, M24, M36).

These workshops will focus on the thematic of WP1 to WP6 and will be promoted in [INBOTS Conference website](#).

The results of these workshops will be disseminated in other media, as well as these workshops will be used to disseminate the results of previous advances.

8.6.2 INBOTS Conference

At the end of each year a general multi-track conference that covers all topics of the project will be organized. This event will allow an exchange of information between all WPs, which will shed light on the impact between topics. At this event, external experts will have the opportunity to join the debate on the topics and potentiate the work of the project. Specific workshops (as described in Section 8.6.1) related to project WPs will be held in the frame of these conferences, dealing with legal and regulatory issues.

The conference INBOTS (Inclusive Robotics for a better society) will be consolidated as the flagship event of the scientific, academic and end-user’s actors of the community. This conference will be organised every year and will favour a strong cross-fertilisation between academia, industry and end-users. This space will allow accelerating the dissemination of research results and development of the next generation of robotics. As a distinctive feature of this event, every year the conference will try to attract the highest number of contributors willing to give live demonstrations of their wearable robots. Also, efforts will be made to include as part of the conference policy makers and European authorities (e.g. representatives of the different EU work programmes) for them to present their efforts in robotics and to learn about the efforts of INBOTS. The coordinator of the project (CSIC) has extended experience in organising and collaborating with EU representatives in such events.

The conference will be organised into different tracks that covers all the relevant aspects of the project. The conference will finance itself through sponsorship and registrations of participants. However, the INBOTS CSA will finance the participation of recognised experts in the different areas.

8.6.3 Attendance to meetings, seminars and conferences

Members of the consortium will assist to different congresses, conferences and workshops about robotics where they will represent the consortium and, according to the event agenda, they should lead debates, carry out project-related speeches and/or workshops, contact with stakeholders and market leaders or assist to chats and debates to contribute or learn about the actual opinions and tendencies in the industry.

The partners foresee attending international conferences to disseminate the INBOTS activities and strategies in order to disseminate to the broader scientific communities. The main events in this sense identified are listed in Table 9:

Table 9 List of External Events

EVENT/MEANS NAME* scientific and technological conference
WeRob, The international Workshop on Wearable Robotics
European Robotics Forum (ERF)
Humanoids
International Conference on Field and Service Robotics (FSR)
IEEE International Conference on Robotics and Automation (ICRA)
IEEE/RSJ International Conference on Intelligent Robots and Systems (IROS)
International Symposium on Robotics (ISR)
Association for the Advancement of Artificial Intelligence (AAAI)
International Joint Conference on Artificial Intelligence (IJCAI)
The Annual Neuroscience meeting (tens of thousands of participants)
Federation of European Neuroscience Societies (FENS)
Neural Information Processing Systems Foundation (NIPS)
Computational and Systems Neuroscience (COSYNE)
International Conference on Psychological and Brain Sciences, ICPBS
IEEE Annual International Conference of the Engineering in Medicine and Biology Society (EMBC)

9 Collaboration with other initiatives

Academic partners (universities and other research institutions) will include the results of the project into their educational activities. Links will be established with other research groups involved in similar or related activities in Europe.

INBOTS CSA will also collaborate with other projects and initiatives in common areas of interest such as WeRob (<http://www.wearablerobotics.com/>), euRobotics (<https://www.eu-robotics.net>), CSN ("The Convergent Science Network for biohybrid and biomimetic systems",

<http://www.csnetwork.eu>, which organizes several annual scientific summer schools), etc. The aim is to include a communication platform in this initiatives.

10 Dissemination means and contents

To achieve these objectives, a number of disseminative activities have already been settled as single tasks, but, for a well-suited achievement of the WP7 objectives, they will be considered under this Plan to coordinate all the resources in a single path. These tasks are:

- 7.2.2 - Organize the INBOTS Conference
- 7.2.3 - Coordinate international workshops
- 7.2.4 - Coordinate special issues on ISI/Scopus scientific journals
- 7.2.5 - Promote networking and cooperation with on-going projects
- 7.2.6 - Produce dissemination material & final event

Following the analysis of the above descriptions of the Dissemination 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 10 Dissemination means and contents

	Project website	Project brochures	Project leaflets	Project posters	Videos	Publications & articles	Project newsletter	LinkedIn	Twitter	Project events	Partners media
END-USERS, POLICY MAKERS AND GENERAL PUBLIC PILLAR KEY MESSAGES											
Interactive Robotics are good for the society, they help people and foster societal progress											
INBOTS will contribute to a responsible research and innovation paradigm for robotics											
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											
INBOTS is contributing to a European 'Innovation Union' and to the aims and impacts of the SRA and the MAR											
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 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											
(B) TECHNICAL EXPERTISE PILLAR KEY MESSAGES											
INBOTS coordinates workshops with stakeholders to identify gaps in the regulatory framework, existing standards and benchmarking approaches related to Interactive Robotics											
INBOTS is working on the Interactive Robotics standardization and it is developing an approach to include horizontal aspects into standardization activities											
INBOTS is developing standardization methodologies on safety testing and performance measurement for the application of Interactive Robotics on different sectors, such as Medical Devices, Consumer Products and Service Robots or Industrial Devices											
INBOTS is contributing to a European 'Innovation Union' and to the aims and impacts of the SRA and the MAR											
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											

12 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

12.1 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.

12.2 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. These indicators (defined in task 8.5.1) are included in the table below:

Table 112 Indicators of assessment

Indicator	October 2018	October 2019	October 2020	Source & methodology
Number of visits to inbots.eu	2.000	6.000	10.000	Google Analytics
Accumulated number of brochures distributed	400	900	1.200	Registry of dissemination activities
Accumulated number of views of the video	100	190	300	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 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	90	Participant list
Accumulated number of relevant events on which participants participate	5	15	25	Registry of dissemination activities

12.3 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.

12.4 Monitoring and assessment

The process of monitoring of communication activities can be outlined as follows:

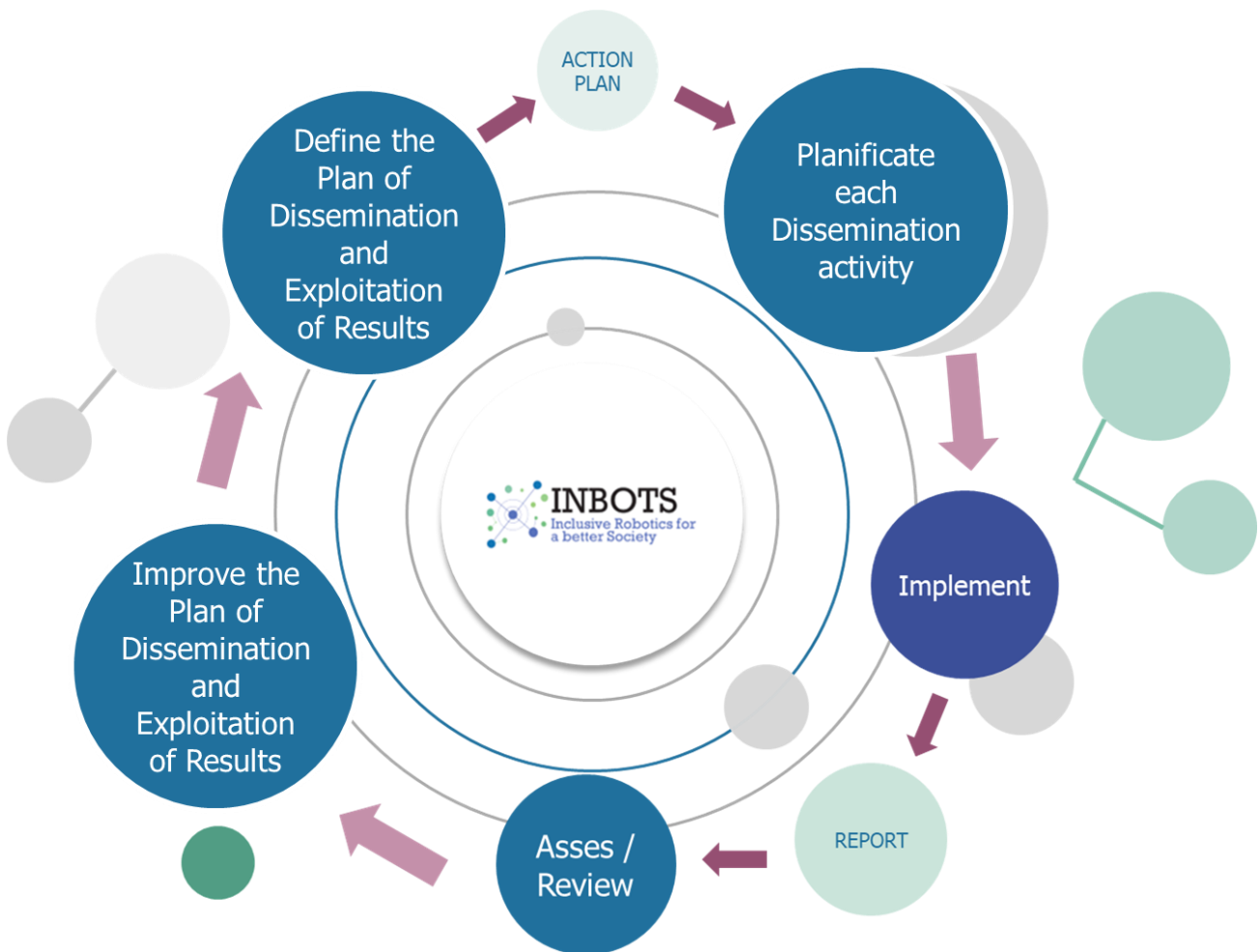


Figure 5 Monitoring Process

As the figure 5 shows, the monitoring is a continuous process that will assess the overall Task 7.2 activities/results, but also evaluate each individual activity and its impact on the project as a whole. It is most likely that the *Dissemination Plan* will be updated according to the results of such evaluations.