PROCEDIN

Building Procurement Capability for Embedding and Driving Innovation

D5.2
Updated Dissemination and Communication Plan and Activities

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Abstract:	This Deliverable, D5.2, presents the updated PROCEDIN Dissemination and Communication Plan – a comprehensive and constantly updated plan for disseminating, communicating, and utilising the project's results. It details the tools, channels, and activities that are implemented throughout the project to ensure a successful and consistent representation of the PROCEDIN Project and its outcomes.	

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List of Abbreviations and Acronyms	
CA	Consortium Agreement
CE	Circular Economy
DC	Dissemination and Communication
DC-KPI	Dissemination and Communication Key Performance Indicator
DCO	Dissemination and Communication Objectives
DCP	Dissemination and Communication Plan
EC	European Commission
GA	Grant Agreement
GM	Green Mobility
EISMEA	European Innovation Council and SMEs Executive Agency
POI	Procurement of Innovation
WP	Work Package
IPTF	Innovation Procurement Task Force

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1 Summary

In this deliverable, D5.2, the PROCEDIN Project presents its updated Plan for Dissemination, Communication, and Activities (DCP). The DCP remains a dynamic and comprehensive document that details the tools, channels, and activities currently being utilised throughout the project to ensure effective and consistent visual representation of the PROCEDIN Project, along with its activities and outcomes, for successful dissemination of results. The DCP continues to outline the strategy, activities, and tools being employed to communicate with stakeholders at various stages of the project. This deliverable retains its significance in terms of the marketing success of the project and serves as the vital link between dissemination and communication activities across other Work Packages (WPs). The established set of rules and standards within the DCP continue to guide PROCEDIN partners towards effective communication with target audiences from the project's outset.

The DCP also distinguishes between communication and dissemination activities. **Dissemination activities** involve the public disclosure of project results with the objective of transferring knowledge and outcomes to targeted stakeholders. **Communication activities**, on the other hand, involve strategic and targeted measures to inform and promote project activities, actions, and results to diverse audiences, showcasing the impact and benefits of the European Union (EU)-funded project.

This deliverable consists of the following sections:

- **Chapter 1:** This chapter summarises the aim of this deliverable and provides an overview of this document.
- **Chapter 2:** The second chapter provides a brief introduction to the PROCEDIN project and its main objectives.
- **Chapter 3:** This chapter introduces the main objectives of dissemination and communication activities, their current status, as well as the methodology and approach used in designing the Dissemination and Communication Plan. Finally, this chapter paints an accurate picture of the PROCEDIN target audiences and ways to engage with stakeholders.
- **Chapter 4:** The fourth chapter offers an overview of the PROCEDIN Dissemination Strategy and presents expected outputs to be disseminated and the engagement strategy.
- **Chapter 5:** In this chapter, the PROCEDIN Communication Strategy is presented with a detailed description of the project visual identity and the channels and tools to be used. It also details on networking and liaison activities with other initiatives.
- **Chapter 6**: This chapter reflects on the importance of this document and upcoming activities.

The current PROCEDIN deliverable, crafted within the Dissemination and Communication Work Package (WP5), guarantees the comprehensive consideration and coordination of all communication and dissemination requirements emanating from diverse WPs and the project as a whole.

The strategy and plan for dissemination and communication undergoes continuous monitoring, and regular reporting throughout the project duration.

2 PROCEDIN Project Introduction

The adoption of (public) procurement of innovation (POI) practices – which bring together business and public sectors – relies on legal reforms, European, national and regional policies, growing

expertise, guidance, tools and case studies, and networks of early adopters. However, to drive deep, systemic change, the rate, scale, and scope of POI adoption must increase.

To accelerate POI in the specific domains of Circular Economy (CE) and Green Mobility (GM), in the context of European cities' innovation for sustainability and resilience agendas, this project will leverage existing resources and its members' pan-European professional networks, and initiate new provisions to enhance and mobilise POI motivation, knowledge, and skills.

The complex landscape of growing expertise, experience, and learning infrastructure will be mapped, and resources will be related to the varied needs of different stakeholder archetypes (defined by organisation type, extent of POI experience, etc.) to identify and address key gaps in provision. Special attention will be given to promoting enduring access to, and increased uptake of, POI guidance and learning resources for buyers and vendors, and building leadership capacity for driving and embedding innovation through strategic procurement.

2.1 PROCEDIN Project Objectives

Collectively, encouraging POI capability development and accelerating the growth of CE and GM innovation ecosystems are essential components to meet European Green Deal goals and priorities for societal resilience. The following **PROCEDIN's objectives** are carefully crafted with that in mind:

O1. To map, make more accessible, and promote the use of, POI development resources.

O2. To map and mobilise key POI stakeholders to accelerate and embed POI adoption.

O3. To develop, provide and promote uptake of guidance on legal frameworks.

O4. To facilitate procurement leadership in driving and embedding POI to generate dynamic innovation ecosystems.

O5. To disseminate project activities, resources and other outcomes throughout the duration of the project, via multiple channels to reach all stakeholder groups.

This deliverable focuses in more detail into all the activities that support the **objective O5**, as it concerns making a wide range of resources – covering more technical/procedural and 'soft skills' for cooperation and leadership – widely accessible, encouraging uptake through direct and systemic measures. Furthermore, it highly supports **objective O4,** as dissemination and communication activities address system-level development through procurement leadership.

Besides a direct link with D5.1, this Deliverable has a core **link to eight other deliverables** related to engagement, ecosystem development, dissemination, communication and impact: D1.1 Procurement of Innovation Buyers Resource Base; D1.2 Procurement of Innovation Vendor Firm Resource Base; D2.1 Accessible map of ecosystems, reporting on clusters' needs, capabilities and barriers to POI; D2.2 Engagement plan; D3.2 In person trainings and recorded legal trainings including legal framework and best practices; D3.3 Best practice compilation with navigation decision interface; D4.3 Engagement opportunities guidance with event; D5.3 Exploitation, replicability and sustainability (ER&S) Plan) and therefore links to **Milestones 2 to 9**.

3 Dissemination and Communication Plan

Dissemination and Communication (DC) of project results are one of the key activities to maximise their impact. The PROCEDIN dissemination and communication plan serves as a practical tool for efficiently developing and implementing dissemination activities with the overall objective of contributing to achieve the project expected impacts. The goal is to maximise the project impact by **facilitating use of POI resources** and other learning/training interventions among the targeted stakeholder groups. The aim is to create an environment where a stakeholder is i) knowing that the resource exists; ii) being able to access a relevant resource at the right time; iii) motivation based on perceived value.

The following are the focus points related to the communication of the benefits of the PROCEDIN results:

    I.   Identifying and organising the activities necessary for communicating the benefits of the PROCEDIN outputs and their positive impacts.

    II.   Communicating and disseminating the project's innovative results.

    III.   Raising citizens' awareness of the project's impacts on relevant policy areas and promoting the PROCEDIN results within the ecosystem.

Although dissemination and communication activities are complementary processes, they may overlap among audiences and communication channels. Acknowledging this aspect, this document discusses Dissemination and Communication separately.

The aim of these activities is to increase public awareness of the PROCEDIN project's activities and to publicly disclose its results within Europe and internationally. Additionally, the DCP is considered a crucial element in attracting the target audience's interest and encouraging them to adopt the PROCEDIN results. To achieve this, the consortium members capitalise on existing communication channels (e.g., those of their institutions) and their own reputation to raise awareness and promote new and unforeseen interactions with potential end-users.

3.1 Objectives of Dissemination and Communication Activities

The dissemination and communication strategies of PROCEDIN are closely aligned with the project's objectives and Key Performance Indicators (KPIs) (Table 8). To ensure adherence to these objectives and KPIs, particularly with regards to stakeholder engagement and exploitation activities, the DCP is designed to promote PROCEDIN and its accomplishments, while also engaging a broad audience and potential users by addressing their key concerns. The specific goals of the dissemination and communication efforts (DCO) are outlined in Table 1, while this document also provides the current overview of activities supporting those objectives.

Table 1. PROCEDIN Dissemination Objectives

DCO1	**Goal:** Raise awareness among the key sectors dealt by the project on the PROCEDIN's mission to encourage the Procurement of Innovation capability development; **Status:** Consortium has been leveraging existing communication channels and partners' reputations to promote the PROCEDIN results within the ecosystem, ensuring that stakeholders are aware of the project's objectives and the importance of POI capability development.

DCO2	**Goal:** Ensure decision-makers are informed about the project, inciting policy related uptake and spill-over; **Status:** PROCEDIN produced a white paper, and disseminated it to a broad audience, as well as policy makers. During the IPTF Conference, PROCEDIN will devote a whole session to addressing key concerns of policy makers.
DCO3	**Goal:** Foster synergies with other initiatives, capitalising on existing dissemination channels and networks to ensure efficient communication and understanding of PROCEDIN offerings; **Status:** PROCEDIN is a founding member of the Innovation Procurement Task Force, a group of projects poised to make a significant impact in promoting innovation procurement and driving progress in sustainability, resilience, and innovation.
DCO4	**Goal:** Introduce new patterns of conduct in the target groups and end-users of the project results and build networks of early adopters to start generating market demand for the PROCEDIN outputs; **Status:** One of the objectives of the IPTF Conference is aimed at building networks of early adopters and generating market demand for PROCEDIN-related outputs.
DCO5	Support the exploitation strategy by attracting potential users for the post-project market deployment of PROCEDIN offerings. **Status:** This has been supported by creating an environment where stakeholders know the resources exist, can access relevant resources at the right time, and are motivated to use them based on perceived value.

These specific dissemination and communication objectives have been defined to influence behaviour, develop opinion and to raise awareness of specific target groups, following these steps: **Why** – purpose of the DC action; **What** – the message/content that will be disseminated and communicated; **To whom** – the target audience; **How** – the method of dissemination and communication; **When** – the timing of the DC activities.

Dissemination and communication represent horizontal activities and concentrate on disseminating the results of the PROCEDIN project itself to a wide range of existing and/or potential audiences. The practical experience and guidance that will emerge from the project work will be of relevance to an array of stakeholders within the EC and beyond and will be of value across different sectors and internationally. Clear channels of communications between the project partners themselves as well as with a broader community will play a crucial role in the success of the project.

3.2 Methodology and Approach

The PROCEDIN DCP is developed collaboratively among consortium members to engage stakeholders (as identified in WP2, specifically D2.2) and increase the reach of outputs and knowledge generated by the project. The plan prioritises simplicity and consistency in communication, tailored to the specific needs of the target audience. Understanding user requirements and stakeholder features is critical to developing effective dissemination and communication strategies, ensuring that messages are delivered through appropriate channels. The approach involves outlining key activities and dependencies to maximise the effectiveness of the PROCEDIN, as listed in Table 2.

Table 2. Key Activities & Critical Questions

Activity	Critical Questions	Chapter
Targeting	Who is our target audience? What is our message?	3
Methods	How are we going to reach and engage that audience?	3 and 4
Content Development	What types of content does our audience find engaging? What outputs, results and activities can PROCEDIN offer?	5
Timing	When is the right time to reach our target audience?	5
Evaluation	How effective are our public outreach efforts?	5

The PROCEDIN strategy for dissemination and communication is a setup of activities classified on three different levels, depending on the type of action:

Dissemination for awareness is aimed at the general public and to those stakeholders that should be aware of the work of PROCEDIN, but do not require a detailed knowledge of the project.

Dissemination for understanding targets specific audiences and those stakeholders that may benefit from PROCEDIN results but are not directly involved in the project such as universities and research institutes, corporations as well as small- and medium-sized enterprises (SME).

Dissemination for action refers to a change of practice resulting from the adoption of the knowledge generated. The specific audience here are stakeholders to be clearly identified among the POI community, as well as policymakers and institutions in a position to influence and bring about change within their organisations and/or relevant sectors as well as to advocate for the exploitation of the PROCEDIN outputs.

To achieve more meaningful and worthwhile interactions with different target audiences, a set of general principles has been adopted and oriented towards the long-term sustainability of the project:

Long-term relationship building and raising confidence and trust. PROCEDIN builds respect and recognition, as well as cultivate trust in its ecosystem by leveraging sector-specific expertise and experience to market - the PROCEDIN offerings to the target audiences.

Individualised and multi-channel communication. PROCEDIN enhances interactions and foster closer links with its targeted audiences by delivering relevant and personalised messages, across various topics important to identified ecosystem stakeholders.

The PROCEDIN places a significant emphasis on **addressing gender issues** and ensuring language accessibility in accordance with established standards for gender and generation inclusivity. To avoid gender stereotypes, the communication materials and activities of PROCEDIN utilise proactive and inclusive language, including selecting images featuring women in active roles on the project website and other communication channels. Additionally, the DC team of PROCEDIN strives to avoid technical language and terminology wherever possible to increase the accessibility of project results to a broader audience.

3.3 PROCEDIN Ecosystem of Stakeholders

The success of the PROCEDIN depends not only on the deployment of its results, but also on its impact on relevant stakeholders. These stakeholders are defined as individuals or groups who have an interest in or are affected by the project. After the identification and classification of target stakeholders within WP2, WP5 is enabled to craft concrete and appropriate messages, communication

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tools and channels. It is also important to analyse the power structure among stakeholders to prioritise outreach efforts and account for shifting dynamics.

3.3.1 Target Groups and Engagement Strategies

In Deliverable D5.1, stakeholders have been strategically categorised into three primary groups to ensure focused and effective communication and engagement:

1. **General Audience** (GA): This group encompasses the broader European public, including citizens and stakeholders across various sectors, as well as individuals and entities engaged in related projects and other EU initiatives.
2. E**xternal Audience Directly Related to the Project Results** (EA): This segment includes public procurement professionals, particularly those seeking or currently in leadership roles, as well as members of the regulatory community, policymakers, European Commission administrators, national governments, and decision-makers. Additionally, it targets business development policy leads with a focus on eco-transitions, notably within the realms of Circular Economy and Green. This group also extends to university educators specialising in strategic procurement, entrepreneurship, sustainability, and relevant researchers.
3. **Audience in Connection with the Project** (PA): This category includes vendor firms, particularly SMEs and high-tech startups, alongside anchor institutions and large firms within Procurement of Innovation supply chains. It also encompasses other significant private buyers who are potential implementers of POI practices.

Following the detailed segmentation into new four distinct clusters as outlined in D2.1, structured approach was developed to dissect and thoroughly understand the varied participants within the POI landscape. Each cluster signifies a distinct role or function within this intricate ecosystem.

Table 3 defines the key audience profiles for the PROCEDIN, grouped into three target groups, along with the expected impact of communication activities.

Table 3. PROCEDIN Stakeholder Identification

Innovation Demand (Innovation Buyers):
Definition: This cluster comprises organisations or individuals, whether from the public or private sector, who have identified a need or desire for innovative products, services, or solutions to address particular challenges or meet specific requirements. **Role:** They act as the driving force behind the procurement of innovation, initiating the process by expressing their demand for novel solutions. **Importance**: Understanding the requirements and preferences of innovation demand stakeholders is critical for aligning innovation supply with market needs.
Innovation Supply (Innovation Providers):
Definition: This cluster encompasses a diverse range of entities, including SMEs, startups, spin-offs, universities, incubators, and technology centers. They are instrumental in the creation, development, and delivery of innovative products, services, or solutions. **Role:** Innovation suppliers play a pivotal role in bringing inventive concepts to fruition, contributing to research, development, and commercialization. **Importance**: Recognising the capabilities and contributions of innovation supply stakeholders is essential for fostering collaborations and ensuring a seamless flow of innovative solutions to meet demand.

Multipliers (Enablers and Facilitators):

Definition: This category includes a wide array of stakeholders, such as intermediaries, advocacy groups, associations, consultants, and policy formulators, collectively referred to as "multipliers." They serve as intermediaries or enablers, facilitating and strengthening innovation-related activities.

Role: Multipliers play a bridging role, connecting innovation suppliers with innovation demanders and providing various forms of support and expertise.

Importance: Their involvement is instrumental in overcoming barriers, promoting best practices, and creating an enabling environment for innovation in procurement.

Projects (Initiatives linked to Innovation Procurement):

Definition: This cluster is dedicated to specific initiatives, ventures, or projects that revolve around innovation procurement practices. Activities within this category encompass strategic formulation, market analysis, specification development, procurement process management, training, and impact evaluation related to procurement of innovation.

Role: Projects in this cluster are at the forefront of advancing POI practices, contributing to the development of methodologies, tools, and best practices.

Importance: These initiatives serve as exemplars and knowledge hubs, disseminating valuable insights and driving the adoption of POI approaches.

The following **Stakeholder Engagement Matrix** (Table 4) outlines the key stakeholder clusters, their roles, and the corresponding engagement strategies and activities. The engagement strategies and activities outlined in the matrix are indicative and may evolve throughout the project to align with stakeholder feedback and changing project dynamics. The goal is to create a dynamic and inclusive engagement environment that enhances stakeholder collaboration and supports the project's objectives.

Table 4. Stakeholder Engagement Matrix

Stakeholder Cluster	Role/Type	Engagement Strategy	Engagement Activities
Innovation Demand	(Public) Entities seeking innovative solutions and products.	Understand their specific needs and challenges. Showcase how POI can address needs. Facilitate connections with innovation supply stakeholders. Share resources for local capacity building.	Surveys and interviews to gather requirements and preferences. Webinars and workshops on the benefits of POI. Matchmaking events and community platforms to connect with relevant stakeholders.
Innovation Supply	SMEs, start-ups, universities, and technology centres.	Highlight their capabilities and innovations. Provide support for capacity building and collaboration.	Innovation showcases and exhibitions. Workshops on accessing procurement opportunities.

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		Encourage collaboration and networking.	Networking events and industry-specific forums.
Multipliers	Intermediaries, consultants, advocacy groups, associations, educators. Policy formulators, enablers of POI.	Facilitate knowledge exchange and best practices. Support the development of an enabling environment. Bridge connections between demanders and suppliers. Promote new approaches to capacity building.	Expert panel discussions and knowledge-sharing sessions. Policy dialogues and workshops on POI regulations and capacity building. Partnership opportunities with multipliers.
Projects	Initiatives focused on POI practices. Knowledge hubs and exemplars for POI.	Close collaboration and cross-fertilisation of project outcomes and lessons learned. Disseminate valuable knowledge, and promote capacity building. Advocate the adoption of POI methodologies and approaches.	Project showcases and impact evaluation presentations. Webinars and seminars on POI methodologies. Collaboration opportunities between project initiatives.

Further detailed information on Stakeholder Engagement, including strategies and methodologies for effective interaction with the categorized groups, is elaborately provided in Deliverable D2.2, which focuses on the development and implementation of engagement plans tailored to the needs and characteristics of each stakeholder cluster identified in the POI ecosystem.

3.4 Dissemination and Communication Procedures

The involvement of any partner in organised internal or external events or any dissemination activities related to the PROCEDIN project, must be internally reported, reviewed and approved by the PROCEDIN Project WP5 Leader (F6S). If dissemination activities include the project results protected through Intellectual Property Rights (IPR), review and approval of the PROCEDIN IPR manager will be required.

The DC procedure has been set up to:

I.   Produce high-quality PROCEDIN publications and presentations;

II.   Avoid overlaps and possible disclosure of restricted or confidential information; and

III.   Monitor and record the dissemination activities of the project appropriately.

Reporting: Any partner planning to participate in internal or external events or any DC activities related to the PROCEDIN project must first report their intention to the PROCEDIN Project WP5 Leader. This report should include the nature of the event or activity, the target audience, the proposed content, and any other relevant details.

Review: WP5 Leader F6S will review the report and assess whether the proposed activity aligns with the project objectives and overall communication and dissemination strategy. The review will also ensure that there are no overlaps or possible disclosure of restricted or confidential information.

Approval: If the proposed activity is deemed appropriate, F6S will approve it. However, if the proposed DC activities include the project results protected through Intellectual Property Rights (IPR), review and approval of the PROCEDIN IPR manager will be required.

Production: Once approved, the partner can proceed with producing the publication or presentation for the proposed activity. The production should meet the project's high-quality standards, including adherence to the project's communication and dissemination guidelines. If the proposed activity is an event, partners will be provided with a step-by-step detailed plan event organisation (planning, promotion, during the event, post-event). This plan is available in the internal repository and serves as a guide to ensure that all partners are aligned and consistent in their dissemination efforts for the event.

Dissemination: The partner can then disseminate the publication or presentation as planned, ensuring that it reaches the target audience effectively.

Monitoring and recording: WP5 Leader monitors and record the DC activities of the project appropriately. This helps to evaluate the impact of the dissemination activities and ensure that the project is meeting its communication and dissemination objectives.

The partners are regularly reminded about the existence of the **Event Report**, which is a form based on the continuous reporting on the project's dissemination and communication activities mandated by the European Commission. This report is distributed to all partners to ensure that they are aware of its importance and are equipped to submit it as required.

4   PROCEDIN Dissemination Strategy

Effective dissemination is crucial for the success of the PROCEDIN project. The resources developed through WP2, WP3, and WP4 will not be successfully utilised unless end-users and their development supporters are aware of them and motivated to use them.

It is essential to maintain continuous engagement with stakeholders from all groups in the POI community. PROCEDIN's dissemination efforts ensure that individuals and organisations representing all the target stakeholder groups are aware of the project's activities and the value of its outputs. Additionally, these activities facilitate the re-use of excellent elements from the PROCEDIN project.

The dissemination of information includes several key elements. Firstly, the purpose, objectives, value, and relevance of the PROCEDIN project is highlighted. To ensure differentiation and complementarity, attention is paid to other initiatives in the same field, including those covered by the current call, such as IPTF members. Messages about the project are periodically reviewed in light of project progress and external developments. Secondly, news, achievements, and results are disseminated, and partners showcase how PROCEDIN contributes to POI. Thirdly, PROCEDIN events and publications are organised to present the project's results. Finally, project assets, including the resource base and learning resources, are shared with stakeholders.

As set out in the Grant Agreement (GA)*,* **partners are obliged to communicate and disseminate the project and its results** by disclosing them to the public, if not stated otherwise. Specific provisions for dissemination (dissemination restrictions) are set out in the GA and the Consortium Agreement (CA).

Also, while performing the dissemination activities, according to the same document, the partners are required to respect the following:

1. **Open Access to Scientific Publication**, where each partner who plans to publish data in the relevant scientific medium must ensure open access (i.e., free-of-charge online access for any user) to all peer-reviewed scientific publications relating to its results. In particular, the partners must:

   a. As soon as possible and at the latest on publication, deposit a machine-readable electronic copy of the published version or final peer-reviewed manuscript accepted for publication in a repository for scientific publications. Moreover, the beneficiary must aim to deposit at the same time the research data needed to validate the results presented in the deposited scientific publications.

   b. Ensure open access to the deposited publication — via the repository — at the latest:
      i. On publication, if an electronic version is available for free via the publisher; or
      ii. Within six months of publication (twelve months for publications in the social sciences and humanities) in any other case.

   c. Ensure open access — via the repository — to the bibliographic metadata that identifies the deposited publication. The bibliographic metadata should be in a standard format and must include all of the following;
      i. The terms "European Union (EU)" and "Horizon Europe";
      ii. The name of the action, acronym and grant number;
      iii. The publication date, and length of the embargo period, if applicable; and
      iv. A persistent identifier.

2. **Open access to research data** (with respect to the digital research data generated in the action - "data"). In particular, the partners must:

   a. Deposit in a research data repository and take measures to make it possible for third parties to access, mine, exploit, reproduce and disseminate — free of charge for any user — the following:
      i. The data including associated metadata needed to validate the results presented in scientific publications, as soon as possible; and
      ii. Other data, including associated metadata, as specified and within the deadlines laid down in the 'data management plan'.

   b. Provide information — via the repository — about tools and instruments at the disposal of the beneficiaries and necessary for validating the results (and — where possible — provide the tools and instruments themselves).

3. PROCEDIN utilises the **Zenodo repository**[1] whenever feasible, for depositing both publications and data, while also offering tools to facilitate their linkage. Zenodo serves as the designated document repository for all public deliverables, promotional materials, non-scientific publications, presentations, and other pertinent materials.

The PROCEDIN Dissemination strategy follows the EU Guidelines for the successful dissemination of the HORIZON Europe project results as well as the obligation defined within the PROCEDIN Grant Agreement. The focus of the PROCEDIN dissemination-related activities is threefold:

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[1] https://zenodo.org/

- To disseminate the respective project results to the audience that may take an interest in the potential use of the results (i.e., researcher community, policy makers, etc.).
- To openly demonstrate clear economic, social and environmental benefits of utilizing PROCEDIN outputs with the targeted users.

As for the target audiences of the dissemination defined in Section 3.3.1, the PROCEDIN Dissemination Strategy is focused on i) the external audience directly related to the project results and ii) the audience in connection to the project. On the other hand, considering the defined level of the dissemination, the strategy is focused on dissemination for understanding and dissemination for action.

4.1 Dissemination Activities

Ensuring a dynamic interaction with the targeted audiences is crucial for achieving long-term impact and market uptake of the PROCEDIN project outcomes. PROCEDIN leverages the strong positioning of its partners, including their participation in initiatives, clusters, and platforms, as well as their active involvement in conferences and prolific content publications, among other efforts. This enables the project to reach and influence various target groups, with the support and coordination of the F6S as the WP5 leader. F6S also leverages its vast SME network to amplify the impact of the project results. The focus of the dissemination activities in respect to the timeline of the project are presented in Table 5.

Table 5. PROCEDIN Dissemination Activities Phases

Phase	Focus
Phase I (M1–M09)	Approach-oriented content: Promotion of the project objectives, and dissemination of existing knowledge related to procurement of innovation.
Phase II (M09–M24)	Result-oriented content: project intermediate and final results. Dissemination of the results and achievements.
Post-project period	Result-oriented content: project final results. Dissemination of the results, various analyses and assessments of the project results (mainly through publications and conferences).

Each partner focuses on attracting the interest of specific target groups, and all partners are requested to plan their dissemination activities accordingly. Additionally, partners report their achievements every month throughout the project, as compared to their planned activities.

The main dissemination activities of the PROCEDIN project are presented in the following subchapters to ensure that all partners are aligned and consistent in their efforts to disseminate the project outcomes effectively.

4.1.1 Conferences and Events

PROCEDIN partners actively participates and organises both virtual and physical international and local conferences/meetings to disseminate the project results and raise awareness around PROCEDIN activities and achievements. Each partner reports their involvement with PROCEDIN at conferences

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and events that they are attending or hosting (see 3.4). The types of activities and events that partners are expected to participate in and organise include: (i) conferences, industry events, exhibitions, and joint events with other H2020/HORIZON EU projects, and (ii) workshops, courses, seminars, and training sessions.

The project partners have internally created a comprehensive list of relevant events related to the PROCEDIN project. This list includes various conferences, workshops, seminars, and other events that are of relevance to the project's goals and objectives. The list is regularly updated by the partners to ensure that it remains current and relevant. Some of the events that have been attended and organised in the previous period are included in Table 6.

Table 6. PROCEDIN Conferences and Events

Partner	Event Name	Location	Date
HAA	Urban Agenda Partnership Meeting & Study Visit	Haarlem, The Netherlands	May 22, 2023
HAA	EXPANDEO 2023	Brussels, Belgium	June 13, 2023
HAA, GAB	Mayors Talk Event	Gabrovo, Bulgaria	July 10, 2023
PEDAL	Bratislava iProcureNet 2023 Advanced Security Procurement Conference	Bratislava, Slovakia	March 16, 2023
UT	IPSERA conference	Barcelona, Spain	April 3, 2023
UT, HAA	European Laboratory for Innovative Purchasing and Supply opening	Enschede, the Netherlands	March 23, 2023
UT	Future of Procurement Workshop	Enschede, the Netherlands	November 17, 2022
UT	Regional Collaboration Event UT	Enschede, the Netherlands	April 18, 2023
UT	Hard and Soft Skills of Purchasers	Rotterdam, the Netherlands	June 2, 2023
UT	Event "Your European Research Project: Erasmus+ Strategic Partnerships or Horizon Europe	Lyon, France	March 30, 2023
F6S, UT	European Innovation Ecosystems Workshop	Brussels, Belgium	January 26, 2023
F6S, UT	2023 InnoBuyer Conference: Procurement of Innovation	Online	March 21, 2023
HAA	European Week of Regions & Cities	Brussels, Belgium	October 11, 2023
HAA, PEDAL	Smart City Expo World Congress	Barcelona, Spain	November 7, 2023
UT	Colloquium on Public Procurement and Innovation	Pretoria, South Africa	November 13, 2023
HAA, UT, GAB	Procura+ Conference	Lisbon, Portugal	March 13, 2024
UT, F6S, HAA, PEDAL,	Research and Innovation Week 2024	Brussels, Belgium	March 19, 2024

4.1.1.1 IPTF Conference

The IPTF Conference epitomises the collective endeavours of the **Innovation Procurement Task Force** members, notably its three founding projects: **BUILD**, **PROCEDIN**, and **Health InnoFacilitator**, all of which are Horizon Europe Coordination and Support Action (HEU CSA) initiatives funded under the

HORIZON-EIE-2021-CONNECT-01-02 call for Building capabilities in innovation procurement. These projects are set to conclude in autumn 2024, culminating in the IPTF Conference as their collective final event, which was initiated by F6S. The focus of the conference is on **scaling-up innovation procurement in Europe** (Figure 1).

Figure 1. IPTF Conference: Save the Date and Pre-Registration Announcement

Spearheaded by PEDAL, the IPTF was established to synergise the strengths and initiatives of its members in the realm of Innovation Procurement. The goal was to establish a central reference point for stakeholders engaged in Innovation Procurement, aiding in their capacity building. The task force has since expanded to include four additional members from EC funded/supported, pan-European projects and initiatives: the **InnoBuyer** project, the **Urban Agenda** Partnership on Innovative and Responsible Public Procurement, the **Procure4Health** Project, and the **Prepare** Project. With expectations set for further growth, the founding member partners are also engaged in newly awarded HEU and Interreg projects, indicating their ongoing participation.

The IPTF Conference offers an unparalleled platform for individuals within the innovation procurement ecosystem to unite and delve into the pivotal challenge of scaling-up through a dynamic, three-part interactive programme:

- **Policy Perspectives on Scaling Up:** This segment will unveil a variety of insightful, provocative perspectives from IPTF partners through succinct presentations. These insights will undergo critical examination by policy experts before opening the floor to debates with attendees or panel discussions.
- **Capacity Building in Action:** Drawing from needs pinpointed earlier, this portion will highlight exemplary project outputs from PROCEDIN, Health InnoFacilitator, and BUILD. It aims to illustrate the application of resources and methodologies developed by these projects in fostering innovation procurement capacity building.
- **Learning Lab:** Adopting a World Café approach, this session invites all attendees to contribute their knowledge towards collaboratively formulating strategies for the accelerated adoption and scaling up of innovation procurement.

Throughout the conference, attendees will also have the opportunity to explore displays showcasing the objectives and achievements of the IPTF projects.

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For the purpose of the event and to ensure the long-term sustainability of the Innovation Procurement Task Force, F6S has developed and will continue to maintain **a dedicated website**[2]. This website serves as a comprehensive resource for information about the IPTF, its wide array of activities, and the initiatives of its project members. Additionally, it functions as the central hub for all details pertaining to the conference, including agendas, speaker bios, registration information, and more. Beyond these functionalities, F6S has also been instrumental in creating the **visual identity** for the event, ensuring a cohesive and engaging presentation that aligns with the goals and aesthetics of the IPTF.

4.1.2 Webinars, Lectures and Seminars

PROCEDIN has been organising a **series of webinars** on an ad-hoc basis, which are used to present the project milestones and activities. These webinars serve as an excellent platform to disseminate the project's findings, engage with stakeholders, and promote the procurement of innovation across Europe.

The webinars cover a range of topics related to the PROCEDIN project, including:

- Overview of the project's objectives, methodology, and expected outcomes.
- Innovative procurement practices and strategies.
- Success stories from the project, highlighting best practices and lessons learned.
- The role of education and training in promoting innovative procurement practices.
- The impact of innovation procurement on the European economy and society.
- The role of public-private partnerships in innovation procurement.

The webinars are organised by the project partners and/or in collaboration with other projects, and feature presentations by experts in the field of innovative procurement. The webinars are accessible to a wide range of stakeholders, including policymakers, procurement practitioners, academics, and industry professionals. They were also recorded and made available on the project's website, ensuring that stakeholders who are unable to attend the live event can still access the information.
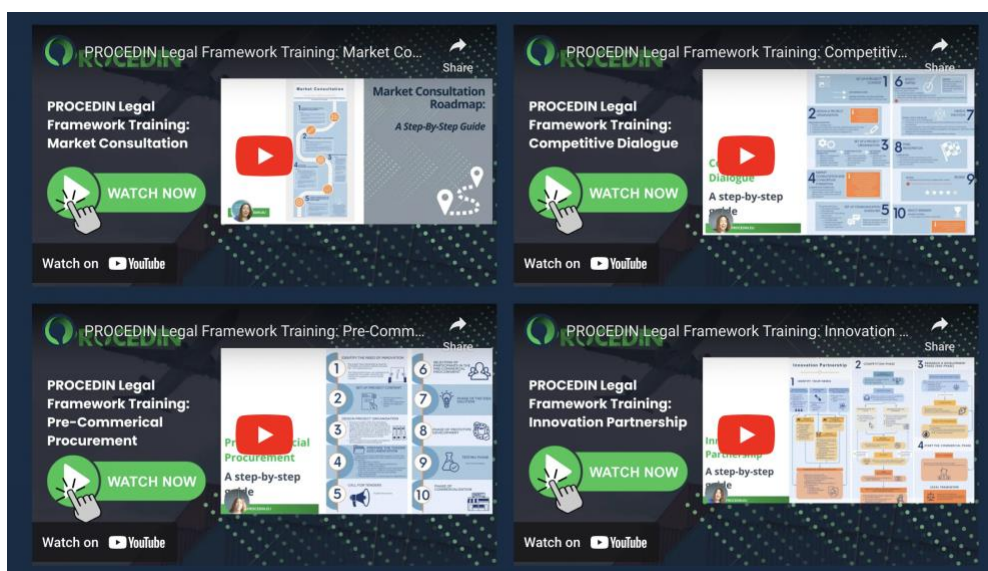

Figure 2. PROCEDIN Resource Bank: Legal Framework Training Sessions

PROCEDIN was set to organise two events with over 25 participants each, aimed at bringing together leaders of Procurement of Innovation in buying organisations, other POI stakeholders, and

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[2] https://iptf.eu/

universities. The objective is to promote and facilitate engagement among these groups, including civil society organisations if possible. Portions of the events will be recorded and edited, in order to produce informative extracts that can be made available with guidance to interested parties. Furthermore, GAB and HAA coordinated the delivery of legal assistance on innovation procurement through organising four editions of training sessions on legal frameworks (Figure 2) that are available within the project's Resource Bank.

Furthermore, F6S leads training sessions aimed at empowering SMEs and Start-ups with the necessary knowledge and tools to excel in the realm of innovation procurement (Figure 3). The primary objective of this planned series of four training sessions, is to equip startups and SMEs with vital knowledge and resources for effectively participating in innovation procurement processes, with a specific focus on unlocking the Business-to-Government (B2G) model. The target audience for this training session encompasses all SMEs and startups keen on utilising the B2G model to advance their objectives.

Figure 3. PROCEDIN SME Workshop Social Media Announcement

4.1.3 Publications in Journals

The first submissions to journals will take place when substantial results emerge from the project. The **scientific publications** will be offered with green or gold open access, which means they will be freely available to the public either immediately upon publication (gold) or after an embargo period (green). PROCEDIN will use Open Research Europe as an open peer review venue, which will facilitate open and constructive research discussions to enhance the quality and relevance of the project's results.

To achieve early and open sharing of research, PROCEDIN will use various strategies. First, the project will preregister research studies on an appropriate platform, such as the Centre of Open Science or aspredicted.org, and share time-stamped, read-only versions of publications. Second, PROCEDIN will upload open datasets on the Zenodo repository, which will allow other researchers to access and reuse the data. By using these strategies, PROCEDIN will ensure that its research is transparent, accessible, and reproducible.

In addition to scientific publications, PROCEDIN also publishes **non-scientific reports** to present project results and outcomes to a broader audience. For instance, a **white paper** on *Enabling*

Procurement of Innovation: Leadership and Capacity Building in Cities[3] was published as a non-scientific report with a wider dissemination plan, which includes sharing the report with relevant stakeholders, such as policy makers, practitioners, and other interested parties.

4.1.4 PROCEDIN Project Video

PROCEDIN developed a two-minutes **explainer video[4]** to showcase the project and its objectives. The video highlights the main features of the project and its expected impact. It was produced in collaboration with a professional video production company to ensure high-quality production values.

The video was made available on the PROCEDIN website and shared via social media platforms (Figure 4) to reach a wider audience. The video serves as a valuable tool to raise awareness about the project and attract potential stakeholders and partners.

Figure 4. PROCEDIN Explainer Video: YouTube Screenshot

The promotional animated video for PROCEDIN was designed to engage stakeholders, policymakers, industry professionals, and anyone interested in innovation procurement and sustainable development. With an informative yet inviting tone, the video aimed to inspire viewers with the promise of great accomplishments. Set to instrumental music in a semi-formal corporate/education style, the video portrayed PROCEDIN's mission to boost Innovation Procurement Capability, foster Circular Economy and Green Mobility, and create dynamic innovation ecosystems. Through a clear and simple narrative, it highlighted the project's objectives and the positive impact it aimed to achieve in these domains. Ultimately, the video encouraged the audience to become involved and follow PROCEDIN's transformative journey towards a more sustainable future.

4.2 Partner Roles and Responsibilities

All **PROCEDIN partners engage in communication and dissemination activities** at both consortium and partner levels, as an integral part of their respective Work Packages and areas of expertise.

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[3] https://procedin.eu/wp-content/uploads/2024/02/PROCEDIN_D2.3_v1.0_.pdf
[4] https://www.youtube.com/watch?v=nZvikoyU1KQ

Partners collaborate closely to identify and organise relevant activities, and work together to engage with target audiences, relevant projects and initiatives.

To maximise the impact of PROCEDIN, partners are encouraged to integrate dissemination and communication actions into all project activities, and to share success stories and good practices to create synergies with other partners and reach a wider audience. Partners are also encouraged to **actively engage with local and national media outlets** (such as press, radio, and TV), and offer interviews, visits, and demonstrations to showcase their work. F6S innovative communication team leverages this information and a strong experience in community building to deliver a high-impact strategy to promote, communicate, and disseminate research activities and achievements, maximising sustainability of projects' results.

In addition, partners leverage existing press offices at their organisations, such as those found at universities, to help identify and contact media outlets and generate interest in the project.

4.2.1 Partner Obligations and Public Deliverables

In accordance with the GA, partners have the **obligation to communicate and disseminate the project** and its results to the public, adhering to specific provisions for dissemination (dissemination restrictions) outlined in both the GA and the CA.

Deliverables marked as public are available as downloads on the project website, after receiving approval from the Management and Quality Plan (D6.1) and the European Commission. Dissemination and communication of results from deliverables classified as either confidential or restricted require approval from the consortium or the involved partners prior to release.

To ensure effective communication and dissemination of the project results, partners have specific responsibilities, as defined below:

- All partners dedicate efforts to communication and dissemination activities through the channels and tools outlined in the project's communication plan.
- The dissemination lead (F6S) supports partners in implementing these activities.
- All partners are responsible for providing content related to their project activities for use in different channels, including blog posts on the project website.
- The development of the project newsletters is the responsibility of F6S, with partners providing information and content related to their project activities.
- The management of social media networks is the responsibility of F6S.
- All partners are responsible for actively interacting with the project's social media networks.
- All partners are responsible for reporting their communication and dissemination activities.

5   PROCEDIN Communication Strategy

The PROCEDIN project continues to implement its communication strategy throughout the project duration. The strategy aims to showcase the project's impact and benefits to its target audiences. To achieve this, a funnelled approach, similar to a marketing funnel, is adopted to ensure wide, but targeted communication. The strategy employs a mix of communication means, including different media and activities, to reach distinct target audience groups.

A coherent approach, including a **common visual identity**, was adopted and has been utilised to synchronise communication activities by the whole consortium. This ensured that appropriate media and formats with a custom audience-tailored message are used, maximising the impact of the

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available resources during the project. The project uses easy-to-understand visual content to make ideas and benefits practically recognisable to a wide audience. This approach helps to increase the curiosity of future end-users, who are guided to more comprehensive knowledge and resources on solutions and services.

The project customises its material and communicate it to different target audience groups, with the aim of building and sustaining a community of engaged stakeholders. The project collects useful knowledge from project deliverables, interactions with partners, and other target audiences, case studies, and partner publications. This knowledge is conveyed via PROCEDIN communication networks to help promote the project's achievements.

PROCEDIN also engages in broad communication through the **Urban Agenda** Partnership network and during the Urban Agenda Partnership meetings to increase its visibility and reach within the relevant communities.

5.1 PROCEDIN Channels and Tools

PROCEDIN created and makes use of main communication tools and channels including online, offline and interactive (face-to-face) ones that are implemented by the PROCEDIN partners to achieve an efficient and effective interaction with the different stakeholders. Some resources are of general intent, whereas some are geared to particular target groups. Building on the knowledge and diverse engagement of PROCEDIN partners with their audiences, PROCEDIN concentrates on the usage of unique communication channels that project partners successfully utilise for their day-to-day interactions with different audiences.

5.1.1 PROCEDIN Visual Identity

An integrated and consistent visual identity underpins all communication products and tools and forms the basis for a commercial brand. The visual identification (logo and style) of the project has enabled external audiences to clearly perceive PROCEDIN and contribute to the awareness of the project by having a **coherent identity** from the very beginning of the project. All the dissemination and communication tools (project website, Twitter account and LinkedIn page), materials (presentations, posters, roll up, documents, letters, etc.) and deliverables, employ the visual identity developed for the project, guaranteeing a professional and consistent look.

5.1.1.1 PROCEDIN Logo

The development of a visual identity and a project logo ensures project outputs are consistent and easily recognisable. F6S provided several proposals for the PROCEDIN Logo, which all partners commented and voted upon. F6S had the selected logo vectorised and presented a brand book with a clear logo concept and a colour Pantone. The PROCEDIN Logo is presented in Figure 5.

Figure 5. PROCEDIN Logo

The selected project logo aims to promote sustainable and circular practices, therefore, it was important to have a logo that accurately represents these areas of focus. The lightbulb shape

incorporated into one of the letters in the logo represents the knowledge generation and sharing that will occur throughout the project. As the project aims collate and appraise relevant existing POI learning resources, and develop new resources, the lightbulb shape also symbolises the creativity and innovation involved in these processes.

5.1.1.2 Colour Palette

In PROCEDIN, colour is a crucial visual element for effectively communicating and representing the project brand. The selection of colours (Figure 6) was inspired by the original logo and elements within the PROCEDIN ecosystem, and they represent the project at the highest level. These colours are present in all communications to ensure a cohesive PROCEDIN image or visual story.
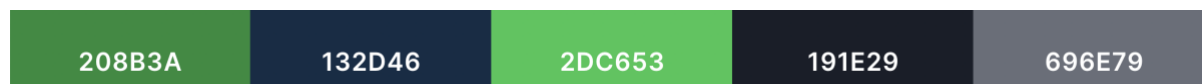
208B3A	132D46	2DC653	191E29	696E79

Figure 6. PROCEDIN Colour Palette

The **primary colour palette** consists of #208B3A (Forest Green) and #132D46 (Elephant), representing the project's commitment to creating a greener future and promoting environmental sustainability through Circular Economy and Green Mobility practices. Additionally, a few **secondary colours** were defined to provide more flexibility to the visual elements and eliminate any potential contrast issues, such as #2DC653 (Mountain Meadow), #191E29 (Mirage) and #696E79 (Nevada).

5.1.1.3 EU Funding Acknowledgement

Across all outputs of the PROCEDIN project, and accompanying the logo, a text concerning the source of the project's funding will be provided along with the European flag, as shown in Figure 7.

Figure 7. EU Funding Acknowledgement

In addition, any dissemination of results must indicate that the:

Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Innovation Council and SMEs Executive Agency (EISMEA). Neither the European Union nor the granting authority can be held responsible for them.

5.1.1.4 Document Templates

The PROCEDIN consortium partners were provided with a Deliverable Template in Word (Figure 8) and a PowerPoint template (Figure 9) to ensure uniformity and a distinctive visual identity in all project documentation throughout its duration. These templates are accessible through the intranet file repository system. If necessary, the Communication Manager will create additional presentations to be used in project activities. To present the project or its results at internal or external events, partners are expected to use the PROCEDIN PowerPoint template. Examples of the templates are displayed in the figures below.

Figure 8. PROCEDIN Deliverable Template

Figure 9. PROCEDIN PowerPoint Template

5.1.1.5 Visuals and Graphics

Several templates and visuals (Figure 10) were prepared to present the project on social media channels, and later enhanced. The visuals are being developed according to each channel's needs, using the PROCEDIN visual identity. Project elements are present in every template, to maintain coherence throughout all communication efforts.

It is highly important to create strong, unique visuals that are appealing, in order to ensure that the project's message is heard and seen throughout all the platforms.

Figure 10. Social Media Visuals Examples

5.1.2 PROCEDIN Online Presence

5.1.2.1 PROCEDIN Website

The internet is an essential information source and a vital communication channel. PROCEDIN has already **developed its website[5]** (displayed in Figure 11) **and launched the initial version during M2**. The website serves as the primary interface for engaging with the public and caters to the diverse target audiences of PROCEDIN. Users can easily navigate to their area of interest on the website, which contains crucial information about the project and will continue to be updated regularly.

Figure 11. PROCEDIN Website Landing Page

The PROCEDIN website is a crucial management tool that enhances the dissemination and communication of project activities and outcomes to stakeholders at all levels, including the general public and local citizens. F6S manages the website, and all partners contribute to updating its content. The website provides information about the project's objectives, solutions, scope, partners, and expectations, as well as downloadable promotional material, deliverables, PowerPoint presentations, and videos.

Currently, the website is a crucial platform for showcasing significant findings and success stories. The website's management ensures that its content remains contemporary and features up-to-date news relevant to the project's objectives.

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[5] https://procedin.eu/

The **Privacy Policy**[6] together with the **Terms of Use**[7] have also been included in the PROCEDIN website, set for the general rules and policies governing the visitors' use of the website.

The website has direct access to social networks by clicking on the icons situated in the footer of the website. In this way, it will be easy for every user to participate when the website is visited. To achieve the most efficient **updates/changes** on the PROCEDIN website, the consortium is set to follow the **instructions** that are detailed below:

- Updates and changes requested by email: a description of the required integration/change should be given in an attached file in .docx format (not in the text of the request email);
- If the integration/change refers to documents or files to be uploaded in the public website, these must be attached to the e-mail;
- The description should contain a clear distinction of the type of the requested integration/change, specifying which part(s) of the website need(s) to be changed, providing the link(s) of the webpage(s) to be upgraded;
- The use of abbreviations should be avoided; however, if included, abbreviations must be made explicit, at least the first time they are quoted in the description of the required integration/change; and
- Events to be integrated in the Events Section must be sent with all the necessary information (date, title, location, program and link), to provide a homogeneous level of details and information content.

Given the nature and progress of the activities during the project lifetime and related information, the PROCEDIN website is to be continuously updated and populated with relevant content.

5.1.2.1.1 PROCEDIN Resource Bank

Figure 12. PROCEDIN Resource Bank

The PROCEDIN Resource Bank[8] represents an initiative designed to foster the growth and development of the circular economy and green mobility. Developed through the collaboration of consortium partners, this Resource Bank (Figure 12) seeks to fill a critical gap in the accessibility and dissemination of knowledge and resources in these rapidly evolving fields.

As described in D1.1 and D1.2, the primary aim of the PROCEDIN Resource Bank is to streamline the access to a wide array of development resources, including training materials, best practices, case studies, and more. The consortium partners have recognized the significant challenge posed by the complex and fragmented landscape of existing resources. The Resource Bank centralises these materials, and simplifies the search process for learners and practitioners and also enhances the effectiveness and impact of learning and implementation in the sectors of circular economy and green mobility. The page is organised to facilitate easy navigation

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[6] https://procedin.eu/privacy-policy/
[7] https://procedin.eu/terms-of-use/
[8] https://procedin.eu/resources/

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and access to a diverse range of high-quality resources. These resources span several categories, tailored to different aspects and needs of project stakeholders.

5.1.3 PROCEDIN Social Media Channels Mix

To expand its reach and establish effective two-way communication channels, PROCEDIN project aims to have a strong presence on social media channels. The project focuses on using social media channels that its partners have been using successfully to communicate with their users and stakeholders, ensuring maximum usability and exploitation. The content has been updated continuously, and partners share posts to support the flow of news. PROCEDIN partners use their social media channels mainly for special occasions.

To achieve this, the project has established a LinkedIn page and a Twitter (X) account. The team has researched relevant hashtags and already started using some, including: #InnovationProcurement, #CircularEconomy, #GreenMobility, #Sustainability.

5.1.3.1 Social Media and Other Channels

The **PROCEDIN LinkedIn Page**[9] is used to deliver content to particular industries, companies and researchers, as it is a platform for business networking with over 433 million members. It is a space open to anyone who wants to know about PROCEDIN's outputs, opportunities, express their views, ask questions, and engage more deeply with the project. Posts are shared two or three times a week, and the frequency increases during critical phases such as events and result sharing. Content for LinkedIn is generated by F6S and contributed by partners.

The **PROCEDIN Twitter (X) account**[10] is used to provide accurate, new, and carefully selected information to all interested parties in a light and engaging manner. The content is both meaningful and interesting, and create a community around the topics associated with the project. This ensures that PROCEDIN's message is delivered to the right audiences through a well-defined network and community. The frequency of posts/reposts is two to three times per week throughout the project, increasing during critical phases such as events and results sharing. Content creation is sustained by F6S as well as contributions from the partners.
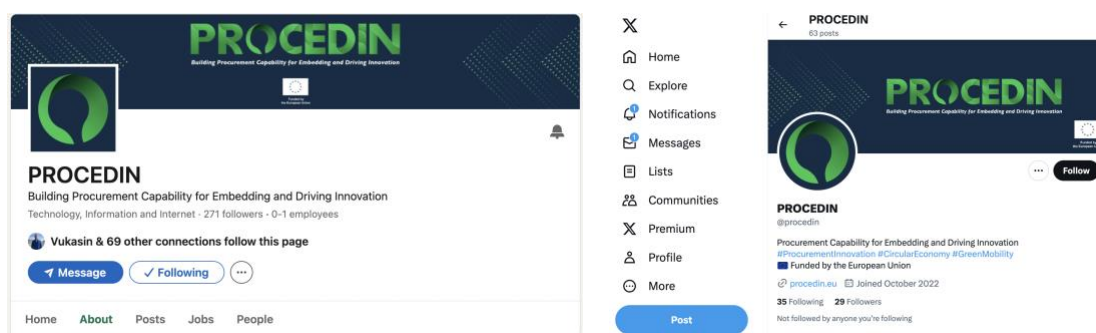
Figure 13. PROCEDIN LinkedIn and Twitter (X) Accounts

Besides Twitter and LinkedIn (Figure 13), PROCEDIN utilises various channels to communicate with its audiences, including email, meetings, training events, distributing important news, sending press releases, inviting engagement, and doing presentations. Partners target relevant online newsrooms with articles and contributions, as well as offer interviews. PROCEDIN also targets **relevant EC**

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[9] https://www.linkedin.com/company/procedin/
[10] https://twitter.com/procedin

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channels such as newsrooms and blogs, and makes contributions to the coordinated dissemination portal as part of the collaboration with other support actions.

PROCEDIN also created and maintains its own **YouTube**[11] channel (Figure 14) that aims to disseminate all the video material the project gathers.
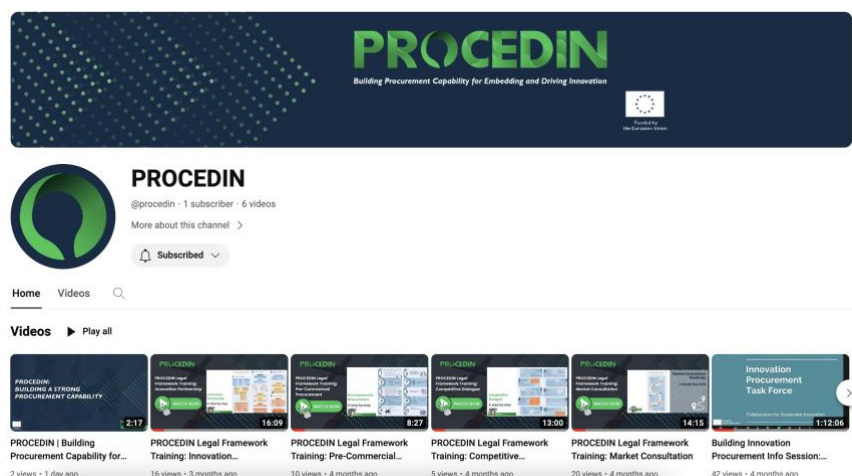

Figure 14. PROCEDIN YouTube Channel Screenshot

5.1.3.2 Content Types

The main goal of the project's content marketing strategy is to assist the target audience in their decision-making process regarding the use of PROCEDIN outputs. To achieve this objective, various forms of content are created as outlined in Table 7.

Table 7. PROCEDIN Types of Content

Attract	Engage	Maintain	Galvanise
Educational content about the project scope and objectives, partners' presentations, partners' testimonials	Blog posts, articles, success stories, case studies, Interviews and showcase of results and key findings	Email marketing, social ads and retargeting initiatives	Events, training sessions, workshops, conferences, etc.

5.1.4 Innovation Procurement Task Force Newsletter

Besides having its Newsletter, the consortium explores the possibility of collaborating on a joint newsletter with the **Innovation Procurement Task Force** (see 5.2.1), which would bring several benefits. The goal of having a joint newsletter is to increase the reach and impact of POI-related projects.

Furthermore, having one newsletter with all the related content instead of several separate newsletters would reduce the risk of audience saturation. This means that readers would be more likely to read and engage with the newsletter if it contains all the relevant information from both projects in one place. Newsletter will be managed by F6S, and released more or less every 3 months

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[11] https://www.youtube.com/channel/UCL8hYu5HjvouMQ93MXT5D8w

(starting with M18, M21, M24). These will be carefully designed to be appealing and engaging, maximising their reach, and assuring that the opening rate is high, and the bouncing rate is low.

Currently, website visitors may subscribe to the project's newsletter (Figure 15). Anyone will also be able to unsubscribe at any given point from the Newsletter (through a link provided in each issue of the newsletter) and all the collected data will be stored and saved in accordance with the GDPR compliance. This data will not be accessible to other third parties.

To stay engaged and competitive in interactions, PROCEDIN and project partners take into account the following:

- Responsive email design for better engagement: Mailchimp, a real-time e-mail marketing automation platform will be used to design and distribute responsive, targeted e-mail campaigns, with the enhanced reading experience. Additionally, the platform will facilitate reporting and analytics.
- Dynamic customisation and personalisation: The e-mail double opt-in form on all three projects' website will require only an email address.
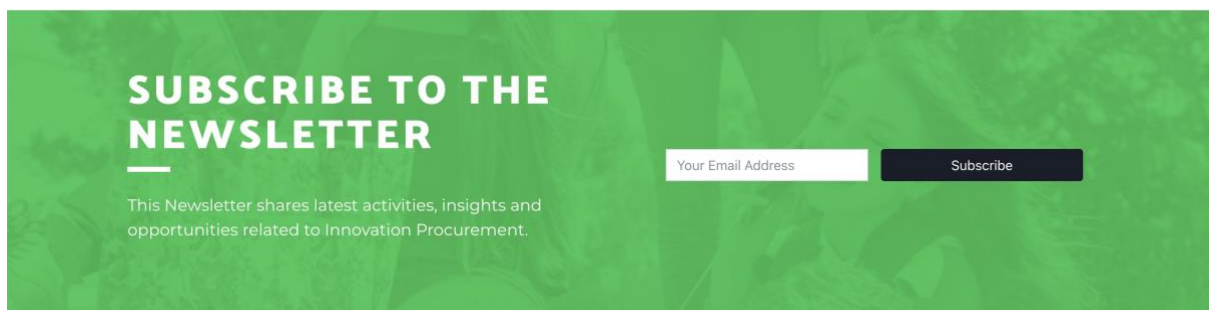

Figure 15. Innovation Procurement Task Force Newsletter Subscription Form

The newsletters created by the Innovation Procurement Task Force will be disseminated through multiple channels to ensure maximum reach and engagement. They will be shared with subscribers via email and posted on various social media platforms. In addition, an archive of all the newsletters will be available on the website's news section to enable easy access for interested parties.

To further expand the audience and encourage stakeholder engagement, Innovation Procurement Task Force partners will be urged to share the newsletters with their own networks of contacts, in order to reach as many people as possible and generate interest and discussion around projects.

5.1.5 PROCEDIN Promotional Material

5.1.5.1 Mass Media Communication and Press Releases

The PROCEDIN project has been producing **press releases to communicate relevant news** and updates to regional, national, and European electronic media. The targeted media platforms and journals include those in the procurement of innovation communities. Partners are encouraged to distribute the press releases to media within their regions and countries, as well as to their professional networks and websites. Three press releases (on project kick-off, resource mapping, and the IPTF Conference) have already been published, and a continuous cooperation with press and media is promoted by all PROCEDIN partners.

To reach a wider audience, local, regional, and national newspapers, journals, and magazines covering procurement of innovation are utilised to inform readers about PROCEDIN project objectives,

activities, and achievements. The information is written in the national language of each partner in a scientific jargon-free style, allowing the respective audience to understand the project's objectives and benefits. All press releases are available on the PROCEDIN project website under the News Section.

5.1.5.2 Printed Materials

Figure 16. PROCEDIN Leaflet

PROCEDIN has developed various promotional materials in print and digital form to effectively reach out to its target audience. The project recognises the **environmental impact of printed materials and encourages partners to share digital versions whenever possible.**

An A3 info poster in English has already been designed to explain how PROCEDIN's target groups can benefit from its solutions and services, as well as an adapted A5 Leaflet (Figure 16). The poster can be translated into other languages while keeping the message as close as possible to the original text. An editable file is available on the project's intranet file repository system.

In addition to the info poster, PROCEDIN may also produce other materials like postcards, stickers, folders, notebooks, and t-shirts upon request. These materials are distributed at relevant events and printed by partners locally using the recommended layout and design suggestions to maintain consistency.

PROCEDIN also designed a roll-up banner stand for display at its events and other external events related to the project. A 1-pager flyer was produced until M12 to explain the concepts of PROCEDIN, which will be updated by the end of the project to showcase the outcomes and results.

As the project matures, more attractive and comprehensive materials like reports, factsheets, policy briefs, posters, and exhibition materials may be created to further disseminate the project's results and outcomes.

5.2 Networking and Liaison with Other Initiatives

PROCEDIN project partners use networking and informal personal meetings to disseminate the project's activities and outputs beyond their involved territories. In addition, official PROCEDIN presentations are used whenever possible to present the project results and activities at different stages of project development.

PROCEDIN actively promotes its activities and gather regular information and news related to procurement of innovation by monitoring and collaborating with relevant online media blogs, news portals, publications and other media outlets. The project also established close ties with other relevant initiatives under EU-funded, international or national programmes to achieve higher awareness and impact on the target groups (Task 5.2).

To further support this purpose, PROCEDIN partners consider participating in each other's events and organising common events. Close linkages are established on both centralised and decentralised

project levels to enhance collaboration and cooperation between partners. This enables the project to reach a wider audience and maximise its impact in the scientific and engineering communities.

Aside from the world-class platforms provided by F6S and PEDAL, the consortium partners have active involvement in several established networks that they can fully utilize. Specifically, HAA, GAB, and UT are members of the **Urban Agenda Partnership[12] for Innovative and Responsible Public Procurement (IRPP)**, with HAA as the coordinating member.

5.2.1 Innovation Procurement Task Force

PROCEDIN, BUILD[13] and Health InnoFacilitator[14] projects have launched the Innovation Procurement Task Force, a collaborative initiative aimed at **supporting procurement in innovative areas** such as the circular economy, green mobility, and healthcare. The task force was enforced with other EU-funded projects, each with a unique focus and approach to innovation procurement, such as **InnoBuyer, PROTECT and Prepare** projects. In April 2023, an inaugural and fruitful webinar (Figure 17) was opened to Public and Private organisations, as an opportunity to present the four European Union-funded projects that make up the Innovation Procurement Task Force. There was also space to find synergies and valuable collaborations between the Projects and the participants that joined the informative session.

Building Innovation Procurement Info Session: Meeting Insights

Figure 17. IPTF Inaugural Webinar

With expectations set for further growth, the founding member partners are also engaged in newly awarded HEU and Interreg projects, indicating their ongoing participation and ensuring the sustainability of the created synergy.

The Innovation Procurement Task Force is important because it provides a platform for cities, businesses, and organisations to collaborate and drive progress in innovative areas. These entities can leverage each other's strengths and expertise, and by working together ultimately leading to more sustainable and resilient communities. The EU-funded projects that form the task force play a critical role in fostering innovation procurement and helping to realise these important goals. Furthermore, **Urban Agenda Partnership** is also part of the Task Force, helping and supporting cities in resolving the

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[12] https://www.urbanagenda.urban-initiative.eu/
[13] https://www.build-procurement.eu/
[14] http://www.innofacilitator.eu/

Sustainable Development Goal (SDG) challenges. In addition to the SDGs, the Partnership aims to achieve an EU Green Deal by using Public Procurement to realise a sustainable future.

In addition to the individual initiatives of each project, the Innovation Procurement Task Force also regularly collaborate on **joint activities and communications**. This includes the **organisation of the IPTF Conference** (see 4.1.1.1), an unparalleled platform for individuals and entities within the innovation procurement ecosystem to unite and delve into the pivotal challenge of scaling-up through a dynamic and interactive programme. Furthermore, IPTF also focuses on the creation of **a joint newsletter** (see 5.1.4) to share updates, best practices, and success stories in the area of innovation procurement. The newsletter will be a valuable resource for all stakeholders looking to learn more about the latest developments in this field.

Joint activities are an integral part of the task force, with each project working together to organise workshops, webinars, and other events aimed at promoting innovation procurement. These activities provide opportunities for participants to network, exchange ideas, and learn from one another, furthering the goals of the task force and advancing the field of innovation procurement.

5.3 Timeline of Communication and Dissemination Activities

Communication and dissemination activities are planned in accordance with the stage of development in the project. Although a number of communication actions took place during the first half of the project, the most significant dissemination activities take place as intermediate and final outputs are available. The dissemination will follow the **AIDA model:**

- **A**wareness to attract the attention of the target audience;
- **I**nterest of the target audience;
- **D**esire of the target audience to know more about the project; and
- **A**ction to lead the target audience toward their engagement.

According to this principle, three phases are considered:

- **Initial phase (Awareness):** this phase was focused on increasing the visibility of the project and mobilising stakeholders and multipliers. At this phase, the main activities were related to the implementation of the communication/dissemination tools (website, social networks and visual identity), preparation of dissemination material, general presentations of the PROCEDIN project, the distribution of publishable abstracts and progress resumes.
- **Intermediate phase (Interest/Desire):** focused on disseminating available initial data and results. Each partner contributed at specific levels according to their expertise and technical activities focused on informing and engaging the target stakeholders when preliminary results were available. The project results and their future applications were presented in media and events to specialise the audience with the objective of stimulating the interaction with the POI community and determining the expectations of the stakeholders.
- **Final phase (Action):** focused on encouraging further exploitation of the PROCEDIN outcomes (transfer to sectors other than CE and GM, market of new products, replicability). At this phase, the results of the validation of the PROCEDIN approach and the transferability analysis will be presented in journals, conferences and relevant events.

The provisional timeframe of the PROCEDIN CDP in relation to the project objectives, impacts as well as implementation and exploitation activities are presented in Figure 18. As can be seen, the dissemination activities are envisioned as an ongoing dialogue with the potential PROCEDIN result

users during both the project and the period after the project is finished. Logically, the dissemination activities are more weighted towards the second half of the project as the first outcome of the PROCEDIN results is being developed and tested. On the other hand, communication activities follow the timeframe of the project – from the M1 to M24.
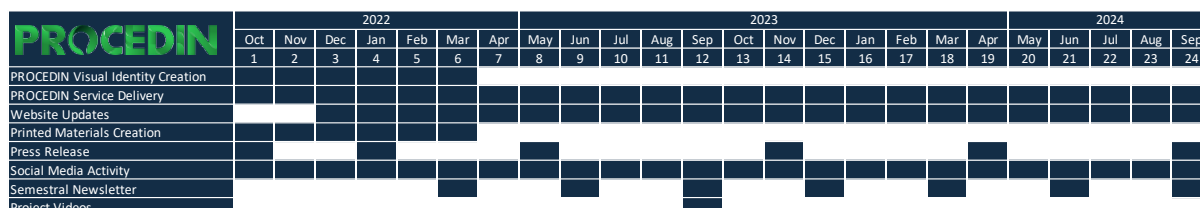

Figure 18. Gantt Frequency of PROCEDIN Dissemination and Communication Activities

5.4 Monitoring of Communication and Dissemination Activities

Monitoring is the continuous and systematic process carried out during the project, which generates data on the implementation. To achieve the successful implementation of Dissemination and Communication activities, and fulfilment of the relevant objectives, a systematic monitoring has been carried out throughout the project implementation.

The impact of the PROCEDIN communication activities is monitored on an ongoing basis and reported in the relevant deliverables (D5.2 Updated Dissemination and Communication Plan and Activities – M18; and partially in D5.3 Report on ecosystem building and impact report – M24). To give a complete overview of all the activities performed, **PROCEDIN plans to update this deliverable in M24.**

The monitoring system (Table 8) provides evidence on whether the PROCEDIN Dissemination and Communication Plan is being implemented as initially planned and scheduled.

It will also address possible implementation problems and identify whether further action is required to ensure that objectives are met. Emphasis is given on the pre-assessment of information needs, on the monitoring frequency and the method of collecting evidence.

Table 8. Dissemination and Communication KPIs

DC-KPI #	Key Performance Indicators Description	KPI Indicator	Status
DC-KPI 1	Number of presentations at events linked to the established network	>3	3
DC-KPI 2	Number of presentations at events hosted by contacts made during the project	>2	6
DC-KPI 3	Number of website visits/downloads per day after year 2	25	12
DC-KPI 4	Period (in months) of sustained web presence after project completion	18	60
DC-KPI 5	Number of participations at online and in-person events	2+2	5
DC-KPI 6	LinkedIn account launched and active for (at least) the duration of the project	M3	M1
DC-KPI 7	Number of social media posts	100	120
DC-KPI 8	Number of developed videos about PROCEDIN	1	1
DC-KPI 9	Number of press releases	6	3
DC-KPI 10	Each partner disseminates the press release locally to their collaborators and networks	5x6	5x3

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DC-KPI 11	Number of white papers published online and widely promoted	1	1
DC-KPI 12	Number of academic articles	1	0
DC-KPI 13	Number of legal framework trainings, in person and delivered online, including best practices	4	4
DC-KPI 14	Number of workshops, in person or online, for SMEs and start-ups	1	0
DC-KPI 15	Number of edited versions of online sessions posted to the website	5	4
DC-KPI 16	number of stakeholders reached and engaged during PROCEDIN via dissemination and communication activities as well as events	500	1200

6 Conclusion and Next Steps

This deliverable (D5.2) presents the updated PROCEDIN dissemination and communication plan, which is a comprehensive and dynamic document that outlines the methods, channels, and activities that are implemented during the project to ensure broad acceptance and sustainability of the PROCEDIN Project.

The document provides a detailed description of the strategy, tools, and activities that are used to communicate with different stakeholders, along with the timing of each activity throughout the project's lifespan. The Consortium suggests that this document is reviewed periodically to ensure that it includes the most current information and opportunities for disseminating and communicating project updates. The final update of this document is set for M24.

As the project progresses, the strategies and methods outlined in the dissemination plan were evaluated, and updated and improved where necessary. Since the project is entering its final stages, the dissemination plan is considered a living document that will go through multiple iterations as new dissemination opportunities arise. This means that the dissemination plan evolves over time, especially with the discovery of new events and opportunities suitable for disseminating information about the project.

The impact of the PROCEDIN communication activities is monitored on an ongoing basis and will be reported in the upcoming update of this deliverable, that is due M24.