



Project: HUBCAP

Grant Agreement: 872698

Digital Innovation HUBs and Collaborative Platform for cyber-physical systems



# HUBCAP

## **Communication, Dissemination and Exploitation 1**

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## Abstract

This document reports on the status of communication, dissemination and exploitation activities in HUBCAP up to Month 18. It reports on: communications, including communication planning and channel statistics; dissemination, including publications and collaborations. It includes an additional report on activities to date on the development of the HUBCAP exploitation plan, which will be fully developed through Task 7.5. Lessons learned in communication and dissemination activities, notably affected by the Covid-19 pandemic, are described. These help to identify areas for future development in the second half of the HUBCAP project as the focus shifts from supporting engagement with calls more towards engagement with the results of the experiments and the growing capabilities of the platforms and Digital Innovation Hubs.

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## 1 Introduction

This deliverable reports on the status of communication, dissemination and exploitation activities up to Month 18. It reports on: communications, including communication planning and channel statistics (Section 2); dissemination, including publications and collaborations (Section 3). It includes an additional report (Section 4) on activities to date on the development of the HUBCAP exploitation plan, which will be fully developed through Task 7.5 due to begin in July 2021.

Communications, dissemination and exploitation is the responsibility of all project partners, but this is managed from Work Package (WP)7. The overall goal is to attract high-quality experiments to our calls, grow the collaboration platform and the community of interest around it, disseminate success stories, and maximise exploitation of assets from partners and the members of the collaboration platform. Specific objectives in the DoA are addressed as follows:

- *To establish a project visual identity and templates for all media.* These materials were initially developed in Task T7.1 and reported in Deliverable D7.1. The materials have been maintained and refined further, and this is reported in Section 2.1.
- *To establish and maintain external communication channels.* A range of channels have been developed and exploited through T7.2. These have been based on social and electronic rather than print media because of the Covid-19 pandemic's effect on opportunities for distributing physical media. Progress is described in Section 2.
- *To provide a central point of contact for stakeholders wishing to access the HUBCAP network.* The UNEW "Service Center" developed in T7.2 and described in Section 2.2 provides a central point of contact, clearing queries received through several channels including the web site, social media, a dedicated email address and the F6S funding platform.
- *To disseminate project results and success stories.* At this point in HUBCAP, the focus of dissemination is on securing engagement with calls and the developing platform (T7.3). Section 3 gives further detail on dissemination activities and challenges.
- *To establish cooperation with other projects in the Smart Anything Everywhere initiative and beyond.* There has been consistent and positive cooperation with the Smart Anything Everywhere initiative, and with other groups (T7.4). Progress is described in Section 3.2.
- *To prepare future exploitation activities through market studies and business planning.* This is the subject of T7.5, which was originally planned to begin in M18, but in fact was initiated earlier with activities focussed on identifying potential exploitation for the emerging HUBCAP platform. Section 4 describes early steps here.

The report concludes with a discussion of the lessons learned in communication, dissemination and exploitation, and our plans for the second half of the project (Section 5).

## Notes

1. Throughout the project, we have maintained a Communications Strategy Plan as a 'living document' containing up-to-date data on communications activity, as well as advice and lessons learned as the project proceeds. The most recent version of the plan is included as Appendix A for reference. The main body of the report summarises and references information that is presented in more detail there.
2. The DoA indicates that this deliverable should contain "status on all KPIs measured". However, in this document we report only KPIs relating to communications, dissemination and exploitation work. We felt it would be more useful to report the full set of project-wide KPIs in the M18 Periodic Progress Report.
3. At the time this deliverable was in preparation, a revised DoA was under consideration, and was approved shortly before the deliverable submission date. This version of the deliverable has been prepared to reflect the new (revised) version of the DoA.

## 2 Communication Activity

### 2.1 Project Visual Identity and Templates

The basic project visual identity, including templates for social media, leaflets and posters was reported in D7.1 delivered in M2.

The development of HUBCAP branding was a priority from the beginning of the project in order to create a single visual identity for the project and make it easily identifiable by the target audiences. All project material developed include in prominent position the EU Funding visibility and the HUBCAP logo. The branding pack prepared by UNEW used by all project members includes:

- Project Logo
- Brand Guide
- PPT & Word Templates (presentations, deliverables, minutes)
- Social Media Templates
- Poster (Online)

A project logo was designed at the start of the project and selected from a range of possibilities by the majority voting of partners (as discussed in D7.1). The logo, as shown below, was selected for its clarity.



# HUBCAP

Figure 1: The HUBCAP Logo

Graphical templates have been developed in order to ensure a professional level of quality in terms of design and presentation in all project documents and communications. Specifically, Word and PowerPoint (PPT) templates were designed and shared among all partners. These are used for all project deliverables, reports, minutes, etc. and whenever the consortium needs to share specific information in external events, conferences, etc.

In addition, apart from the graphical templates to ensure the internal consistency, F6S developed social media templates to communicate the open calls and activities related to them, in PPT form to be easily adaptable to the different project needs and ensure a consistent visual language in our social media.

## 2.2 Communications Channels and Service Centre

### 2.2.1 The F6S Platform

F6S<sup>1</sup> is the largest and fastest growing social platform for founders and startups/SMEs. With over 1.7 million users and over 200,000 startups/SMEs, F6S has become the #1 startup/SME community globally. Additionally, through F6S, HUBCAP will be able to reach 250,000 users and 30,000 startups/SMEs in Europe and more than 7,000 investors. At the time of writing HUBCAP has 513 followers on the F6S platform.

A page was created on the F6S platform<sup>2</sup> (Fig. 2) as an access point for the HUBCAP funding programme. It provides information about the project, including the project web site and team, and it has been used for channelling and managing the HUBCAP Open Call applications and for community building. Likewise, visitors to the project web site (see Section 2.2.2) are directed to the F6S platform and have access to the HUBCAP Applications Form and the HUBCAP Community.

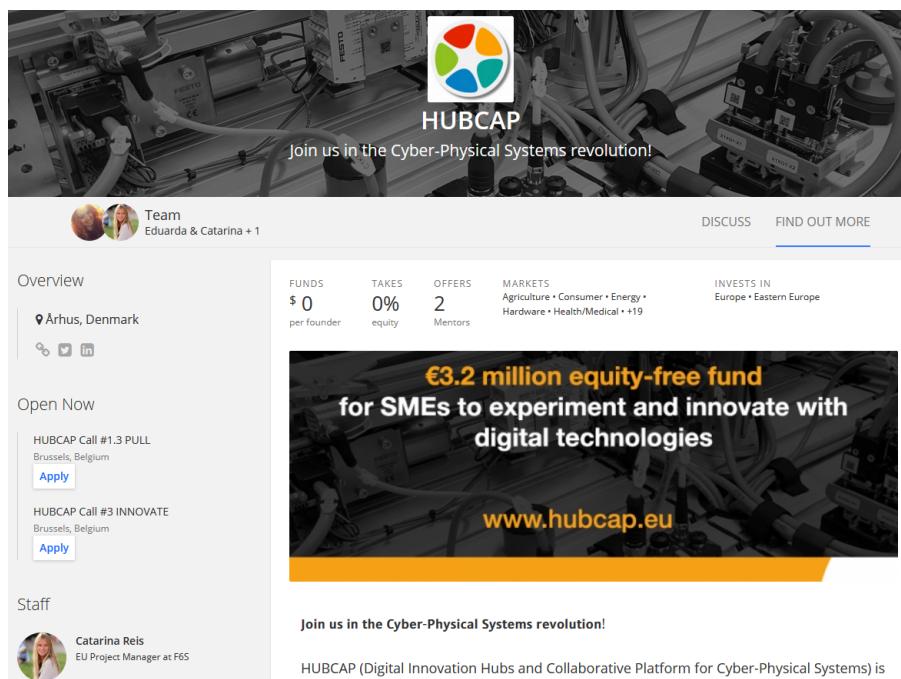


Figure 2: HUBCAP page on the F6S web platform

The HUBCAP F6S page was placed strategically under the European Commission F6S page, which already accounts for a well-established network of startups and stakeholders interested and involved in EU projects. In this way, every message posted in the HUBCAP community is automatically placed in this larger community, leveraging its outreach and bringing more attention to the project.

F6S is mainly used to publish the open calls and programme management and it is useful for scouting potential SMEs for the HUBCAP Programme. Most of the SMEs applying to the project open calls identify F6S as their source of information. F6S is also being used for

<sup>1</sup>[www.f6s.com](http://www.f6s.com)

<sup>2</sup><https://www.f6s.com/hubcap>

community moderation by communicating openly about the project, presenting opportunities and publishing events such as webinars and matchmaking events.

## 2.2.2 Web Site

The website<sup>3</sup> is one of the main sources of information about the project, and is available to all stakeholders. Its goal is to promote the project's open calls, success stories and innovation ecosystem to the target groups and to be used as the main tool to disseminate the project results to the general public.

The website was established in M3 and will be maintained for at least two years after the project ends. Fig. 3 presents the final home page layout of the website and the main sections that are part of it.

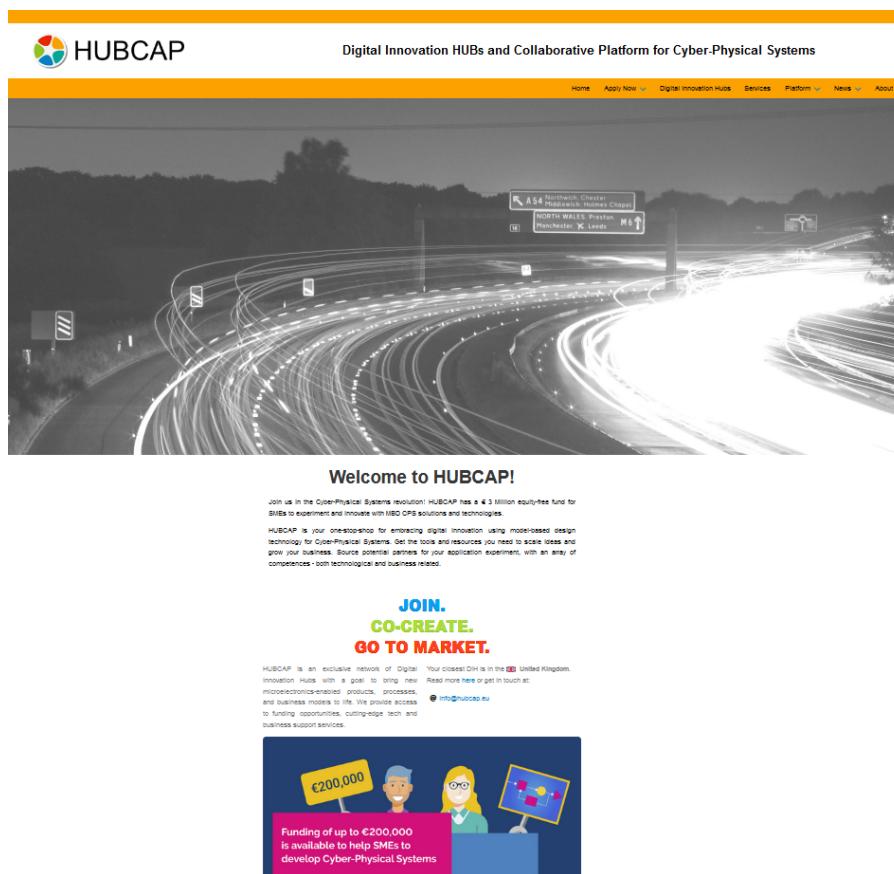


Figure 3: HUBCAP web site home page

In more detail, the HUBCAP web site will provide updated information on the following indicative pages:

- Home (<https://www.hubcap.eu/>). This page provides a brief and direct message to SMEs about the project scope and engage them to check more information about it.

<sup>3</sup>[www.hubcap.eu](https://www.hubcap.eu)

It also includes the website menu bar and presents in a dynamic way the latest news and a video promoting of the project.

- **Apply Now** (<https://www.hubcap.eu/open-calls>). By clicking on the ‘apply now’ page, a full page of information concerning the project funding opportunities to SMEs/mid-caps appears. There is a dedicated page for each specific open call of the project, where potential applicants may access concrete information, funding opportunities, benefits of participation and direct links to the open call’s application forms and Guidelines for Applicants.
- **Digital Innovation HUBs** (<https://www.hubcap.eu/digital-innovation-hubs>). This page lists details of the 7 DIHs involved in the HUBCAP project. There are descriptions of each DIH as well as links to their own websites, as well as other contact information such as email and phone numbers.
- **Services** (<https://www.hubcap.eu/services>). This page describes the services HUBCAP can provide which include: Knowledge Services, Technology Services, Fast Prototyping and Validation, Ecosystem Building and Access to Markets and Funding.
- **Platform** (<https://www.hubcap.eu/platform>). The platform tab is split into two pages: General Information and Available Assets. The General Information includes information, motivation and benefits of the HUBCAP platform. The Available Assets page contains a searchable list of all the current technologies that are accessible on the platform.
- **News** (<https://www.hubcap.eu/news>). This page links to all dynamic information related to the news and events of the project into one space. SMEs can also access newsletters and other communication channels. The HUBCAP experiments will start in June (M18) and SMEs will have access to success stories that will be collected and shared on the project blog (news). A dedicated link will be created, to ensure that these stories stand out from the project news.
- **About** (<https://www.hubcap.eu/project-details>). This page provides details about the project, its objectives and expected results. It also contains information concerning the HUBCAP consortium partners and the open call winners. Finally, the user can access to a dedicated section of Frequently Asked Questions (FAQ) concerning the open calls applications or other specific matters.

Website analytics were made available from M9, and since then we have tracked important data which can help us discuss and draw conclusions on the impact of the dissemination and communication efforts of the project in relation to the website. Section 5 of Appendix A details the data recorded from website traffic starting at M9 to M17. This includes page views, users, sessions and even location data. The average number of page views per month since M9 was 2,946, however some months saw greater traffic than others, notably M11, M14 and M16. The most apparent explanation for this would be due to the launch of open calls coupled with newsletter releases and HUBCAP events scheduled in the same month. The list of top 10 countries with the largest amount of visitors include some of Europe’s leaders in the technology sector such as Spain, Italy, Germany and the UK, with Italy having the longest average session duration. A pop-up for easy subscription to the newsletter was introduced in M12 which led to an average growth of 14 subscribers per

month for months M12-M17 and a total increase of nearly 5 times the starting value of 22 subscribers, helping us towards meeting the KPI for newsletter subscribers.

### 2.2.3 Newsletter

An online newsletter has been developed to provide information on the HUBCAP open calls and highlight the latest project developments and activities, events, success stories, etc. News articles developed for the project web site are included in the newsletters if applicable.

Web site visitors may subscribe to the project newsletter. The newsletter is sent by email to subscribers (an option for it will be made available on the project web site) and shared on the HUBCAP and partners' social networks.

To date, three newsletters have been developed and shared with the HUBCAP community, while the mailing lists has 119 subscribers.

Newsletters are being published to the project web site<sup>4</sup> and posted on all the project's social media accounts, which are a great source of 'clicks' for our news and new subscribers.

The subject of each newsletter (Fig. 4), the language used, the tone, the images and the overall feeling of the newsletter are carefully chosen to attract new subscribers, potential open call applicants and maintain some dedicated readers.

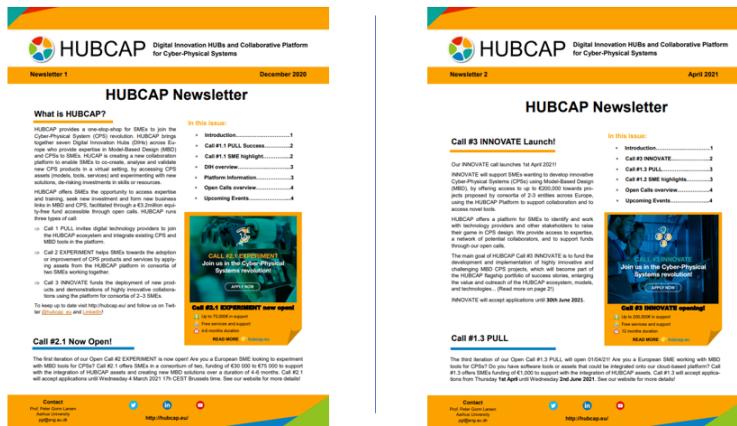


Figure 4: HUBCAP Newsletters

### 2.2.4 Service Centre Email

An e-mail account which the public will be able to address for any issue relevant to the HUBCAP project and its open calls has been created ([info@hubcap.eu](mailto:info@hubcap.eu)). Responsive time is 1-2 working days, depending on the type of request the HUBCAP Service Centre and the coordination with project partners required to address it. This account has been included in all used dissemination tools, such as the project web site, social media accounts, printed material etc.

<sup>4</sup><https://www.hubcap.eu/newsletters>

UNEW is responsible for the administration of this account, while enquiries, comments, and information has been forwarded by UNEW to project partners if necessary.

### 2.2.5 Social Media: Twitter and LinkedIn

Social media channels are an integral part of our promotion and outreach strategy as they provide the chance to get connected and reach regions and stakeholders all over the world. A social media campaign has been created to promote HUBCAP, leveraging the project's channels through specific assets and actions:

- Communication in other relevant H2020 projects, SAE and I4MS initiatives;
- Professional graphic designers to provide images for and attractive posts;
- Professional film maker to create attractive video promotion of the project and open calls for social media;
- A validated approach to connect with beneficiaries over social media and promote their own content for the purposes of promoting the project;
- Live tweeting and use of twitter during events to involve those who are not present;
- Live tweeting at progress meetings (including the kick-off to introduce the team), and
- Full access to the F6S platform (in line with platform terms) as the biggest SME and start-up social network in the world which is the property of HUBCAP partner F6S.

For the past months, HUBCAP has created and maintained actively in several social media channels, with special focus on Twitter and LinkedIn as they have proven to be the most effective tools when engaging with technology communities. These online channels help to promote new publications and participation in different kinds of events, while interacting with our target audience.

**Twitter.** At the time of writing our Twitter account (@hubcap\_eu<sup>5</sup>, see Fig. 5) has 523 followers and has issued 198 tweets. Twitter enables rapid dissemination of short messages and the opportunity to target specific groups of audiences. The platform was chosen firstly to disseminate information about the projects and secondly to provide a space where HUBCAP can interact with other SAE projects, and thirdly to disseminate real-time information from workshops and events.

We created and work to guidelines for good Twitter practices, namely:

- Text with call to action + hashtags + link + image + tagging max no. of organisations in the image
- Retweets of partners' tweets or relevant events' tweets
- Photos and description of activities will take over Twitter during project events
- Recommended hashtags in tweets, e.g., #HUBCAP\_EU, #SAE, #I4MS, #SMEs, #H2020, #DIHS

<sup>5</sup>[https://twitter.com/hubcap\\_eu](https://twitter.com/hubcap_eu)

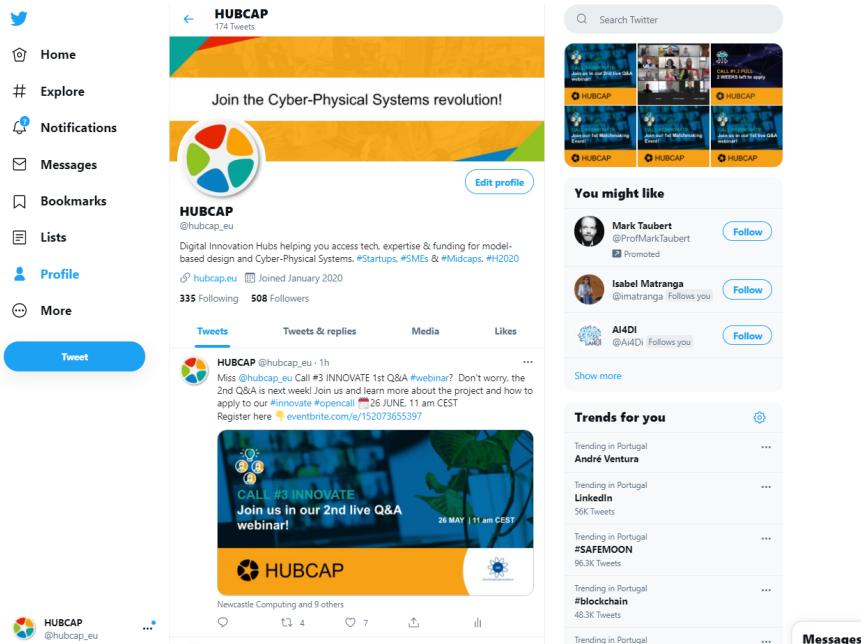


Figure 5: HUBCAP Twitter account home page

- Frequency: every other day (plus whenever there is something relevant to post)
- Recommended actions to all partners: Follow + like and retweet + Tag @hubcap\_eu in your tweets

**LinkedIn**. At the time of writing our LinkedIn account<sup>6</sup> (see Fig. 6) has 241 followers. We selected LinkedIn as a social platform because it is one of the largest platforms for business owners. The networking opportunity that this platform gives enables the targeting of stakeholders relevant to the project's activities. Partners use their organisations' LinkedIn accounts to disseminate posts created within the HUBCAP page.

## 2.2.6 YouTube and Video Assets

HUBCAP's YouTube channel<sup>7</sup> (Fig. 7) was created as a repository for the public videos created in the project. We stored open call promotional videos as well as the Q&A webinar recordings in order to provide guidance for applicants. At the time of writing, the channel has 30 subscriptions, with an overall of 673 views. In the future, the channel will provide a platform for videos reporting on the funded experiments and innovate projects.

Section 5.2 of Appendix A shows YouTube analytical data to M17. We see a total of 658 impressions, 82 views and a total of 29 unique visitors. From the data we can also see peaks of views around video uploads, coupled with social media posts at the time of upload, this strongly suggests that most interest is given at the time of upload. This is a recognised pattern throughout the project and we aim to post through all social networks when uploading to the channel.

<sup>6</sup><https://www.linkedin.com/company/hubcap-eu>

<sup>7</sup>[https://www.youtube.com/channel/UCgGzupq5xi6gku7J7U1\\_Efg/featured](https://www.youtube.com/channel/UCgGzupq5xi6gku7J7U1_Efg/featured)

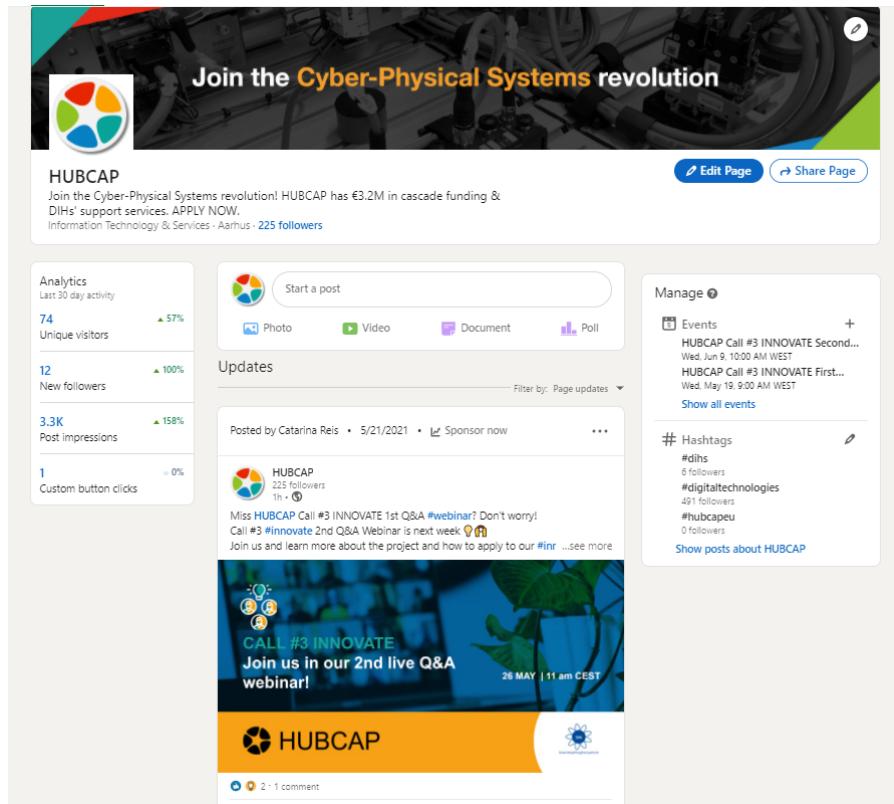


Figure 6: HUBCAP LinkedIn account home page

## 2.3 Communications Strategy and Call Promotion

### 2.3.1 Communications Strategy

Our communications strategy aims to raise awareness of and stimulate interest in HUBCAP and its activities through specific measures for promoting the project itself and the results attained. This is done through a Communication Plan which is maintained as a ‘living document’ identifying activities planned and undertaken, and including a SWOT analysis updated as experience is gained through campaigns such as those around open calls. A snapshot of the Communication Plan is included as Appendix A.

WP7 provides cross-project support for preparing and delivering well-tailored messages through effective channels to reach targeted audiences and to stimulate interaction between key external audiences and the project. This includes textual and graphic promotion, development, and maintenance of promotional materials, etc.

The objectives of the Communication Plan are as follows:

- Set up internal communication mechanisms among the partners of the consortium
- Support the external promotion of HUBCAP and its outcomes, managing the branding
- Deliver top-level messages about the project to all identified and relevant stakeholders
- Raise awareness in non-specialist audiences of the added value of HUBCAP project

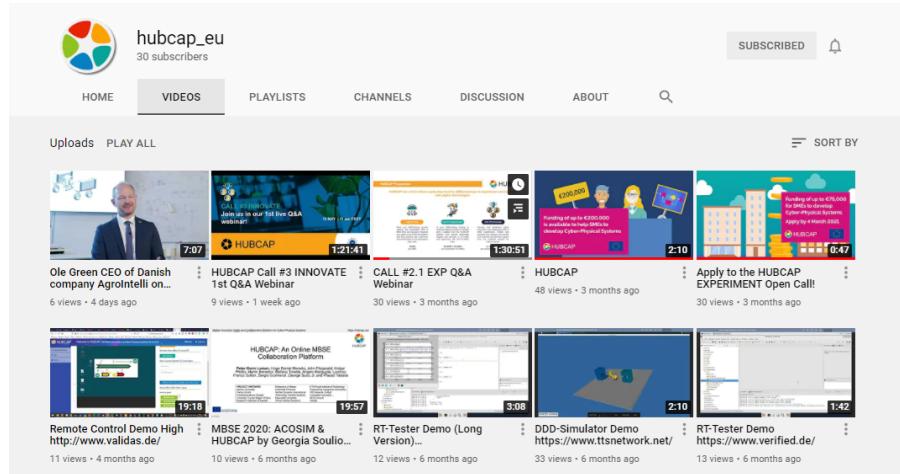


Figure 7: HUBCAP YouTube channel

- Increase awareness of and interest in HUBCAP

### 2.3.2 Call Promotion



Figure 8: HUBCAP programme visual and flyer

At the level of the entire HUBCAP programme, a set of common icons, generic images, and standard presentations were developed for use in social media, flyers, press releases and the promotion kits. (e.g., Fig. 8). At the level of each call, we created: social media visuals, virtual flyers (one-page descriptions), press releases and a packaged promotion kit for partners to use. Below we briefly review each of these elements.

**Social Media Visuals.** A set of graphics has been created in order to increase the visibility of each social media post, retain viewers' attention and reinforce the messages that each post aims to deliver (Fig. 9).



Figure 9: HUBCAP open call social media visuals

**Flyers and 1-page Descriptions.** As a portable dissemination material, a flyer/one page enables the person who makes it to deeply analyze the information it contains (text, graphical and visual elements) making the one page a preferred material to use when there is an opportunity to distribute it personally. We produced these electronically (Fig. 10), but their utility was limited by the absence of opportunities for in-person meetings during the COVID pandemic.



Figure 10: HUBCAP open call flyers

**Press Releases.** Press Releases were used to increase interest and communicate information about the project and its activities to the wider public and targeted stakeholders through the media. They were prepared for the open calls and sent to dedicated media

partners and lists. Project partners supported the dissemination of the press releases by communicating them to their networks. Press releases are also published on the project web site<sup>8</sup>.

**Promotion Kits.** Partners communicate information on the project and its open calls through their own online accounts and networks. To ease effective promotion we create a ‘Promotion Kit’ for HUBCAP partners for each call. This contains Email Templates, examples of social media posts and the respective social media visuals relevant to the call.

**Open Call Promotion Events.** A set of promotional events (see Fig. 11) were created to support potential applicants to our open calls. For each call, Q&A webinars were held to present HUBCAP and its application process and to answer any questions or doubts that SMEs had. These covered both questions specific to the application forms and technical issues connected to the objectives of the calls.

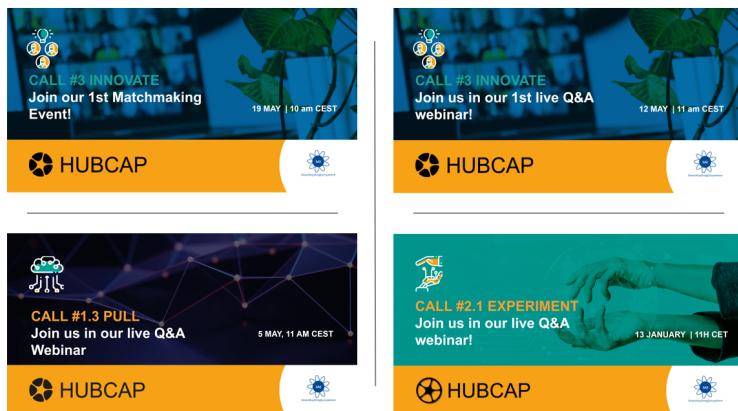


Figure 11: HUBCAP open call promotional events

For the EXPERIMENT and INNOVATE calls specifically, a set of ‘Matchmaking Events’ were organised (Fig. 12). These had the goal of promoting partnership between technology providers and technology users/adopters by helping to form consortia that could apply to the open calls. Participant SMEs were given the opportunity to pitch their products/services as a provider or user of MBD technology. This was followed by a session in which participants could talk with each other and discuss potential collaborations. Although such sessions are valuable, we so far doubt whether they can be as efficient as one that is held in person.

The Q&As were conducted in Zoom and for the promotion of Calls #3 INNOVATE and #1.3 PULL the social media posts with the registration link connected to Eventbrite. For the previous Calls #1.2 PULL and #2.1 EXPERIMENT Q&A sessions, we used the F6S platform for registration and shared the link on HUBCAP’s social media.

<sup>8</sup><https://www.hubcap.eu/press-releases>

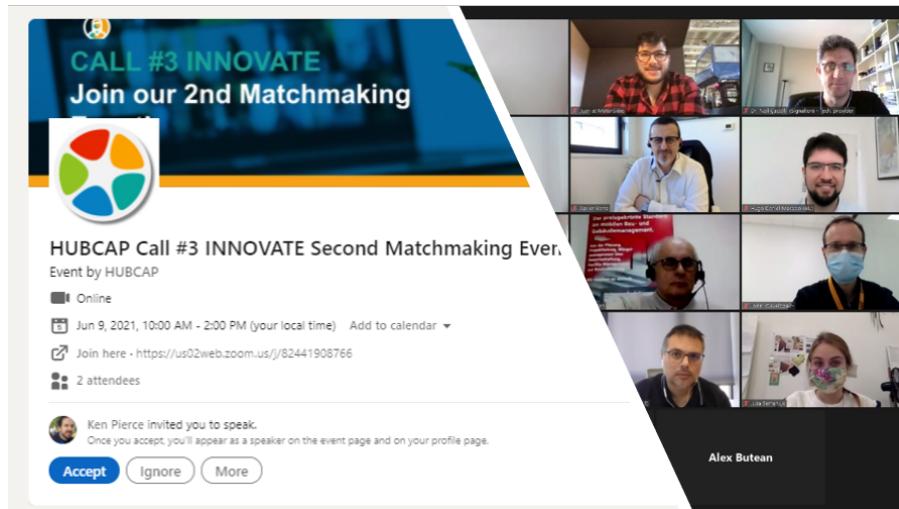


Figure 12: HUBCAP INNOVATE Call matchmaking events

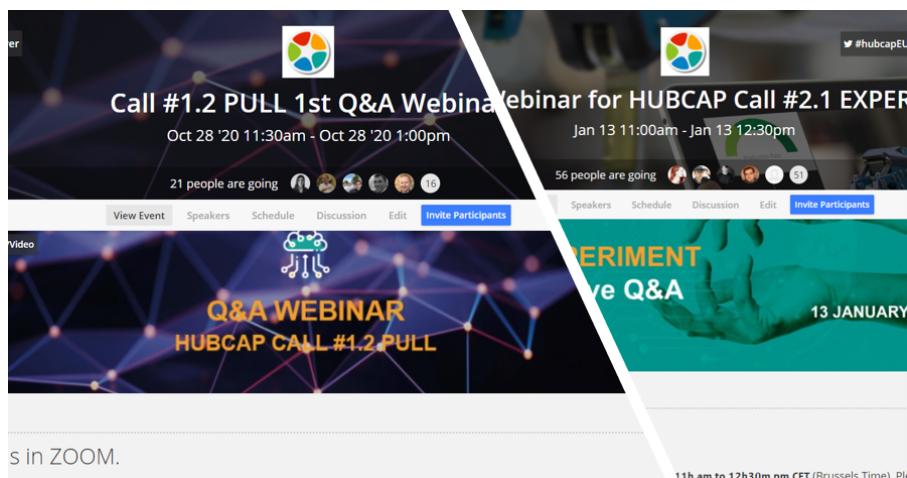


Figure 13: HUBCAP F6S platform for promotion of Q&A sessions

**Open Call Promotional Videos** . A suite of promotional videos (see Fig. 14 to Fig. 17) were created to provide support to the dissemination efforts of the open calls, and to help inform potential applicants with clear and concise information. A video for each open call PULL, EXPERIMENT and INNOVATE were created as well as a general introduction and explanation of HUBCAP and our services.

After the completion of the first two PULL calls it became apparent we needed to ensure clarity in the terms used by the project, as there was confusion amongst SMEs specifically over the phrase ‘Model-Based Design’. To address this we added additional frames to our informational video explaining the term clearly (see Fig. 15).

The videos have been created with the HUBCAP branding in mind and we strived for a crisp and clear design in all the animations. This is consistent across all videos used in the promotion of HUBCAP and the open calls. These videos are used in time with the launch of our open calls to aid in the dissemination and application period.



Figure 14: HUBCAP DIHs

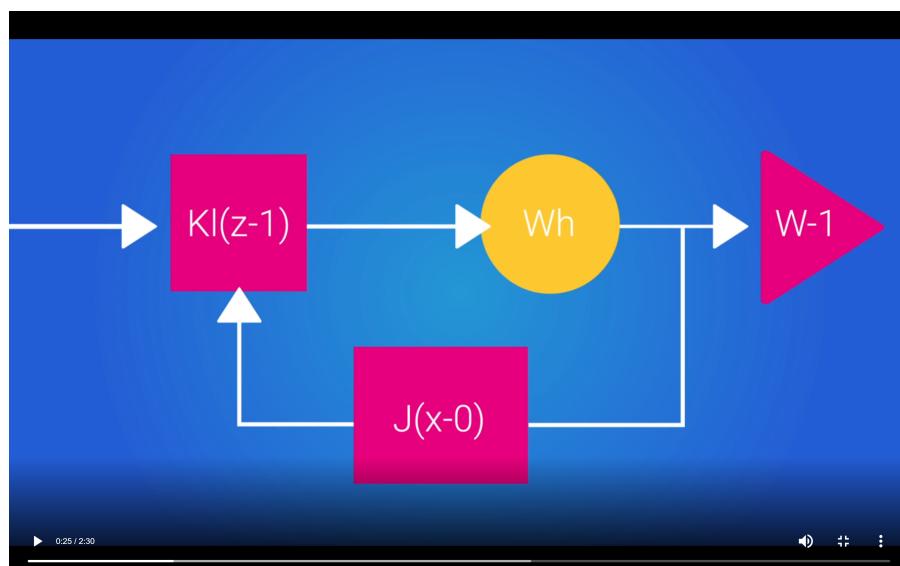


Figure 15: Model-Based Design Explanation

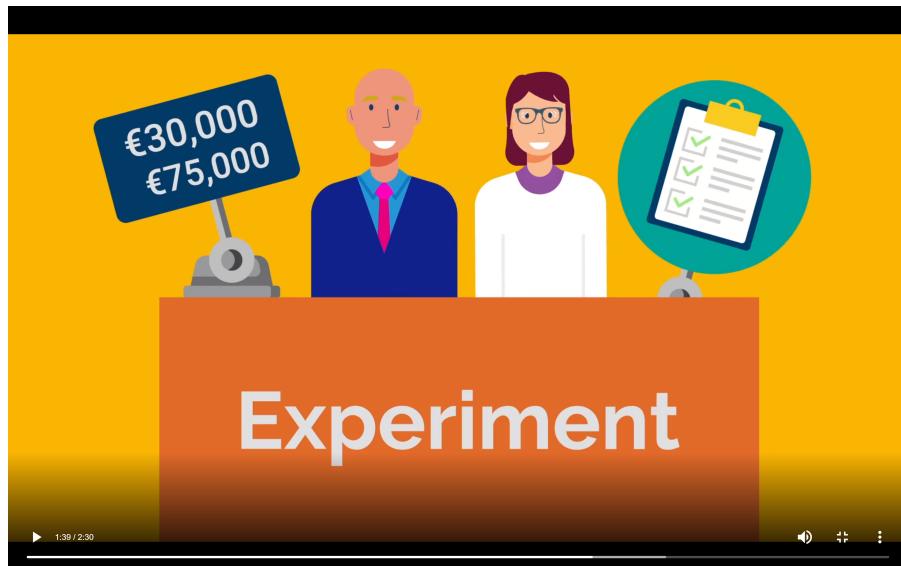


Figure 16: HUBCAP EXPERIMENT Open Call

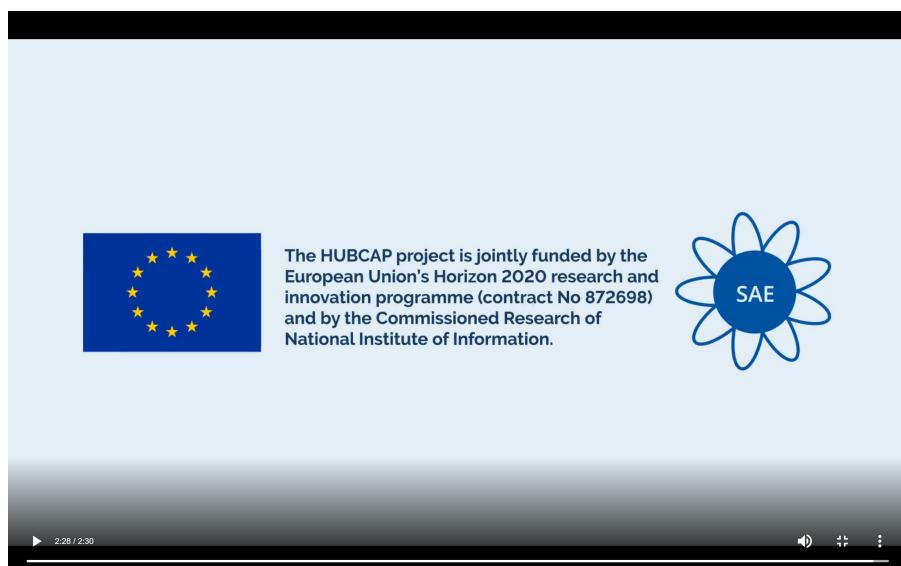


Figure 17: HUBCAP Video Closing Statement

## 3 Dissemination Activity

### 3.1 Introduction

Dissemination activities are crucial to the success of communication and outreach within the HUBCAP project. Successful dissemination will help address the overarching goals of the project and lead to more awareness within the ecosystem.

This section begins with a discussion of the dissemination activities that took part in the first 18 months of the project. Several activities are highlighted and detailed further. We then discuss the challenges faced during the first half of the project, specifically due to the global pandemic, and how these were overcome. Finally we conclude with a summary and lessons learned.

### 3.2 Dissemination Activities

The HUBCAP project has planned a series of activities over the first 18 months of the project. These include events, blog posts & news items, publications and other literature. The success of the dissemination of the project lies in the planning of events and mitigating challenges.

Table 1 summarises the main dissemination events taken place over the first 18 months. An exhaustive list can be found in Section 2 of Appendix A.

Events from Table 1 show a highlight of planned events with a brief description of HUBCAP's involvement. HUBCAP and its partners have been able to attend several workshops and conferences, updating and promoting audiences on the ongoing efforts to expand its ecosystem and advertise the open calls.

The SAE Cluster Collaboration Workshop was an excellent platform to introduce and showcase HUBCAP, as well as its aims over the duration of the project. Events such as FED4SAE were held, in which HUBCAP was represented in a 'virtual stand'. Events such as this allowed partners to take questions, elaborate on the project and open calls, offer advice on how to apply and encourage participation in upcoming HUBCAP workshops. HUBCAP also attends networking events such as the DigiFed DIH Network Event and the Enterprise Europe Network Event. Maintaining a presence at these networking events, and presenting updates on the project and the open calls has been an excellent way for HUBCAP to disseminate within its targeted networks.

In addition to participation in events, we also have efforts in publications, news items and blogs to help increase outreach. Table 2 summarises the publications over the first 18 months. An exhaustive list can be found in Section 2 of Appendix A.

Ongoing publications are another important element in our dissemination efforts and in building a community of interest. Table 2 highlights publications to date.

Table 1: Summary of Dissemination Events throughout the first 18 months.

Dissemination Events			
Event Name	Date	Description	Partners
SAE Cluster Collaboration Workshop	02.04.20	Cluster Collaboration Workshop for Phase 3 Innovation Actions	UNEW, F6S, AU
HiPEAC Workshop	10.09.20	HiPEAC Workshop on SoS integration with CPS.	UNEW
Centru Region Development Agency event on funding for development and digitalisation of businesses	22.10.20	Presentation of HUBCAP open calls. <a href="https://een-transilvania.ro/project/finantari-pentru-digitalizarea-afacerii/">https://een-transilvania.ro/project/finantari-pentru-digitalizarea-afacerii/</a>	ULBS
SAE Internal	26.10.20	Participation in SAE internal session and session on sustainability.	UNEW, F6S, AU
DigiFed DIH Network Event	17.11.20	Presentation at DigiFed Network Event (slides available)	FOR
SAE Sustainability Meeting	14.12.20	SAE Sustainability Working Group meeting.	UNEW, F6S, AU
FED4SAE event	21/01/21	Attended a “virtual stand” representing HUBCAP at the FED4SAE	AU, UNEW
AIOTI Project	28.01.21	How DIHs could take advantage of the large scale projects results to replicate use cases at local level.	AU
Enterprise Europe Network Event	29.04.21	Presenting our open calls to SMEs in a morning featuring HUBCAP and Digifed	AU, F6S

### 3.3 Dissemination Challenges

Our dissemination activities met several challenges over the first half of the project. The global pandemic led to the cancellation of many external-facing events and removed the option of meetings in person, so that we converted activities such as workshops, matchmaking events and webinars to online platforms. In the first 18 months, 11 events (3 workshops, 3 matchmaking events and 5 webinars) were held in this way.

Several platforms for online events were considered, such as Microsoft Teams<sup>9</sup>, Zoom<sup>10</sup>, Skype<sup>11</sup>, and Slack<sup>12</sup>. Not all proved suitable. Below, we list some of the challenges that arose from the transition to online events:

**Participation.** It was difficult to engage with HUBCAP’s target audience in a purely online environment. This meant that we placed greater emphasis on dissemination and engagement activities to keep relationships alive.

<sup>9</sup><https://www.microsoft.com/en-gb/microsoft-teams/group-chat-software>

<sup>10</sup><https://zoom.us/>

<sup>11</sup><https://www.skype.com/en/>

<sup>12</sup><https://slack.com/intl/en-gb/>

Table 2: Publications throughout the first 18 months.

Dissemination Events				
Publication Name	Year	Publisher	Link	Partners
A Cloud-Based Collaboration Platform for Model-Based Design of Cyber-Physical Systems	2020	arXiv	<a href="https://arxiv.org/abs/2005.02449">https://arxiv.org/abs/2005.02449</a>	AU, UNEW, FOR, VV, ENGIT, BEIA
An Online MBSE Collaboration Platform	2020	ESA	-	AU
Modelling the HUBCAP sandbox architecture in VDM - A study in security	2020	arXiv	-	AU
IoT Services Applied at the Smart Cities Level	2020	Springer	<a href="https://link.springer.com/chapter/10.1007/978-3-030-45691-7_42#citeas">https://link.springer.com/chapter/10.1007/978-3-030-45691-7_42#citeas</a>	BEIA
Bridging the stakeholder communities that produce cyber-physical systems.	2020	HiPEAC	<a href="https://www.hipeac.net/vision/2021/">https://www.hipeac.net/vision/2021/</a>	POLIMI, AU

**Coordination of events.** There have been challenges in hosting events, including ensuring the coordination of all participants on a common platform, the management and timing of presentations, and the handling of questions, answers and discussions with the audience.

**Unfamiliarity.** Hosts and participants were in some cases initially unfamiliar with the online tools used, so extra preparation and planning was needed to ensure the events were supported in presentation, interaction and managing break-out meetings.

**Connection issues.** Given the broad-ranging international character of our events, and the reliance on domestic as well as commercial or institutional connection services, meant that we had to allow for instability affecting communications and presentations.

In order to address the risks and challenges of online-only events, we put additional effort into online dissemination, not only through active use on social media on Twitter and LinkedIn, but also through other networks such as our own quarterly Newsletters, direct email and disseminating through HUBCAP partner personal networks. To publicise events we posted on average 2 to 3 times per week on our social media networks, and from around M12 we looked into paid social media campaigns as well as video media to help publicise events and information for HUBCAP. The success of this approach was seen in good participation numbers of our events, and the increase in social media engagement, including new followers and interactions with posts.

The effective coordination of online events required greater planning and management. To ensure presentations went smoothly and allowed enough time for questions/answers we allocated a Chair to manage the session with the speaker, as well as a Facilitator who was responsible for ensuring any questions in the chat were addressed, as well as time-keeping and handling any technical issues. This was very successful where any technical and non-technical issues were addressed immediately within the session.

Unfamiliarity with tools required advance planning in order to ensure the chosen online platforms provided the functionality needed such as breakout rooms for individual sessions, and virtual hand-raising for questions during presentations. Additionally, the hosts and speakers needed to be familiar with the user interfaces and ease of use. To address this we dedicated some user testing and research time well in advance of any events to make sure hosts and speakers were comfortable with the tools. This helped deliver smooth events with minimal issues.

The nature of hosting events online required the host and participants to have a strong and consistent internet connection. Unfortunately this was not always the case and we were limited in ways to address this issue. However some presentations were recorded with slides made available in advance, as well as further support for after the sessions had finished. This was successful when any connection issues arose as the participant had material to reference and support if needed after the event.

Although HUBCAP faced several challenges in the planned dissemination activities from M1-M18, with good planning and management the project was able to mitigate the risk associated with these challenges to still deliver on expected results by M18. A more in-depth discussion and assessment of the lessons learned through this process can be found in Section 5.

## 4 Progress towards the HUBCAP Sustainability (Exploitation) Plan

The endeavour of assessing HUBCAP's impact, exploitation and sustainability is both important and necessary for the success of the project. However, it is also comprised of multiple aspects that need to be evaluated during and, for some of them, even after the nominal project end date.

The exploitation activities mainly relate to the HUBCAP platform, the quality of its content, the extent to which it creates a user-friendly and useful environment, as well as the extent to which it is actually used by SMEs. Information related to the platform is gathered continuously by tasks from various WPs, which can be seen as complementing and assisting the main evaluation task (T7.5).

- WP2, the network of DIHs, is important because of its support role for SMEs. In particular, T2.4 is feeding directly into the sustainability of the project outcomes by assessing and improving the potential of a stable DIH network, the organization format, the business and financial support models, etc.
- WP4, through T4.4 Community Management and Ecosystem, allows the collection of trends and insights, the stimulation of community activities and raising awareness through dissemination of success stories. It also allows the gathering of some information about interactions between SMEs through the Programme, which could be part of the impact assessment.
- WP6, the servitisation of MBD, allows the monitoring of existing models and the way they are accessed and used by the community. It strives to improve all aspects of the interaction between the SMEs and the platform. In particular, the target of task T6.5 is to lower the barrier for newcomers getting into MBD.
- The communication tasks of WP7 are also used to measure the reach of the project.

### 4.1 Sustainability of the HUBCAP platform

While the number of models on the platform and the number of users accessing and fully interacting with the platform is limited at this stage, this phase of the project is used mainly for adapting the assets and improving on the initial ideas, with regard to inside and outside feedback. An important aspect for the sustainability is the quality of the platform's contents. Lower-quality products may drive users away from the platform, so a review process or quality assessing mechanism should be present, especially when the number of models and tools starts to grow organically.

Seed SMEs and call winners were consulted (and will be consulted in the future) about their vision on the monetisation of their products and services, their positive feedback and their constructive criticisms related to the interactions with the platform and/or supporting DIHs. For a better result, such surveys and questionnaires should be combined with other necessary feedback surveys, so as to not overwhelm the participants, but still get useful information.

In order to better correlate the advantages provided HUBCAP with the needs of the market, a exploration of the value proposition canvas (with inputs from stakeholders) has been started and is currently under evaluation to understand potential improvements in the way that the project in general (and the assets in particular) should be presented further. Since these value proposition canvases essentially are a cross-WP activity the results of this is commonly reported in the first periodic progress report.

## 4.2 Sustainability of the DIH network

Sustainability of the DIH network implies the identification of services that could be offered by the network, as well as a suitable business model enabling mutual benefits for collaborating DIHs. There has been a project on creating a network of Artificial Intelligence DIHs<sup>13</sup> that developed blueprints for three different potential ways in which DIH could collaborate, and analyzed the various requirements and obstacles. POLIMI and fortiss were participants and can share the insights.

The services provided by the DIH network can be grouped in four broad categories, all of which require both exploration and assessment:

- Services related to the ecosystem, such as EU-community building, strategy development and the expansion of collaborative awareness; Ecosystem services can be monitored through the community response to the HUBCAP platform, the open calls and the level of international collaboration. Furthermore, the exploration of the external DIH entities or networks could provide the overall context against which the size and strength of the HUBCAP DIH network is evaluated. It could also reveal those entities which have related activities or might be interested in joining.
- Services related to business, including the exploration of competitive business models and propositions for collaboration between DIHs, exploration and assistance with monetisation models, as well as improving the access to finance;
- Services related to technology, considering both the current state and the trends for the future of MBD. For this type of service, the balance between research and development assists could indicate the maturity and pervasiveness of the MBD-technology the in the HUBCAP community (both DIHs and enterprises), compared to the general industry.
- Services related to skills, such as raising and complementing the expertise level of the DIHs through networking and of the enterprises through assistance. The sustainability of the DIH network itself can be assessed through the intensity and frequency of interaction between various members.

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<sup>13</sup><https://www.ai-dih-network.eu/>

## 5 Lessons Learned & Future Plans

### 5.1 Lessons Learned

We have reviewed the stronger and weaker points of the dissemination and communication activities from M1-M18. The project originally planned to conduct many dissemination events, including Q&A webinars and workshops, as well as attending networking events such as meetings and conferences. Under normal circumstances most of these would take place in-person. However, the challenges presented by the global pandemic resulted in the series of dissemination activities summarised in Section 3.2 above and documented in Appendix A (Section 2).

Of these dissemination activities, some proved more successful than others. Ongoing efforts resulted in several well-received publications that helped disseminate the work in the project to academic target audiences. Newsletters, blog posts and website activity led to more engagement online as shown in the website analytics and mailing list subscribers.

Social media activities within the project generally enjoyed success. However at times there were difficulties in gaining new subscribers, and achieving the desired impact from posts and other online social interactions. To address this we trialled paid social media campaigns for Twitter and LinkedIn. The Twitter campaign seemed relatively successful with a large increase in followers and interactions. However LinkedIn saw limited success with minor increases to subscribers. It is worth noting that the ultimate success of these campaigns in generate new platform assets, experiments or innovation projects was difficult to measure as we cannot, for example, relate them to open call applications directly. Additionally we do not know the value of a new Twitter or LinkedIn follower/subscriber. It was observed, however, that more interactions on these networks (following, retweeting, hashtags) had a positive impact on the coverage of HUBCAP. In addition, localisation in promoting activities, such as advertising in the native language of the potential SME applicants was very successful - this can be seen in the results of Call 1.1 where we received an influx of Romanian applications (see Appendix A Section 3.1.1).

Where call applications and interest were sometimes low, especially around the closing of the call submission period, an effective solution appeared to be inviting, referring and scouting directly to SMEs that may be interested in the open call. This had a much higher interest in response and application submission rate.

The terminology used throughout social media posts and even the online application forms for open calls (specifically PULL) exposed issues around the language used for CPSs. Terminology of CPSs and MBD used by research institutes is not always meaningful to the SMEs applying, and can sometimes lead to confusion. This became apparent when a significant number of applications to some of the open calls were clearly not viable as they did not meet the requirements. To address this we opted to include more Q&A sessions around the open calls, and even amended video media with easy to digest definitions of the these terms.

Conferences and workshops in which HUBCAP was represented were moved online. Representation of the project in this way proved sometimes awkward compared to in-person interactions, which may have resulted in fewer interactions than expected. To address this

we put efforts into following up conversations from online events, dedicating more staff to represent HUBCAP, and preparing material in advance (such as presentations) that can be viewed by interested applicants.

## 5.2 Future Plans

Through the second half of the project, communications and dissemination work will likely shift from promoting calls towards publicising results, DIH services, and the platform. To ensure communication and dissemination activities are conducted effectively, and supported by all members of the project, we look to derive communication objectives for each of the DIHs and other project partners over the second half of the project (M18-M36). We could liaise with each DIH/partner to help create these individual objectives, and then set realistic review dates to assess whether these objectives have been met, and their success in improving the dissemination and communication efforts across the project.

We take a systemic review towards target audiences, the focus being the information derived from experiments. To this end we look to identify our internal and external target audiences so that we can better understand how to tailor the dissemination and communication of HUBCAP effectively. This review can take place periodically and for different calls within the project to ensure we target the correct networks and SMEs with our dissemination and communication efforts.

We look forward to developing a communication plan for the HUBCAP platform which may include a plan for content, how it will be publicised, and how else we can utilise it for communication and dissemination purposes. This is particularly important at this point in the project, as the platform is now being used by the successful PULL and EXPERIMENT call winners.

Following the challenges and actions taken to address them, it is important for HUBCAP to consider what we have learned moving forward into the second half of the project (M18-M36). The challenge of no longer meeting face to face was addressed by holding events on online platforms. In some ways this proved effective as we had good attendance numbers, including participants that otherwise would have missed the opportunity to attend. Moving forward we must consider the advantages of hosting events online, if not solely online, perhaps in a ‘blended’ format, meaning the event being delivered in-person and online. A blended/hybrid approach would allow HUBCAP to take advantage of the benefits from hosting through an online platform, such as enabling attendance for those who cannot be there in person, taking questions from a larger audience, facilitation of the event through the online platform. Given the experience gained through to M18 of the project, some challenges such as unfamiliarity with the tools are no longer an issue, and in fact this could aid HUBCAP in its outreach and management of events moving forward. However, we sincerely hope that it will be possible to have in-person meetings in the latter part of the project, in particular for match-making events.

## A Communication Strategy Plan

This appendix details the communication strategy plan used throughout the HUBCAP project. The plan is used as a living document which is updated frequently by partners concerned with communication activities. The plan records all communication activities by partners in the project, analyses of the open calls, social media schedules and other communication related data.



# HUBCAP

**Grant Agreement: 872698**

Digital innovation HUBs and CollAborative  
Platform for cyber-physical systems

## Communication Plan



This project has received funding by the European  
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## 1 Introduction

HUBCAP (Digital Innovation HUBS and Collaborative Platform for Cyber-Physical Systems) aims to provide a one-stop-shop for SMEs who are interested in joining the Cyber-Physical System (CPS) revolution. This is offered through a well-established consortium of CPSs and Model-Based Design (MBD) experts, established through seven Digital Innovation Hubs (DIHs) located throughout Europe.

A key enabler for the success of the HUBCAP project is clear and efficient communication. The decentralized nature of the HUBCAP DIHs places emphasis on communication as a critical activity. We have therefore dedicated a work package (WP7 – Communication, Dissemination and Exploitation) to maintain clear and efficient internal and external communication across the whole project. Current communication channels include:

### Communication Channels

- Twitter: [#hubcapEU](https://twitter.com/hubcap_eu)
- Website: [www.hubcap.eu](http://www.hubcap.eu)
- Service Centre: [info@hubcap.eu](mailto:info@hubcap.eu)
- LinkedIn: [www.linkedin.com/company/hubcap-eu/](https://www.linkedin.com/company/hubcap-eu/)
- YouTube: [hubcap\\_eu](https://www.youtube.com/channel/UCtPjyfXWzJLcOOGdIwvQDg)
- Mailing List

WP7 oversees communication across the whole project, however it must be noted communication activities are happening all the time between DIHs and project partners. It is important all DIHs record their activities in Section 2 to keep other DIHs and partners up to date, and so we can learn from the success and failures of different communication approaches.

This document aims to record the communication approaches utilised in the project, as well as the specific communication activities and their successes and failures.

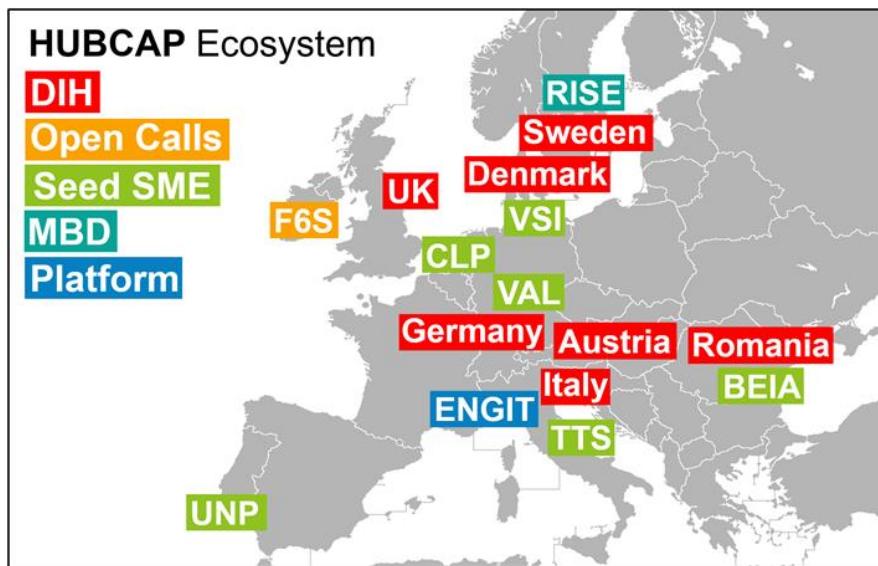
*This document represents the second version of the Communication Plan. It will be updated continuously following regular coordination calls between the leads of WP7 (Communication, Dissemination and Exploitation) and WP4 (HUBCAP Programme) – these two packages should synchronise to maintain the register of communication activities.*

*A full refresh of the communications plan will take place every 6 months, including a review of the Service Centre performance, and feedback solicited from stakeholders and target audiences by regular surveys.*

*Structured communication activities are particularly required to support the open call process. This document provides details of the communication activities undertaken for Call 1.1, Call 1.2 and Call 2.1, additionally the planned activities for months 18 to 24.*

## 2 Communication Activities for DIHs

In this section we detail the efforts and activities specific to each DIH in order to ensure clear communication within the project, and their own networks. Each DIH has their own table of activities in which they can document an activity, and record the success with descriptive notes.



### 2.1 Communication Activities for UK (University of Newcastle)

The activities shown in Table 1 were undertaken by the University of Newcastle.

Table 1 Communication Activities Undertaken for the UK

Communication Activity	Date	Description	Partners
SAE Cluster Collaboration Workshop	02.04.20	Cluster Collaboration Workshop for Phase 3 Innovation Actions.	UNEW, F6S, AU
HiPEAC Workshop	10.09.20	HiPEAC Workshop on SoS integration with CPS.	UNEW
SAE Internal	26.10.20	Participation in SAE internal session and session on sustainability.	UNEW, F6S, AU
SAE Sustainability Meeting	14.12.20	SAE Sustainability Working Group meeting.	UNEW, F6S, AU
Represented HUBCAP at FED4SAE event	21.01.21	Attended a “virtual stand” with AU, representing HUBCAP at the FED4SAE event	UNEW, AU

Connected Energy Ltd	09.02.21	Meeting with Connected Energy Ltd regarding INNOVATE call.
Moxia Energy LTD	24.02.21	Meeting with Moxia Energy Ltd regarding INNOVATE call.
Give Energy Ltd	03.03.21	Meeting with Moxia Energy Ltd regarding INNOVATE call.
Quasir	26.03.21	Meeting with Moxia Energy Ltd regarding INNOVATE call.
Sixfold Biosciences	19.04.21	Meeting regarding PULL and INNOVATE calls.
Gliff	06.05.21	Meeting with Gliff regarding UNEW HUBCAP calls
Kinewell Energy	14.05.21	Meeting with Kinewell Energy UNEW regarding HUBCAP calls
Cyber-Physical Lab	25.05.21	Presenting HUBCAP at local Cyber-Physical Lab research group meeting.
Multiwave	03.06.21	Meeting with Multiwave UNEW regarding INNOVATE open call application
Kinewell Energy	10.06.21	Meeting with Kinewell Energy UNEW specifically INNOVATE open call proposal
Tweet	25.06.21	Tweet to help promote Call #3 UNEW INNOVATE

## 2.2 Communication Activities for Austria (Virtual Vehicle Research Centre)

The activities shown in Table 2 were undertaken by Virtual Vehicle Research Centre.

Table 2 Communication Activities Undertaken for Austria

Communication Activity	Date	Description	Partners
Internal Newsletter	25.01.21	Publication to Open Calls via our internal Newsletter and also on our webpage (for externals)	VV
Direct e-mail sent out to all of our partner-network	21.01.21	HUBCAP: Call for Experts / Call for Partners	VV
LinkedIn-Post	14.01.21	<a href="https://www.linkedin.com/feed/update/urn:li:activity:6755428679951683584">https://www.linkedin.com/feed/update/urn:li:activity:6755428679951683584</a>	VV
LinkedIn-Post	25.01.21	#hubcapEU Open Call #2.1 EXPERIMENT is now open for applications!	VV

			<a href="https://www.linkedin.com/feed/update/urn:li:activity:6770664843751018496">https://www.linkedin.com/feed/update/urn:li:activity:6770664843751018496</a>	
HUBCAP: Call for Experts	09.02.21	Direct e-mail sent out to all of our partner-network	VV	
HUBCAP: Experiments Call	24.02.21	Direct e-mail sent out to 56 SMEs of our partner-network	VV	
(Private) LinkedIn & XING-Post	08.04.21	Call #1.3; Gerhard & Sonja  <a href="https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcapeu-smartanythingeverywhere-opencall-activity-6785840303187247104-KFqR">https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcapeu-smartanythingeverywhere-opencall-activity-6785840303187247104-KFqR</a>  <a href="https://www.xing.com/home/stories/5349839934">https://www.xing.com/home/stories/5349839934</a>	VV	
(Private) LinkedIn & XING-Post	12.04.21	Call #3; Gerhard & Sonja  <a href="https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_the-wait-is-over-we-are-please-to-announce-activity-6787236389516836864-Y2St">https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_the-wait-is-over-we-are-please-to-announce-activity-6787236389516836864-Y2St</a>  <a href="https://www.xing.com/home/stories/5359111636">https://www.xing.com/home/stories/5359111636</a>	VV	
LinkedIn-Post (Virtual Vehicle)	12.04.21	Call #1.3;  <a href="https://www.linkedin.com/feed/update/urn:li:activity:6787278379012956160">https://www.linkedin.com/feed/update/urn:li:activity:6787278379012956160</a>	VV	
Direct E-Mail to 54 Partner SMEs	12.04.21	Call #1.3	VV	
(Private) LinkedIn & XING-Post	15.04.21	Call #1.3; Gerhard & Sonja  <a href="https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcaeuhubcapeu-smartanythingeverywhere-activity-6788331833705730048-sIUI">https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcaeuhubcapeu-smartanythingeverywhere-activity-6788331833705730048-sIUI</a>  <a href="https://www.xing.com/home/stories/5369304848">https://www.xing.com/home/stories/5369304848</a>	VV	
Internal Newsletter per E-Mail (for VV employees)	16.04.21	Call #1.3 & Call #3; German & English	VV	
(Private) LinkedIn & XING-Post	19.04.21	Call #3; Gerhard & Sonja  <a href="https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcaeuhubcapeu-smartanythingeverywhere-activity-6788331833705730048-sIUI">https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcaeuhubcapeu-smartanythingeverywhere-activity-6788331833705730048-sIUI</a>	VV	

		<u><a href="#">vehicle_hubcaeu-hubcapeu-smartanythingeverywhere-activity-6789802977147305985-7AR</a></u> <u><a href="https://www.xing.com/home/stories/5381285114">https://www.xing.com/home/stories/5381285114</a></u>	
LinkedIn-Post (Virtual Vehicle)	20.04.21	Call #3  <u><a href="https://www.linkedin.com/feed/update/urn:li:activity:6790226609837264896">https://www.linkedin.com/feed/update/urn:li:activity:6790226609837264896</a></u>	VV
News on Virtual Vehicle Website (for externals; Call #1.3 & #3)	20.04.21	<u><a href="https://www.v2c2.at/hubcapcal_ls/">https://www.v2c2.at/hubcapcal_ls/</a></u>	VV
(Private) LinkedIn & XING-Post	22.04.21	Call #1.3; Gerhard & Sonja  <u><a href="https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcapeu-smartanythingeverywhere-opencall-activity-6790899925879156736-9gUp">https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcapeu-smartanythingeverywhere-opencall-activity-6790899925879156736-9gUp</a></u>  <u><a href="https://www.xing.com/home/stories/5391943765">https://www.xing.com/home/stories/5391943765</a></u>	VV
(Private) LinkedIn-Repost	26.04.21	Call #1.3, by Gerhard  <u><a href="https://www.linkedin.com/posts/gerhard-benedikt-wei%C3%9F-411442207_hubcapeu-smartanythingeverywhere-opencall-activity-6790998088950583296-MdLB">https://www.linkedin.com/posts/gerhard-benedikt-wei%C3%9F-411442207_hubcapeu-smartanythingeverywhere-opencall-activity-6790998088950583296-MdLB</a></u>	VV
(Private) LinkedIn-Repost	27.04.21	1st live Q&A Webinar for Call #3 INNOVATE; By Gerhard  <u><a href="https://www.linkedin.com/posts/gerhard-benedikt-wei%C3%9F-411442207_opencall-activity-6792389476107784192-G_gs">https://www.linkedin.com/posts/gerhard-benedikt-wei%C3%9F-411442207_opencall-activity-6792389476107784192-G_gs</a></u>	VV
(Private) LinkedIn-Repost	29.04.21	Call#1.3, by Gerhard  <u><a href="https://www.linkedin.com/posts/gerhard-benedikt-wei%C3%9F-411442207_calling-out-to-smesmidcaps-providing-cps-activity-679342953244557313-jHrE">https://www.linkedin.com/posts/gerhard-benedikt-wei%C3%9F-411442207_calling-out-to-smesmidcaps-providing-cps-activity-679342953244557313-jHrE</a></u>	VV
Press-Release to 500 media contacts across Europe	29.04.21	Call #1.3; Direct E-Mail: "Your help needed in disseminating	VV

		the HUBCAP open calls" (target group both mainstream media and specialist publications)	
(private) LinkedIn-Repost	03.05.21	Call #3 by Sonja  <a href="https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcap-call-3-innovate-activity-6794849651938918400-RBwk">https://www.linkedin.com/posts/sonja-kaiser-virtual-vehicle_hubcap-call-3-innovate-activity-6794849651938918400-RBwk</a>	VV
LinkedIn-Postings	06.05.21 10.05.21 11.05.21 08.06.21	Q&A Webinar for Call #3 INNOVATE (by Sonja & Gerhard)  Q&A Webinar for Call #3 INNOVATE (by VV-Marketing)  Call #3 INNOVATE First Matchmaking Event (by Sonja)  Call #3 INNOVATE Second Matchmaking Event (by Sonja)	
Direct SME-contact	10.06.21 16.06.21	Call #3 INNOVATE: Direct E-Mail with CISC (AT) and Armengaud GmbH (AT) for hand in a proposal	VV

## 2.3 Communication Activities for Denmark (Aarhus University)

The activities shown in Table 3 were undertaken by Aarhus University

Table 3 Communication Activities Undertaken for Denmark

Communication Activity	Date	Description	Partners
SAE session at HiPEAC	15.10.20	Special session on SAE at HiPEAC Computing Systems Week	AU
SAE Internal	26.10.20	Participation in SAE internal session and session on F6S, AU sustainability.	UNEW, F6S, AU
SAE Sustainability Meeting	14.12.20	SAE Sustainability Working Group meeting.	UNEW, F6S, AU
FED4SAE	21.01.21	Presentation about HUBCAP opportunities for SMEs	AU
AIOTI Project	28.01.21	How DIHs could take advantage of the large scale projects results to replicate use cases at local level.	AU
<a href="https://een.ec.europa.eu/">https://een.ec.europa.eu/</a>	29.04.21	Presenting our open calls to SMEs in a morning featuring HUBCAP and Digifed.	AU, F6S

Software Engineering Group Research Seminar	27.05.21	Presenting Software engineering research challenges from the HUBCAP sandbox.	AU
Developair	18.06.21	Call about partner search	AU

## 2.4 Communication Activities for Germany (Fortiss)

The activities shown in Table 4 were undertaken by Fortiss

Table 4 Communication Activities Undertaken for Germany

Communication Activity	Date	Description	Partners
DigiFed DIH Network Event	17.11.20	Presentation at DigiFed Network Event, slides in the SVN: WP7/Presentations/2020.11.17_DigiFed_DIH-Network-Event	FOR
Smart4All Workshop	19.04.21	Presenting the HUBCAP Project	FOR/AU
Alpine Space Event	19.05.21	Presenting Open Call Funding & HUBCAP	FOR
Edecy Meeting	19.05.21	Meeting between Edecy and Fortiss	FOR
Sermonis MEeting	27.05.21	Meeting between Sermonis and Fortiss	FOR
Call #3 INNO Email	21.06.21	Call #3 INNOVATE: Direct E-mail with Neoom (AT)	FOR

## 2.5 Communication Activities for Sweden (KTH)

The activities shown in Table 5 were undertaken by KTH.

Table 5 Communication Activities Undertaken for Sweden

Communication Activity	Date	Description	Partners
Post on DIHID.eu	20.05.11	News flash Open Call 1.1	KTH
ICES Ext Newsletter	20.10.16	Newsletter 1200 readers Open Call 1	KTH
ICES Ext Mail	20.11.03	Newsletter 1200 readers Open Call 1	
Post on DIHID.eu	21.01.02	News flash Open Call 2.1	KTH
Post on ICES LinkedIn	21.04.13	Post on Open call #3	KTH
Post on ICES Facebook	21.04.13	Post on Open call #3	KTH

## 2.6 Communication Activities for Italy (FBK)

The activities shown in Table 6 were undertaken by FBK.

Table 6 Communication Activities Undertaken for Italy.

Communication Activity	Date	Description	Partners
HIT meeting	22.05.20	Meeting between HIT and FBK	FBK
Developair meeting	27.05.20	Meeting between HIT and FBK	FBK
CyNexo	29.06.20	Meeting between CyNexo and FBK	FBK
HIT (local DIH)	11.01.21	Presentation of current status on open calls.	FBK
EWICS	13.01.21	Presentation with a general overview of HUCAP	FBK

## 2.7 Communication Activities for Romania (ULBS)

The activities shown in Table 7 were undertaken by ULBS.

Table 7 Communication Activities Undertaken for Romania.

Communication Activity	Date	Description	Partners
Romanian Community of DIHNET.EU - Welcome Day	07.07.20	Presentation of HUCAP and its open calls to the Romanian DIHs	ULBS
Centru Region Development Agency event on funding for development and digitalisation of businesses	22.10.20	Presentation of HUCAP open calls. <a href="https://een-transilvania.ro/project/finantari-pentru-digitalizarea-afacerii/">https://een-transilvania.ro/project/finantari-pentru-digitalizarea-afacerii/</a>	ULBS
Regional Innovation Consortium	26.03.21	Presenting HUCAP opportunities at the online conference of Regional Innovation Consortium and the Regional Development Agency – Central Region.	ULBS

## 2.8 DIH Comms Activity Checklist

For each DIH, when planning, undergoing or concluding a communication activity/event it is important to communicate clearly and efficiently. It's also advisable to try and generate the greatest reach within the HUCAP ecosystem. To make sure you have the most support and outreach possible please consult the suggestions below:

1. Have you promoted the event through the relevant HUCAP channels? – a good idea is to start advertising 4 weeks before. You can record your events on the wiki (<https://wiki.eng.au.dk/display/IN/Publications+and+Events>) - Remember to get in touch with Mark Jackson from UNEW to help distribute this ([mark.jackson@newcastle.ac.uk](mailto:mark.jackson@newcastle.ac.uk))
2. Make sure to ask for help with sharing/retweeting on social media – include handles for easy retweets
3. Publish press releases? – Would you like this included on the website?

4. Have you checked if there are any other networks to communicate this activity through?

Further suggestions to help publicize your event/activity:

- Publishing information about HUBCAP in your websites
- Making periodic press releases
- Announcing OCs in own channels, including newsletters
- Sharing/interacting with HUBCAP social media posts
- Inviting SMEs directly to apply (in-person & email)
- Promoting HUBCAP in relevant events

### 3 Communication Activities for Open Calls

In this section we perform Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis for our open calls. This section covers calls 1.1, 1.2 ad 2.1.

#### 3.1 Communication Activities for Call 1.1

##### 3.1.1 SWOT Analysis of Communication Activities for Call 1.1

Here we examine the Strengths, Weaknesses, Opportunities and Threats to our communication activities, based on experience of communicating the first call of the series - Call 1.1 PULL.

###### Strengths

- The publication of Call 1.1 was successful in reaching a reasonable number of organisations interested in the platforms offered by the HUBCAP project:
  - 198 followers on Twitter and LinkedIn by 30/06/20 (date)
  - The call received a total of 89 applicants
- Applicants to Call 1.1 are located in over 20 separate countries across Europe, as shown in Figure 1

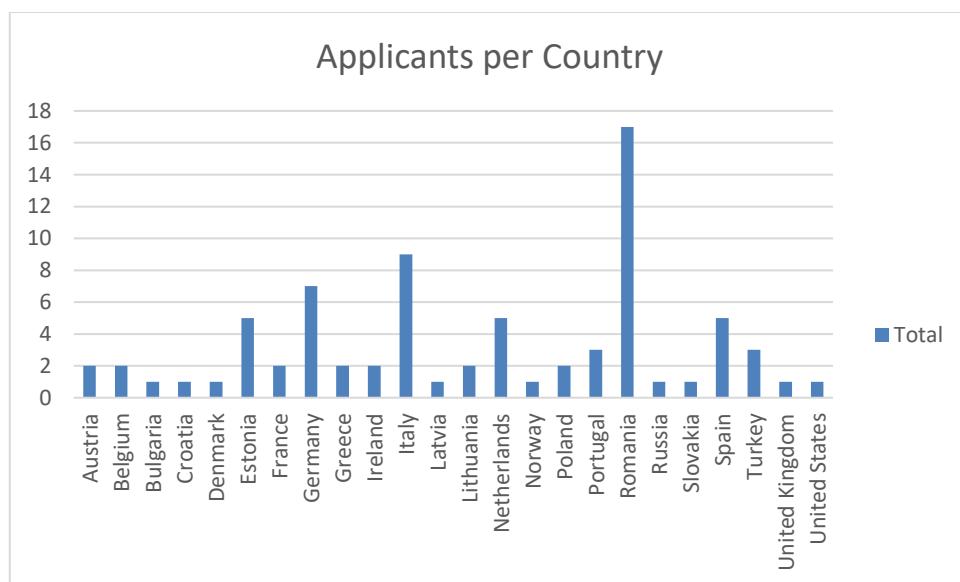


Figure 1 Locations of the applicants submitting proposals to Call 1.1 (taken from the self-declared locations provided as part of application form)

- Applications to Call 1.1 came from SMEs in a large set of domains (see Figure 2)

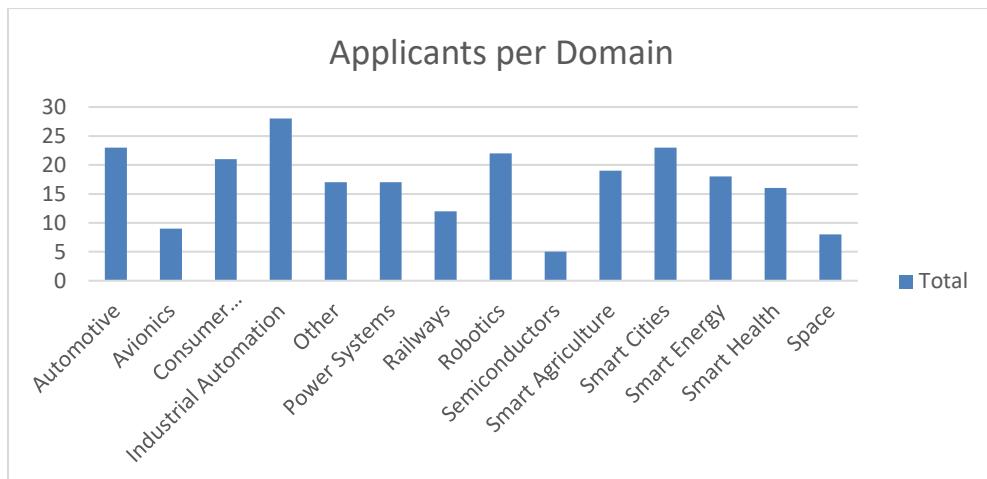


Figure 2 Domains in which applicants who submitted a proposal to Call 1.1 operate (taken from the self-declared organisation type provided as part of application form)

### Weaknesses

- In total 24 countries were represented in our final Call 1.1 submissions; some countries have not responded.

### Opportunities

- Mailing lists
- Workshops
- Conferences
- Collaborations with other projects

### Threats

- Applicants are unaware they qualify for funding
- Applicants are unaware their assets class as CPSs
- Some applicants are unaware of the meaning of Model-Based Design

## 3.2 Communication Activities for Call 1.2

### 3.2.1 SWOT Analysis of Communication Activities for Call 1.2

Here we examine the Strengths, Weaknesses, Opportunities and Threats to our communication activities, based on experience of communicating Call 1.2 PULL. The second call of the series of PULL calls serves as a better example as we did not have web analytics available prior to this.

#### Strengths

- The publication of Call 1.2 was successful in reaching a reasonable number of organisations interested in the platforms offered by the HUBCAP project:
  - Nearly 1,200 hits on the website during Call 1.2
  - More than 400 followers on Twitter and LinkedIn by 30/11/20 (date) (See Figure 2)
  - Almost 50 people signed up online to receive updates by 31/01/21 (date)



Figure 1 Screen shot of HUBCAP website (taken during M10 of the project)

Figure 2 Screen shot of HUBCAP on Twitter (taken during M10 of the project)

- News of Call 1.2 has been disseminated effectively across Europe, including outside the home regions and networks of the partner organisations
  - The website was viewed by visitors located in almost every European country during Call 1.2, as shown in Figure 3

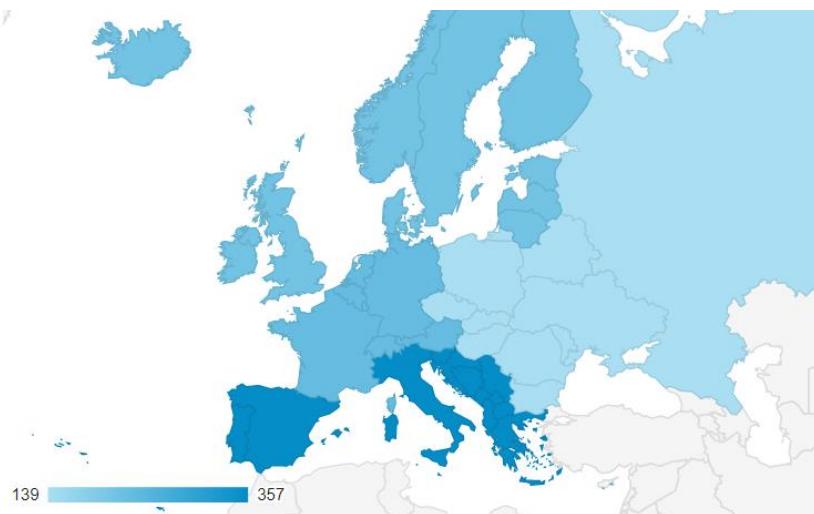


Figure 3 Graphical depiction of the locations of European web visitors during the five weeks of Call 1.2 (blue indicates more visitors, white indicates no visitors; visitors from outside Europe not shown here)

- Applicants to Call 1.2 are located in 25 separate countries across Europe, as shown in Figure 4

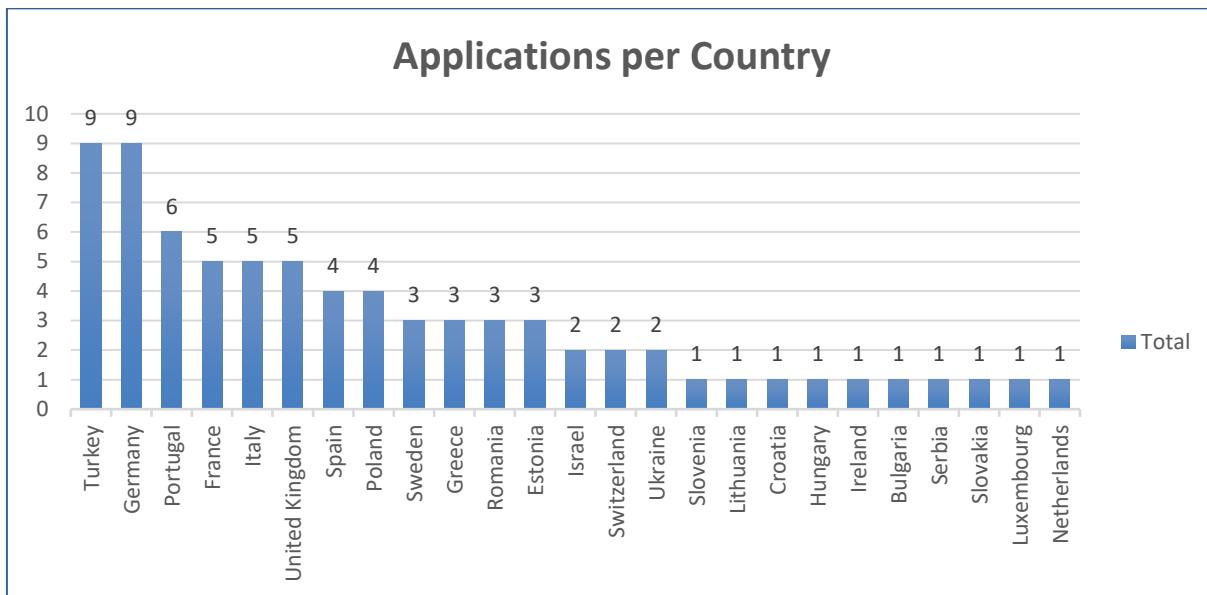


Figure 4 Locations of the applicants submitting proposals to Call 1.2 (taken from the self-declared locations provided as part of application form)

- Applicants to Call 1.2 come from a very diverse set of domains

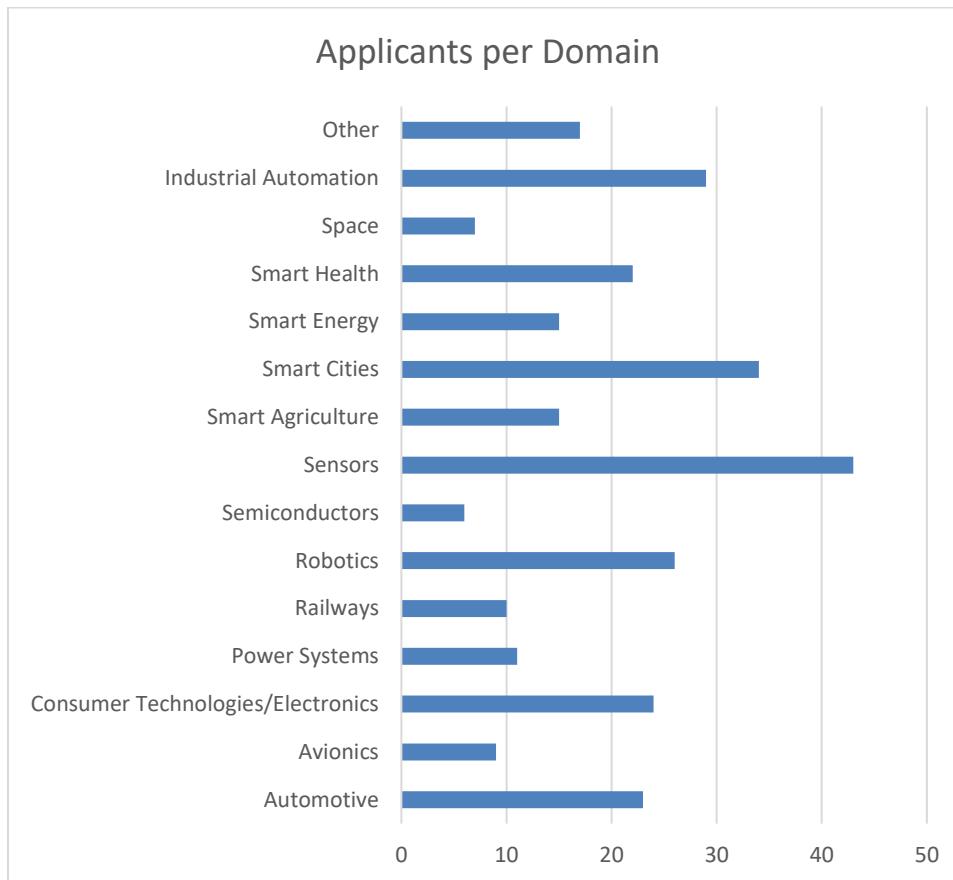


Figure 5 Domains in which applicants who submitted a proposal to Call 1.2 operate (taken from the self-declared organisation type provided as part of application form)

### Weaknesses

- In total 25 countries were represented in our final Call 1.2 submissions; some countries have not responded.

### Opportunities

- Mailing lists
- Workshops
- Conferences
- Collaborations with other projects

### Threats

- Applicants are unaware they qualify for funding
- Applicants are unaware their assets class as CPSs
- Some applicants are unaware of the meaning of Model-Based Design

### 3.3 Communication Activities for Call 2.1

#### 3.3.1 SWOT Analysis of Communication Activities for Call 2.1

Here we examine the Strengths, Weaknesses, Opportunities and Threats to our communication activities, based on experience of communicating Call 2.1

##### Strengths

- The publication of Call 2.1 was successful in reaching a reasonable number of organisations interested in the platforms offered by the HUBCAP project:
  - Nearly 3,000 hits on the website during Call 2.1
  - More than 1,000 followers on Twitter and LinkedIn by 28/02/21 (date) (See Figure 6 for Twitter)
  - Almost 70 people signed up online to receive updates by 28/02/21 (date)



Figure 6 HUBCAP Twitter page following Call 2.1

- Call 2.1 has been disseminated effectively across Europe, including outside the home regions and networks of the partner organisations
  - The website was viewed by visitors located in almost every European country during Call 2.1 and the maximum views per country have doubled, as shown in Figure 7 below



Figure 7 Graphical depiction of the locations of European web visitors during the five weeks of Call 2.1 (blue indicates more visitors; white indicates no visitors; visitors from outside Europe not shown here)

- Applicants to Call 2.1 are located in 19 separate countries across Europe, as shown in Figure 8:

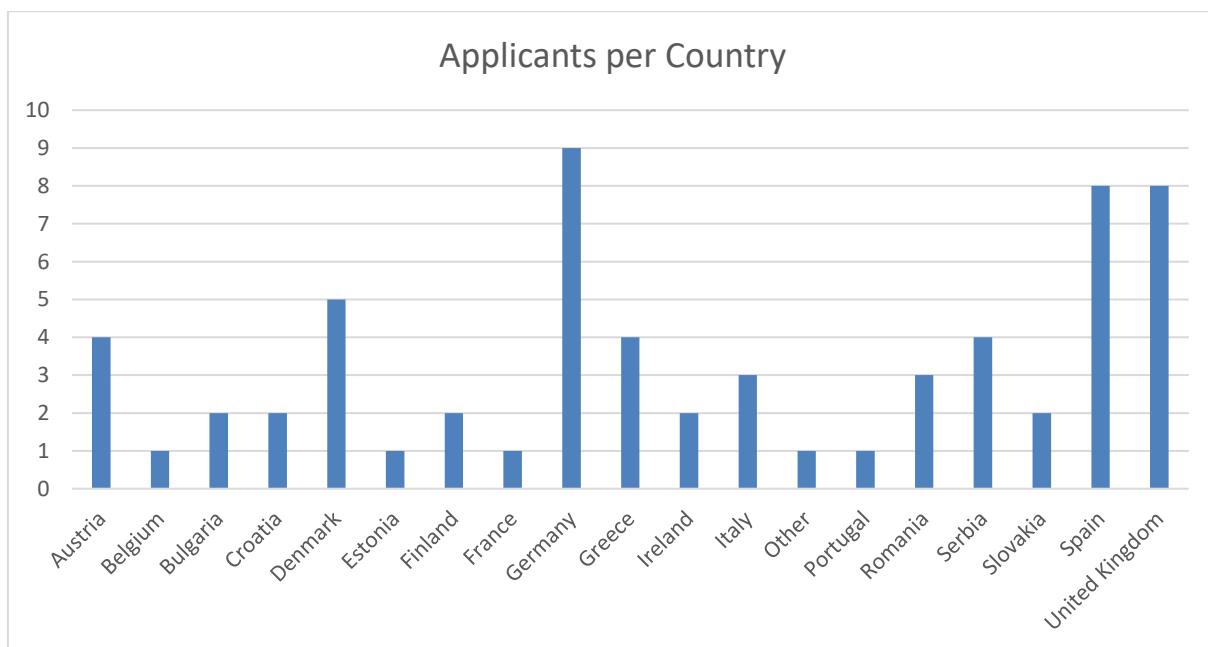


Figure 8 Locations of the applicants submitting proposals to Call 2.1 (taken from the self-declared locations provided as part of application form)

- Call 2.1 attracted project proposals in a vast array of domains as shown below:

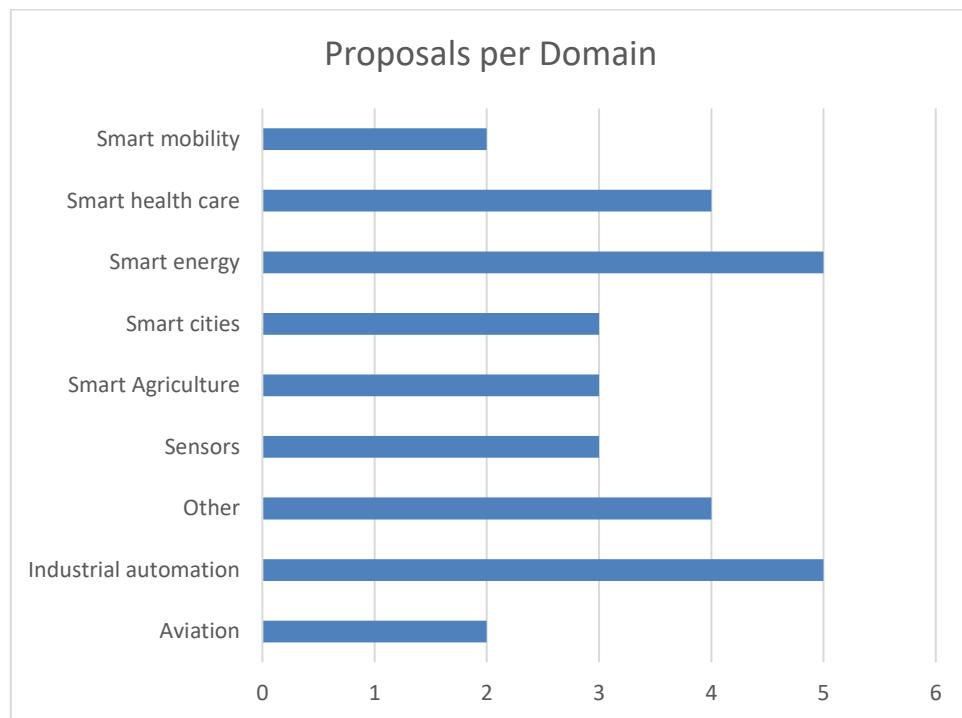


Figure 9 Domains targeted by the proposals to Call 2.1 (taken from the self-declared organisation type provided as part of application form)

### **Weaknesses**

- In total 19 countries were represented in our final Call 2.1 submissions; some countries have not responded.

### **Opportunities**

- Mailing lists
- Workshops
- Conferences
- Collaborations with other projects

### **Threats**

- Applicants are unaware they qualify for funding
- Applicants are unaware their assets class as CPSs

## 4 Social Media Schedule (Twitter/LinkedIn)

This section will store the social media schedule for upcoming tweets/posts on Twitter/LinkedIn.

<b>Week Beginning</b>	<b>Mon</b>	<b>Tue</b>	<b>Wed</b>	<b>Thu</b>	<b>Fri</b>
31.08.20	Call 1.1 Successful applicants highlight			Call 1.2 promo 4 weeks to go	Call 1.1 Successful applicant highlight
07.09.20	Call 1.1 Successful applicant highlight		DIH UNEW highlight		Call 1.1 Successful applicant highlight
14.09.20	Call 1.1 Successful applicant highlight		DIH AU highlight	Call 1.2 promo 2 weeks to go	Call 1.1 Successful applicant highlight
21.09.20	Call 1.1 Successful applicant highlight		DIH FOR highlight	Call 1.2 promo 1 week to go	Call 1.1 Successful applicant highlight
28.09.20	Call 1.1 Successful applicant highlight		DIH FBK highlight	(Call open) 1.2	Call 1.1 Successful applicant highlight
05.10.20	Call 1.1 Successful applicant highlight		DIH VV highlight		Call 1.1 Successful applicant highlight
12.10.20	SAE HiPEAC session		DIH KTH highlight		1.2 PULL Q&A webinar announcement
19.10.20	1.2 PULL call open!			1.2 PULL Q&A reminder	

<b>Week Beginning</b>	<b>Mon</b>	<b>Tue</b>	<b>Wed</b>	<b>Thu</b>	<b>Fri</b>
26.10.20		1.2 PULL Q&A reminder		1.2 PULL call application reminder!	

<b>Week Beginning</b>	<b>Mon</b>	<b>Tue</b>	<b>Wed</b>	<b>Th u</b>	<b>Fri</b>
04.11.20	EXPERIMENT Call 2.1 Reminder				1st Q & A Webinar Reminder
11.11.20			1st Q & A Webinar Reminder		
18.11.20			Matchmaking Event Announcement		EXPERIMENT Call 2.1 Reminder
25.11.20	EXPERIMENT Call 2.1 2 weeks to go!	2nd Q & A Webinar Announcement	Matchmaking Event 1 week to go		
01.11.20	EXPERIMENT Call 2.1 1 week to go!	Matchmaking Event Reminder			Matchmaking success Thanks!
08.12.20	EXPERIMENT Call 2.1 Open!		Platform technology/asset highlight (TBC)		Promotional Video Release 1
15.12.20			Platform technology/asset highlight (TBC)		Newsletter + AggroInteli Interview
04.01.21	1 <sup>st</sup> Live Q&A webinar 2.1		EXPERIMENT Call 2.1 Reminder		
11.01.21	#1 Q&A reminder				

<b>Week Beginning</b>	<b>Mon</b>	<b>Tue</b>	<b>Wed</b>	<b>Thu</b>	<b>Fri</b>
18.01.21	EXPERIMENT Call 2.1 Reminder		2.1 Matchmaking event announcement		
25.01.21	2 <sup>nd</sup> Live Q&A webinar 2.1		2.1 Matchmaking event reminder		
01.02.21	2.1 Matchmaking event final reminder				Matchmaking Success!
08.02.21		2 <sup>nd</sup> Live Q&A Webinar			
15.02.21	OrbitLab Aarhus interview		EXPERIMENT Call 2.1 Reminder		
22.02.21			Platform technology/asset highlight (TBC)		Promotional Video Release 2

<b>Week Beginning</b>	<b>Mon</b>	<b>Tue</b>	<b>Wed</b>	<b>Thu</b>	<b>Fri</b>
01.03.21		EXPERIMENT Call 2.1 Final Reminder			
08.03.21	EXPERIMENT Call 2.1 Closed			INNOVATE call 3, less than 4 weeks to go!	
15.03.21		PULL call 1.3 less than 2 weeks to go!			

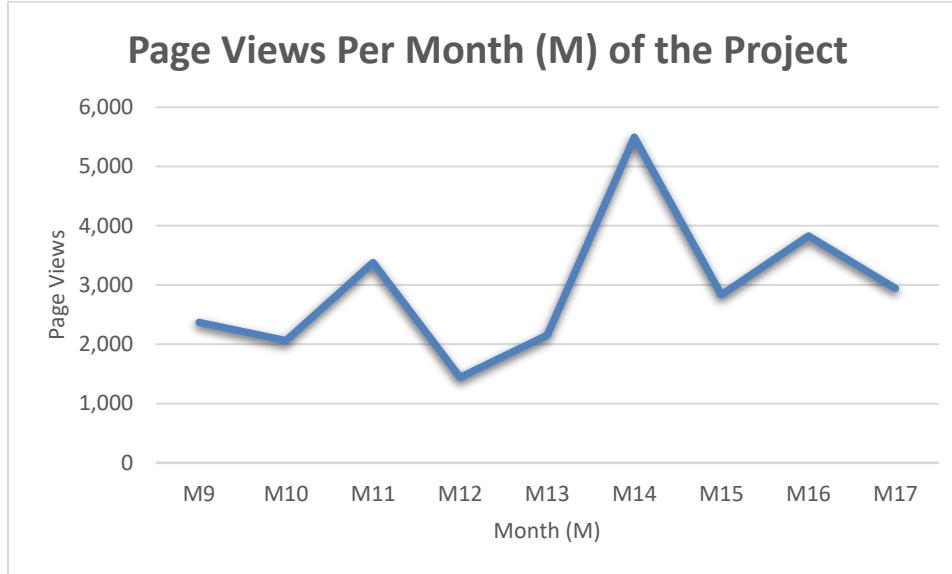
<b>Week Beginning</b>	<b>Mon</b>	<b>Tue</b>	<b>Wed</b>	<b>Thu</b>	<b>Fri</b>
22.03.21		PULL call 1.3 less than 1 week to go!		INNOVATE call 3 less than 1 week to go!	
29.03.21	PULL call 1.3 live		INNOVATE call 3 live		
05.04.21	Second Newsletter released!				
12.04.21	PULL call 1.3 reminder		INNOVATE call 3 reminder		
19.04.21	Q&A webinar PULL announcement		Q&A webinar INNOVATE announcement		
26.04.21		INNOVATE call 3 reminder		PULL call 1.3 reminder	
03.05.21	INNOVATE Q&A reminder			INNOVATE Q&A reminder	
10.05.21		PULL call 1.3 reminder			
17.05.21	INNOVATE Q&A tomorrow!		PULL call 1.3 reminder	INNOVATE Q&A Success!	
24.05.21		INNOVATE Q&A 2 announcement		PULL call 1.3 1 week to go!	

## 5 Website & YouTube Data

### 5.1 Website Data

- Monthly overview of website visitors from M9 (no analytics prior to M9) until M17:

Month	Page Views (total)
M9	2,372
M10	2,063
M11	3,379
M12	1,442
M13	2,156
M14	5,495
M15	2,834
M16	3,829
M17	2,942
Average	2,946



Graph of website visitors (M9-M17)

- Month-by-month detailed statistics for the period M9-M17:

- M9 (September 2020)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
195	195	400	63.00%	5.93	00:06:17

- M10 (October 2020)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
427	389	777	67.70%	2.66	00:03:09

- M11 (November 2020)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
733	685	1,182	44.16%	2.86	00:03:39

- M12 (December 2020)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
364	286	551	53.54%	2.62	00:02:42

- M13 (January 2021)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
547	473	836	50.48%	2.58	00:02:53

- M14 (February 2021)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
2,092	1,977	3,541	81.87%	1.55	00:01:05

- M15 (March 2021)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
943	820	1,295	44.32%	2.19	00:01:38

- M16 (April 2021)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
1,285	1,092	1,774	35.96%	2.16	00:01:36

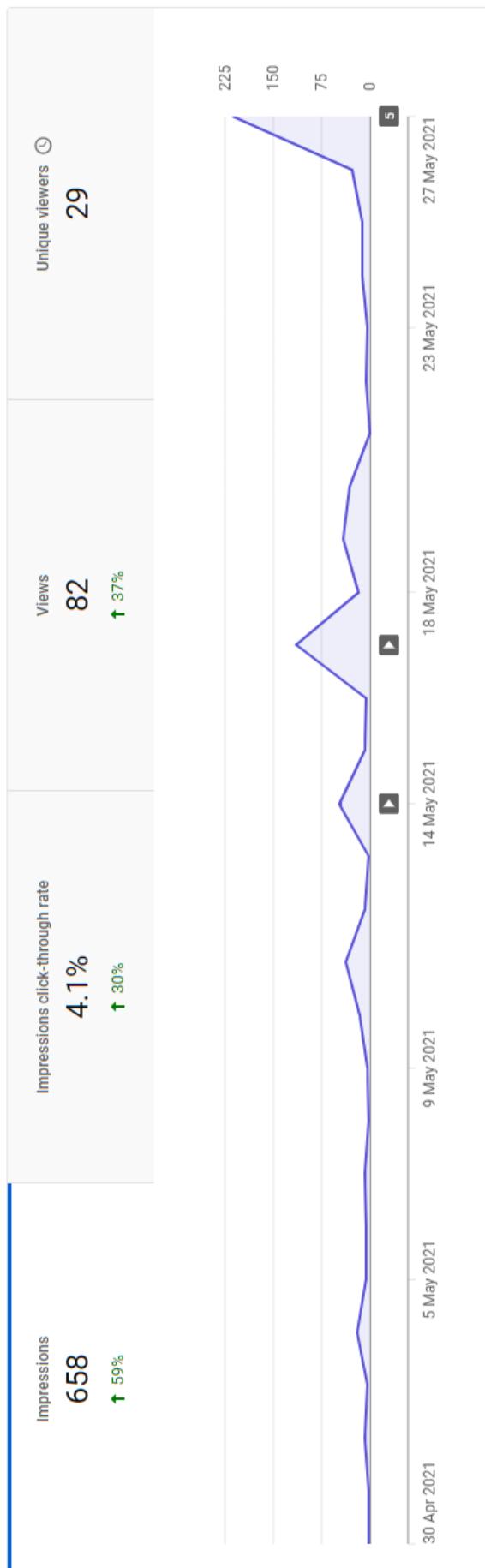
- M17 (May 2021)

Users	New Users	Sessions	Bounce Rate	Pages / Session	Avg. Session Duration
925	678	1,304	40.80%	2.26	00:01:59

- Overview of visitors per country (M9-M17):

Country	Users	Sessions	Bounce Rate	Pages/Session	Avg. Session Duration
Spain	494(7.45%)	879(7.54%)	50.85%	2.49	00:02:42
Italy	473(7.13%)	859(7.37%)	55.88%	2.68	00:03:34
Germany	414(6.24%)	819(7.02%)	50.55%	2.37	00:02:29
United States	413(6.23%)	548(4.70%)	72.99%	1.38	00:00:16
United Kingdom	364(5.49%)	995(8.53%)	52.66%	3.48	00:03:40
Romania	306(4.61%)	534(4.58%)	58.61%	2.12	00:02:09
Greece	267(4.03%)	483(4.14%)	55.07%	2.22	00:02:12
China	242(3.65%)	390(3.34%)	85.13%	1.16	00:00:03
France	220(3.32%)	339(2.91%)	53.98%	2.34	00:02:18
India	173(2.61%)	276(2.37%)	61.96%	1.76	00:00:51

## 5.2 YouTube data



## 6 Concluding Remarks

At the end of M18, the following communication activities are currently underway:

- All communication activities to support open calls, including information to applicants, FAQs etc. have been completed in the last six months.
- HUBCAP is now active on both Twitter and LinkedIn, and is currently building up followers on both platforms.
- UNEW continues to provide the project's major contact point, the service centre. Contact details for the service centre are available and a central email address is now active. Service centre KPIs are being met.