

SONYA Project

[D6.1] Detailed DEC plan

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1. Executive Summary

The present document represents Deliverable 6.1 – Detailed DEC Plan. It has been developed as part of Work Package 6, Impact Maximisation– coordinated with all other project Work Packages.

SONYA (The role of SOcial ecoNomY in Addressing social exclusion, providing quality jobs and greater sustainability) is a project funded by the Horizon Europe Programme that aims to strengthen care for the elderly by supporting social economy organizations and promoting their integration into the relevant networks.

With an aging population across the EU, the demand for quality elderly care has surged. However, Social Economy organisations face significant hurdles, including complex legal frameworks, gender imbalances, and limited access to resources in rural regions. SONYA seeks to transform these challenges into opportunities by enhancing the capacity of SEs to retain and attract social care workers, develop community initiatives, and implement participatory networks.

SONYA project aims to empower social economy organisations (SEOs) to lead social and environmental community initiatives by enhancing their organizational capacities. It will scientifically measure the impact of social elderly care services using sustainability, inclusivity, and efficiency indicators. Additionally, the project seeks to inform better legal and policy frameworks to support SEOs participation in public and private networks. SONYA will create scalable frameworks, tools, and recommendations to improve ecosystem conditions, aiming to revitalize rural areas and deliver inclusive high-quality social care services.

The SONYA consortium brings together a diverse group of academic institutions and practitioners from across Europe, led by Groupe Rennes School of Business in France. Key partners include Universitat Jaume I de Castellón in Spain, Università degli Studi di Firenze in Italy, the Institute of Philosophy and Sociology of the Bulgarian Academy of Sciences, Fundació de la Comunitat Valenciana El Olmo in Spain, Federazione Trentina della Cooperazione in Italy, Sdruzhenie Aktivno Obshtestvo in Bulgaria, and Zabala Innovation in Spain.

Dissemination and Communication activities are a core part of the SONYA project and will ensure that the tools and results developed within the project are communicated and exploited by relevant target audiences and achieve the highest impact possible. Moreover, in this project, the Communication and Dissemination strategy will have a component for improving local strategies in the cities.

The plan sets the general background and defines the objectives and identifies the target audiences, key for formulating the strategy. It then explains the tools, messages and tactics that will be used to reach those goals and stakeholders, as well as the operational plan for all activities during the project, providing a four-year general planning, and the moments when the actions will be implemented. Finally, the deliverable describes how the actions will be evaluated for ensuring the quality of all the activities.

2. Objectives of the DEC Plan

The main goal of the strategy is to maximise the impact of the activities carried out by SONYA project, identifying further stakeholders and potential end users, and defining clear strategies to reach each target group.

This will ensure that the research results, the findings, and the pilots generated during the project are spread to key stakeholders to create value within the target communities and initiatives in the EU. This approach ensures that public funding will lead the progress and the positioning of EU as benchmark players within the global marketplace.

The specific objectives of the Dissemination and Communication strategy are the following:

- Support the communication needs of SONYA project and its partners.
 - Promote the activities related to other Work Packages, with special focus on the different engagement activities or participative workshops and encourage participation and the pilots created as a final milestone of the project.
1. Develop a communication and dissemination strategy to generate significant impact among target groups and to deliver the messages about the project to all identified and relevant audiences.
 2. Implement attractive brand and communication tools that contain the project's identity to maximize the impacts of the project.
 - Establish efficient and visible communication and marketing activities to support the general goals of the project and communicate the benefits of the project; economic, social, and environmental.
 - Disseminate the results of the project: create value within target European initiatives.
 - Engage other European initiatives and foster the cooperation and interaction with relevant initiatives at EU, national and regional level.

To achieve the goals, the plan includes the detailed methodology to package the knowledge produced according to the targeted audiences needs and serves as an internal communication tool within the consortium. In this sense, the project will:

1. Identify the target audiences and stakeholders. Define concrete and measurable objectives for each group.
2. Implement an innovative and effective communication strategy, accompanied by a realistic plan to reach the above-mentioned objectives.
3. Set up the different D&C channels and tools that will be used to implement the strategy and reach the involvement of targeted audiences.
4. Monitor the impact of the communication strategy to apply corrective actions whenever necessary and identify opportunities that can maximize the impact and visibility of project results.

The general and specific objectives of the SONYA Plan are aligned with the project's general objectives. ZABALA will be responsible for the Dissemination and Communication strategy. Benefiting from this background, ZABALA will coordinate its actions with the Communication team to disseminate actions and results through the available channels.

Moreover, all the partners count with an unquestionable positioning and capacity to influence and integrate internal dissemination strategies, by involving complementary research and communication departments to increase the impact of the project. ZABALA as Work Package 6 leader will coordinate these efforts together with the rest of the consortium.

2.1 Target Audience

TABLE 1 TARGET AUDIENCE

WHO – Target Group	WHAT – Type of information
--------------------	----------------------------

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(A) Older adults and informal care workers	Social elderly care initiatives and benefits. How they participate as active members
(B) Formal care workers and SEOs	Practical tools, training content, support services provided by the project
(C) Public authorities and policymakers	Policy briefing, white book, impact assessment protocol
(D) Entrepreneurs and investors	Best practices implementation and business opportunities in the social elderly care sector
(E) Research org.	Research outcomes (RO) for further development

3. Dissemination and Communication Strategy

Task 6.3. Design and implementation of communication actions (Leader: ZAB; Participants: ALL; Duration: M1-M48):

General impact monitoring and assessment: compilation of all the information about the events attended, upcoming events, other networking and collaborative activities, as well as the impacts on Media for the press-clipping and the distribution of the communication materials. These will be the main indicators we are going to monitor to measure the DEC Return of the Investment (DEC-ROI). Monitoring and analytics like Google Analytics will be incorporated on the web and social media as a source of essential information for monitoring key indicators. The partners must provide all the relevant information and feedback.

Relevant communication activities:

1. to create and publish visual representations (infographics) of information on SONYA.
2. to provide effective support to dissemination and exploitation activities, and appropriate communication targeting various stakeholders.
3. to foster community building in collaboration with ESIRA (FTC) and SERIGO, recently approved projects in HORIZON-CL6-2023-COMMUNITIES-01-1, HORIZON-CL2-2024-TRANSFORMATIONS-01-01, HORIZON-CL2-2024-TRANSFORMATIONS-01-05 and other platforms and networks such as Social Economy Europe, Euricse (European Research Institute on Cooperative and Social Enterprises, Spanish Confederation of Social Economy Enterprises (CEPES) or Reference Site Collaborative Network (RSCN).
4. to gather feedback from relevant stakeholders through networking activities; and (5) to monitor and evaluate communication and dissemination activities.

Key communication channels: as described in section 2.2.2. We will identify the more relevant social media for the project considering those that allow data analysis. Inclusive language perspective will be considered. Development and management of the project website (ZAB): The website will provide an online hub for information on the project and its methodologies and tools. Project communication and dissemination materials, events and news will be posted on the website.

Project partners will also promote the project and its website through their respective websites and previous ongoing projects.

Task 6.4. Clustering activities and Policy Roundtable event/s (Leader: ZAB; Participants: ALL; Duration: M1-M48):

Networking and specific workshops with other projects and initiatives. JRC will also be invited in M3 to act as external advisory board and participate in workshops. Synergies with ongoing and sister

projects in particular projects funded topics: HORIZON-CL2-2024-TRANSFORMATIONS-01-09 – The role of social economy in addressing social exclusion, providing quality jobs and greater sustainability and HORIZON-CL6-2023-COMMUNITIES-01-1: Enhancing social inclusion in rural areas: focus on people in a vulnerable situation and social economy, HORIZON-CL2-2024-TRANSFORMATIONS-01-05 – Social dialogue in the new world of work: focus on representation of non-standard workers and effects of demographic shifts on the care sector. Participation in projects events and common activities. Build cooperation for results transfer and coordinated activities.

Examples: CARE4CARE (FIR), ESIRA (FTC), CREATE (DU), SERIGO, EGRUIEN, LONELY-EU.

Additionally, to the open discussion forums of WP5, SONYA will organise a Policy Roundtable: a half day roundtable meeting/discussion online or in Brussels between the project coordinator/s, the Policy Officer of DG EMPL and additional Policy Officers from other EC Services

3.1 Events

The participation in events as international conferences, congresses, workshops, exhibitions and fairs, webinars is key in the Dissemination and Communication Strategy. During project implementation, events will be organised to foster stakeholder engagement, including local authorities, researchers, and the general public.

The main technological results will be introduced in the market through the participation in EU events, workshops, and cooperation actions.

TABLE 2 TECHNICAL WORKSHOPS PLANNED

Technical workshops
WP2. Initial workshops in Italy, Spain, and Bulgaria living-labs to discuss organizational resources and motivation incentives related to social economy organizations and services. Includes interviews.
WP3. Training for SEs . 6 workshops.
WP3. Online bilateral meetings to compile feedback on barriers and opportunities for support services and transferability with SEs.
WP3-WP5. Open discussion forums/ Open learning labs to integrate the thoughts, concerns, and potential solutions of stakeholders, ensuring a holistic and inclusive approach to addressing policy and legal challenges .
WP4. Multidisciplinary research group to select variables and KPIs representative to an assessment framework flexible enough to adapt to every social economy adoption stage.
WP6. Technical workshop for IPR management with JRC.

TABLE 3 SCIENTIFIC CONFERENCES PLANNED

PhDs, scientific conferences and international journals
Scientific Conferences Targeted: EMES International Research Conference on Social Enterprise; European Society for Rural Sociology (ESRS); European Association of Development Research and Training Institutes (EADI); European Society for Research on the Education of Adults (ESREA); European Academy of Occupational Health Psychology (EAOHP); European Sociological Association and European Association of Agricultural Economists (EAAE); European Week of Active & Healthy Ageing (EWAHA). Special participation in SHARE Conferences. In addition, academic journals in management, services marketing and operations research.

TABLE 4 EU EVENTS DURING PROJECT ASSEMBLIES PLANNED

EU events during project assemblies

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WP7. **Project assemblies** in 3 reporting periods in which major European events will be organized to maximize impact: Kick-off meeting (M1-REN-Rennes); 2 interim assemblies (M18-UJI-Castellón and M36-FIR-Firenze) and 1 final event (M48-IPS-BAS-Sofia).

WP7. **Targeted participatory sessions for regions/SEs interested**

TABLE 5 PRACTICAL LEARNING

Practical learning contents and open science events

WP6. Large scale **EU events with public authorities** coinciding with EU weeks such as European Week of Regions and Cities and/or European Sustainable Development Week.

WP2: Field research training for SEOs through collaborative interviewing and focus group moderation.

WP3. **Open learning labs** (Aras de los Olmos, Trento and Vidin) to engage citizens. Collaborative online events with the social economy SONYA partners to discuss knowledge transfer opportunities meeting local needs.

3.2 Publications

The publications disseminate to stakeholders the main results of the project. Thus, academia partners will dedicate strong efforts in publishing scientific papers under the framework of globally recognized scientific conferences and journals that count with a high impact index.

1. The publications must always be free and open available via online with green or gold open access. Prior to publish any scientific publication, the partners involved will contact 45 days in advance the whole consortium for revision and validation of the publication. Moreover, the publications funded by the project will be uploaded to specific bibliographic social networks no later than 6 months after its original date of publication.
2. The project partners will have to provide open access to all scientific peer-reviewed publications relating to its results and will be stored in an Open Access repository according to *Article 16: Intellectual property rights (IPR) – Background and results. Access rights and rights of use*. These publications will be uploaded to the open-access repository.

The Open Access publications will be available on the project website, including articles summarizing the scientific publications in a divulgated way and shared through social channels.

TABLE 6 SCIENTIFIC PUBLICATIONS PLANNED

PhDs, scientific conferences and international journals

International journals: **Collaborative scientific works** in prestigious publications such as Annals of Public and Cooperative Economics, Voluntas: International Journal of Voluntary and Nonprofit Organizations, Social Enterprise Journal, European Journal of Industrial Relations or Social Policy & Administration, International Journal of Comparative Labour Law and Industrial Relations, International Labour Review, Economic Alternatives Journal, Q1 Contemporary Central and Eastern Europe and/or Societies (Prioritizing Open Access); and 2 JRC publications about participatory model of care and impact assessment applied to social elderly care policies.

At least 1 early-stage researcher per EU research entity including networking and mobility.

3.3 Networking

Specific activities will be done to reinforce the positioning of the project and foster the cooperation with relevant ongoing initiatives and clustering with ongoing national or international research and innovation activities. During the project, a common framework will be established for the dissemination of project results covering all communities involved.

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As a result of the presence of several partners in key European committees, they will establish significant connections with on-going initiatives/projects such as the projects funded under the same call and objectives.

3.3.1 NETWORKING ACTIONS

TABLE 7 NETWORKING ACTIONS PLANNED

Other networking actions
WP6. Platforms/Networks: Evaluate participation and disseminate SONYA's results in SHARE, Social Economy Europe, European Economic and Social Committee (EESC), Euricse (European Research Institute on Cooperative and Social Enterprises, Spanish Confederation of Social Economy Enterprises (CEPES), Reference Site Collaborative Network (RSCN), Innovation Networks for Scaling Active and Healthy Ageing (IN4AHA), Casa Mediterráneo Foundation, EUROCARERS (European network representing informal carers and their organisations).
WP6. Projects: Synergies with ongoing and sister projects in particular projects funded topics: HORIZON-CL2-2024-TRANSFORMATIONS-01-09 - The role of social economy in addressing social exclusion, providing quality jobs and greater sustainability and HORIZON-CL6-2023-COMMUNITIES-01-1: Enhancing social inclusion in rural areas: focus on people in a vulnerable situation and social economy. Participation in projects events. Build cooperation to ensure effective results transfer and coordinated activities. Examples: CARE4CARE (FIR), ESIRA (FTC), CREATE (DU), SERIGO.

4. Communication Actions and Tools

The **SONYA DEC Plan** is designed to foster a community of interest around the project while maximizing outreach and impact. This plan will establish a comprehensive communication strategy aimed at engaging a diverse range of stakeholders.

The strategy will integrate both offline and online communication efforts, ensuring that key messages are reinforced and reach all target audiences. The project will implement a variety of actions, strategies, and communication tools to enhance its value and solidify its image among stakeholders.

SONYA consortium members will be provided with promotional materials and encouraged to actively utilize them to increase the project's visibility. These materials will be made available in the project's internal repository, accessible to all consortium members.

Materials will initially be produced in English. Certain materials, such as press releases, will be translated into Spanish by ZABALA, and each partner will be responsible for translating them into their local languages, as needed, while keeping ZABALA's Communication team informed. Partners are encouraged to carry out these translations, particularly to engage local communities effectively.

TABLE 8 COMMUNICATION ACTIONS

Comm. Means	Description	Target
Logo & Presentations	Logo and Presentation Template for all Partners	All
Project Website & Positioning	An advanced website (web site address related to the title of the project using ".eu domain."), providing information about the project, the living-labs, and the results, showcasing project's news and acting as channel	All
Social Media Channels	Creation of a Social Media Strategy, and Social Media communities	All
Supporting Communication Materials	Brochure with the general information of the project, roll-up, and banners for events.	All

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Joint events, workshops, round tables & networking	Events organised/co-organised by project inviting experts, researchers, and SEs from other projects	All
Promotional video	Short presentation video (in English with subtitles)	All

4.1 SONYA Brand

SONYA initiated Dissemination and Communication activities by developing the brand, providing the project with a visual identity through the logo.



FIGURE 1 SONYA LOGO

4.1.1 NAME

SONYA is the branding name for the project title 'The role of SOcial ecoNomY in Addressing social exclusion, providing quality jobs and greater sustainability'. SONYA will always appear in uppercase font in text. The brand logo is in lower case font.

4.1.2 LOGO

The logo is inspired by the initial of the project, the "S" for Sonya, which symbolizes the connection between the different social agents involved: companies, elderly people, caregivers and other key players. The shape of the design evokes a chain, representing the union and collaboration between all of them to achieve the common goals of the project

Colours used:

#954BA8, RGB: (149, 75, 168), HSB: (288°, 55%, 66%), CMYK: (56, 80, 0, 0)

#ACE8D9, RGB: (172, 232, 217), HSB: (165°, 26%, 91%), CMYK: (37, 0, 22, 0)

4.1.3 TYPOGRAPHY

Documents typography: DM Sans, an accessible Google font.

Web typography: DM Sans

Criteria for usage in different formats, coexistence with other brands, correct and incorrect uses, etc., have been established. Templates in PowerPoint and Word formats have been created for consistent usage, with guidelines and templates shared among partners.

4.2 Digital Marketing Strategy

The SONYA digital marketing strategy is based on Inbound Marketing, aiming to attract people through valuable content and tailored experiences. The strategy involves creating quality content aligned with stakeholder interests, establishing links between communication channels, and using social media to direct traffic to the project's website.

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To reach this objective, the strategy can be divided in two lines of work: create regular quality content aligned with the interests of the stakeholder and, on the other hand, to establish links between all the communication channels to direct the audience to the website of the project. Moreover, social media channels will be used as a complement to direct traffic to the website.

4.2.1 WEBSITE

The project website (www.sonyaproject.eu) serves as the central repository for official project information. Launched in month 2 after presentation to partners, the website's digital strategy includes:

1. **Search Engine Optimization (SEO) and Quality Content:** Improving website visibility through organic results and content marketing.
2. **Stakeholders' Engagement:** Creating a community around the project.
3. **Social Networks:** Utilizing social media channels as a complement to direct traffic to the website.

To achieve high search rankings and drive traffic to the website, it is crucial to regularly publish high-quality content in the news section. ZABALA's communication team will ensure this section is consistently updated to build and maintain audience engagement and loyalty. Content will include expert opinion pieces, news updates and press releases on project milestones and progress, developments in European policies, updates from partner organisations, technical reports, interviews with experts, specialised articles, as well as engaging multimedia such as videos, infographics, and webinars.

This content will be actively promoted through the project's social media channels to broaden its reach and attract visitors. To capture users' attention and encourage them to explore the SONYA website, the creation of visual content—such as photographs, videos, and infographics—is especially important.

All materials will also be shared across the social media profiles of the consortium partners to draw in new users. Additionally, partners will help amplify the project's visibility by promoting the website on their own homepages and communication channels, including social media and newsletters. They will also share specific content such as press releases and published articles.

Consortium members are encouraged to identify communication opportunities and provide relevant information to support the creation of website articles. Each partner is expected to contribute complementary materials—such as news items, photographs from workshops and events, and more—to support ongoing communication and dissemination efforts.

4.2.1.1 WEBSITE MANAGEMENT AND UPDATES

ZABALA is responsible for the acquisition of the project domain (www.sonyaproject.eu) and hosting services, and will lead the design, development, and ongoing maintenance of the project website. The website's visual identity and structure will align with the SONYA branding guidelines to ensure consistency and coherence across all communication materials.

The website development plan will be defined in close collaboration with the SONYA Communication Team—comprising one representative from each partner organisation—as well as the project coordinator and the Steering Committee. This plan will be subject to periodic review and adjustments to ensure its continued relevance and effectiveness throughout the project’s lifecycle.

4.2.2 SOCIAL MEDIA STRATEGY

Social media channels form the third pillar of the digital strategy and play a crucial role in driving traffic to the website. They will primarily be used to keep the audience informed about the latest updates, ensuring that all project-related content published on the website reaches its full online dissemination potential.

These channels also serve as a platform to build a community around the project. They provide a space for interaction with stakeholders, enabling people to engage with project posts, spark conversations between partners, and connect with the broader audience

Additionally, social media channels facilitate communication with European institutions, relevant professionals, local authorities, policymakers, and the scientific/technical community. They are invaluable for sharing information and establishing connections with these groups, as well as reaching an interested public and the media.

To expand the project's reach, partners will contribute through their own communication and marketing departments and channels. ZABALA is responsible for managing the social media accounts for the **SONYA** project and will ensure that these accounts are regularly updated. The project is already active on LinkedIn with the channels launched shortly after the project’s kick-off in month 1. And other channels are being considered to reach each target and specific audience.

In addition, relevant hashtags will be used to categorize key project topics and enhance visibility on social media. Some of the recommended hashtags related to the project include: #SonyaProject #ElderlyCare #SocialAction

Hashtags also help aggregate content on a specific topic, allowing users to find all related posts in one place. To further broaden the audience, partners will actively promote the project using their communication and marketing departments and channels.

4.2.2.1 LINKEDIN

The credentials for LinkedIn are the following:

- SONYAProject – LinkedIn handler
- #SONYAProject – Hashtag

LinkedIn is the business-oriented side of social networking sites that allows for a different type of online connection: a **professional** one. The project page establishes a public image on a global professional level as a reputable and reliable project.

The LinkedIn professional online community promotes networking with individuals and groups. Most stakeholders and people interested in the project have an account on this social media channel, which is an opportunity to connect and nurture referral relationships. The main goal of the LinkedIn account is to be near the stakeholders and to make sure that news of the project reaches the SONYA community. This will facilitate that they share the content with others, the audience is engaged, and the project can expand its global influence.

4.3 Supporting Communication Materials

To encourage the partners to use the visual identity of the project and ensure that the common identity remains consistent during the whole project, two templates have been created in Power Point and Word formats. The Power Point template will be mainly used for private or public presentations such as meetings, events, or conferences. The Word template is mainly for the submission of deliverables, press releases or all internal documents of the consortium.

The Communication materials package has been developed to present SONYA research activities in an attractive way and includes the visual identity of the project.

All the communication materials generated for the SONYA project will be available on the website and shared with the partners through the project's online repository and with their communication departments through email if requested. The materials will support consortium partners during events, conferences, or workshops, where they can be distributed to promote the project.

When attending an event, partners must inform in advance if they need some *ad-hoc* materials to be created.

ZABALA will oversee the creation of all materials and ensure the review of the documents by the Communication Team and the Committee Board.

4.3.1 GENERAL PRESENTATIONS OF SONYA

A general PowerPoint presentation in English has already been created to showcase the project at events. The PowerPoint presentation should be translated, used, and completed by the partners of the consortium. The content includes the project's main mission, objectives, and expected results.

In addition to the PowerPoint presentation, the partners can also find a Word template to be used in all official communications such as press releases, meeting agendas, minutes, deliverables, and reports.



Establishing relationship with media at different levels (European, national, and local) is essential to reach all the target groups. SONYA project counts on scientific value that can catch interest from the media, what can be positive to raise awareness, encourage stakeholders to participate, increase results and offer information about the project to the society.

Relationships with the media will be established through the Press Office of SONYA, led by ZABALA **with the support of all the partners**. The partners will be essential to distribute the press releases of the project and to establish relations to media or take advantage of the ones already existing.

Press releases will be sent coinciding with the milestones of the project and most relevant events. Furthermore, the promotion of interviews and articles will be made in specialized media.

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- ZABALA will create press releases in English. The content will be mainly focused on the project updates and milestones.
- The press release will be reviewed by the Communication Team (consisting of one nominated agent from every partner) and sent to the coordinator.
- The partners will translate the press release into their local languages, to disseminate it through the local media. ZABALA will translate it into Spanish.
- **The partners will send the piece to their Media Contacts.**
- The press release will be adapted to create a story on the website of the project.
- The information can also be included in the partner's own websites and shared in their social media accounts. This way, the impact of the press releases increases considerably.
- The partners will share with ZABALA the impacts of the press release in an excel file available in the project's document repository to be tracked and included in the Report on Dissemination and Communication Activities.
- The press releases will also be shared in the project's website and will be available anytime.

Press releases will be sent coinciding with the milestones of the project and most relevant events. Furthermore, the promotion of interviews and articles will be made in specialized media.

5. KPI's and Monitoring

Analytics are a crucial tool for assessing the effectiveness of Communication and Dissemination activities. Monitoring and analytics will be integrated into the SONYA Communication strategy to evaluate the Return on Investment (ROI) of communication efforts.

ZABALA will lead the coordination of activities related to measuring the impact of communication actions, with support from all project partners. Analytics will be incorporated into the website, social media, and other communication channels, providing vital information for tracking key performance indicators (KPIs).

Each consortium member using the communication tools and channels is required to provide feedback on the impact of their efforts. This data is critical for evaluating and refining the strategy, as well as for compiling the Dissemination and Communication Activities Reports, which are submitted annually from the start of the project. The indicators will be regularly analysed and shared during dissemination updates and project meetings.

To monitor the progress of the Communication Strategy, the following Key Performance Indicators (KPIs) will be considered:

TABLE 9 KPIS TABLE

Activities	Description	KPIs	Target
DISSEMINATION			
Initial workshops in Italy, Spain, and Bulgaria living-labs	Initial workshops in Italy, Spain, and Bulgaria living-labs to discuss organizational resources and motivation incentives related to social economy organizations and services. Includes interviews	At least 20 attendants in each one	ALL
Training for SEs	Training for SEs	6 workshops. At least 50	A, B.

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Online bilateral meetings	Online bilateral meetings to compile feedback on barriers and opportunities for support services and transferability with SEs.	attendants to each one At least 10 SEs	B
Open discussion forums	Open discussion forums/ Open learning labs to integrate the thoughts, concerns, and potential solutions of stakeholders, ensuring a holistic and inclusive approach to addressing policy and legal challenges .	At least 200 attendants	ALL
Technical workshop for IPR management with JRC.	Technical workshop for IPR management with JRC.	At least 10 attendants	E
Scientific Conferences	Scientific Conferences Targeted	10 contributions	ALL
International journals	Collaborative scientific works in prestigious publications	8 collaborative scientific works	ALL
Early-stage	At least 1 early-stage researcher per EU research entity including networking and mobility.	4 masters/PhD thesis	ALL
COMMUNICATION			
Logo and presentations	Logo and presentation template for all partners.	N/A	ALL
Project website and positioning	An advanced website, providing information about the project, the demos, and the results, showcasing project's news and acting as channel.	≥10,000 visits / project (cross-linking, traffic, social media accounts, referencing& SEO)	ALL
Social media channels	Creation of a Social Media Strategy, and Twitter and LinkedIn communities	400 followers in total	ALL
Communication material	Brochure with the general information of the project, roll-up, and banners for events	N/A	ALL
Joint events, workshops, round tables & networking	Events organised/co-organised by project inviting experts, researchers, clients, and industry audience from other projects.	4 periodic events for periodic meeting	ALL
Promotional video	Short video presenting the project (in English with subtitles)	≥600 views on YouTube,	ALL

5.1 Tracking tools

With the aim of evaluating and measuring the different actions, the following monitoring tools will be defined in the Communication Plan:

- **Google Alerts:** Google organic search and the partners feedback will give the project information about the news that have been published in media (press clipping), so that we can test the effectiveness of the press releases and networking.
- **Social Media Analytics** are essential to get to know the SONYA community and their behaviour towards the project. Each Social Media Channel has its own tracking system.
- **Google Analytics:** To study the analysis of data on the website of the project

6. Management of the Diss&Comm

6.1 Communication team

ZABALA leads the WP: Impact Maximisation, coordinating actions and processes in collaboration with Rennes (the project leader) and the other consortium members through the Communication Team.

The team is composed of at least one representative from each partner, along with the designated media contact(s) from the Communication, Marketing, and Business Departments of each partner organization. The primary objectives of the Communication Team are to identify relevant opportunities to communicate about the project and to ensure that all communication materials accurately reflect the the research content of the project.

The designated media contact(s) from each organization are responsible for addressing communication-related queries and for reviewing, providing feedback on, and validating all communication materials produced within the project. Additionally, media contacts are tasked with ensuring the internal validation of content by their respective organizations, engaging with the relevant internal technical or scientific teams as needed. They also play a critical role in ensuring effective communication within their organization about the project and its promotional activities.

The SONYA partners are crucial to the success of the D&C Plan, serving as key ambassadors and multipliers for disseminating the project's messages, achievements, and results to stakeholders. In accordance with the Grant Agreements, all partners are required to disseminate their results and contribute to communication and awareness-raising activities.

Collaboration between the partners, the Communication teams, and ZABALA is essential for ensuring the timely and accurate publication of project information on the project's website and social media channels. This cooperation also helps maximize the impact of the communication strategy and ensures it reaches the targeted audience.

6.2 External Diss&Comm procedure

6.2.1 PRODUCTION OF MATERIALS

At project level, ZABALA is responsible for producing communication material such as press releases, general project presentation, project leaflets, website text, posters and banners, contributions to social media discussions and similar material.

All material produced by ZABALA are in English. If any partner wants to translate their materials into the local language, there is no problem. ZABALA will translate the material into Spanish.

6.2.1.1 REVIEW AND APPROVAL PROCEDURE

ZABALA will initiate all approval procedures for communication material, either upon own initiative, or upon request from a consortium partner who would like his/her communication material approved. Moreover, ZABALA will consult with the relevant partners on the content of the communication material to ensure the accuracy of the message.

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- ZABALA sends out requests for review and validation of general communication material by email to the Communication Team.
- The Communication Team responds by email to ZABALA within the fixed deadline (depending on the nature of the material) with specific comments (in track changes) and feedback on the proposed material.
- The designated media representatives will react to the proposed communication material according to the following deadlines:

Normal deadline: 5 working days. The normal deadline applies to general communication material.

Urgent consultation: 2 working days. The urgent procedure applies to press material, as well as in cases where urgent input on some specific type of short publications/articles is required. When urgent input is required, this should be clearly indicated by the person initiating the approval procedure (i.e., in the email subject).

- Even in the case of no issues/comments, partners are kindly asked to respond to the request stating their approval and lack of comments.
- If no feedback is given within the allocated time by any of the partners, it is assumed that no objections are raised by the respective partner.

ZABALA consolidates feedback, resolves outstanding issues, finalises material for use and distributes it to all partners, in accordance with deadlines specified in the Description of Action. Media representatives from each partner are responsible for local dissemination and translation if needed.

6.2.2 COMMUNICAITON RESOURCES OF PROJECT PARTNERS

As planned in the proposal, the partners are encouraged to involve their marketing and communication departments in the Project Dissemination and Communication Plan: links from their organization's website to the SONYA website when it is ready, mentions in the accounts of Social Media Channels or translation of press releases.

In the case of the press releases the members of the consortium are asked to translate them into their local language and send them to ZABALA, as well as the impact on the media to build the project's press clipping.

6.2.3 PRODUCTION OF COMMUNICATION MATERIALS IN CONNECTION WITH THE PROJECT

3. Partners of the project may wish to publish information regarding SONYA on their own websites, make presentations at relevant events and issue their own press material that might contain information about the project.
1. All material produced by project partners must follow the review and approval procedure described above and should follow the guidelines below:
2. Project partners are asked to follow the corporate identity of SONYA, comprising both a written identity and a visual identity, making it compatible with the own partner corporate identity.
3. Project partners should include in the communication produced the EU flag with the disclaimer.
4. Project partners are asked to ensure the accuracy of the information by always consulting the Description of Action.
5. Whenever possible project partners should use available material previously approved.

6. Partners are asked to send ZABALA a copy of the published document and press clippings to keep track of all dissemination activities.
7. Project partners should provide their contact details at the end of their presentations, articles, and press releases, but also present the ZABALA contact details.

6.2.4 PRODUCTION OF SCIENTIFIC COMMUNICATION MATERIALS

To ensure that the visual identity of the project is respected in scientific communication material and to make sure that there is no conflict between communication and partners' intellectual property rights, the partners willing to produce a scientific publication will have to follow the present procedure:

1. The partner informs the rest of the Technical Committee.
2. Once it has acceptance from the Technical Committee, the partner in charge of the publication sends Rennes, the Committee and ZABALA the draft publication at least 20 working days before sending it for publication / 10 working days if the partner was the only one involved in the research.
3. Rennes circulates the document to all the partners that have participated to the research. Partners have 10 working days to send back their comments. If there is only one partner involved in the research, the partner just needs the approval of the coordinator.

After making sure that all the comments are considered that there is no conflict with partners' intellectual property rights and that the visual identity of the project is respected, the coordinator gives their approval to the partner for the publication

6.2.5 VISIBILITY OF THE EU FUNDING

According to the EC Grant Agreement participants agree to:

- Promote **the action and its results, by providing targeted information** to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange.
- **Disseminate results** — as soon as possible — through appropriate means, including in scientific publications.
- **Ensure Open Access** (free of charge, online access for any user) to all peer-reviewed scientific publications relating to its results.
- **Acknowledge EU funding** in all communication, dissemination, and exploitation activities (including IPR protection and standards) as well as on all equipment, infrastructure and major results financed by the action by using the wording and criteria specified in the Grant Agreement.
- Additionally, SONYA project will establish close links to the communication team of the European Commission to make the results of the project visible in the EC Media Outlet, and interaction on the Social Media channels.

6.2.6 SUPPORT OF THE EUROPEAN UNION

The support to the SONYA project by the European Commission must be recognised in all the dissemination and communication tools and materials including this disclaimer:

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For more information, please refer to articles 14 and 16 of the Grant Agreement, which includes these and other considerations regarding the dissemination of the project and the Open Access. All the beneficiaries of the project are committed to follow the guidelines about the use of the EU emblem using it in their communication to acknowledge the support received under EU programmes.

Scientific and research publications must include this paragraph:

“The dissemination of results herein reflects only the author's view, and the European Commission is not responsible for any use that may be made of the information it contains”.

7. Exploitation Plan

7.1 Method

The exploitation strategy for the SONYA project is a dynamic and evolving process, designed to maximize the impact and reach of the project outcomes. It is based on the progressive deployment of the results as they are reported to the EC using deliverables, and the introduction to the beneficiaries of the tools necessary to collaboratively deploy the exploitation plan.

The strategy revolves around fostering collaboration among public authorities, research and technology development (RTD) performers, and pilot entities. To formalize this, all partners have unanimously developed and endorsed a Consortium Agreement based on the DESCA model: "Key Exploitable Results (KER) are owned by the Party that generates them. Where several partners have jointly carried out work generating results and where their respective share of the work cannot be ascertained, they shall have joint ownership of such results." Within this collaborative framework, the Consortium has designated an Innovation Manager (IM) as the primary contact person. Additionally, the Executive Board (EB) will facilitate and support the processes of Dissemination and Industrial Exploitation. The EB will craft the comprehensive plan for exploitation, dissemination, and communication after the Kick-off Meeting.

The main actions related to exploitation during the first 6 months of the project have been the following:

7.1.1 DEVELOPMENT OF TEMPLATES

KERs are generated in a specific WP and reported in deliverables but they can impact on other WPs even in other related actions using an Open innovation approach. Therefore, it is complex to internally monitor the status and the impact in data management but also explain to other stakeholders the main results to look for the transferability of results.

We have developed specific templates in Word and Excel format to facilitate the development of KERs and monitor the Intellectual Property Rights (IPR) for the future Results Ownership List (ROL). These templates serve as a guide for beneficiaries to develop their KERs systematically and effectively and monitor their IPR.

The following Excel templates are the collaborative initial files to co-create the KERs and define the IPR links using the available options in the continuous reporting module:

Figure 16 Excel template for the KERs monitoring

Figure 17 IPR template to monitor the background, foreground, side ground and post ground.

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sonya

SONYA Project

April 25

Instructions: (delete it before publishing it): Internal template to document a method to be exploited beyond the project. The objective is to summarize in a maximum of 3 pages the object that is detailed in some deliverable, be concise.

- **Internal-Code-ID:**
- **Product-title:**
- **Authors:**
List the names and affiliations of the authors.
- **Introduction:**
Provide a brief introduction to the problem or context your product addresses.
- **Background-of-the-invention:**
An overview of the current state of the art or existing technologies related to the invention. This section helps establish the context for the invention.
- **Field-of-the-invention:**
List and describe any materials, tools, or equipment necessary for implementing the method.
- **Detailed-description-of-the-invention:**
- **Steps-taken-towards-exploitation-(during-the-project):**
Discuss how you validated the product. This may include experiments, comparisons with existing technologies, or other forms of validation. Include results or performance metrics if available.
- **Results/data-generated-with-the-product:**
Present any results obtained through the application of your product. Include figures, tables, or graphs to enhance clarity.
- **Results-discussion:**
Interpret and discuss the results. Address any limitations or challenges encountered during the development or application.
- **Next-steps-after-project-implementation:**
Discuss potential future improvements or extensions.
- **Complete-report-Availability:**
Include a link to the code repository or specific deliverable where is detailed.
- **Acknowledgments:**
Acknowledge any individuals, organizations, or funding sources that contributed to the development of the product.
- **License:**
Specify the license under which your product is released. This is crucial for understanding how others can use, modify, and share your work.



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FIGURE 4 EXPLOITATION PRODUCT ID

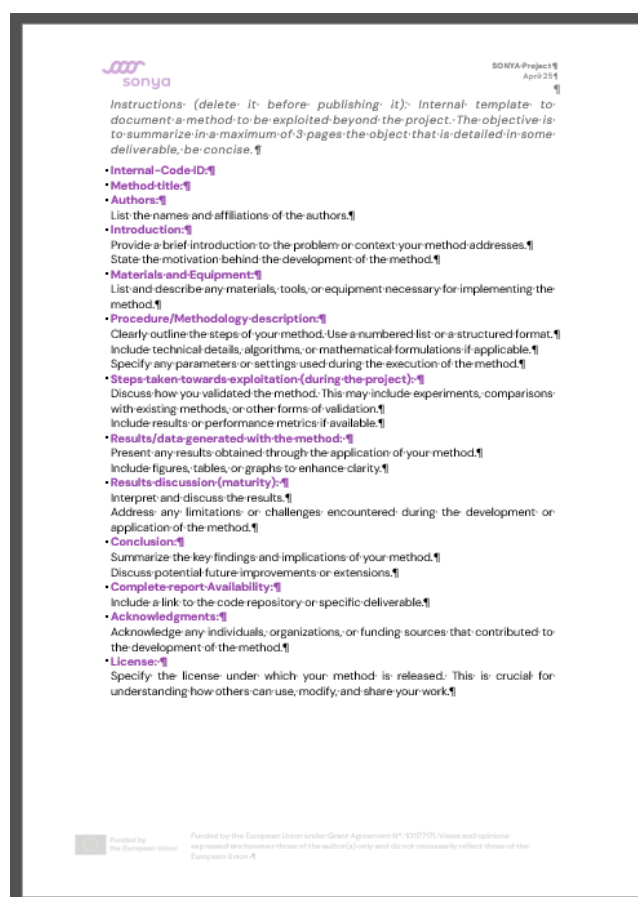


FIGURE 5 EXPLOITATION METHOD ID

All this information is available for beneficiaries in the WP6 folder of the SONYA Teams channel. The EB will perform a follow-up each 3 months to check KERs maturity and evolvement.

7.1.2 KERS REVIEW AND PRIORIZATION

A working session of the EB will be performed in the following months. The aim is to discuss the initial list of KERs to review and prioritize them according to each KER maturity and their expected progress until at the end of the RP1.

Furthermore, it implies working closely with Work Package leaders to ensure alignment with project objectives and maximizing exploitation potential.

7.2 Initial Analysis of KERs

SONYA EB will conduct an analysis of the initial list of KERs defined in the proposal to decide if it should be further detailed and which will be the most important in the first reporting period, to prioritize efforts and focus on the most promising results.

For this purpose, the partners have decided to use an internal code to define the idea maturity based on IML maturity levels *J. Goehrmann & I. Nee. The Idea Maturity Model | A Dynamic Approach to Evaluate Idea Maturity. International Journal of Innovation and Technology Management. Vol. 17, No. 1 (2018) DOI: 10.1142/S0219877019500305*

Table 2. Characterization of IMLs.

IML [Crosby's stage] [CMM level]		Characteristics
1	Initial [Uncertainty] [Initial]	• Basic assumption for an idea is available; still no clearly described idea. • At least one application or a technical solution is already suspected. • At least one minimum criterion of the idea characterization field is named and roughly characterized. • Information on at least one additional criterion outside the minimum criteria may be available.
2	Awareness [Awakening] [Managed]	• The minimum number of criteria to assess the idea is known. • The information deficits of these minimum criteria are fulfilled by internal research and implicit knowledge of the creator(s). • Plausible relations between the minimum criteria exist and are known. • The idea is qualifiable.
3	Appraisability [Enlightenment] [Defined]	• Information on the minimum criteria is sufficient. • One or more application-solution combinations are clearly visible. • Concrete users in the individual application fields are identifiable. • The analysis of the (market) potential and the realizability are feasible. • The idea is appraisable.
4	Valuation [Wisdom] [Quantitatively managed]	• Market potential and technology attractiveness has been estimated through appropriate assessment procedures. • Technical feasibility is known. • Applications and users are identified and evaluated. • Technical and economic success probabilities can be assessed. • Competition criteria are measurable. • The value of the idea can be determined.
5	Realizability [Certainty] [Optimizing]	• Strategy compatibility is proved. • Benefits are predictable. • Resources are available or procurable. • Implementation costs and potential economic returns are estimated. • Basis for development and implementation decision is given.

8. Future Plans

Our primary focus centres on cultivating a robust social media presence, aiming to garner followers and amplify our impact through the creation of compelling content that effectively spreads the message of SONYA. Simultaneously, we are dedicated to actively organize and participate in a variety of events in the upcoming months and create more networking opportunities.

Our proactive approach extends to identifying and planning for future events, enabling us to pre-emptively craft engaging news pieces and content that will seamlessly contribute to the promotion of SONYA. This strategic foresight allows us to maintain a dynamic and timely presence across various platforms.

Furthermore, we are committed to enhancing user engagement on the SONYA website, with a specific focus on increasing the duration visitors spend on the site. Our goal is to optimize the bounce rate by offering captivating content and features that captivate the audience, encouraging prolonged interaction with our platform. Through these efforts, we aim to create a lasting and impactful digital footprint for the project.

In the case of exploitation, we will continue monitoring the KERs as they are reported in deliverables to refine our exploitation strategy based on the results and feedback from the Commission and the beneficiaries.