Human-AI Teaming Platform for Maintaining and Evolving AI Systems in Manufacturing

D8.2 – Communication and Dissemination Master Plan

Deliverable Lead	Core Innovation (CORE)
Deliverable due date	30/06/2021
Actual submission date	29/06/2021
Version	1.0

This project receives funding in the European Commission's Horizon 2020 Research Programme under Grant Agreement Number 957402.

Document Control Page	
Title	Communication and Dissemination Master Plan (CDMP)
Editor	Core Innovation (CORE)
Contributors	Ilia Kantartzi (CORE), Antigone Nikolaidi (CORE)
Work Package	WP8 - Dissemination and exploitation
Description	Deliverable 8.2 Outlines the communication and dissemination activities planned by the TEAMING.AI partners for the whole project duration describing the overall communication strategy for the consortium, and functions as a guide for project partners when speaking about or on behalf of the project.
Creation date	18/05/2021
Type	ORDP: Open Research Data Pilot
Language	English
Audience	☒ Public ☐ Confidential
Review status	☐ Draft ☐ WP leader accepted ☒ Coordinator accepted
Action requested	☐ to be revised by Partners ☐ for approval by the WP leader ☐ for approval by the Project Coordinator ☒ for acknowledgement by Partners

Document History			
Version	Date	Author(s)	Changes
0.1	18/05/2021	Ilia Kantartzi (CORE)	Document Creation
0.2	28/05/2021	Antigone Nikolaidi (CORE)	Internal review
0.3	1/06/2021	Mario Pichler (SCCH) Thomas Hoch (SCCH)	Coordinator review
0.4	11/06/2021	Ilia Kantartzi (CORE)	Final corrections
1.0	28/06/2021	Sabine Stockinger (SCCH)	V1.0, PDF generated and submitted to EC portal

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1 Executive Summary

The present document constitutes Deliverable D8.2 “Communication and Dissemination Master Plan (CDMP) in the framework of WP8 “Dissemination and exploitation”, regarding Task 8.1 “Design and Implementation of Communication Strategy” and Task 8.2 “Design and Implementation of Dissemination Strategy”.

This CDMP aims to lay out the strategy to be followed by project partners in order to communicate the project’s results to the audience, ranging from specialised stakeholders (industrial and scientific) and investors, to the media and to the wider public. This report summarizes the strategy of the consortium to (1) raise public awareness and generate scientific interest, (2) directly involve stakeholders that could help bridging the gap between the TEAMING.AI concept and its market application, and last but not least, (3) maximise the impact of the project.

The document also details the communication and dissemination channels that the project will employ, as well as specific tools and activities such as the visual identity, communication materials, participation in events and other actions.

2 Introduction

TEAMING.AI aims to overcome the lack of flexibility as a limiting factor of current Industry 4.0 while ensuring the role of the human being in the future industrial scenario by means of a human centred AI collaboration. To this aim, the project will rely on the combination of advanced methods for the representation of complex manufacturing processes by means of a novel approach which combines knowledge graphs and relational machine learning to realise true human-AI teaming working schemes, thus answering the actual needs of the industry.

CORE is leading the Communication activities of the project, coordinating and supervising all the respective endeavours. Moreover, all partners will contribute to the dissemination and communication tasks according to their role, by means of sharing input about their progress, participating in events, organizing workshops, publishing papers, and disseminating TEAMING.AI's results.

Before setting up the D&C Strategy, it is important to analyse Communication and Dissemination definitions, two core concepts that the current document and WP8 deal with.

Communication

"Communication on projects is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange."[1]

Thus, communication activities include all the actions that aim to make the project visible, recognisable, and credible, to deliver its impact and benefits to society and promote it in a wider audience.

Dissemination

"The public disclosure of the results by any appropriate means (other than resulting from protecting or exploiting the results), including by scientific publications in any medium." Dissemination focuses on transferring knowledge and results available for others to use. All the communication efforts have a positive impact in the dissemination of the project and its results. Additionally, aiming at taking advantage of TEAMING.AI results and generated knowledge, dissemination activities include the publication of scientific papers in journals as well as participation in conferences and major events relevant to the project's objectives. An important aspect of this kind of actions is their long-term effect and significant impact after the completion of the project.

2.1 Deliverable Overview

The present deliverable has been prepared by CORE with input from the TEAMING.AI partners, to lay out the project's approach to communication and dissemination during the project. The DCMP will be followed by other reports during the project's lifetime that will also describe implementation of Dissemination and Communication activities.

The outline of this deliverable is as follows:

- **Chapter 1** is the executive summary of D8.2.
- **Chapter 2** is an introduction to the project and deliverable.

[1] Source: https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/glossary

- **Chapter 3** describes the overall communication and dissemination strategy of the project, outlining the objectives, impact assessment (quantitative and qualitive indicators), dissemination management, target groups and audiences which define the specific dissemination and communication activities.
- **Chapter 4** presents the internal communication campaign.
- **Chapter 5** presents the communication tools that will be used to promote TEAMING.AI outcomes.
- **Chapter 6** presents the dissemination actions that will demonstrate TEAMING.AI results.
- **Chapter 7** presents the upcoming steps and actions based on the overall strategy.

3 Communication and Dissemination Strategy

3.1 Objectives

Communication aims at reaching the following goals:

- To raise public awareness about the project, its expected results and impact within defined target groups
- To make the project a valid source of information
- To create synergies and exchange experience with projects and groups active in the field, to join efforts and maximize common potential.

Dissemination aims at reaching the following goals:

- To create public awareness and generate scientific interest
- To directly involve stakeholders that could help bridging the gap between the TEAMING.AI concept and its market application
- To maximise the impacts of the project achievements
- To disseminate the fundamental knowledge, the methodologies and technologies developed and tested during the project
- To facilitate cooperation with other projects

3.2 Timeline

The timeline for the dissemination activities is structured in four main phases according to the AIDA model (Awareness, Interest, Desire and Action). It is a model used by a wide spectrum of organisations and is suitable for attracting and building relation with stakeholders. The stages that D&C strategy will follow are:

Awareness / Initial Phase / M1-M9

Build Awareness and Attract the audience: In this period, which covers the first year of the project, communication efforts focus on building awareness for TEAMING.AI, making the project visible and recognisable, sharing its objectives, values, and technological innovation(s). Channels such as the website and social media accounts are the key tools to start building a network and reaching the first stakeholders.

Interest / 1st Intermediate Phase / M10-M18

Create interest in the target audience to know more about the project: This phase will focus on raising the Interest after having reached awareness in the initial phase. Towards the end of the first year of the project (December 2021), TEAMING.AI will start to produce the first results, while developing and testing its technologies. Thus, dissemination actions will augment in collaboration with the partners and more people will get to know the project. Consequently, more

people will search for it and be interested in learning more about its activities. Publications and scientific papers to journals will be targeted as desired actions, since researchers and scientific communities will also increase the interest in TEAMING.AI. Project results will be presented in conferences, with the support and contribution of the consortium, according to partners' field of expertise and interest. Communication actions will continue leveraging the potentials of social media, website, and newsletters. Partnering with other projects is another important pursue during this phase.

Desire /2nd Intermediate Phase / M19-M27

Desire of the target audience to know more about the project and its results: This phase will focus on further engagement of the targeted audiences with the project. As the project results will evolve their dissemination will be pursued through events and publications, creating additional interest in the developments achieved in TEAMING.AI. Informing target markets about the technological breakthroughs and business benefits of TEAMING.AI is also an important part of this phase that works as a preparatory stage for the final mature phase. Social media, website, and newsletters will continue to be important channels for the project's communication activities while partnering with other projects will also remain an important activity in this phase.

Action / Mature - Final Phase / M28-M36

Action for the interested audiences to get involved: This phase will focus on maximizing target market and industry awareness regarding the TEAMING.AI platform and its exploitable products. Since it is the final phase of the project, all the results will be disseminated through the aforementioned channels. Communication and dissemination efforts will be centred towards supporting the project sustainability and its effective exploitation as well as preparing for its market replication. All the efforts made in the previous phases will be leveraged in this final stage.

Time dimension is a core element for setting up an efficient strategy in the AIDA framework. Communication and dissemination activities will be scheduled in accordance with the respective progress achieved in the project. In other words, actions vary during the project, and the dissemination activities are more intense and valuable when the project has already produced results. The AIDA model with its four stages and their relationship with the time frame of TEAMING.AI is presented below.

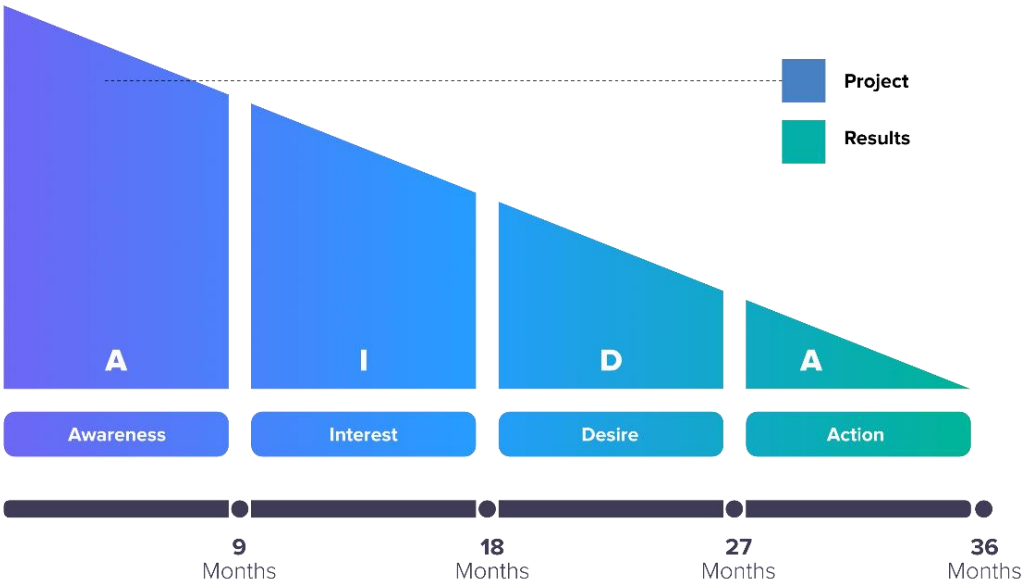

Figure 1: AIDA Model

3.3 Target Audiences/Stakeholders

The overall goal is to approach target audiences and stakeholders, addressing the right people at the right time to maximise the project's impact. Each communication activity will be tailored to the specific group and the particular message to be conveyed. The first step to achieve this goal is to identify the target groups. The consortium will implement continuous communication with the identified stakeholders. Keeping the various stakeholders informed as the project progresses is critical to the project's success and sound stakeholder management.

The following different groups have been identified as the main target audiences of TEAMING.AI:

Table 1: Main TEAMING.AI stakeholders

Main Audience	Target groups	Goal of the Message	Medium
Scientific and academic community	Universities and research institutes with activity in sectors such as engineering, technology innovation, IT, data analysis	Emphasize the developed new concepts, the overall human-AI teaming software platform and possible exploitation scenarios for future research in the Academia. Link to scientific communities, including additional specific initiatives (ICT-38 clustering, etc)	Website LinkedIn Conferences & Events Publications
Industry Stakeholders	Enterprises and organisations in the process industry and manufacturing, ICT start-ups, SMEs	Show TEAMING.AI objectives, progress, key results and technology tested or developed, and provide information about the potential benefits. Bring value to sectors related to Industry 4.0, Manufacturing, etc.	Website Newsletter LinkedIn/Twitter Fairs Technical Publications
Related ICT-38 Projects	Projects with similar research activity and values with TEAMING.AI	Common ground, interests and actions in the fields of industry 4.0, Manufacturing, AI and human-robots collaboration.	Website LinkedIn/Twitter Events & Webinars
EU Organisations and Policy Makers	Representatives of national bodies/ministries, EC and other Institutions	TEAMING.AI brings real value for them, by testing and developing state-of-the-art technologies and knowledge possible applicable and beneficial to many sectors.	Website Deliverables LinkedIn/Twitter Articles

General Public and Media	EU citizens, online and offline Media, NGOs and others that have general interest in technology, innovation and manufacturing	Create awareness for the project's benefits for the society. What is the impact of TEAMING.AI? What is the news?	Website Newsletter & Press Releases Twitter Articles non-scientific Videos
TEAMING.AI Consortium and advisory board	TEAMING.AI partners and AB	Keep this audience interested and fulfilled with its work in the project, create community feeling and a safe environment with mutual respect.	Website Internal Communication via emails Newsletter & Press Release Deliverables

3.4 Impact Assessment

By implementing TEAMING.AI's DCMP we expect to communicate relevant outcomes to each of the target groups, as well as to attract their interest and generate engagement that will increase the overall impact of the project.

For the purposes of evaluation of TEAMING.AI activities, quantitative indicators and associated metrics were set up where applicable. Numerical targets have been setup to assess and monitor the project impact. The proposed metrics can be categorised as:

- Quantitative indicators such as Key Performance Indicators (KPIs) and online metrics; and
- Qualitative indicators such as the promotion of a proactive community, press coverage and long-term influence.

These targets will be periodically reviewed by the whole Consortium.

3.4.1 Quantitative indicators

Table 2: Quantitative indicators (KPIs)

Measure	Indicators	Target number
Creation of a recognisable brand identity	A coherent professional and widely recognisable visual identity	1 project logo, brand guidelines, TEAMING.AI templates, illustrations and graphics
Communication kit	Communication material	brochure, poster, banner (+updated versions), 1 final video, 6 e-Newsletter issues
Dedicated website	An easily accessible public platform	1 public website

Social media channels	LinkedIn and Twitter	Active LinkedIn and Twitter accounts posting news in a regular (weekly) base. At least 800 members per members in M32. At least 4 announcements per partner in individual social media accounts; at least 6 announcements in H2020 social media sites.
Participation in Conferences and events	Related exhibitions, conferences and fairs	At least 40 presentations in total; 3 special sessions; 2 stands and/or demonstrations.
Peer-reviewed publications	Open Access (OA) publications	At least 25 project papers in conference proceedings and one-fifth in top ranked scientific journals or conferences.
Mass Media &Press	publication of interesting news and achievements to the Mass Media	30 media articles in popular and/or specialised media; At least 1 interview in Radio and/or TV
Use of EU dissemination networks & tolls	Participation in EU conferences and public events, etc.	At least 4 publications in EC communication tools; Participation in EU events
Project Events	Final event and international conference (M30)	1 intl. conference; Clusters sessions at a yearly base
TEAMING.AI Networking/ Engagement activities	Establishment of TEAMING.AI Stakeholders' Community	At least 50 members of the Stakeholders Community; at least 100 stakeholders contacted during the project; establish links with 10 R&D projects and 10 associations, fora, technical committees.

3.4.2 Qualitative indicators

In addition to the indicators presented in the previous section, there are other positive impacts that cannot be easily quantified. Thus, to measure these impacts, the dissemination plan we will use the following qualitative indicators:

Proactive online community

Social networks dissemination efforts will ensure an interesting outcome in terms of discussions, feedback and content sharing and engagement.

Press/media coverage

Distribution of press releases and publication of articles are geared to achieve press/media coverage about the project.

Long-term influence

In some cases, the impact takes longer than just an immediate reaction. Therefore, it is expected that the "seed" scattered at the beginning will be "harvested" later. These cases will also be considered when monitoring the impact of the project.

3.5 Dissemination Management

3.5.1 Responsibilities Distribution

According to the Grant Agreement (Article 29.1) “Unless it goes against their legitimate interests, each beneficiary must ‘disseminate’ its results by disclosing them to the public by appropriate means (other than those resulting from protecting or exploiting the results), including in scientific publications (in any medium)”. Therefore, all possible opportunities should be pursued by individual partners or on collective basis, through joint appearance by more than one partner, to spread TEAMING.AI results in the scientific community and general public.

CORE will coordinate and supervise all the dissemination activities. On the other hand, all partners of the consortium will contribute to dissemination tasks, according to their role and using all available tools and channels (for instance participating and giving presentations at conferences, workshops, publishing papers, networking, attending to fairs and showcases where technical achievements and prototypes can be shown to stakeholders, etc.).

3.5.2 Policy and Rules (Open Access)

As pointed out in Grant Agreement, TEAMING.AI’s dissemination activities are closely linked with the intellectual property rights protection and confidentiality (Articles 23a and 36, respectively). There is a need for an excellent understanding between academia and industrial partners in order to achieve a successful exploitation of TEAMING.AI outputs.

Regarding the digital research data generated in the project, according to Article 29.3, the beneficiaries should deposit, in a research data repository, the data needed to validate the results, as specified in the Data Management and Security Plan (D9.2).

Open Access

Each beneficiary should ensure open access (free of charge online access for any user) to all peer-reviewed scientific publications relating to its results.

The bibliographic metadata will be in a standard format and should include the following:

- the terms ‘European Union (EU)’ and ‘Horizon 2020’,
- the name of the action, acronym and grant number,
- the publication date, and length of embargo period if applicable
- a persistent identifier

According to Article 29.4, unless the Commission requests or agrees otherwise or unless it is impossible, any dissemination of results (in any form, including electronic) should:

(a) display the EU emblem

(b) include the following text:

“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under grant agreement No 957402”.

According to the article 29.5, any dissemination of results must indicate that it reflects only the author's view and that the Commission is not responsible for any use that may be made of the information it contains: “This [insert type of activity] reflects only the author’s views and the Commission is not responsible for any use that may be made of the information contained therein”

Finally, in addition to the acknowledgement to the EU, all dissemination materials will include:

- TEAMING.AI logo
- Name and Acronym of the project
- Website link

4 Internal communication campaign

In addition to the external communication campaign, the project will also implement an internal communication campaign. The role of this campaign is to set a solid internal communication strategy within the consortium, in order to create as many dissemination channels as possible. It will be much more efficient if the communication material created is distributed by all partners to as many channels as possible, as opposed to only using our main distribution channels. Information should come from as many sources as possible. In that way, we will expand our distribution base. Approaches to achieve these goals include:

4.1 Newsletters/ Press Releases

Due to GDPR restrictions regarding email campaigns, a big email database cannot be created to send out TEAMING.AI’s newsletters. Each partner will be responsible to distribute project’s newsletters to their own stakeholder database. Sharing press releases of the project by all partners can also be useful to strengthen our external campaign. Stakeholders database which will be created within Task 8.2, will be also used as a newsletter database.

4.2 Social media

All partners should follow the social media accounts of the project (Twitter and LinkedIn). In addition, ideally, all partner’s network contacts should also follow the TEAMING.AI project. This could be achieved via a group message “*Follow TEAMING.AI project on LinkedIn/ Twitter and stay informed about our recent news and updates! Thank you!*”. What is more, partners should be sharing at least one post of the project per month. In that way, we will expand our social networks community and spread the word faster about the project.

4.2.1 Social Media Plan

In order to be able to provide our audience with interesting content, a **Social Media Plan** has been delivered to the consortium, engaging partners to send us their input with news from the sector or their work on the field. The content should include both text and visual elements. Social Media Plan will be updated and distributed to partners every 6 months, indicating who will provide input.

	April	May	June	July	August	September
Content	Mission in TEAMING.AI	Mission in TEAMING.AI	Project news and progress	Project news and progress	Project news and progress	Project news and progress
Partner	WP1 PRO WP2 WU WP3 UMA WP4 ITU WP5 SCCH	WP6 IDK WP7 TYR WP8 CORE WP9 SCCH WP10 SCCH	SCCH IDEA UMA CORE	IDK TYR IAL CORE	ITU FAR SDP CORE	TIM GOI WU CORE

Figure 2: Social Media Plan for the first 6 months of the project

4.3 Presentations

When partners participate in meetings/ events outside the project, they should try to include in their organisation's presentation, a small brief about TEAMING.AI, whenever possible.

4.4 Report Forms

The aim of these report forms is to keep track of all activities and actions. For this purpose, we created and shared with the Consortium two Microsoft Forms to report the activities of participating to Events and publishing material. This is an efficient way to keep track of all these activities by simply applying to the Forms.

The forms can be found in the following links:

TEAMING.AI Event Report - for any participation in any Events, Conferences, Workshops etc. (Figure 3)

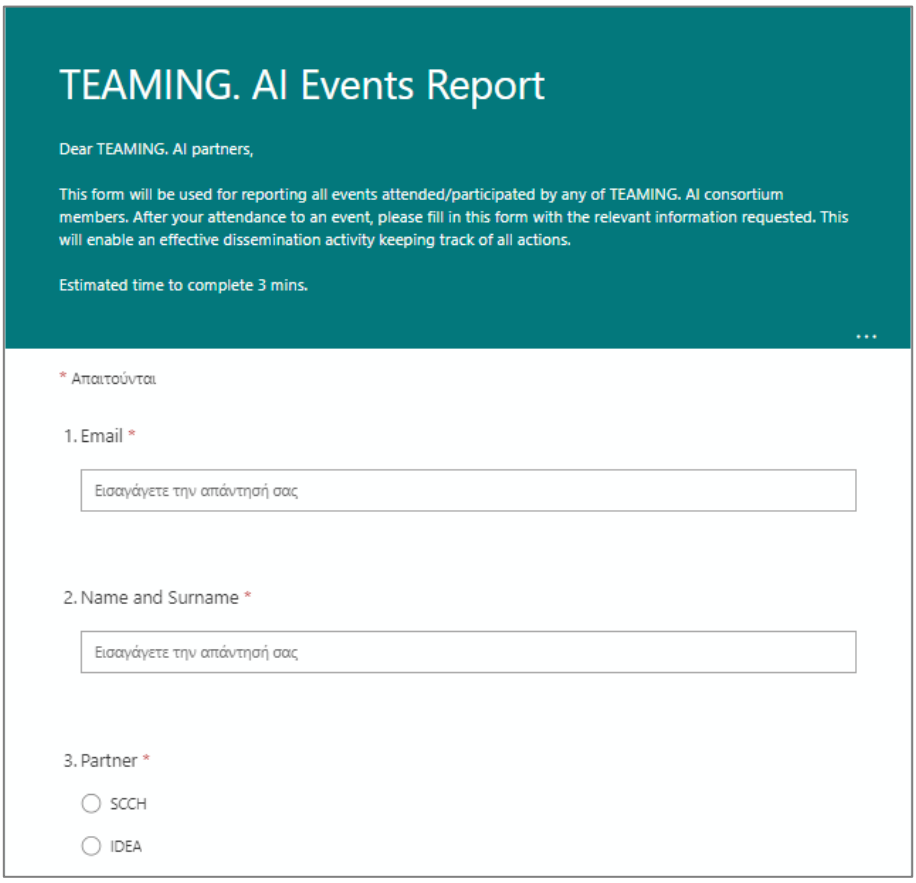

Figure 3: Events report

TEAMING.AI Publications Report - for any submission of a Paper, Publication, Media article etc. (Figure 4)

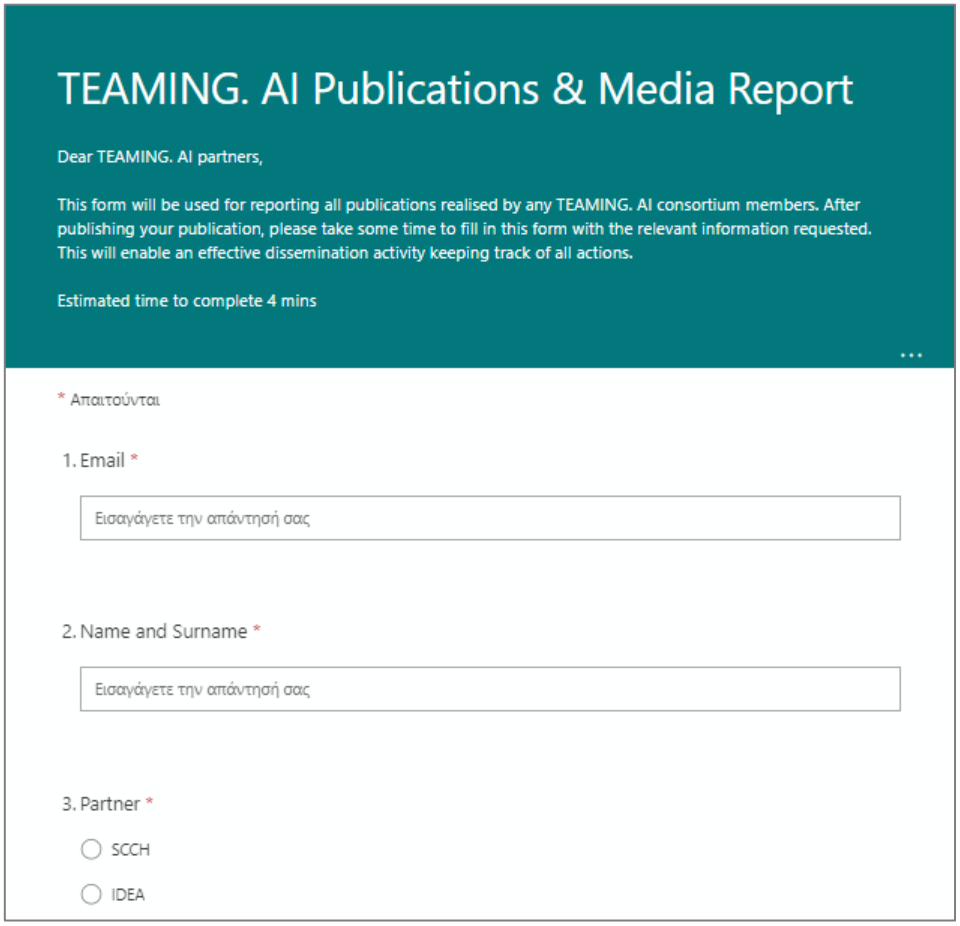

Figure 4: Publications & media report

5 Communication tools

Below are listed and described the communication and marketing materials that will be used to promote and disseminate TEAMING.AI project to stakeholders and the general public as well as the channels used to achieve this promotion.

5.1 Project Identity (logotype)

The development of a clever and unique visual identity is very important as it is meant to visually communicate the identity of the project. The logo should grab the attention, make the project easily recognisable and ensure the consistency of the project outputs. More information regarding the selection process and its design (colour scheme, typography etc.) can be found in D8.1 *TEAMING.AI Corporate Identity*, in chapter 3. In this deliverable, one can also find the icons, illustrations and diagrams which were designed, as part of the visual identity of the project.

5.2 Communication Materials

To support dissemination activities, brochures, posters, banners and other forms of collaterals were developed and will be updated if needed following the evolving needs of the project.

TEAMING.AI will mostly rely on electronic information means, due to better scalability, easy updates and respect to the environment. The project is however aware that printed information is

still the principal instrument for informing specific groups of stakeholders (e.g., participants to fairs, conferences and workshops).

The first version of the .pdf files have already been distributed to the partners and uploaded to the website so that they will be able to print the needed material. The visuals created for the communication material are also uploaded separately on the project's repository for the partners' convenience.

Partners will also use alternative ways of supporting the dissemination of the project. Depending on the needs that may arise, other modalities could be deployed, such as electronic factsheets, delegates packs at conferences or other events, other types of gadgets. Such decisions will be taken when details of participation to events are worked out and an executive planning for those is being elaborated.

The communication materials prepared so far are the following:

- the leaflet / the e-brochure
- the poster
- the banner

More detailed information can be found in D8.1 *TEAMING.AI Corporate Identity*, in chapter 4.

5.3 Templates

Templates for the project's documents (deliverable, agenda, and MoMs) and presentations were created to ensure a coherent, visually integrated result. All the templates were created and distributed to the Consortium on M3 (March 2021) and have already been used for the project needs. More information can be found in D8.1 *TEAMING.AI Corporate Identity*, in chapter 5.

5.4 Newsletters and Press Releases

Communication efforts include keeping the TEAMING.AI consortium, its community and other organisations and Media, and the EC informed of its current activity and progress. For this purpose, email campaigns based on Newsletters and Press Releases can be very effective means of communication.

5.4.1 Newsletters

Newsletters share updates about TEAMING.AI and highlight milestones, outcomes, and upcoming events. The newsletters will be issued using the MailChimp platform. The ability to subscribe to the project's newsletters has already been included on the website.

5.4.2 Press releases

Publication of periodic Press releases (coinciding with major project meetings and events) to local, national and international media, contributes as well to the communication strategy. Press releases can present TEAMING.AI project to a wider audience through magazines or e-press, being published when there is progress to be reported, or when a project's main event is about to be organised. They are shared the same way as newsletters through the website and social media accounts. Their purpose is to engage Media (traditional or digital) and target groups with project's achievements and milestones.

The first press release of the project was published on M4 (April 2021) and is available for downloading through TEAMING.AI website. It was also announced and shared through the project's social media accounts (Twitter and LinkedIn).


TEAMING.AI 1ST PRESS RELEASE

teaming.ai

Athens, April 2021

Teaming.AI in a nutshell

The TEAMING.AI (Human-AI Teaming Platform for Maintaining and Evolving AI Systems in manufacturing) project aims to make a breakthrough in smart manufacturing by introducing greater customization and personalization of products and services in AI technologies.

Through a new human and AI teaming framework manufacturing processes will be optimized: the greatest strengths of both these elements can be maximized while safety and ethical compliance guidelines are examined and maintained. TEAMING.AI aims to overcome the lack of flexibility as a limiting factor of current Industry 4.0 while ensuring the role of the human being in the future industrial scenario by means of a human centred AI collaboration.

The project will rely on the combination of advanced methods (knowledge graphs and relational machine learning) for the representation of complex manufacturing processes by means of a novel approach to realise true human-AI teaming working schemes, thus answering the actual needs of the industry.

TEAMING.AI framework will be tested in three industrial use case scenarios selected to represent different levels and aspects of human involvement:

Use case 1: quality control, by partner FAR (Turkey)

Use case 2: machine and process diagnostics, by partner IAL (Spain)

Use case 3: harm prevention in dynamic production environments, by partner GDI (Spain)

Teaming.AI has officially started

On Tuesday February 9th, 2021, the kick-off meeting of TEAMING.AI project took place, with the online presence of all 15 partners. Work packages, project objectives and upcoming steps and actions were discussed, with the coordinator, SCCH leading the discussion.

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Consortium

The Consortium is composed by 15 partners across 8 countries (Austria, Italy, Germany, Spain, Greece, Turkey, [illegible] and Ireland).

A strong, experienced, and interdisciplinary cluster that will contribute to the approach and achieve the objectives of the project.

For additional information please contact

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Connect with us

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Figure 5: 1st Press Release

5.5 Channels

5.5.1 Website

There is no doubt that the first step to establish a strong online presence is to create a modern and edgy website that represents the values of the projects. CORE created the website, hosted at https://www.teamingai-project.eu/, trying to make it interactive and UX-based, in accordance with TEAMING.AI visual identity. The website is responsive to user's browser and devices.

The website will be constantly updated with all relevant project information for the public, including information of the project, public documents with the possibility of downloads (brochures, working papers, presentations, reports, etc.), news and events (workshops, seminars, conferences etc.), newsletter and press releases published, and information about the consortium (including links to partners' websites).

By M5 (May 2021), the TEAMING.AI website already counted 958 users (of which 671 unique visitors), as it can be seen in Figure 6.

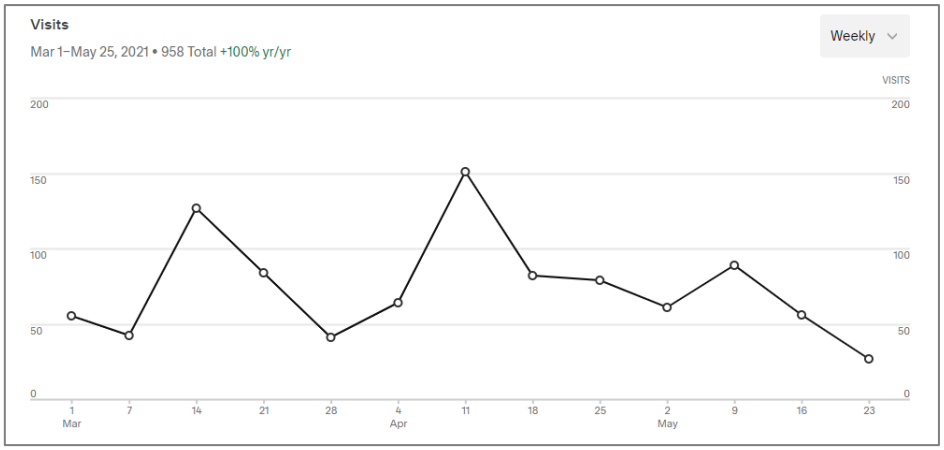

Figure 6: TEAMING.AI website traffic M3-M5

The first edition of the website was published on M3 of the project (March 2021) and it is analytically explained in D8.1 *TEAMING.AI Corporate Identity*, in chapter 6. Since then, some changes occurred, resulting not only the update of the information displayed on the website but also the update of some aesthetic elements. These changes concern the page "News & Press Releases" (see figures below).

Subtitle of the section, newsletter subscription and link to the social accounts of the project are the first things one can see when entering this page.

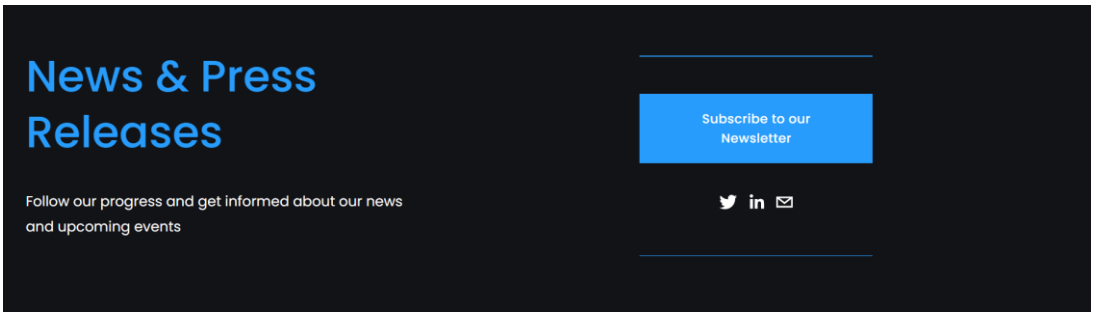

Figure 7: News & Press Releases introduction

Scrolling down, articles relevant to project news, events calendar and twitter feed appear.

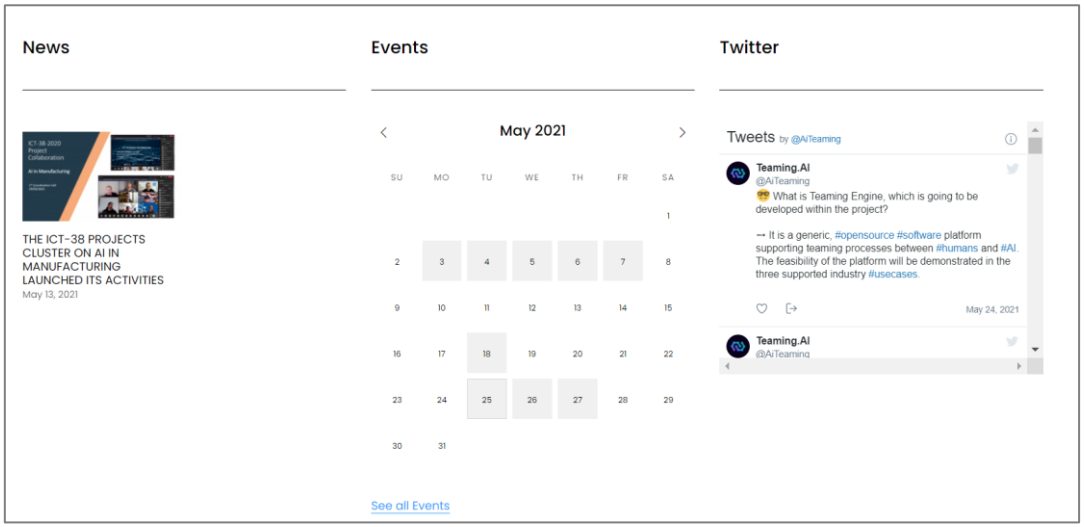

Figure 8: News, events & twitter

By pressing on an article, one can see more details about it (date of posting, tittle, description and photo if available).

Figure 9: Article

If the visitor wants to see in more detail the events displayed on the events calendar, he can click on “all the events” and see more details (Title, date, description and link to the event if available).

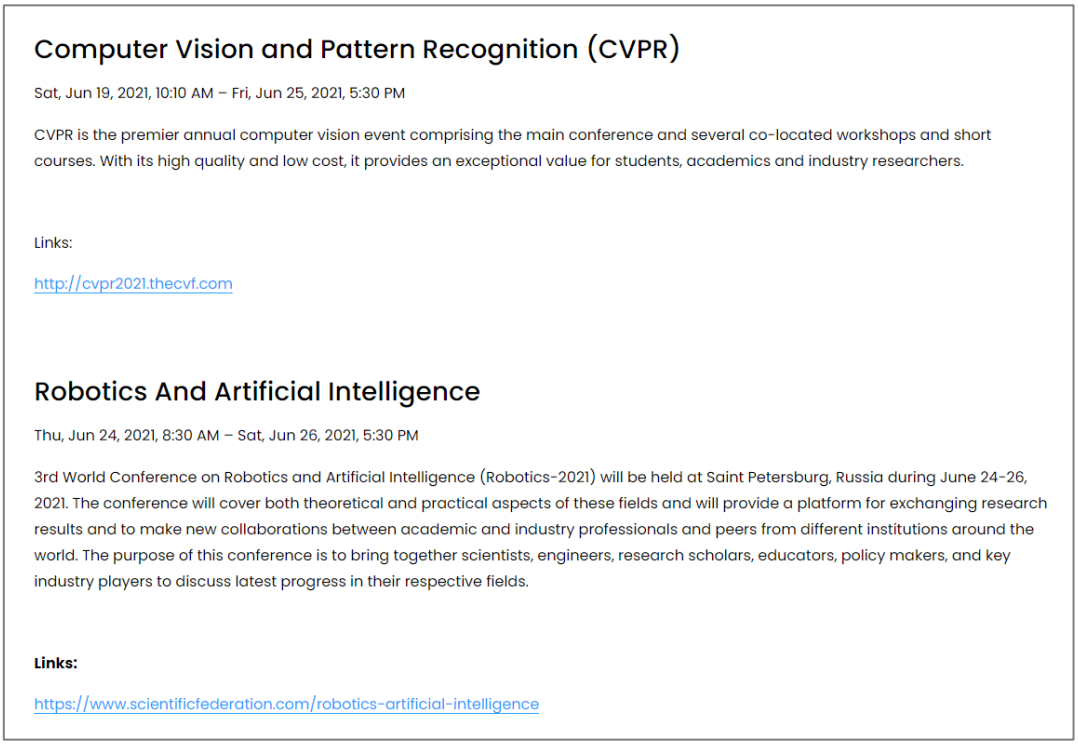

Figure 10: Events

Towards the end of this page, press releases and newsletters are displayed.

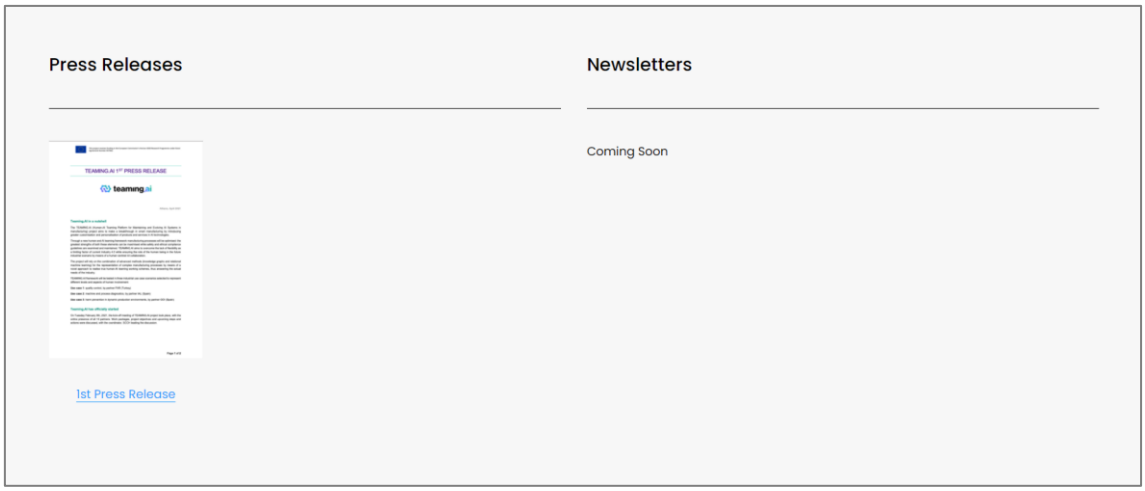

Figure 11: Press Releases & Newsletters

By pressing on a press release or a newsletter, the visitor can see the preview of the relevant document in pdf. There is also the option to download or print it.

Figure 12: Press Release displayed on website

5.5.2 Social Media

Social media accounts have already been created to raise awareness among interested stakeholders and maintain public engagement. Different social media profiles and online communities will be targeted according to TEAMING.AI project topics: manufacturing, artificial intelligence, human-robots collaboration, industry 4.0, etc. The CORE team will be responsible to oversee project's social media activities, managing social media accounts and their performance, including replying to direct messages. Social media communication will follow "*H2020 Guidance - Social media guide for EU funded R&I projects: v1.0–06.04.2018*". Social networks will be updated daily, by joining groups and profiles under the project topics, re-tweeting or sharing relevant information from EC and/or from other projects.

The website's digital potential will be boosted by an intense social media strategy, making use of different social networks (LinkedIn, Twitter and YouTube).

Different audiences will be approached by exploiting the potentials and characteristics of each social media account.

The existing social network channels of the consortium partners will be widely exploited to enhance the dissemination of project activities and results towards the target audiences.

CORE's approach to social media has been developed to support TEAMING.AI's position as a Horizon 2020 Innovation Action programme. Social media is an ideal channel to communicate this position due to its collaborative nature, offering a medium to build on and share this European experience. Our social media strategy will be based on the following principles:

- Managing trust and knowledge through quality of content
- Added-value content that is original and of quality
- An integrated approach to communication actions

Analysing how and where our audience is naturally holding digital conversations as well as finding channels where the audience interacts the most is the major step to find platforms and select the best mediums. The role of the website is to house official information about the project in its full form. LinkedIn is a great way to connect with the research community and build a narrative around the evolution of the project. Twitter is perfect for engaging with others in the field and releasing bite-sized project updates, for example a new publication, event, or TEAMING.AI progress. When referring to project news the social media activity should refer to full versions redirecting on the website.

Further, certain hashtags can be used in posts to allow resharing easily. A hashtag is a metadata tag that is prefaced by the hash symbol, #. Hashtags are widely used on microblogging and photo-sharing services such as Twitter and Instagram as a form of user-generated tagging that enables cross-referencing of content sharing a subject or theme[2]. For example, hashtag *#H2020* will be used in all our posts, along with other hashtags which will be defined according to the context of each post.

The use of these two platforms in combination will increase the digital footprint of project and help maximise its online presence and awareness.

[2] https://www.sasalio.com/blog/glossary/hashtag/

5.5.2.1 Twitter

A twitter account, was created on M3. This account will be actively sharing content, articles, and news from the project (

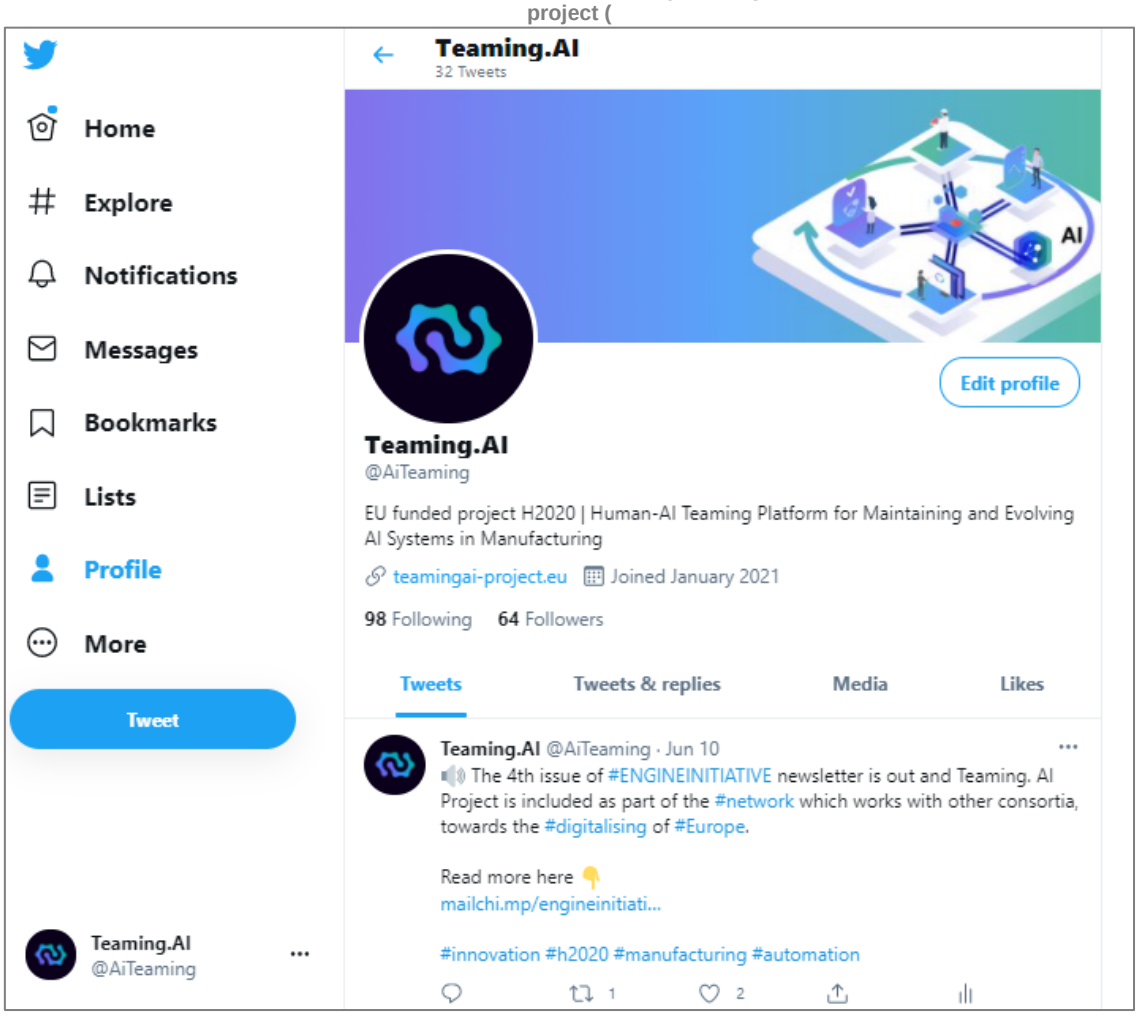

Figure 13). It targets to a wider audience, to policy makers, to other projects and organisations, as well as the general audience. Twitter has a wider audience than LinkedIn, that will let TEAMING.AI engage with a diverse mosaic of different people and projects.

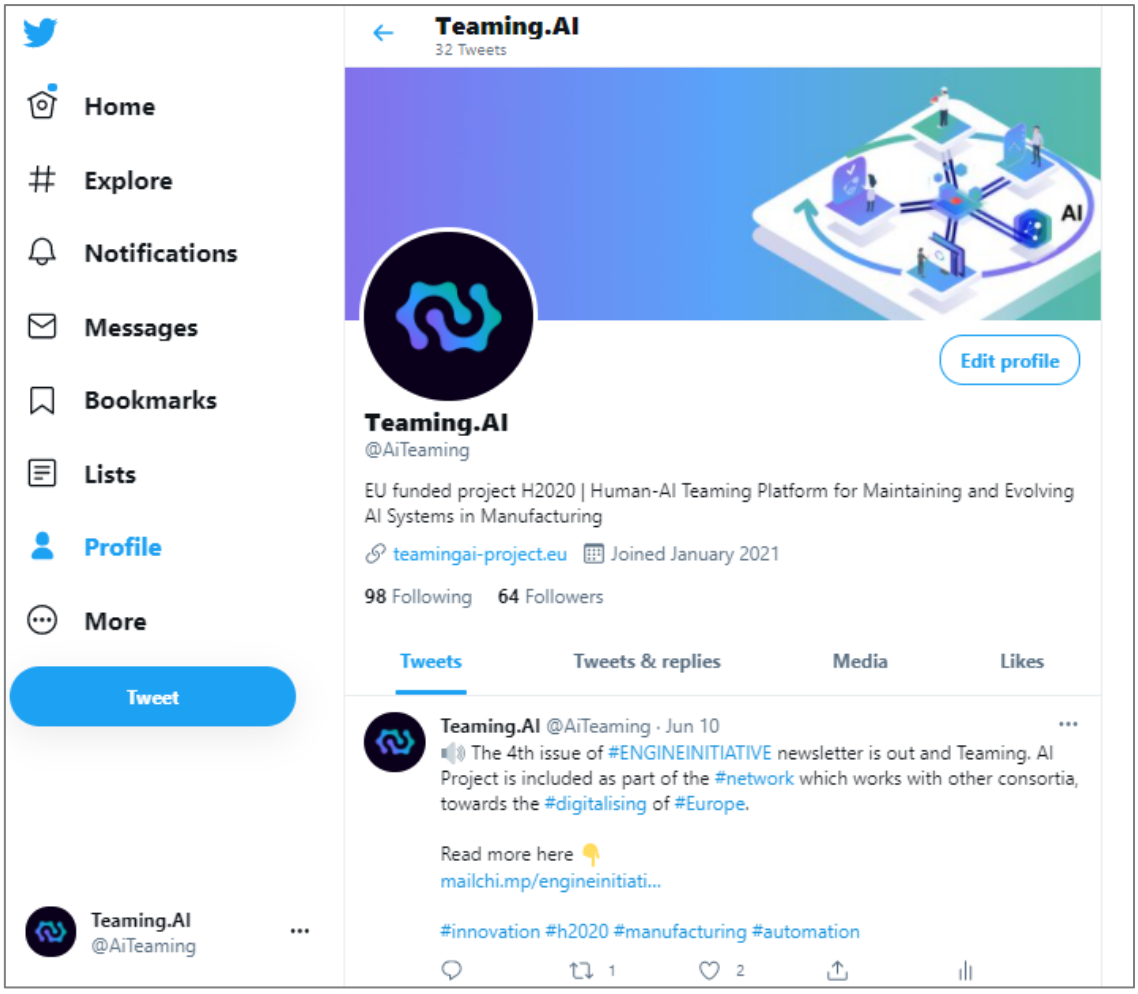

Figure 13: Twitter account

To better monitor TEAMING.AI Twitter account's activity and impact, the Twitter Analytics tool was used (Figure 14). Twitter Analytics demonstrates a successful performance upon Followers, engagement, and impressions.

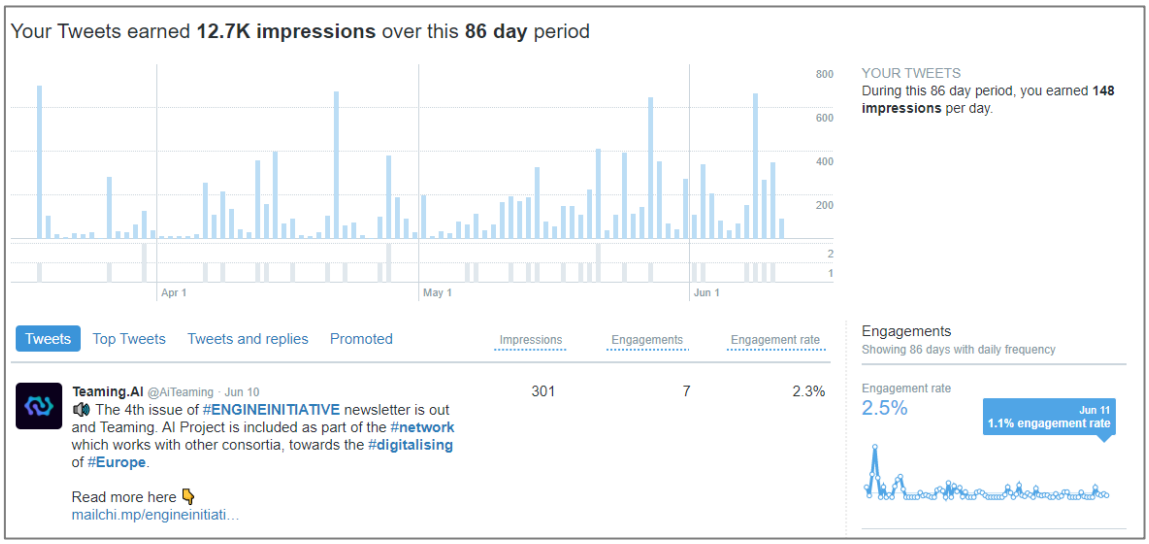

Figure 14: Twitter analytics

The following table (Table 3) presents the number of users that followed TEAMING.AI Twitter account over the last 5 months. Follower growth rate is calculated as the number of followers you gained divided by the number of followers you started, times 100% (over a specific time period).

Table 3: Twitter network growth

	Period M1- M5		Growth
Project month	M3	M5	M5
Followers	26	53	49%

5.5.2.2 LinkedIn

A LinkedIn account was created in M3 of the project and will be used to reach a more professional audience, the academic and scientific community, the industry actors and other interested stakeholders (Figure 15). LinkedIn will be used as a complementary tool to the website, with regular updates. The members of the consortium have already been invited to connect with the TEAMING.AI LinkedIn account. Posts on LinkedIn will reflect the gradual increase of project activities. On M6, LinkedIn account already counts 140 connections and several posts.

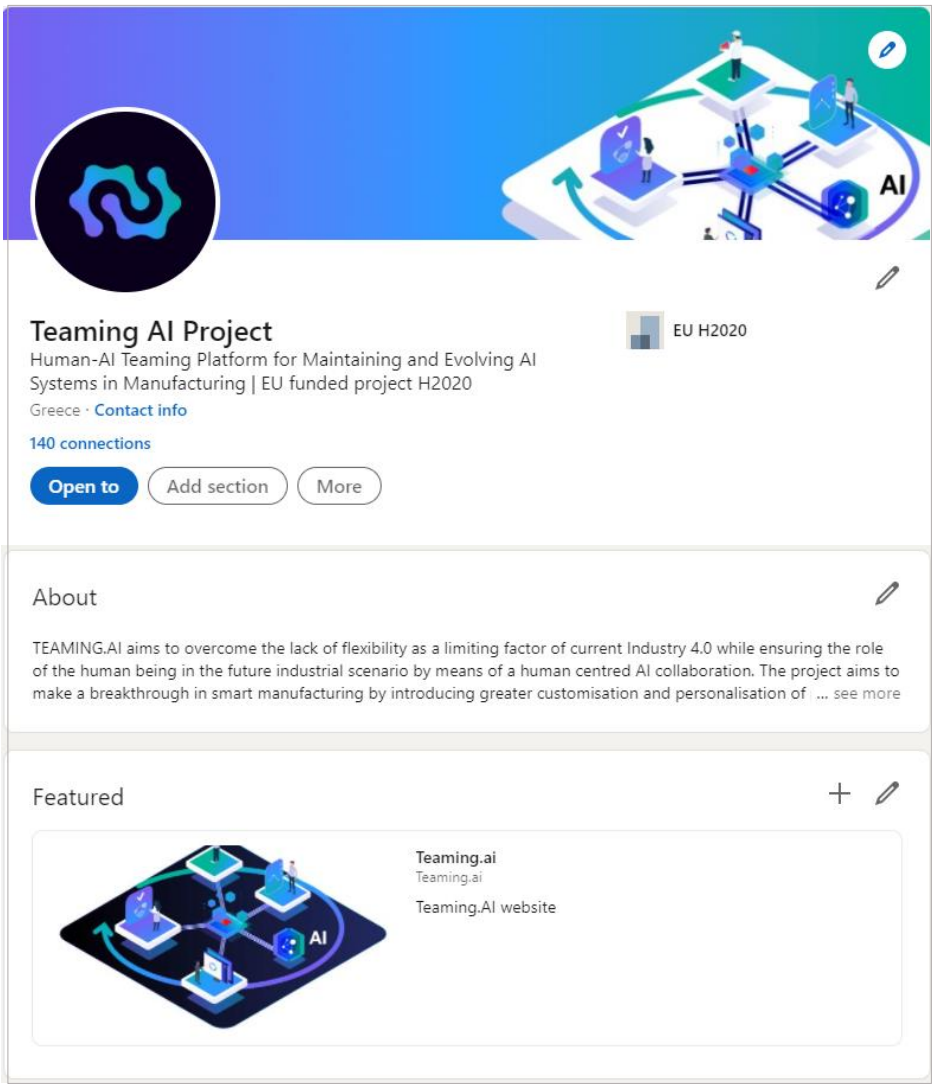

Figure 15: LinkedIn account

5.5.2.3 Other accounts

A **YouTube account** will be launched once the first project video is created. Video and moving images undoubtedly engage more people with the project. TEAMING.AI will create video productions such as interviews from process industry actors and other interesting actions to promote the project in general.

A **Google account** (teaming.ai@gmail.com) has been created to manage the social media of the project. At the same point, this account can be used for future project communication, if such need appears.

6 Dissemination actions

6.1 Publications

Partners will publish project activities and results in different scientific journals. In all these activities, CORE is the leader partner and all partners should contribute. Target audience for all the following publications are scientific and industrial communities.

Table 4 shows indicative scientific and technical journals and related media that have already been identified for publication in different TEAMING.AI-related topics.

Table 4: Indicative list of publications

Journal	Topic	Open access	Website
Springer Journal of Big Data	The Journal of Big Data publishes open-access original research on data science and data analytics. Deep learning algorithms and all applications of big data are welcomed. Survey papers and case studies are also considered.	Green	https://www.springeropen.com/
Journal of Neural Information Processing Systems		Green	https://papers.nips.cc/
Journal of Machine Learning Research	The Journal of Machine Learning Research (JMLR) provides an international forum for the electronic and paper publication of high-quality scholarly articles in all areas of machine learning. All published papers are freely available online.	Gold	https://www.jmlr.org/
Journal of Knowledge &	Knowledge and Information Systems (KAIS) provides an international forum for	Gold	https://www.springer.com/journal/10115

Information Systems	researchers and professionals to share their knowledge and report new advances on all topics related to knowledge systems and advanced information systems.		
Journal of Data & Knowledge Engineering	Database Systems and Knowledgebase Systems share many common principles. Data & Knowledge Engineering (DKE) stimulates the exchange of ideas and interaction between these two related fields of interest. DKE reaches a world-wide audience of researchers, designers, managers and users.	Gold	https://www.journals.elsevier.com/data-and-knowledge-engineering

6.2 Events and conferences

Dissemination activities of TEAMING.AI might be affected by the current situation caused by COVID-19 in Europe. More specifically physical participation in events, workshops and conferences cannot be easily planned as most of the events get cancelled or postponed for now.

On May 25th, Teaming.AI was presented in DATA WEEK 2021, a major gathering of the European Big Data and Data-Driven AI research and innovation community. General information was given about the project in the session *AI for Manufacturing: Opportunities and Challenges*, under the topic *Human-AI Interaction*.

However, the Consortium has created an indicative list of workshops which will be organised addressing different target audience. In case the sanitary emergency will continue these might be held online or transformed into webinars.

Table 5: Indicative list of events

Event	Date	Description	Link
Int. Conf. Machine Learning (ICML)	18-24/07/2021	The Thirty-eighth International Conference on Machine Learning	https://icml.cc/
IEEE Industrial Informatics Conference	21-23/07/2021	IEEE INDIN international conference will provide a forum for presentation and discussion of the state-of-art and future perspectives of industrial information technologies. Industry experts, researchers and academics are gathering together to share ideas and experiences surrounding frontier technologies, breakthroughs, innovative solutions, research results, as well as	https://www.ieee-indin.org/

		initiatives related to industrial informatics and their applications.	
APMS (Advances in Production Management Systems) International Conference	5-9/09/2021	APMS 2021 brings together leading international experts on production systems and logistics from academia, industry, and government to discuss pressing issues in smart manufacturing, operations management, supply chain management, and Industry 4.0 in the Artificial Intelligence era.	https://www.apms-conference.org/
IEEE National Conference on Emerging Technologies and Factory Automation	7-10/09/2021	ETFA 2021 is the 26th Annual Conference of the IEEE Industrial Electronics Society (IES) focusing on the latest developments and new technologies in the field of industrial and factory automation. The conference aims to disseminate novel ideas and emerging trends, research results and practical achievements.	https://2021.ieee-etfa.org/
ACM International Conferences on Pervasive and Ubiquitous Computing	21-26/09/2021	UbiComp is a premier interdisciplinary venue in which leading international researchers, designers, developers, and practitioners in the field present and discuss novel results in all aspects of ubiquitous and pervasive computing. This includes the design, development, and deployment of ubiquitous and pervasive computing technologies and the understanding of human experiences and social impacts that these technologies facilitate.	https://www.ubicomp.org/ubicomp2021/
CIRP Conference on Manufacturing Systems	22-24/09/2021	With the advent of the fourth Industrial Revolution, Manufacturing is rapidly becoming internationally interlinked. This change is offering a better and more efficient way to manage all the different processes within industry. The increase of Automation in production processes and smart systems of machines,	http://cirp-cms2021.org/

		which are able to communicate with each other and with operators through the Internet of Things, revolutionize the factory shopfloor.	
Intelligent Robots and Systems (IROS)	27/09-1/10/2021, 2022, 2023	IROS 2021 aims to bring a truly historical event to represent the first-ever conference organized by a Central European country and, more remarkably, by the country that introduced the word "robot" to the world.	https://www.iros2021.org/
European Conference on Computer Vision (ECCV)	11-17/10/2021	ICCV is the premier international computer vision event comprising the main conference and several co-located workshops and tutorials. With its high quality and low cost, it provides an exceptional value for students, academics and industry researchers.	http://iccv2021.thecvf.com/home
Workshop on Internet of Things Technologies (WIOTT 2021)	15-17/10/2021	WIOTT allows academia to meet industry from the international community to exchange experiences, demonstrate their studies and further advance Internet of Things technologies. You will also have a chance to discover the fascinating culture and architecture of Paris, try out the local cuisine, and discover the city's hidden gems.	http://www.wiott.com/
Int. Semantic Web Conf.	24-28/10/2021	The premier international forum for the Semantic Web and Knowledge Graph Community.	https://iswc2021.semanticweb.org/
IEEE ICTAI-International Conference on Tools with Artificial Intelligence	1-3/11/2021	The IEEE International Conference on Tools with Artificial Intelligence (ICTAI) is a leading IEEE-CS annual scientific meeting for three decades. It provides a major international forum where the creation and exchange of ideas related to artificial intelligence are fostered among academia, industry, and government agencies.	http://www.wikicfp.com/cfp/servlet/event.showcfp?eventid=122953&copyownerid=167038

International Data Week 2021	8-11/112021	International Data Week (IDW) brings together data scientists, researchers, industry leaders, entrepreneurs, policymakers and data stewards from disciplines across the globe to explore how best to exploit the data revolution to improve science and society through data-driven discovery and innovation.	https://codata.org/events/conferences/international-data-week-2021/
AI & Big Data Expo Europe 2021	21-24/11/2021	It is a showcase of next-generation technologies and strategies from the world of Artificial Intelligence & Big Data, an opportunity to explore and discover the practical and successful implementation of AI & Big Data in driving forward your business in 2021 and beyond.	https://www.ai-expo.net/europe/
IEEE Winter Conference on Applications of Computer Vision	3-8/01/2022	WACV is the premier international computer vision event comprising the main conference and several co-located workshops and tutorials. With its high quality and low cost, it provides an exceptional value for students, academics and industry researchers.	http://wacv2021.thecvf.com/home
Smart IoT	03/2022	Smart IoT is a conference dedicated to IoT and intelligent edge. Smart IoT covers topics such as: What is working and how What is not working and why Barriers to adoption and how to overcome them Creating opportunities and revenue streams Smart IoT might be held in London, United Kingdom in Mar 2022 (TBD).	
Computer Vision and Pattern Recognition (CVPR)	2022, 2023	CVPR is the premier annual computer vision event comprising the main conference and several co-located workshops and short courses. With its high quality and low cost, it provides an exceptional	http://cvpr2021.thecvf.com/

		value for students, academics and industry researchers.	

6.2.1 Events Calendar

Finally, another internal tool that was used to facilitate the dissemination activities is the Events calendar included both in the Microsoft teams platform of TEAMING.AI as well as the TEAMING.AI website. It is frequently updated with relevant events and accessible to all partners to enable them to discover events for participation.

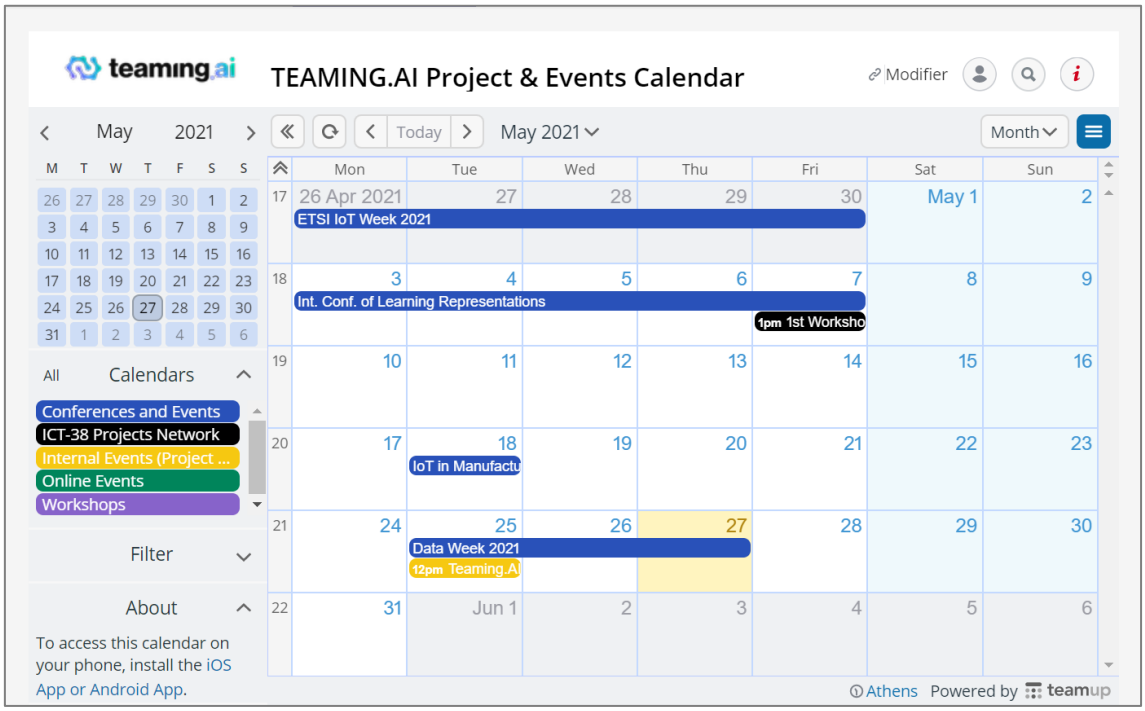

Figure 16: Events Calendar

6.3 Clustering and cross-dissemination

6.3.1 EU Clustering Projects

TEAMING.AI belongs to ICT-38 AI-MAN Projects Cluster which focuses on integrating state-of-the-art AI technologies in the manufacturing domain, for example in agile production processes and predictive quality, taking into account the domain-specific requirements in terms of time criticality, safety and security, finding effective ways for collaboration between humans and AI systems, and exploiting the strengths of both humans and machines while keeping the human in control[3].

The projects funded under the ICT-38-2020 Call will closely cooperate to support knowledge sharing, networking, joint dissemination and communication, and mutual promotion of each other's activities and results to achieve greater impact.

ICT-38- AI-MAN projects are:

- AI-PROFICIENT (Artificial Intelligence for improved PROduction efFICIEncy, quality and maintenance – 957391)

[3] https://cordis.europa.eu/programme/id/H2020_ICT-38-2020

- ASSISTANT (leArning and robuSt deciSIon SupporT systems for agile mANufacTuring environments – 101000165)
- COALA (COgnitive Assisted agile manufacturing for a LAbor force supported by trustworthy Artificial Intelligence – 957296)
- EU-Japan.AI (Advancing Collaboration and Exchange of Knowledge Between the EU and Japan for AI-Driven Innovation in Manufacturing – 957339)
- knowlEdge (Towards AI powered manufacturing services, processes, and products in an edge-to-cloud-knowlEdge continuum for humans [in-the-loop] – 957331)
- STAR (Safe and Trusted Human Centric Artificial Intelligence in Future Manufacturing Lines – 956573)
- MAS4AI (Multi-Agent Systems for Pervasive Artificial Intelligence for assisting Humans in Modular Production Environments – 957204)
- TEAMING.AI (Human-AI Teaming Platform for Maintaining and Evolving AI Systems in Manufacturing – 957402)
- XMANAI (Explainable Manufacturing Artificial Intelligence - 957362)

One of the main goals of the cluster is planning of a series of virtual thematic workshops, potential for technology and skills transfer, opportunities for joint dissemination (publications, conferences) and communication (communication pipeline, mutual social media promotion) activities as well as synergies and linking with other Groups (e.g., DMP Cluster, AI4EU) to maximise the projects' impact were also discussed.

On 29 March 2021, the first coordination call of the ICT-38 AI-MAN projects was held, highlighting the importance of the projects' collaboration towards more effective work on AI in manufacturing, outlining the strategy of the cluster.

On 7 May 2021, the first open workshop of ICT-38 AI-MAN Cluster Projects took place online. All projects participating to the cluster were presented and after panel discussions, all participants came down with a common short-term goal: to create a plan of concrete ICT-38 / AI-MAN activities for the period (July 2021 – June 2022), agreed and endorsed by all projects.

We also plan to use the following channels to identify more sister projects:

- CORDIS
- Innovation Radar
- Horizon Results Platform
- Horizon Dashboard

6.3.2 ENGINE collaboration

TEAMING.AI is also member of the ENGINE initiative. ENGINE stands for EuropeaN diGital Innovation Network (ENGINE), a venture aiming at strengthening connections among digital initiatives at European level. ENGINE was born as a voluntary initiative inside the H2020 Manusquare project and currently involves projects running under the H2020 framework such as CAPRI, Level-Up, Reclaim and iQonic project. At the moment, a joint newsletter is published every 6 months, but more activities are to be scheduled in the upcoming months.

Teaming.AI was included in the 4th issue of ENGINE newletter (see Figure 17).

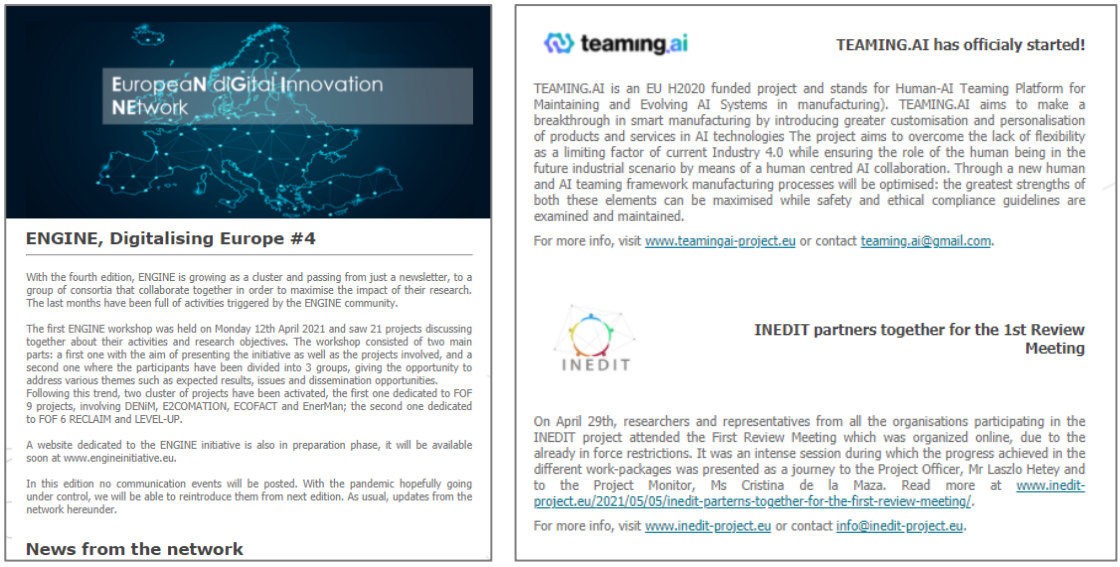

Figure 17: 4th ENGINE newsletter

7 Conclusion & next steps

The document has outlined the strategy to be followed by the consortium with regards to the communication and dissemination activities. The aim of the plan is to lay the foundation to maximise the impact of the project during its duration and beyond its lifetime. This deliverable has been focused on the description of the steps to reach the stated goals and it includes the activities carried out so far.

To achieve maximum impact of the project activities and results, the CDMP will be treated as a living document, ensuring validity and relevance by integrating new insights through discussion with partners and stakeholders. Updated information of the CDMP will be presented in the following deliverables (D8.3 and D8.4).

The next actions will be focused on monitoring the progresses of the results and on updating the description of their features. Once the results and the partners involved are more precisely defined, more information will be circulated to the public.

7.1 Next steps

The first immediate step is to put this plan into action. Below, is a list with the upcoming actions for the next 12 months (until M18 that D8.3 *First Report on Dissemination activities* will be submitted):

- Enrichment of the website with news, events, project material, communication material, results etc
- Building-up the project's social media presence, the connections and interrelations between social media accounts and the project website, as well as a to create a community-base and public engagement
- Creation of the social media calendar and distribution to the partners
- Participation in events
- Publication of upcoming newsletter issues and press releases
- Cross dissemination and collaboration with similar projects