



D8.1

Initial Dissemination and Communication Plan

Lead beneficiary: IHOBE

Due date: 31.07.2020 (M3)

Type of deliverable: R

<i>Dissemination level</i>		
PU	Public	X
PP	Restricted to other programme participants	
RE	Restricted to a group specified by the consortium	
CO	Confidential, only for members of the consortium	

The project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 869336.

The content of this report does not reflect the official opinion of the European Union. Responsibility for the information and views expressed in the therein lies entirely with the author(s)

History of changes

<i>Version</i>	<i>Date</i>	<i>Organisation</i>	<i>Modifications</i>
0.1	01.07.2020	IHOBE	1 st draft.
0.2	17.07.2020	IHOBE	2 nd draft
1.0	30.07.2020	IHOBE / TECNALIA	Final review

Main author(s) (in alphabetical order)

<i>Name</i>	<i>Surname</i>	<i>Organisation</i>
Yolanda D.	Rodríguez	IHOBE

ICEBERG website: www.iceberg-project.eu

Legal Disclaimer

The information in this document is provided “as is”, and no guarantee or warranty is given that the information is fit for any particular purpose. The above referenced consortium members shall have no liability for damages of any kind including without limitation direct, special, indirect, or consequential damages that may result from the use of these materials subject to any liability which is mandatory due to applicable law. © 2020 by ICEBERG Consortium.

Executive Summary

This document is Deliverable 8.1, **Dissemination and Communication Plan**, a paper that aims to provide background information to facilitate understanding, alignment and identification of the entire project partnership, but it specifically aims to serve as a framework for the flow and coordination of all of the defined dissemination and communication activities for the “Innovative Circular Economy Based solutions demonstrating the Efficient recovery of valuable material Resources from the Generation of representative End-of-Life building materials” project, hereinafter the ICEBERG project.

Although it provides general information and provisions for the four years of the project (2020-2024), attention focuses on the activities for the first year, an essential period to generate knowledge and awareness of the initiative, in order to highlight the project and encourage the active involvement and participation of all parties. The document starts with the description of the key element in all dissemination plans: the **target audience** (main and secondary).

The audience we aim to reach through our dissemination and communication activities includes the following groups of professionals and non-professionals related to the construction sector and, specifically to the production/management of construction and demolition waste (CDW).

The main ones are: construction companies, demolition firms, waste recycling and recovery companies, developers of public works (authorities/state companies), manufacturers of basic products, suppliers of capital goods (technology), public environmental management agencies and authorities/institutions related to the environment, as well as local/regional governments, architecture and engineering professionals, owners of large construction companies, real estate developers, engineering/architecture students, accreditation bodies and ecologist groups.

Bearing in mind the priority audiences, the plan specifies which type of information and messages will be disseminated within the project, taking into account that it is important for all parties involved to give a uniform image: initial generic information - which can be used and channelled by all partners - and more specific information later, in accordance with the steps that each organisation is taking to design, develop and validate innovative re-use systems and technologies, enabling high value recovered materials to be produced. Validation will be carried out on an industrial scale by means of six case studies in different locations in Europe, covering the circularity of concrete, ceramics, wood, plaster, insulating foams and super-insulating materials.

As open access to knowledge and project results is a key aspect of “Horizon 2020” projects, the report also details the list of ICEBERG public deliverables, along with the due dates, informative reference and estimated time when they will be published on the project website. In a project of these characteristics, involving 35 organisations from 11 countries, the website is an essential means of communication not only externally, but also between the partners themselves.

One chapter of this report is devoted to the ICEBERG project’s **Corporate Identity Manual**, a simple working paper which provides clear indications on how to use the project name and logo, what the corporate colour palette is, along with the font (sizes) and the permitted style of documents, in order to maintain them across borders and to offer a uniform and quality image.

The section on the **Dissemination and Communication Strategy** defines and describes this type of activities, along with their respective resources / tools in accordance with our target audience. As we will see in greater detail, the dissemination activities aimed at professional stakeholders (scientific community, company and industry, drivers, etc.) will preferably use the following communication tools: regular newsletter, e-brochures, digital posters and banners, publications in specialised / sectoral media, as well as participation in events organised by the industry/environment and the publication of PhD theses.

At a more informative level, other communication tools will be used in order to reach the general public, some of which will be permanent throughout the lifetime of the project. We are essentially referring to the ICEBERG project website and social networks (Instagram, Twitter, LinkedIn and YouTube), which are already up and running, webinars, press conferences and regular press releases (adaptable by partners to each region and the particularities of their role in the project), short videos, actions aimed at raising awareness of the importance of the project in the companies involved, among others.

Finally, this document provides a summary of the main dissemination activities planned for the first year of the project. This Dissemination and Communication Plan aims to be a document that serves as a guide for all project partners, and it is an open document that will be reviewed and updated (M13, M25 and M37).

Contents

Executive Summary	3
1. Approach to the ICEBERG Project.....	6
2. ICEBERG Project Target Audience.....	8
3. Strategic Messages.....	10
4. ICEBERG project WP8 deliverables.....	11
5. Dissemination and Communication Strategy.....	13
5.1 Dissemination Activities.....	17
5.2 Types of Communication Activities	19
6. Dissemination and Communication Plan (key indicators).....	23
7. Monitoring and Evaluation of the Dissemination and Communication Activities	24
8. WP8 Action Plan (schedule).....	24
9. Conclusions.....	25
10. References	26
Annex 1. Basic Elements of Identity	
Annex 2. Basic Recommendations/Communication	
Annex 3. Communication indicators	

1. Approach to the ICEBERG Project

ICEBERG project, funded under H2020-EU.3.5.3, aims to develop and demonstrate novel cost-effective circular smart solutions for an upgraded recovery of secondary building raw materials along the entire circular value chain: from EBM to new building products prepared for circularity, resource-efficiency and containing 30wt% to 100wt% of high-purity (>92%) recycled content.

A total of 35 public and private organisations from ten European countries are taking part in the ICEBERG project - acronym for Innovative Circular Economy Based solutions demonstrating the Efficient recovery of valuable material Resources from the Generation of representative End-of-Life building materials, funded by the European Union as part of the Horizon 2020 Research and Innovation Framework Programme (contract No. 869336). It aims to tackle the recycling and recovery of some of the most common construction and demolition waste (CDW).

The objective is to design, develop and validate innovative re-use systems and technologies, to make it possible to produce high-value recovered materials. Validation will be carried out on an industrial scale by means of six case studies in different locations in Europe, covering the circularity of concrete, ceramics, wood, plaster, insulating foams and super-insulating materials. It also seeks to **improve the reliability and acceptability of recycled materials** from construction waste.

While there has been much progress in the management of CDW over the past two decades, barriers still need to be removed in order to achieve a **circular economy in the sector**. The goal is not only to avoid landfill as a destination for waste, but also to validate uses with greater added value. To do so, it is necessary to improve the selective separation of sub-streams on site, develop automatic sorting equipment, on-line classification, purification and recovery.

The project will last for four years and has a budget of €15,667,498, of which the European Union is providing €12,997,935. In the first half of the project, tools and technologies will be developed and adapted to improve the traceability, identification, separation, recycling and re-use of materials from CDW. The second part of the project will be dedicated to demonstrating these solutions in six case studies, by analysing their economic and environmental impact and the impact on workers' health.

The ICEBERG project has brought together 35 organisations - 14 large companies, 10 SMEs, 9 research centres and universities, and 2 public

environmental companies - with extensive experience in the construction and environmental sector, from Germany, Belgium, Spain, Finland, France, Greece, Italy, the Netherlands, United Kingdom and Turkey, with the participation of 6 Basque organisations. The project is coordinated by TECNALIA, which has a proven track record in leading this type of European programmes.

IHOBE, the Basque Government's public environmental management company will lead the project's communication, scientific dissemination and awareness-raising activities, in addition to promoting the recycling of these materials by developing policies and administrative tools.

The medium-long term success of the project, beyond the foreseeable scientific-technical milestones, is closely related to the dissemination and communication activities described in section 8 (WP8) of the programme's reference document. Therefore, the main objective of this package of actions is to **GENERATE KNOWLEDGE and effectively COMMUNICATE the objectives of the ICEBERG project, its progress, results and benefits** (for society as a whole) **to the identified stakeholders and the general public.**

By doing so, the following **general objectives** will be guaranteed:

- Promote visibility.
- Move forward in raising awareness, acceptance and knowledge of the objectives (benefits) of the project.
- Obtain feedback from our target audience.
- Guarantee knowledge transfer and access to the results.

To fulfil the WP8 objectives, the following **interim secondary objectives** are proposed:

- Ensure that the project's dissemination and communication activities are well-designed, planned, coordinated and implemented in order to obtain the involvement and commitment of the stakeholders.
- Ensure that society as a whole has a broad awareness of the objectives and benefits of the ICEBERG project for the construction and demolition waste sector (CDW), and consequently, for the environment and our planet.

These objectives will be fulfilled using different tools, mediums and activities of the entire consortium which are described herein. To ensure that the consortium's activities are carried out in an effective and coordinated way, it is established that D8.1, the Dissemination and Communication Plan will be drawn up in the initial stage of the project (M3). As already indicated, this document will be the master plan for all dissemination and communication actions and it will be reviewed and completed over the four years of the project.

This Communication Plan seeks to address the problems listed below in a simple and useful way:

WHO: who is the key target audience and who should be receiving information about the project. (See Section 2)

WHAT: What is the main message(s) to be conveyed. (See Section 3)

HOW: Which resources and tools will be used to reach the target groups in the most effective way. (See Section 5)

WHEN: What is the schedule and when is the right moment for the implementation of the specific communication activities. (See Section 8)

2. ICEBERG Project Target Audience

If the objective of this European project is to contribute towards the deployment of the circular economy in the construction sector, working on the development of reverse logistics tools and technologies for the production of quality recovered materials, it seems logical that our main audiences will initially be: **demolition firms and CDW managers, manufacturers of raw materials** for the construction sector and **construction companies**.

The priority audiences for the ICEBERG project will be those groups that may initially be interested in technologies, tools, products and services to be developed - potential clients - and/or in the project as a whole, for diverse scientific, business development or environmentally beneficial reasons, among others. We must not forget other groups that may foster the commercial development of the project results and they must therefore be considered to be the target audience.

Our audiences can be divided into five areas or types:

1. Companies of the sector: demolition firms, recycling companies, construction companies, European environmental agencies, standardisation bodies, technical staff, experts (Architecture, Engineering, New Technologies, etc.).
2. Technical/specialised audience from the academic field: university researchers, technology centres, vocational training centres, innovation centres.
3. Local, regional and national public authorities and public firms, capable of driving the secondary raw materials market through procurement and public tenders.
4. Collaborative networks, knowledge exchange platforms, sectoral associations, clusters, business associations.
5. Media: general and specialised (including leading blogs), digital and off-line. Throughout the lifetime of the project, some of the partners will publish papers in scientific journals. Although they are important papers to reach

qualified audiences, in this plan, we are also particularly interested in the sectoral and general media of each country, which will help to disseminate our messages to a mass audience.

6. Internal divisions of all the large industrial corporations participating in the ICEBERG project. We must not forget the internal audiences, as their involvement in the project will also depend on its final results, so it is an important audience.
7. Non-specialised citizens, but people close to potential users of the ICEBERG knowledge and solutions: students of engineering and technical disciplines related to the construction sector, non-profit environmental associations, the general public - particularly people who are more aware of and committed to the circular economy.

Although we have already indicated our **priority audiences**, we have made a list below and incorporated other secondary audiences, who are important to guarantee the future success of the project results. All of these groups must be taken into account and are important when it comes to configuring messages, but also to facilitating the development (in all participating countries) of databases for the distribution of our communication materials over the coming years:

- **Demolition firms and sectoral associations**
- **Recycling firms / CDW managers**
- **Construction/renovation companies and sectoral associations and public entities promoting major public/civil works** (water boards, transport consortia, local, regional and national public departments of Public Works and Transport, etc.).
- **Producers of materials (and new materials) for the construction sector**
- **Manufacturers of equipment / technologies for the sector**
- **Developers of processing and recycling technology**
- **Research/educational environment (technology centres, research centres, universities and vocational training centres)**
- **Public environmental management companies / environmental authorities**
- **Standardisation bodies**
- **Local / regional / national governments**
- **Architecture / Engineering (Civil, Civil Works, etc.) professionals**
- **Heads of Innovation and Sustainability departments** in companies and public bodies.
- **Owners of public/private buildings** (particularly old ones, likely to be in need of renovation by virtue of the Technical Inspections of Buildings)
- **Heads of Purchasing** - buyers of the final product - as they are the ones who decide what to buy and what to install.
- **Sectoral and general media from each State**
- **Society as a whole**

3. Strategic Messages

Once the objectives and target audience of this plan are clear, the key messages of our communication can be defined. The basic principles for effective communication are:

- Messages must be **clear, concise and easy to understand**.
- The wording and, of course, the **register used must be tailored to our target audience**. Informative language will be used as far as possible, avoiding technical jargon (except with expert audiences).
- Messages must be adapted to the audience. It is of utmost importance to evaluate beforehand what the audience should know about the project. It is possible to send the same message to different audiences, but its **relevance for each type of audience must be verified**.
- Messages from different projects related to the same topic may be **coordinated to increase impact**.
- Information must be **objective, realistic and proven**.

Messages to be disseminated by the consortium involved in ICEBERG throughout project development, which will be subject to regular review and updating, will be related to the following aspects:

- Generic information on reverse logistics tools and technologies for the production of high value recovered materials (for example: demolition support tools, waste separation mobile unit, new recycling and purification technologies, etc.).
- Information related to the design, development and validation of advanced technologies to recover materials with low impurity levels originating from construction, demolition and renovation waste.
- Results of the industrial scale testing and validation carried out at each of the 6 case studies (the Netherlands, Belgium, Finland, United Kingdom, Spain - Basque Country and Turkey).
- Classification of construction products manufactured with high levels of circularity.
- Scientific research carried out within the project.
- Results, preliminary conclusions.
- Pre-regulatory summaries.
- New business models developed by the project.

Each of the partners involved in any of these work areas must undertake to promptly communicate results and progress to the communication coordinator (IHOBE), so that the relevant information can be disseminated at the appropriate time and more effectively.

This section will be subject to review and updating over the coming months.

At this time (M3), the project is in an initial stage and for this reason, all of the partners, coordinated by IHOBE, will focus on **disseminating general information about the ICEBERG project and its objectives**.

In order to ensure that the message disseminated is **clear, coherent and uniform** in all of the territorial areas in which the project is going to be developed, some basic communication tools (in English) will initially be prepared and activated by consensus in addition to this Dissemination and Communication Plan, so that partners will be able to use them to raise awareness of the project at encounters, meetings or in the media. They essentially consist of the following:

- **Website** (essential communication element within the consortium and externally)
- **Audiovisual presentation of the ICEBERG project**
- **Press release** (in English): adaptable to each partner and region
- **E-brochure** (M4)
- **Social networks** (LinkedIn, Twitter, YouTube and Instagram)
- **Banners** (image resource to be placed on the websites of each organisation serving a dual purpose: encourage traffic to the ICEBERG website and generate knowledge of the brand/project)

We will not go into the details of each of them here, as we will do so in the section on tools/resources.

4. ICEBERG project WP8 deliverables

The list of deliverables presented below offers an overview of the type of information that will be available and when. All of the written or oral dissemination activities will be based on the project description or the deliverables of interest, the content of which may be passed on to the general public.

In addition to this, some other relevant milestones, advances or findings may be published in the news section of the website, form part of the regular newsletter or be shared on social networks. As a general rule and as far as possible, all of the communication and promotion documents (press releases, e-brochure, etc.) will be agreed by the consortium so as to ensure that the information made public is correct and to avoid the filtering of data that may be confidential.

Generally speaking, WP8 establishes the following **tasks and public deliverables**. Although a partner is responsible for this, **most of them require the participation and involvement of the rest of the partners** in order to ensure the fulfilment of the communication objectives:

- **Tasks:**

T8.1. Dissemination and communication strategy (IHOBE)

T8.2. Identification and involvement of stakeholders and end-users (LU)

T8.3. Communication and dissemination activities (IHOBE)

T8.4. Awareness and training of future professionals (IHOBE)

T8.5. Integration of ICEBERG project output on the RMIS platform (RINA-C)

• **Deliverables:**

Deliverable Number	Title	Lead Beneficiary	Type	Dissemination Level	Due Date (Month)
D8.1	Initial Dissemination and Communication Plan	IHOBE	Report	Public	M3
D8.2	Active Corporate Website	TECNALIA	Website	Public	M3
D8.3	Database for ICEBERG SIGs communities and relevant projects	LU	Report	Public	M6
D8.4	First year update on progress of Dissemination and Communication Plan	IHOBE	Report	Public	M13
D8.5	Mid-term progress of Dissemination and Communication Plan	IHOBE	Report	Public	M25
D8.6	Third year progress of Dissemination and Communication Plan	IHOBE	Report	Public	M37
D8.7	Project e-brochures	IHOBE	Report	Public	M5 M24 M46
D8.8	Final conference brochure	IHOBE	Report	Public	M46
D8.9	Dissemination and Communication Results	IHOBE	Report	Public	M48
D8.10	Report on ICEBERG awareness and training activities	IHOBE	Report	Public	M48
D8.11	Raw materials knowledge gateway	RINA-C	Report	Public	M48
D8.12	Scientific publications in indexed journals (7 +7)	IHOBE	Report	Public	M32 M48
D8.13	Project videos of the circular case studies * 6 long and 6 short videos (1-2 min) of the CCS will be released in social media	GBN BESE COLRUYT PURKUPIHA B GYPSUM VIUDA DE SAINZ	Report	Public	M48
D8.13	E-newsletters	IHOBE	Website	Public	M6

	(6-monthly report on the main achievements and the most relevant activities for the forthcoming periods)				M12
					M18
					M24
					M30
					M36
					M42
					M48

5. Dissemination and Communication Strategy

Dissemination and Communication are two key elements of all Horizon 2020 projects. They aim to **raise awareness of R&D activities funded by the EU and the results of a specific project**, understanding that it will provide important direct and indirect benefits. Such major investment enables funding to be secured for research and innovation in a specific sector (construction in this case), helps to establish new research contacts, promote new businesses within the framework of the circular economy and stimulate future research.

Communication is general and informative and has a dual purpose: a) it is aimed at a much wider audience (including the media and the general public) and b) it aims to inform and raise awareness of the project and its results, with a broader objective, such as informing about new solutions to address society's major challenges (circular economy).

Dissemination is more technical in nature, as it must provide stakeholders with the necessary information to use the project results, prioritising knowledge transfer. Therefore, in this case, the accessibility and usability of the results is vital. Dissemination activities must focus on project results. In this case, our audience will be more specialised (scientific community, industry, public regulators, public authorities, etc.).

Bearing this in mind, the **objectives** of the dissemination and communication strategy are the following:

- 1) **Raise awareness among the non-specialist public of the advisability of a possible change of model.** They are potential users and drivers of the knowledge, alternatives and solutions that the ICEBERG project will propose within the framework of the circular economy for the construction sector. They will be: vocational training centres, the university field, ecologist and environmental organisations, citizens as a whole.

To reach these stakeholders, we will use the following tools: webinars, master classes, conferences and dissemination talks, the project newsletter, academic material and PhD theses produced by partners; reports, interviews and papers in the media, short videos that can be shared and social networks (YouTube, Twitter, Instagram, LinkedIn).

- 2) **Increase knowledge of reverse logistics tools and technologies for the production of high value recovered materials** based on construction and demolition waste. And, **improve the reliability and acceptability of recycled materials** from waste among specialised audiences (professionals). In this case, stakeholders are all those we have indicated as main audiences of the project, essentially **professionals and individuals with public responsibility**: demolition firms, recycling companies, construction companies, environmental agencies from all over Europe, technical staff in public institutions, architects, engineers, etc.

The following tools and channels will be used with this group: the ICEBERG project website, specialised workshops, technical conferences at congresses and fairs, scientific papers, contact through sectoral associations, technical papers in specialised media, leading platforms and blogs, related to the progress of the 6 case studies and other aspects of the project.

- 3) **Technical dissemination within large industrial corporations with the aim of promoting more sustainable construction in Europe**: CDW managers, manufacturers of raw materials and equipment for construction and construction companies. The newsletter and corporate website and activities, such as training workshops and internal talks, among others, will be used with this group.

As previously indicated, IHOBE will coordinate and lead the communication efforts, but **the whole ICEBERG project consortium must support the communication activities through their own networks and communication channels**. Similarly, each of the entities undertakes to draw up publications and organise dissemination events.

The whole ICEBERG consortium will oversee the communication activities through their own networks and collaborations. LU will lead communication activities, promoting:

- 1) Better understanding of new holistic solutions for efficient recovery of EBM for specialized technical audience: researchers, demolition companies, recycling companies, building companies, environmental agencies all over Europe, standardization bodies, technicians in municipalities and regional governments, architects, engineers. Here, the following tools and channels will be used: the project website, dedicated workshops, technical

conferences, publications in indexed journals, PhD Thesis, BSc and MSc dissertations, sectorial confederations, media related to the 6 demonstration circular case studies all over Europe, policy and standardization briefs.

- 2) Technical dissemination within the big industrial organizations aiming to stimulate superior green production and building: manufacturers of building products and building companies. Here, the following tools and channels will be used: internal tools for management of the foreground, news in the corporative webs, internal corporative workshops, implementation in diverse project and execution works after the ICEBERG project.
- 3) Raise awareness among non-specialized citizens, but potential next users of the ICEBERG knowledge and solutions: (poly)technic schools, universities, non-profit environmental organizations, European citizens. Here, the following dissemination tools and channels will be used: social networks, youtube, linkdn and Instagram aiming to get higher visual impact of the short and complete demo videos, webinars, master classes, popular conferences, e-newsletters, academic material, release in newspapers and media, social media networks (LinkedIn and others).
- 4) Meeting international demand for knowledge and innovative technology for circular economy transition in construction. Existing networking events provides the tools and channels to boost the collaboration opportunities with Latin America (TECN – ELAN) and China (CML-TUDELFT).

Objective of the dissemination	Channel	Type of audience	Expected audience (n° people)	Impact indicator	Timing / objective
Presentation of project and open results	Project website	All	4000	Visits	1000/year
Summarize of the main progress and achievements	e-newsletters	All	800	Discharges	200/year
Raise awareness among students in technical schools and universities	Masterclass Webinars	Non-specialized citizens and students	>200	Masterclasses and webinars	1/year
Dissemination of ICEBERG scientific knowledge	Publications in indexed impact journals	Scientific community	>70 by the end of ICEBERG	Manuscripts submitted in indexed journals	14 (At least 6 by m32, additional 8 by m42)
	PhD Thesis about EBM/CE	Student	60	PhD candidates	6 PhD Thesis
	BSc and MSc dissertations about EBM/CE	Student	100	BSc and MSc students	20 dissertations

Objective of the dissemination	Channel	Type of audience	Expected audience (n° people)	Impact indicator	Timing / objective
	Conferences	Specialized audience	>200	Oral expositions	20
Dissemination of case studies	YouTube short videos	All	500	6 videos, 500 visualizations	All project period
Dissemination of ICEBERG open results	Dedicated workshops (2)	Specialized audience	200	Attendees	All project duration
Onsite demonstration of the viability of the ICEBERG solutions	Visits to case studies	Retailers	250	Attendees	All project duration
Presentation of commercial results to gain interest in potential clients	Trade fairs	Developers of technology and products	100	Participants	All project duration
Technical dissemination within the big industrial organizations	Partners websites and internal presentations	Specialized technical audience	At least 500	Attendees at internal presentations	All project duration
Presentation of WP1, WP2 and WP3 results. Review of technologies with external experts	International Conference	Specialized technical audience	>50	External attendees	At 3 rd year
Presentation of ICEBERG main results and policy briefs	Final Conference	Specialized technical audience	80-120	Attendees	Month 46
Analysis and presentation of policies	Meetings	Environmental local agencies	4	Interviews	All project duration
Standardization activity	Workshops	Standardization bodies	3	Attendees	All project duration
Popular dissemination: awareness on the importance of efficient recycling of EBM	Newspapers, social media, TV, radio	Specialized citizens and students	>1000	Share of media	All project duration
Networking	Workshops	Platforms, assoc.	>100	Attendees	2 per year

5.1 Dissemination Activities

The aim of dissemination activities is to **raise awareness and in-depth knowledge of the project results** within the construction sector. The following means will be commonly used throughout the lifetime of the ICEBERG project, to communicate the project progress and disseminate its results.

More specifically, the six-monthly newsletter, e-brochures, power point presentation and project poster are initiatives scheduled for the short term (M6, M5, M3, respectively), to provide all partners with some basic work tools and material to support the group's communication and dissemination actions or entrepreneurs in their respective regions.

E-newsletter

An essential aspect of the organisation's newsletter is that it must reflect the project's institutional pillars (mission, vision and values, among others). As it is a regular tool, it is an effective way of generating a sense of **belonging** and **motivation** between teams - disseminated by a dozen countries - with the project objectives.

To ensure the credibility of the content of the newsletter, the **tone should be eminently informative**. In short, it is a question of communicating the project's achievements, progress or success stories, announcing forthcoming initiatives, digital or in-person events, etc. Bearing in mind the internal profile of part of the target audience, issues related to new incorporations to the project, interviews with leaders may be addressed, which are perhaps not so interesting for the general media but allow for a better understanding of the entire team in the different countries.

We understand that to be effective, these newsletters must have **instructive wording**, an **informative tone** and brief contents with quality photos and interesting links. This newsletter will be published in English.

These e-newsletters will be drafted using the information and material provided by all of the project partners. IHOBE will be responsible for the general design and the final form of the medium, but the text and graphic content (drawings, photos, tables, illustrations, etc.) of the information will very much depend on the quality of the material provided by the partners.

The information included in the newsletter will tend to refer to the main project achievements and progress, papers produced by experts involved in ICEBERG and will also include the agenda of public activities to be carried out over the following six months. In order to **achieve maximum impact of the newsletter** at a European level among the project's stakeholders, all of the organisations

undertake to develop a database for their countries of origin and make it available to the project.

By the end of the project, **8 newsletters** will have been published, at intervals of six months. Therefore, the first one will be sent out to all of the contacts of the SGI databases in **October 2020** (M6). In order to get new subscribers to our project, it will be possible to register to receive the six-monthly newsletter via the corporate website. Likewise, the partners will add new contacts to the database of those receiving the newsletter throughout the lifetime of the project.

E-brochures

ICEBERG e-brochures will be prepared at the beginning, mid-point and end of the project. The content and graphic design of the first version will be prepared by IHOBE, according to the ICEBERG project Corporate Identity Manual, and will be sent to the consortium for their comments and approval. E-brochures will be available to download on the project's website.

These brochures will inform about relevant information and the project's latest news. As its publication does not coincide with the dissemination of the newsletter, this medium may be used as an excuse for each partner to have direct contact with its stakeholders, for example via e-mail. Furthermore, it is visual and informative material that can be shared on social networks and can be used as an additional resource in an informative session, talk or workshop.

Poster and Banners

It is foreseen that the ICEBERG poster and diverse banners will be designed in the first three months of project development, which will be sent to all partners so that they can be used at press conferences, conferences, events, trade fairs and whenever the entities have the opportunity to present the project progress or results.

In addition to serving as a backdrop and image resource for a hypothetical meeting and enabling a unique and clear image of the project, banners have the mission of **generating traffic to the ICEBERG website**. The objective is for **all partners to place a banner of any size on their website**, linked to the project website (www.iceberg-project.eu).

Publications (papers)

The project partners responsible for the research and development programme will be in charge of conveying the results and relevant progress to the scientific community, which will be disseminated through accredited scientific publications. **At least two indexed texts will be produced for M32 and a further three for M42.**

In parallel, the partners responsible for the business programme will plan and promote publications in sectoral journals or websites, fostering the exploitation of the project results.

Therefore, two parallel work lines are considered, one aimed at the scientific community and the other at professionals from the sector. Those responsible for the dissemination and communication plan will be able to use these milestones (publications) to offer more informative communication that reaches a more general audience.

Events

IHOBE, TU Delft and LU will organise three international project dissemination events throughout its lifetime, as set out in Section WP8 of the project:

- a) An initial ICEBERG launch workshop to present the project objectives and scope (M6).
- b) A mid-term international conference (International conference together with other major events. This conference will be the second part of the “HISER International Conference on advances in recycling and management of construction and demolition waste” held in Delft, the Netherlands, in 2017 (300 attendees) to present interim results together with other EC projects (by M24)
- c) A final conference (by M46) to promote the replication and exploitation of the project results.

ICEBERG dissemination milestones will be organised within the framework of relevant circular materials events (such as EU Green Week programmes and Circular Economy European Summits). Moreover, ICEBERG industrial partners will use relevant trade fairs (such as Ecomondo International trade fair for material and energy) to present the project findings as well as their usual product portfolio-related events.

PhD / Post-PhD theses

Like in previous European projects in this sector of activity, and in which many of the ICEBERG partners have participated, the objective of 6 PhD theses has been set, fostered from the partners in the university sphere with the active collaboration of the rest of the organisations.

5.2 Types of Communication Activities

Website

The website has been developed in recent months and is now public with the following domain: www.iceberg-project.eu.

The website has been designed in accordance with the ICEBERG project corporate identity indications, with responsive criteria so that it can be viewed correctly on any electronic device, and bearing in mind accessibility criteria, so that current and verified information on the latest developments and the evolution of the project is provided.

The website will be updated regularly, particularly the more dynamic parts of the website related to news and the agenda. In this way, the information to be uploaded to the web page will be submitted by the project partners to TECNALIA (project coordinator and responsible for supervising the more static contents of the website).

The information will also be submitted to IHOBE, which, as the partner responsible for communication, will evaluate whether a certain topic requires a specific communication action (press release, press conference or others). Likewise, this information may also need to be updated on the social networks.

On the home page, there are sections related to the latest information on the project evolution, results, agenda of events, gallery of recent photos and highlighted videos. Users who access our home page will have the opportunity to:

- Receive news via RSS feed
- Follow the ICEBERG project profiles on social networks (visible buttons)
- Subscribe to the six-monthly newsletter.

Further information on the project objectives and the planned activities is developed in different tabs. Priority has been given to the **quality content** of the information but it should also have a friendly interface, **easy and intuitive browsing** and highly visual design, whereby it is optimised to make **browsing swift** on any device.

The ICEBERG website will also offer interested users the opportunity to find out more about the project by moving to sub-pages with additional information. It will have a “**News**” section, where brief news and press releases will be uploaded, and a “**Publications**” section or bookshop, from where public material can be downloaded (e-brochure, PPT presentations, banners, posters, etc.).

The project website will also include the “**Consortium**” tab with the contact details of all the project partners and the coordinator.

Webinars

Participation of universities and technology centres in the project will facilitate extensive dissemination among current and future professionals. One of the objectives of the ICEBERG communication strategy is to raise awareness within the educational sector (as qualified drivers in the future), so webinars and master classes will be organised within the framework of the project aimed specifically at engineering, architecture or industrial design students, among other disciplines.

Press releases

In order to reach as wide and heterogeneous an audience as possible, each partner will be responsible for the translation (from English into its official language(s)) and distribution of general and consensual press releases at a local/regional/national level.

IHOBE will usually propose a model press release, which each partner can adapt with slight modifications to the particularities of its region/work, complete, where appropriate, and send out to the media in its environment. As a general rule, press releases will use simple language (informative) and not exceed two pages.

Likewise, partners are expected to take the **initiative to communicate** relevant events via press releases, whereby it is preferable that they are submitted to IHOBE and TECNALIA for their information and to ensure that the communication tasks are perfectly coordinated between all parties and maximum impact is obtained in terms of public knowledge and awareness of the project.

It is expected that the project will generate at least 2-3 annual press releases which can be distributed internationally to all of the countries involved in the ICEBERG project.

Press conferences / visits to facilities

Press conferences will be limited to moments when there is major progress to be communicated and we have sufficient material to facilitate the work of the media (testimonials, photos, videos, etc.). It is preferable for each leader of the 6 case studies to take on the organisation of press conferences in his/her city when there is progress or news to be communicated throughout project development. It may also be interesting to hold an initial project presentation press conference when it kicks off, which can be held in the different countries in which the project is developed, promoted by the partners in each country.

Media visits to plants or centres where research is being carried out may be useful so as to fulfil the project's communication objectives. IHOBE and TECNALIA will be notified for their information and to ensure that the communication tasks are coordinated and maximum impact is obtained in terms of public knowledge and awareness of the project.

IHOBE, the Basque Government's public environmental management company, plans to hold an initial press conference to present the ICEBERG project in July 2020, in which all of the partners in the Basque Country will participate, including TECNALIA (coordinator). The press release - with the adaptations introduced by each partner - must be disseminated by the rest of the partners in their respective countries. A similar plan for kick-off press conferences may be feasible in the other countries, if the partners wish to do so, in M2-3.

In the final part of the project, it would be advisable to plan *in situ* visits to the six case studies, with professionals of the sector, in order to support the dissemination of results and ensure knowledge transfer.

Networking

The creation of collaboration networks with other EU projects and local and regional governments is essential for both the dissemination of the project ideas and results and to obtain the support of the research areas. Networking includes the exchange of achievements, experiences and know-how between associations and bodies of the construction sector, authorities and other organisations that may give value to the project achievements.

These collaboration networks were used in a previous project (HISER) on which several of the ICEBERG partners worked, so these references and new projects in the same sector may be useful in this new project. They will be **strategic alliances** to propose dissemination activities (workshops, conferences, webinars, etc.) to reach qualified audiences in the final phase of ICEBERG, when the new solutions, techniques and validated alternatives are ready to be launched.

On the other hand, many of the partners have previously participated in European projects, so they have proven experience in networking and are aware of its good results.

Short videos

Throughout the project, short videos are planned to be recorded, which will be available on the project's website and on its YouTube profile. Besides others that may be carried out, it is foreseen that each of the partners responsible for the 6 case studies makes a video summary with its corresponding shortened version for use on social networks (LinkedIn, Instagram and Twitter).

The dissemination of these videos is planned for the final part of the project (M46), but, in order to take advantage of them in terms of public knowledge and awareness during project development, it would be preferable to have an

advance, small audiovisuals (with preliminary results, testing, project implementation, etc.) for external communication actions.

All of the videos must follow the indications set out in the project's Corporate Identity Manual, use quality images and graphic resources and have a clear vocation of documenting the case and offering rigorous and quality information, explained in simple and informative terms, with a modern style.

Internal communication (basic recommendations for partners)

We must not forget that the internal audiences of the 35 organisations involved in ICEBERG are key audiences, which must be kept informed and made to feel part of the project and its achievements, as they play an important role when it comes to generating knowledge and value in relation to progress and results.

Therefore, actions are planned to raise awareness of the value of the project, particularly in the large participating companies and corporations, and consequently, among their partners and clients.

In this respect, IHOBE will issue the “*Basic Communication Recommendations*” document (Annex 2) to all of its partners, which offers some simple tips and guidelines to increase the visibility and knowledge of the project through the organisations and inside them. The objective is to ensure that **everyone involved is aware** of project news and progress (a key aspect to encourage their involvement and increase the sense of belonging).

Likewise, this document aims to be a basic guide to **foster communicative action** of all parties (and individuals), following some basic guidelines that are the same for the entire consortium. It includes suggestions, such as carrying out an informative mailing throughout the organisation, encouraging the project's social networks to be followed and interaction with them, placing the ICEBERG banner on all of the websites of each organisation, highlighting the agenda of forthcoming events, or ensuring that everyone involved places the ICEBERG project image on their e-mail signature, among others.

6. Dissemination and Communication Plan (key indicators)

A table of indicators and schedule is attached (Annex 3).

7. Monitoring and Evaluation of the Dissemination and Communication Activities

Like all of the other elements of a project, the dissemination activities are aimed at a group and may have a greater or lesser success level. In order to evaluate the success of the strategy and introduce improvements, where appropriate, it is important to establish some analysis criteria for the main dissemination activities. In this way, the aforementioned **indicators** will be the tool to evaluate the fulfilment of the dissemination and communication objectives.

To evaluate the quality of the dissemination activities (workshops, conferences, attendance at fairs and others) and to see whether they respond to the objective, it will be necessary to receive feedback from participants. Therefore, **evaluation questionnaires** must be designed to find out the level of satisfaction with ICEBERG events. Similarly, e-mail surveys may help to evaluate the quality and effectiveness of the annual communication activities, so as to introduce improvements, update plans and better fulfil the needs and expectations of the target groups.

The success of the project's website can be evaluated by checking the usage logs and the number of visits. Furthermore, a survey can be published on the project's website to evaluate its accessibility, clarity of the message, readability, accuracy of the information, general design and, in short, all of the aspects that are considered to be essential.

As detailed in the table of indicators, the success of the e-brochures and posters will be evaluated by the number of downloads, whilst the newsletter will be evaluated by the clicks on links and articles opened. As for social networks, the growth of our community and engagement will be analysed.

8. WP8 Action Plan (schedule)

The following table presents the Action Plan with the main initiatives extracted from Work Package 8 for the first 12 months of the project.

Action	Month / Date	Responsible Partner
Initial Dissemination and Communication Plan	M3 (July 2020)	IHOBE
Active Corporate Website	M2 (*) (July 2020)	TECNALIA
Configuration of a database of stakeholders for the ICEBERG project (in each partner State) to whom the	M6 (October 2020)	LU + All Partners

six-monthly e-newsletter will be distributed.		
ICEBERG e-brochure	M5 (September 2020)	IHOBE
E-newsletter (Six-monthly)	M6, M12 (October 2020 / April 2021)	IHOBE
Brief presentation of ICEBERG (audiovisual)	M2 (*) (June 2020)	IHOBE
Project poster	M2 (*) (June 2020)	IHOBE
Banners	M2 (*) (June 2020)	IHOBE
Social networks (LinkedIn, Twitter, Instagram, YouTube)	M2 (*) (June 2020)	IHOBE
ICEBERG presentation event (workshop)	M6 (October 2020)	IHOBE

(*) IHOBE plans to hold a press conference to present the ICEBERG project in the Basque Country in July 2020, with all of the local partners (6), so some of the essential communication mediums have brought forward their due dates in order to be available by then.

9. Conclusions

This document includes all of the elements required in a successful dissemination plan, which are to describe the purpose of the communication, definition and description of the brand, identification of the ICEBERG project stakeholders, strategic messages, dissemination material, communication/dissemination resources and tools, calendar and planning of the planned activities, as well as indicators to evaluate and, where appropriate, introduce improvements to the process.

This dissemination plan provides the ICEBERG project with a solid framework in order to start to work in this field and continue towards the effective dissemination of the project results and benefits. The ICEBERG consortium will use this document as an **initial strategy that will be reviewed and updated as it is implemented, evaluated and receives feedback from all parties**, with short-medium term action proposals. Therefore, this document will be reviewed in light of the experience and evaluation of indicators on the following dates:

- M13 – (D8.4) Update of the 1st year of the Dissemination and Communication Plan.
- M25 – (D8.5) Update of the 2nd year of the Dissemination and Communication Plan.
- M37 – (D8.6) Update of the 3rd year of the Dissemination and Communication Plan.

This activity led by IHOBE will be rounded off with a report on the dissemination and communication results (D8.9) in M48.

As part of this document, the following are attached as Annexes: **ICEBERG project Corporate Identity Manual, Basic communication recommendations for partners and the Table of indicators.**

The objective is for all of the material and documents prepared over the next four years to be carried out in accordance with the established guidelines in terms of design, colours, fonts and corporate style, in order to ensure a unique and coherent image of the ICEBERG project in all countries and in all of the different fields in which the work proposed in this ambitious European project will be developed.

10. References

Horizon 2020 On-line Manual:

https://ec.europa.eu/research/participants/docs/h2020-funding-guide/index_en.htm

Horizon 2020 On-line Manual / Communicating your Project

https://ec.europa.eu/research/participants/docs/h2020-funding-guide/grants/grant-management/communication_en.htm

The EU Guide to Science Communication:

<https://www.youtube.com/playlist?list=PLvpwljZTs-Lhe0wu6uy8qr7JFfmv8EZuH>

Annex 1. Basic Elements of Identity



Basic Elements of Identity



The Logo

The Iceberg project logo is made up of its name, symbol and tag line.

The name, Iceberg, is written entirely in the lower case and on a single line.

The tag line is written in the upper and lower case, on two lines and in English.

The same thick, rounded font is used for both the name and the tag line.

In the symbol, the icon of a building surrounded by a circle can be seen, which reflects on the circular economy.



The Logo

Clear Space

To ensure the legibility of the graphic mark and its independence with respect to the other elements that may share its visual space, the smallest margin of the clear space is set out on this page.

In this case, the reference is a third of the height of the symbol.



The Logo

Minimum Size

To ensure its legibility, the minimum recommended size for reproducing the mark in printed and digital media is indicated below.

Minimum recommended size
in printed applications



30 mm

Minimum recommended size
in digital applications



180 px

The Logo

Proper Use

The following variations of the logo are admitted depending on the background on which it is used. Maximum legibility, visibility and contrast is sought.

If the logo needs to be used on photos or non-corporate colours, the logo in positive colour, positive black or negative will be chosen depending on the background luminosity.

Version in negative,
black background



On corporate colour



On photograph or dark colour



On grey 35% or higher



Corporate colour 60% or higher



On photograph or medium colour



On grey between 35% and 10%



Corporate colour between
60% and 15%



On photograph or light colour



On grey less than 10%



Corporate colour less than 15%



On photograph or very light
colour



The Logo

Improper Use

The graphic mark must always be reproduced in line with the standards set out in this manual.

In this respect, under no circumstances may the sizes, colours, proportions and other characteristics be modified.

Improper use of colour



Deformation and/or inclination



Font alteration



Addition of backgrounds and/or lines



Incorrect composition



Alteration of proportions



Full Project Name

ICEBERG is an acronym of the full project name.

The logo of the "iceberg" acronym shall usually prevail although the full name may also be used.

**Innovative Circular Economy Based
solutions demonstrating the Efficient
recovery of valuable material Resources
from the Generation of representative
End-of-Life building materials**

Full Project Name

Minimum Size

To ensure its legibility, the minimum recommended size for reproducing the full project name in printed and digital media is indicated below.

Minimum recommended size
in printed applications

**Innovative Circular Economy Based
solutions demonstrating the Efficient
recovery of valuable material Resources
from the Generation of representative
End-of-Life building materials**

50 mm

Minimum recommended size
in digital applications

**Innovative Circular Economy Based
solutions demonstrating the Efficient
recovery of valuable material Resources
from the Generation of representative
End-of-Life building materials**

300 px

Full Project Name

Proper Use

The following variations of the full name are admitted depending on the background on which it is used.

Corporate colour on light tones

**Innovative Circular Economy Based
solutions demonstrating the Efficient
recovery of valuable material Resources
from the Generation of representative
End-of-Life building materials**

Black on medium tones

**Innovative Circular Economy Based
solutions demonstrating the Efficient
recovery of valuable material Resources
from the Generation of representative
End-of-Life building materials**

Negative on corporate background, black or dark

**Innovative Circular Economy Based
solutions demonstrating the Efficient
recovery of valuable material Resources
from the Generation of representative
End-of-Life building materials**

Corporate Colours

The corporate colours of the mark are black and Pantone 361.

The use of other colours is permitted for certain applications (publications, complex graphics, etc.), provided that the corporate colours predominate and their use does not only address aesthetic reasons but also functional ones.

The corporate colours must always be reproduced exactly.

	Pantone	Four Colour	RGB	HTML
	Pantone Process Black	C: 0 M: 0 Y: 0 K: 100	R: 0 G: 0 B: 0	#000000
	Pantone 361	C: 77 M: 0 Y: 100 K: 0	R: 90 G: 176 B: 87	#5AB057

Font

Corporate Font

For mark applications, such as stationery and publications, the corporate font to be used is Open San by Google Fonts (<https://fonts.google.com/>).

— Open Sans Light

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()*?;!;@

— Open Sans Regular

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()*?;!;@

— Open Sans Semibold

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()*?;!;@

— Open Sans Bold

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()*?;!;@

— Open Sans Extrabold

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()*?;!;@

— Open Sans Light Italic

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()?;!;@*

— Open Sans Regular Italic

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()?;!;@*

— Open Sans Semibold Italic

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()?;!;@*

— Open Sans Bold Italic

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()*?;!;@

— Open Sans Extrabold Italic

abcdefghijklmnopqrstuvwxyz
ABCDEFGHIJKLMNÑOPQRSTUVWXYZ
1234567890€&()*?;!;@

Annex 2. Basic Recommendations/Communication



D8.1 - Annex 2

BASIC RECOMMENDATIONS / COMMUNICATION

Target audience: Associated organisations

Contents

1. Objective
2. Description of the ICEBERG Project
3. Ways of interacting with the ICEBERG Project
4. ICEBERG Project Templates
5. Standard Mail
6. ICEBERG Project Communication Contacts

1. Objective

A total of 35 organisations from 10 European countries are taking part in the ICEBERG project (Innovative Circular Economy Based solutions demonstrating the Efficient recovery of valuable material Resources from the Generation of representative End-of-Life building materials) that will be extended to 2024.

Not only geographic dispersion but also cultural differences and varying fields of work among partner entities trigger the need for a simple dynamic concerning in-house and external communication that:

- Encourages sending out **consistent information and a consolidated image** of the project.
- Makes sure that **everyone involved is familiar with** project news and progress (also important to encourage their implication and increase the feeling of belonging)
- Makes it easier to channel **news and relevant information** systematically from each organisation **to the partner entity working actively on communication** (Ihobe).

Later on (M3), partners will be sent the Dissemination and Communication Plan that goes into greater detail in this area, although this document intends to become a basic guide to **get all parties communicating actively, following basic guidelines that are the same for the whole consortium.**

2. Description of the ICEBERG Project

The description, given below, explaining the project should be used in all communication relating to any aspect/news on the project, such as press releases, information on corporate websites or specialist posts, etc.

Text:

ICEBERG PROJECT

35 public and private organisations from ten countries in the European Union take part in the ICEBERG project – acronym for Innovative Circular Economy Based solutions demonstrating the Efficient recovery of valuable material Resources from the Generation of representative End-of-Life building materials– funded by the EU within the Horizon 2020 Framework Programme for Research and Innovation (contract 869336). The project will last for four years and has a budget of €15,667,498, of which the European Union is providing €12,997,935.

ICEBERG intends to help the deployment of the circular economy in the construction sector, so it works to develop reverse logistics tools and production technologies using valuable recovered materials. It also seeks to improve the reliability and acceptability of recycled materials from building and demolition waste.

The aim is to design, develop and validate advanced technologies to recover materials with low impurity levels (under 8%) from building, renovation and demolition waste. It will be validated on an industrial scale by means of 6 case studies in different locations, covering the circularity of concrete, ceramics, wood, plaster, insulating foams and super-insulating materials”*

() The font to be used on the brand’s applications, and on stationery and publications, is Open Sans, from Google Fonts, as laid out in the project’s Corporate Identity Manual.*

3. Ways of interacting with the ICEBERG Project

1) The main information platform for the project will be its **Website**, compiling news, documentation, calendar of events, etc. We thereby recommend that this should be the main reference point for everyone involved and it would be advisable to add the website address to all communication and on all supports, such as:

for more info: www.iceberg-project.eu

2) The project has social media profiles, specifically on LinkedIn, Twitter, Instagram and YouTube. With a view to widening our messages’ cover and penetration, reaching as wide an audience as possible, it is advisable to **follow these profiles and interact with them**, sharing contents and encouraging other people to follow our public profiles.

Twitter: https://twitter.com/Iceberg_EU

Instagram: https://www.instagram.com/iceberg_eu/

YouTube: https://www.youtube.com/channel/UCs_phLjkNbHHJlr0UIYhumQ

LinkedIn: <https://www.linkedin.com/company/icebergproject>

4. ICEBERG Project Templates

All partner entities will be provided with a series of templates to use in communication planned throughout the project (papers, articles, press releases, etc.). Fundamentally, they will be:

- Press Release template
- Press Call template
- Word document
- PPT document

Partners will also be sent the complete **Corporate Identity Manual** that compiles the use of the logo, colours and fonts.

Along with these templates, partner entities will also be sent a **project presentation (PPT)**, featuring a basic description, objectives, organisations involved, etc. In short, this is a simple file, summarised and highly visual, that provides a clear and concise explanation on the ICEBERG project in any forum, always giving the same image and messages.

Finally, all partner entities will be provided with **banners**, specially designed for their corporate websites, linked to the project website, to boost visits to the ICEBERG website among all parties and, therefore, raise awareness on and add prestige to the initiative.

5. Standard Mail

So that all consortium members can contribute to **improving awareness and prestige for the ICEBERG project**, each partner entity should send out in-house communication to report the start of the project and encourage everyone to stay up to date through the website and following the profiles on four social media.

Example of an standard mail (preferably in the official language of each country):

Good morning,

As you probably know, “**partner name**”, along with 34 other public and private organisations – 15 large companies, 10 SMEs, 9 research centres and universities and two public environmental companies in 10 countries, forms part of the ICEBERG project (Innovative Circular Economy Based solutions demonstrating the Efficient recovery of valuable material Resources from the Generation of representative End-of-Life building materials), funded by the European Union within the Horizon 2020 Framework Programme for Research and Innovation (contract 869336).

ICEBERG intends to help the deployment of the circular economy in the construction sector, so it works on reverse logistics tools and production technologies for valuable recovered materials. It also seeks to improve the reliability and acceptability of recycled materials from building and demolition waste. The project will last four years, and it has a budget of 15,667,498 euros.

Our role within the project will consist of (**notify each organisation of their role**).

In this type of ambitious initiative, it is essential to report progress and news and broadcast results among the general public, so we would encourage you to follow the ICEBERG project’s website and social media and sign up to its periodic newsletters. Details are provided below concerning the corporate website and the project’s public profiles.

We hope it will be of interest. Yours,

SIGNATURE

Twitter: https://twitter.com/Iceberg_EU

Instagram: https://www.instagram.com/iceberg_eu/

YouTube: https://www.youtube.com/channel/UCs_phLjKNbHHJlr0UIYhumQ

Linkedin: <https://www.linkedin.com/company/icebergproject>

Website: www.iceberg-project.eu

6. ICEBERG Project Communication Contacts

Over the four years that the project will last, there will be milestones, news and progress to report to the partners. To help all the dissemination/training activities and actions make maximum impact, **all the partner entities are asked to periodically send the organisation in charge of communication relevant summarised information (brief text) accompanied by photos** (if appropriate) to be disseminated on social media, in the newsletter and on the corporate website.

COMMUNICATION CONTACT:

IHOBE

Yolanda D. Rodríguez Couso

Communication Area

Mail: yolanda.rodriquez@ihobe.eus

7. Other Recommendations

The official language of the project is English. However, when communicating with the general public (particularly press releases), and concerning information that they might share over their social media, corporate websites or intranets, partner entities are recommended to also use their official language, in order to spread the word to a wider audience.

Annex 3. Communication indicators

Dissemination and Communication Indicators

Last Updated: July 31, 2020

Active partner/indicator	Dissemination objective	Public	Metric	Quantitative objective (Good)	Quantitative objective (Medium)	Quantitative objective (Low)	Schedule/ Update
INDICATOR 1 Project presentation and update	Website ICEBERG	General	Number of Visits (monthly)	250-400	100-250	>100	Monthly
INDICATOR 2 Summary of progress and achievements	e-Newsletter	General	- Clicks - New subscriptions	500 100	400 50-100	250 <50	Four-monthly
INDICATOR 3 Awareness-raising for technical students	Masterclass Webinar	Non-specialist audience and students	Number of Attendees	>300	200-300	<200	1/year
INDICATOR 4 Dissemination of Iceberg's scientific knowledge	Publications in indexed impact journals (papers)	Students	Number of articles	>14	12-14	<12	6 for M32 and 8 more for M42
INDICATOR 5 Dissemination of Iceberg's scientific knowledge	PhD Thesis BSc and MSc dissertations	Students	Number of PhD thesis and BSc and MSc dissertations	>7 >22	6-7 18-22	<6 <18	Whole project
INDICATOR 6 Dissemination of Iceberg's scientific knowledge	Training courses	Students	Number of enrolments	>40	20-40	<20	Every year
INDICATOR 7 Dissemination of Iceberg's scientific knowledge	Participation in events and conferences	General	Number of oral presentations for the project (per year)	>10	5-10	<5	Whole project
INDICATOR 8 Dissemination of 6 case studies	Dissemination videos	Technical audience	Views on YouTube	>1000	500-1000	<500	6 long (6 short)
INDICATOR 9 Dissemination of project results	Workshops	Technical audience	Number of attendees	>300	200-300	<200	From M24 onwards
INDICATOR 10 In situ demonstration of the results	Sales visits	Technical audience	Number	>100	50-100	<50	From M24 onwards
INDICATOR 11 Sales presentation of results to win clients	Taking part in fairs	Technical audience (manufacturers)	Number	>100	50-100	<50	Whole project
INDICATOR 12 Dissemination among sector associations	Presentations	Technical audience	Number of Attendees	>100	50-100	<50	Whole project
INDICATOR 13 Presentation of final results	Final conference	Specialist technical audience	Number of Attendees	>120	80-100	<80	M46
INDICATOR 14 Presentation of policies / standards	Meetings	Environment agencies	Number of Environmental Agencies involved	>5	3-5	<3	Whole project
INDICATOR 15 General level dissemination Awareness-raising	Press releases, reports, interviews on line and off line	General	Number of press releases/year (It will be completed with a qualitative and quantitative evaluation of impacts in media)	>5	3-5	<3	Whole project
INDICATOR 16 Networking	Workshop	Platforms, associations	Number of invitations to workshops, conferences, seminars	>10	5-10	<5	Whole project
INDICATOR 17 General knowledge	Social media (Linkedin)	General	Number of posts Number of contacts (M12)	>3/month >250	1-3 / month 100-250	1/month >100	Whole project
INDICATOR 18 General knowledge	Social media (Twitter)	General	Number of followers (M12)	>250	100-250	>100	Whole project
INDICATOR 19 General knowledge	Social media (Instagram)	General	Number of followers (M12)	>250	100-250	>100	Whole project
INDICATOR 20 General knowledge	Social media (YouTube)	General	Number of followers (M12)	>250	100-250	>100	Whole project