



# NARRATE

Regenerative Resilient Smart Manufacturing Networks

## D7.1 STAKEHOLDERS ENGAGEMENT, DISSEMINATION, COMMUNICATION & TRAINING PLAN

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## D7.1 STAKEHOLDERS ENGAGEMENT, DISSEMINATION, COMMUNICATION & TRAINING PLAN

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Abstract	D7.1 defines the overall communication strategy and plan for the project, refining target audiences, key messages and channels, including a plan for the whole project, with major phases and specific activities to ensure an impactful engagement of stakeholders.
Keywords	Communication; dissemination; exploitation; impact; channels; target audiences; stakeholders.

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0.2	24/05/2024	Present version	F6S

## STATEMENT ON MAINSTREAMING GENDER

The NARRATE consortium is committed to including gender and intersectionality as a transversal aspect in the project’s activities. In line with EU guidelines and objectives, all partners – including the authors of this deliverable – recognise the importance of advancing gender analysis and sex-disaggregated data collection in the development of scientific research. Therefore, we commit to paying particular attention to including, monitoring, and periodically evaluating the participation of different genders in all activities developed within the project, including workshops, webinars and events but also surveys, interviews and research, in general. While applying a non-binary approach to data collection and promoting the participation of all genders in the activities, the partners will periodically reflect and inform about the limitations of their approach. Through an iterative learning process, they commit to plan and implement strategies that maximise the inclusion of more intersectional perspectives in their activities.

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## ABBREVIATIONS

WP	Work Package
MS	Milestone
D	Deliverable
TA	Target Audience
KM	Key Message
C	Channel
R&I	Research and Innovation
EC	European Commission
KPI	Key Performance Indicator

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## EXECUTIVE SUMMARY

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This document outlines the project's overarching strategy and plan for stakeholder involvement, communication, dissemination, and training, outlining their importance to the project's success. Every activity is aimed at particular target audiences, which are also included in this document. This deliverable comprises a project plan with key stages and targeted activities to guarantee significant stakeholder engagement.

The communication strategy includes the overall guidelines for NARRATE's brand identity, including project logo, typography, colour palette, project visuals, and funding disclaimer instructions. It also specifies the main channels of communication, such as website, social media, media relations and podcast plan.

For the dissemination plan, this document provides a basis for the major activities to be undertaken by the project team, including events to be attended and organised. The production of scientific publications is also introduced in this document and suggestions for project synergies are broke down.

Although the project is in its first stage to define training, a simple methodology has been established regarding the main topics of the project, like data analytics, ML, and AI, along with understanding supply chain strategies. NARRATE's website will be the platform related to these activities.

This document has been prepared as part of the Task 7.1 "T7.1 Dissemination and Communication Plans and Training" under Work Package 7 (WP7) "Dissemination, Communication, Exploitation & Impact".

# 1. INTRODUCTION

The NARRATE Project (full name: regeNerAtive Resilient smaRt mAnufacTuring nEtworks) emerges with the mission to address several challenges that have been present in the supply chain reality for the last few years.

First, in today's global economy, supply chains are increasingly complex, with multiple stakeholders and interdependencies. Disruptions caused by natural disasters, geopolitical events, and pandemics have resulted in manufacturers experiencing suppliers struggling to meet demands, shortages of critical parts, shipping delays, higher costs for materials and shipping, lower orders to inventory gaps, increased backlogs of work, delays or even cancellations of deliveries with far-reaching consequences for production and logistics.

Secondly, risk is managed in a rather haphazard way with no prior anticipation or positioning of response mechanisms. Both large and small organisations are finding that their current risk management practices must evolve to suit these new conditions and they need a better understanding and handling of the impact of unforeseen events on manufacturing and industrial production. Significantly important are active response capabilities, which allow organisations to quickly adapt, grow into the new conditions and move fast on new opportunities.

These challenges prove that to navigate rapid unexpected effects and manage supply network interactions, organisations need to adapt the supply chain to frequent changes in the value chain and respond with sets of correlated solutions that can be adjusted as conditions evolve. More agile and resilient supply chains - which possess the ability to deal with adversity, recover quickly from unexpected events, withstand shocks and continuously adapt and accelerate as disruptions arise overtime - are essential for European economic security, and technological leadership.

The NARRATE Project will conduct cutting edge research that integrates effectively recent advances in foundational digital technologies that include Artificial Intelligence (AI) and Machine Learning (ML), Big-Data, IoT, and Digital Twins (DT) to create a logically centralised hub – termed an Intelligent Manufacturing Custodian (IMC) – that allows for end-to-end visibility and control over supply chain operations. The IMC leverages data from various data sources to enable proactive decision-making and act as a nerve centre for a supply-chain network, providing real-time monitoring and coordination of intelligent production processes, and logistics.

This document defines the overall communication strategy and plan for the project, refining target audiences, key messages and channels. Includes a plan for the whole project, with specific activities to ensure an impactful engagement of stakeholders. The Milestone related to this document is the following:

- MS1 - Pilot & Requirements, established to be achieved in the month 6 of the project (May 2024).

The Key Performance Indicators related to this document are the following:

Activity	KPI	Goals M36
Website	Unique visits on website	3500
Social Media (LinkedIn)	Followers	200 + 350

Social Media (Twitter)	Followers	0 <sup>1</sup>
Social Media (Campaigns)	Paid campaigns	2
Podcast	Episodes	6
Videos	Views per video	250
Press Release	Press releases issued	3
Webinar	Participants	50
Project e-book	Downloads	200
Local events	Participants	25
Annual workshops	Participants	100
Stakeholder engagement	Participants in participatory activities	50+
Citizen Outreach	Participants	50+
Policy makers reached	Participants	10
Conference attendance	Conferences	10+
Conference presentation	Presentations	6
Invited Talks	Talks	6
Collaborations with other institutions or researchers	Collaborations	12
Demonstration of tools & project findings	Demonstrations	6
Industry partnerships established	Partnerships	8
Technology transfers to the industry or other institutions	Technology transfers	10
Collaboration agreements signed	Agreements	3
Scientific publications	Submissions	15

TABLE 1: KEY PERFORMANCE INDICATORS

<sup>1</sup> The consortium decided not to use X (Twitter) - full explanation in section 3.4. The numbers associated with X went to LinkedIn instead.

## 1.1 CONNECTION WITH OTHER TASKS, DELIVERABLES AND MILESTONES

Communication and dissemination is a transversal and recurring activity along the execution of the NARRATE Project, being relevant in several tasks. The most important tasks related to this document can be found in the table below.

Name of the activity	Summary	Connection with D7.1
T7.1 Dissemination and Communication Plans and Training	This task is responsible for raising awareness about the project, fuse expertise from within & outside the consortium, develop an effective stakeholders’ involvement, identify & carry out concrete activities to ensure success of dissemination; and actively participate in EC events.	D7.1 establishes the strategy to achieve the activities defined under the Task 7.1.
T7.2 Exploitation & Business Plan	This task will rigorously assess innovations created within the project for viability and potential against the following criteria: market analysis, competitive overview, and financial review.	This task will support D7.1, by defining the market position, pilot deployment scenarios, exploitation and sustainability plan and helping with partnership with third parties and connections to authorities.
T7.3 Innovation Potential & Impact	This task will develop an innovation management strategy & plan, that includes actions to improve innovation potential and impact.	This task helps create the basis for synergies, redefining public agency and stakeholder partnerships, networks, and instrumentation.
T7.4 Standardisation in Smart Manufacturing Networks	This task will monitor relevant standardisation bodies in order to identify, in time, specific useful initiatives that can be useful to include in the project.	This task will support the strategy for the standardisation efforts through the NARRATE communication and dissemination channels.
D7.2 Web-presence & online channels/portal	D7.2 establishes NARRATE’s branding (logo, fonts, colour palette), and presents the project’s website and social media channels (starting with YouTube and LinkedIn).	This deliverable’s results will be the main channels to execute D7.1 activities and the results planned.
D7.3 Business, marketing & exploitation plan	D7.3 characterises all the exploitable results of the project and assesses innovation, viability and exploitation potential. It defines an initial exploitation strategy for the most promising key exploitable results.	The D7.3 will give the exploitable results and the innovation factors that can be used to increase the project’s visibility.
D7.4 Innovation strategy & impact report	D7.4 develops an innovation management strategy & plan including actions to improve innovation potential and impacts, enabling full exploitation of the project’s potential.	This document establishes benefits to society and businesses that can be used in communication and dissemination. Creates the

		conditions to exploit the project’s potential.
D7.5 Standardisation report	D7.5 will identify and monitor relevant initiatives and standardisation groups, identifying gaps in existing standardisation activities and proposing recommendations or even contributing to emerging standards.	D7.5 will support communication and dissemination by defining the standardisation efforts of the project.
Milestone 1 - Pilot & Requirements	Milestone 1 will be developed until month 6.	D7.1 will support the achievement of Milestone 1.

TABLE 2: TASKS RELATED TO D7.1



## 2. STAKEHOLDERS ENGAGEMENT, DISSEMINATION, COMMUNICATION & TRAINING PLAN

NARRATE will apply a strong stakeholders engagement, dissemination, communication & training strategy that features two-way dialogues, allowing the project to reach specific audiences, but also to receive feedback and responses from those audiences, enriching NARRATE and its results.

This strategy will guide all the lifespan of the project and all its stages (raising awareness phase, output phase when the project results become available, and exploitation phase), with particular adaptations to the ongoing project’s needs.

In order for this strategy to be cohesive and with a complete vision on the scope of the project, firstly we need to define specific objectives and analyse the stakeholders and how to better approach them. For this purpose precisely tailored and targeted messages suited to particular audiences will be established, including channels and tools that allow their execution.

### 2.1 OBJECTIVES

Communication and dissemination objectives are statements that define and describe the goals to be achieved. Taking in consideration what is intended to be achieved by NARRATE, these are the objectives that represent the mission of the strategy presented on this document:

Objectives	Description
<b>Objective 1</b>	To increase the visibility of the project and its activities
<b>Objective 2</b>	To showcase how the project tackles current challenges and its positive impact on society and business to attract potential users
<b>Objective 3</b>	To engage with relevant stakeholders, pursue valorisation of project outcomes, attract stakeholder involvement
<b>Objective 4</b>	To raise awareness, make R&I inclusive and sustainable, and achieve public engagement and impact by allowing sufficient incorporation of Scientific and Technical advances in society
<b>Objective 5</b>	To build synergies with EU-funded projects, foster collaboration, avoid duplication & maximise impact
<b>Objective 6</b>	To widely disseminate results (allowing knowledge transfer and understanding) to ensure they are available for further uptake

TABLE 3: OBJECTIVES

### 2.2 STAKEHOLDERS ANALYSIS AND APPROACH

Considering the reality of the NARRATE project and its context, as well as the sectors in which it operates and aims to improve, there are several relevant stakeholders who must be part of the project's progress. The communication and dissemination strategy will have to take these stakeholders into account and decide how to deal with them.

First of all, it is necessary to specify who these stakeholders are, define their level of involvement in the project, what the messages are to reach and involve them, as well as the most appropriate channels for approaching them.

The following table identifies the stakeholders that are relevant to NARRATE:

Target Audiences (TA)	Who
TA1. Academic & Research Communities	Scholars, scientists, research funders, others that can learn from the results, etc.
TA2. Industry and Businesses	Industry professionals, peer groups, industry leaders, professional organisations, industry representatives, sectors of interest, consumers, technology providers, platform developers, etc.
TA3. Public Authorities	Policymakers, public authorities, etc.
TA4. General Public	All interested.

TABLE 4: TARGET AUDIENCES OF STAKEHOLDERS

These target audiences have a great impact on the project, since they have the ability to influence its development and the results produced by the project. To better understand this impact and how to approach these stakeholders, each target audience was distributed in a Mendelow Matrix, according to their expected level of power/influence and interest in the project:

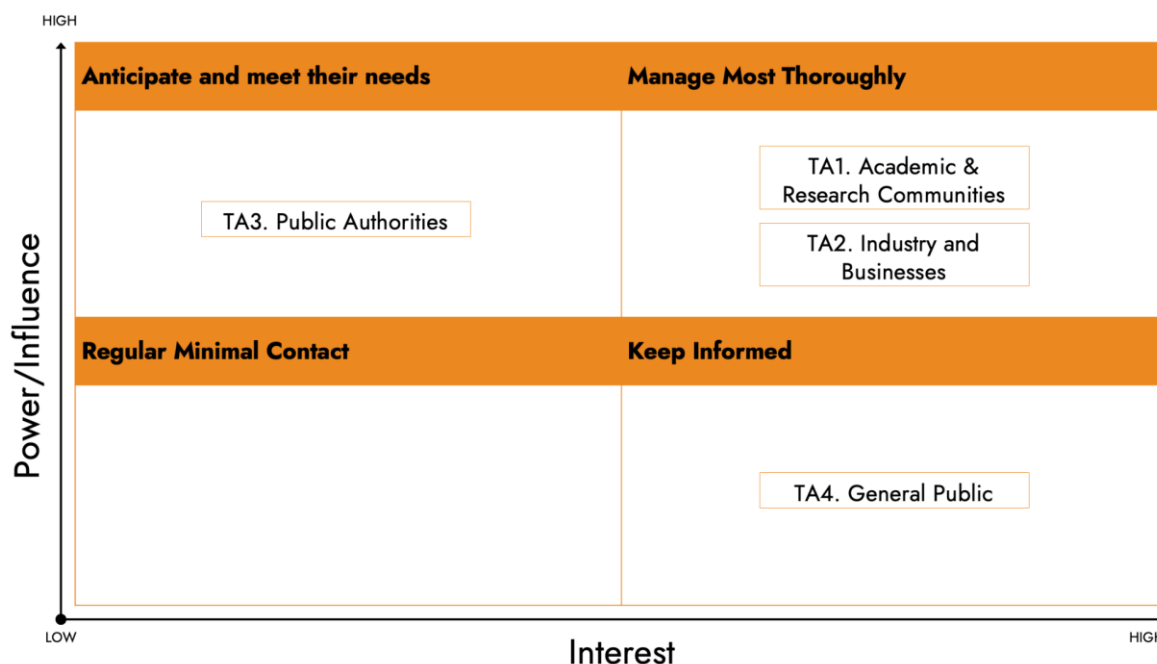


FIGURE 1: MENDELOW MATRIX OF STAKEHOLDERS

This distribution allows us to better understand the level of engagement for each target audience:

Target Audiences	Level of Engagement
TA1. Academic & Research Communities	<b>Manage Most Thoroughly</b> These stakeholders are key players, so they should be monitored closely and ensure they're fully engaged and satisfied with NARRATE's progress and results.
TA2. Industry and Businesses	
TA3. Public Authorities	<b>Anticipate and meet their needs</b> Probably they don't have immediate interest in NARRATE. Still they could move to the high interest and high power category at any moment.
TA4. General Public	<b>Keep Informed</b> General public has low influence, but they do have some interest. It's important to keep them well-informed to hear out relevant opinions.

TABLE 5: LEVEL OF ENGAGEMENT

### 2.2.1 Key Messages and Channels

Key messages should represent the main points of information relevant to be shared with the stakeholders, in order for them to hear/see, understand, and remember. Having the Mendelow Matrix in mind, it was possible to identify the key messages that will be used by the NARRATE project, and some examples of each message:

Key Message (KM)	Description	Examples
Key Message 1	Foster participatory approaches, openness, inclusiveness and transparency in R&I	"NARRATE offers a sophisticated tool using AI, Digital Twin, and IoT technologies allowing end-to-end visibility and control over supply chain operations to monitor and predict potential disruptions, enabling supply chains to achieve improved resilience."
Key Message 2	Align R&I and its outcomes with the values, needs and expectations of society	"It's important to mitigate risks and unforeseen events that can disrupt supply chains. To mitigate these risks, manufacturers must build resilience across entire value chains."
Key Message 3	Conduct of R&I that reflects the ethics & needs of all societal actors (citizens, private sector,	"Our project leverages the latest advancements in allowing end-to-end visibility and control over supply chain operations, demonstrating our

	research and education, industry)	dedication to staying at the forefront of industry developments."
Key Message 4	A participatory approach in R&I that promotes creativity in designing innovative solutions with wider impact, contributing to tackling current R&I challenges	"Implementing cutting-edge technologies and resources in supply chains positions your industry as a leader in innovation and showcases your commitment to a Smart Manufacturing Network."
Key Message 5	Co-creation and participatory processes to actively involve a wide range of stakeholders in decision-making; moving from being a passive receiver to an active promulgator	"The NARRATE project emphasises community involvement, providing resources and support for residents and businesses to adopt innovative practices, technologies and materials in supply chains."

TABLE 6: KEY MESSAGES

The definition of where the messages are going to be spread is not only essential, but also influences how the message is produced and disseminated. The channels considered to be the most effective in NARRATE’s case are the following:

Channel (C)	Type
Channel 1	Social Media
Channel 2	Website
Channel 3	Webinars
Channel 4	Videos
Channel 5	Informational events
Channel 6	Project e-book
Channel 7	Newsletters
Channel 8	Professional & Academic networks
Channel 9	Deliverables
Channel 10	Press Releases
Channel 11	Dedicated academic workshops on an annual basis
Channel 12	Public events

TABLE 7: CHANNELS

## 2.2.2 Approach

Taking all these previously identified factors into consideration, such as the stakeholders and their power/interest, the messages, and channels stipulated, below is a breakdown of how they will be implemented and how each target audience should be approached:

Target Audiences	Key Messages	Channels
TA1. Academic & Research Communities	KM1 to KM5	C1 to C11

TA2. Industry and Businesses	KM1 to KM5	C1 to C7 & C9
TA3. Public Authorities	KM1 to KM5	C1 to C8 & C10
TA4. General Public	KM1 to KM3	C1 to C7 & C10 & C12

TABLE 8: STAKEHOLDER APPROACH

This approach, of course, will have to be updated according to the development and progress of the project, taking into account its needs and reality, as well as the results of this communication and dissemination strategy, which includes the feedback given by the stakeholders themselves and their level of involvement at all stages of the project.

## 3. COMMUNICATION

The communication strategy and plan will inform all interested stakeholders about the NARRATE project and reach out to the wider community and society and show the activities performed, the use and benefits of the project.

Its aim is to create a dynamic innovation ecosystem around NARRATE to achieve maximum visibility for the project, its benefits, and the technological advances.

The project will ensure that research activities are made known to society at large in a way that they can be understood by professionals as well as non-specialists, thereby improving the public’s understanding of Research and Innovation (R&I).

This strategy starts with the creation of a cohesive brand identity and project visuals in accordance with this identity; with the development of a website and dynamization of different channels and the construction of diverse content dedicated to the project.

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### 3.1 BRAND IDENTITY

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Brand identity defines the image and the specific characteristics that become associated with a brand. All brands wish to become memorable and identifiable for their target audiences, not only because of the look they chose to adopt, but also because the overall concept of the brand is cohesive, even in key messages, as defined before for this project.

The NARRATE Project has developed an identifiable image, with the development of a logotype, and its adaptation to the design and development of other materials and the use of these materials on the different channels of the project.

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#### 3.1.1 Project Logo

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A logotype has been created for the NARRATE project. This logo has been designed with modern symbols and elements and with legible and contemporary lettering. The aim of creating this logo is for it to be used on all materials produced as part of the project, and to be present whenever the project is involved.

The logo was produced with the aim of being used in a wide variety of media and materials. A horizontal version, a vertical version and also monochrome versions were created, as can be seen below.



FIGURE 2: HORIZONTAL LOGOTYPE



# NARRATE

Regenerative Resilient Smart Manufacturing Networks

FIGURE 3: VERTICAL LOGOTYPE



FIGURE 4: MONOCHROMATIC VERSIONS

## 3.1.2 Typography

For the logo and for several other materials created, the lettering chosen was Jost, with a modern and yet classic design.

### Jost Regular:

abcdefghijklmnopqrstuvwxy  
ABCDEFGHIJKLMNQRSTUWXYZ  
1234567890

### Other versions:

Jost Thin: NARRATE  
Jost Light: NARRATE  
Jost Italic: *NARRATE*  
Jost Bold: **NARRATE**

Just Black: NARRATE

This font is available on Google Fonts: <https://fonts.google.com/specimen/Just>

### 3.1.3 Colour Palette

The colour palette of the Project is composed of a gradient of dark blue to green and a gradient of red to light orange. Blue and green evoke to growth and reliability and red and orange are symbols of energy and enthusiasm, characteristics present in NARRATE’s mission of enabling supply chains to achieve improved resilience.

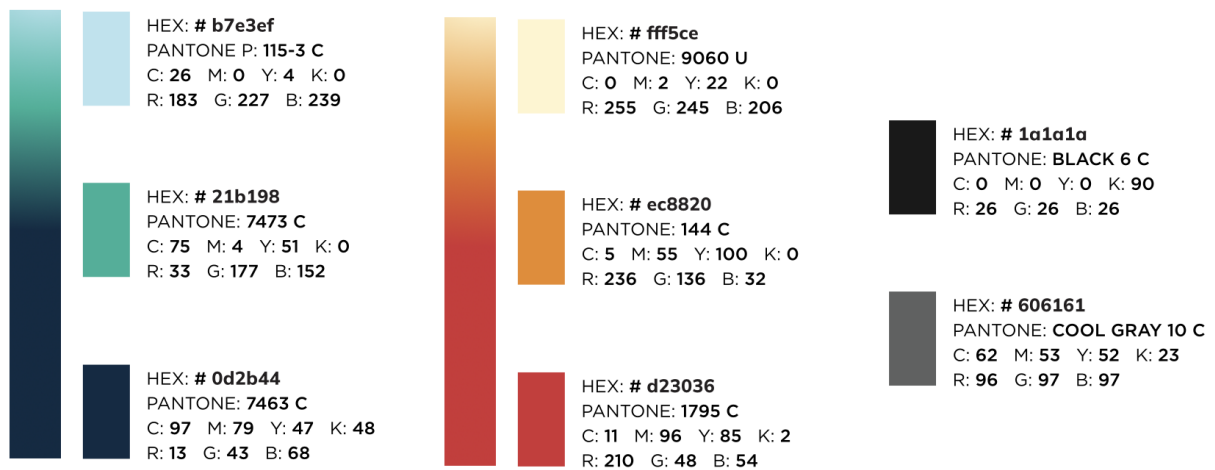


FIGURA 5: COLOUR PALETTE

### 3.1.4 Brand Guidelines

In order to maintain a coherent and uniform brand identity, brand guidelines were created for the NARRATE Project. These guidelines consist of various indications about the project's logo and how it should and should not be used in the various communication and dissemination contexts and materials.

These guidelines are available for public consultation on the project website.

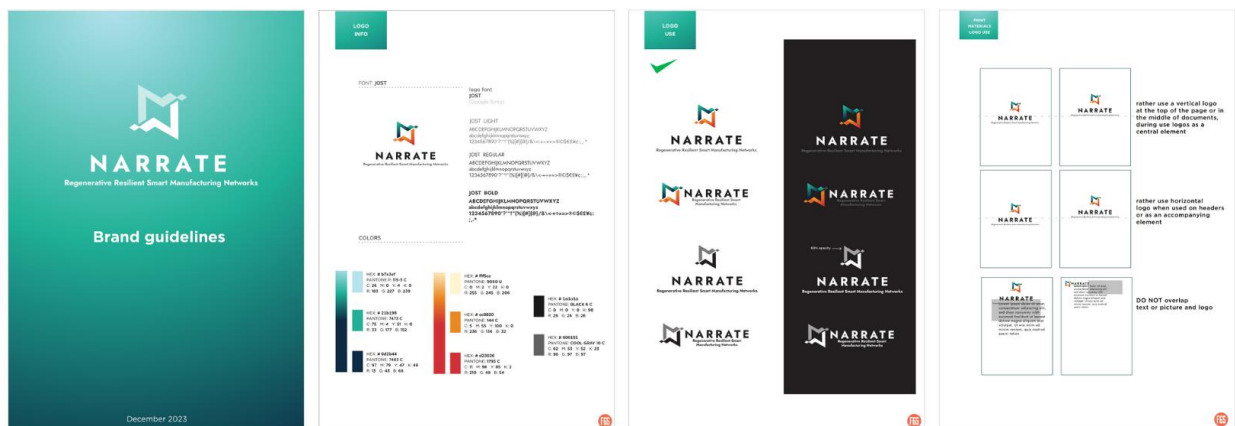




FIGURE 6: BRAND GUIDELINES

### 3.1.5 EU Disclaimer

As per European Commission’s policy, all activities and materials should appropriately acknowledge NARRATE’s funding, by showcasing European Union support, incorporating the European flag (emblem) and funding statement (translated into local languages, when appropriate) as well as the UK Research and Innovation (UKRI) emblem and statement.

 <p><b>Funded by the European Union</b></p>	<p>Funded by the European Union under GA No 101138094. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union. Neither the European Union nor the granting authority can be held responsible for them. Grant Agreement No 101138094 Call: HORIZON-CL4-2023-TWIN-TRANSITION-01 Topic: HORIZON-CL4-2023-TWIN-TRANSITION-01-07 Type of action: HORIZON Research and Innovation Actions</p>
 <p><b>UK Research and Innovation</b></p>	<p>UK Research and Innovation, Horizon Europe Guarantee.</p>

TABLE 9: FUNDING ACKNOWLEDGEMENTS

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## 3.2 PROJECT VISUALS

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Since NARRATE’s brand identity is well defined, a set of templates have been developed, with the goal of keeping a cohesive visual experience for the target audiences and helping the project to communicate effectively throughout different stages and contexts. The templates produced are intended as a basis or a reference and will be updated along the project’s lifespan and when necessary.

All partners should use these templates on their own communication and dissemination efforts regarding NARRATE.

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### 3.2.1 Digital templates

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The following files have been produced and made available for partners convenient access and use.

- Deliverable template - a Word template for deliverables and reports;
- Basic template - a basic Word template for varied uses;
- General presentation template of the Project - a PowerPoint template for presentations;
- Abstract presentation template - a PowerPoint template for partners to adapt and use when participating in events to present their research results.

These materials can be found on Annex 1.

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### 3.2.2 Offline materials

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These materials were produced for in-person events, if necessary:

- Poster
- Roll ups
- Flyer
- Card
- Leaflets

The presented materials (Annex 2) are a first version and will be updated according to the specifications and needs of partners.

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## 3.3 WEBSITE

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The project website ([www.project-narrate.eu](http://www.project-narrate.eu)) is the main channel of communication, gathering updated information on the Project, raising awareness about the project’s concept, developments and findings. Will be a repository for all things NARRATE, including event participation, publications, press releases and other materials. The website is structured into the following pages:

- Homepage
- About NARRATE
- Pilots
- News & Events
- Resources
- Ecosystem
- Contact Us

Since the project is in its initial phase, additional information will be updated progressively.

Homepage	About Narrate	Pilots	News & Events	Resources	Ecosystem	Contact us
	About the Project	Pilot #1	News	Deliverables	Partners	
	Achievements	Pilot #2	Events	Scientific Publications	Sister Projects and other joint initiatives	
	Project's Objectives	Pilot #3		Media Kit		
				Forum		

TABLE 10: WEBSITE STRUCTURE

Based on this structure, the project has been constructed and below there are some images that demonstrate it:



FIGURE 7: WEBSITE

### 3.4 SOCIAL MEDIA CHANNELS

The project will engage with accounts on major social media platforms, considering the strategic advantages for each platform, such as LinkedIn and Youtube, the right channels to share information about the project, engage in meaningful dialogue with stakeholders, other professionals, and the broader public.

Despite the Grant Agreement's initial plan to create a presence on X (formerly Twitter), the most recent changes to its algorithm and a decline in regular user engagement, the consortium has decided to focus solely on LinkedIn and Youtube. For this, the previously defined KPIs were adjusted to meet this new strategy.

#### 3.4.1 LinkedIn

LinkedIn has become a social network for professionals, that allows to expand contacts and connect with people who share the same interests, goals or industry, at the same time as it allows to be up to date to

what is happening in the fields considered relevant for each user. It's a channel NARRATE will take advantage of, since it will help NARRATE become a reference and create credibility and network.

The LinkedIn Page created can be found here: [www.linkedin.com/company/narrate-eu](http://www.linkedin.com/company/narrate-eu).

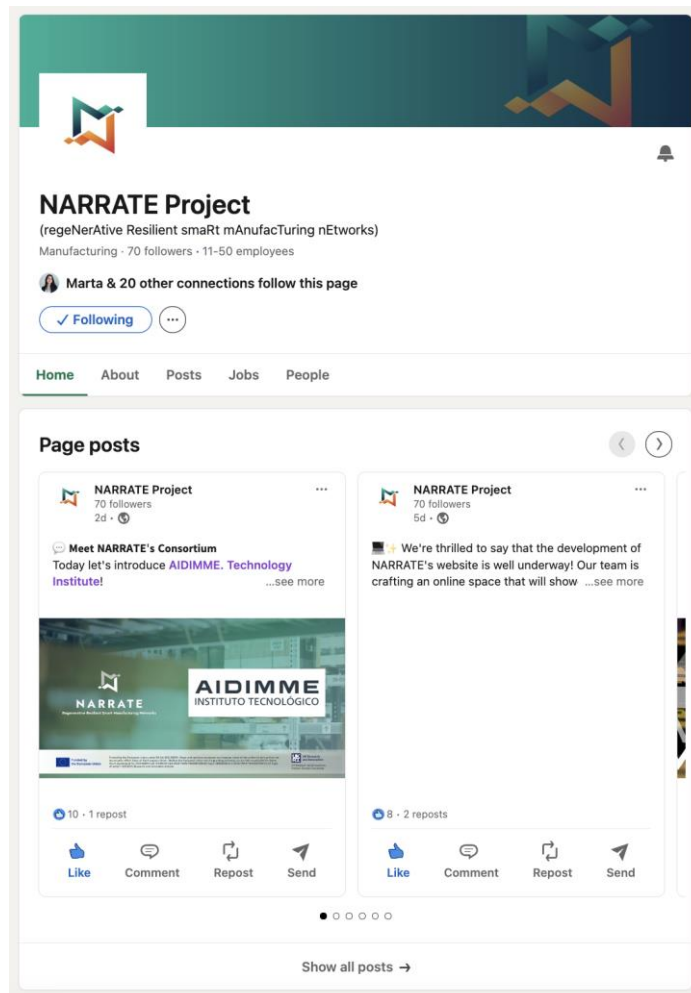


FIGURE 8: LINKEDIN PAGE

LinkedIn content will be produced with the main goal of ensuring an impactful engagement of stakeholders. This involves posting at least once a week and every time there's a major development or achievement, such as event participation, media coverage, etc. The following table details some of the content to be shared.

Campaign	Description	Format
Meet the Partners	An introduction to all partners of the NARRATE Project	Small description/bio
News	Media coverage of the project; news on supply chain resilience, manufacturing, artificial intelligence, risk detection, etc.	Third-party content resharing with insights

Facts about the project	Knowledge sharing about major concepts, goals, expected outcomes and other facts/information of the project	Glossary, images, articles, videos
Project updates and synergies	All project achievements, results, event participation, clustering activities	Press releases, interviews, articles, videos, reposts
Pilots	Showcase the pilots and their real-life impact	Images and videos
Interactive content	Bring engagement to several topics related with the project	Polls, surveys

TABLE 11: SOCIAL MEDIA CAMPAIGNS

At least two paid campaigns are planned for social media, which will have to be defined as the project progresses and according to its needs. For example, they could be used to publicise the progress of the pilots, participation in an event, the organisation of an event, or any other circumstance that justifies greater investment.



FIGURE 9: SOCIAL MEDIA IMAGES

An online discussion forum will also be set up, through the creation of a project-specific group in a platform that allows interaction between all stakeholders.

This forum aims to create online discussion for industry practitioners and the public, helping promote knowledge exchange and contribute to a better understanding of the project’s mission, innovative solutions and results that are being achieved.

Some of the topics that could be covered in this forum are:

Topic	Description
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Newsroom	Share project updates and relevant news
Innovation: Digital twins, Artificial intelligence, IoT	Dive into the innovative aspects of NARRATE’s tools and how Digital twins, Artificial intelligence, IoT shape the results of the project.
Manufacturing and Supply Chain Resilience	Explore NARRATE’s impact on manufacturing and supply chain resilience, paying attention to trends and relevant changes
Option articles	Invite partners and other relevant stakeholders to share their insights into topics of their expertise and relate them to the project
Events	Share event participation and organisation. Includes consortium meetings, industry events, training activities, etc.

TABLE 12: FORUM CONTENT PLAN

### 3.4.2 Youtube

Given the production of at least two videos, YouTube becomes essential, not only as a repository for the videos but also facilitating seamless integration with other channels, including the project's website and LinkedIn.

A YouTube Channel has been created and can be found here: [www.youtube.com/@NARRATE-vw1mt](https://www.youtube.com/@NARRATE-vw1mt)

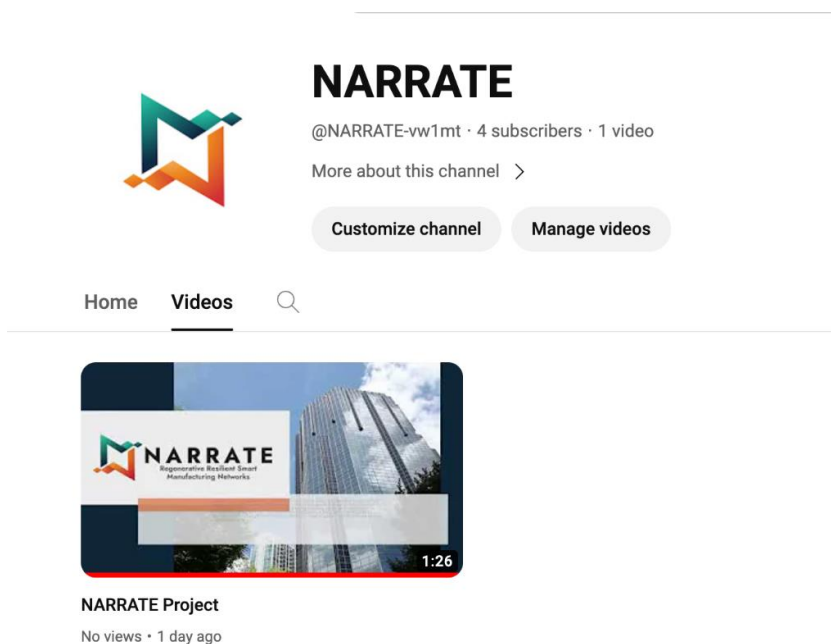


FIGURE 10: YOUTUBE CHANNEL

### 3.5 VIDEOS

Videos have become one of the biggest means of communication due to their ability to capture attention while conveying relevant and planned messages.

As the submission on this document, NARRATE has produced one video with information about the project, available on the Project's LinkedIn page ([www.linkedin.com/feed/update/urn:li:activity:7175498726004670464](https://www.linkedin.com/feed/update/urn:li:activity:7175498726004670464)) and Youtube channel ([youtu.be/YUC3YPzWW7g?si=OCiAI-w1rQ4Hc1fQ](https://youtu.be/YUC3YPzWW7g?si=OCiAI-w1rQ4Hc1fQ)).

Additional videos will be produced until the end of the project lifetime, for example, highlighting in-person meetings, the project results and pilots.

### 3.6 MEDIA RELATIONS



Media relations are an essential factor of NARRATE’s communication strategy, since they help spread the word about the project to a wider audience. While being a good practice to ensure transparency, it also gives credibility to the project, as well as recognition for the work being developed.

This type of open and spread out communication can make a difference for future phases of the project, for example the business, marketing & exploitation plan, since it can shape the public opinion and can incentivize the stakeholders to be more involved and support the project.

Considering this, the project will produce several press releases, and target specific journalists/press outlets, when relevant. Bellow, some examples of content for these materials:

Topic	Description
Project updates and synergies	Share relevant project news and achievements
Pilots	Unveil NARRATE’s innovative methodology and feature pilot updates and real impact
Partners contribution	Harness partners’ expertise to establish thought leadership
Key dates	Highlight NARRATE’s mission of increasing the supply chain resilience

TABLE 13: MEDIA RELATIONS PLAN

All press releases will contain the following information:

- EU and UKRI emblems and funding statements
- Boilerplate  
 NARRATE’s innovative manufacturing initiative aims to provide to European ecosystem actors the possibility to timely view and enable a better understanding of the impact of unforeseen events on manufacturing and industrial production; the appropriate technologies to swiftly adapt logistics and production to external conditions, improving the resilience and sustainability of processes; and, to increase awareness around Smart Manufacturing Networks that are resilient and capable of self-adaptation in response to external threats.  
 NARRATE is a three year initiative funded by the European Commission under the Horizon Europe programme and the UK Research and Innovation (UKRI). The project’s consortium is formed by 12 industry leaders from 6 European countries (Spain, Germany, France, Ireland, Italy, and the United Kingdom).
- List of consortium partners
- Social media, website links and contacts

Partners are expected to support these activities by translating press releases into their respective languages and activating their own media connections to amplify the project’s reach.

A first press release was already produced in December 2023, announcing the start of the project, after the kick-off meeting in Valencia.

### 3.8 PODCAST



A podcast will be created for NARRATE that will develop various topics related to results, milestones, news and other relevant and contemporary topics that intertwine with the project and its impact. The podcast aims to develop 6 episodes and the structure of these episodes can include the participation from several guests, experts and partners of the project.

## 4. DISSEMINATION

Dissemination strategy and plan will focus on identifying and organising the activities to be performed to promote the widest possible transfer of project generated knowledge and results and maximise the impact of R&I to audiences that may use the results in their own work.

This plan focuses on raising awareness and engagement, promoting knowledge transfer, understanding, and results uptake, network building & influencing, and involving the stakeholders in the dissemination process early to enhance greater ownership of the research process and the ultimate uptake of the research findings.

As defined per grant agreement, dissemination actions in the context of the NARRATE project refer to:

Actions	Description
Events	Disseminate the project, network with stakeholders, gain credibility and placement, contribute to relevant conversations and decisions.
Scientific publications	Be part of the academic and industry environments (researchers, professionals, and policymakers) while disseminating research and innovation.
Project Synergies	Create synergies with projects and initiatives with similar missions to NARRATE, promoting and taking advantage of collaboratively generated knowledge.
Other	Other activities that contribute to the dissemination of NARRATE’s results, progress and innovation.

TABLE 14: DISSEMINATION ACTIONS

If dissemination activities include any project results protected through Intellectual Property Rights (IPR), review and approval of the NARRATE coordinator and consortium designated representatives will be required.

### 4.1 EVENTS

NARRATE’s dissemination strategy is very much focused on events, either organised by the project or just by attending. These events allow the project to disseminate outcomes and to connect with the stakeholders, in a relevant and appropriate manner, considering the phase of the project and what is available to showcase.

#### 4.1.1 To organise

Several events will be organised by the project’s consortium, in order to gain visibility, promote knowledge transfer and share project’s results.

Event	Description
Webinar	NARRATE will develop 1 webinar to promote networking and knowledge transfer, raising awareness about the project concept, developments and findings to all key actors (industry professionals, academics, policy makers, general public).
Local Events	25 local events will be organised by the NARRATE’s consortium, aiming at drawing the attention of national and regional authorities and other public and private funding sources to the need and benefits of NARRATE research.
Annual Workshops	3 dedicated academic workshops, on an annual basis.

TABLE 15: BREAKDOWN OF EVENTS TO BE ORGANISED

#### 4.1.2 To attend

Besides organising several events, NARRATE will be present in other events, organised by external entities. This is essential to reach out to the wider community and society and show the activities performed, the use and benefits the project.

Event	Description
Conference attendance and presentations	Conferences are a great way to engage in relevant discussions and to create synergies, being a main channel to engage with the stakeholders. NARRATE will attend more than 10 conferences and present at 6 conferences.
Invited talks	Being invited to speak in talks is relevant to NARRATE, because it creates a new opportunity to achieve more visibility for the project, its benefits, and the technological advance.

TABLE 16: BREAKDOWN OF EVENTS TO ATTEND

Taking in consideration the scope of the project and the stakeholders NARRATE wishes to engage, there are several conferences identified as relevant to participate and present. Availability and whether it will be appropriate according to the results that the project is able to demonstrate at the time of the conferences. The identified conferences are described below.

International Conferences	Description	Location and schedule
International Conference on Digital Manufacturing and Automation (ICDMA)	Aims to bring together researchers, developers, and users in both industry and academia in the world for sharing state-of-art results, for exploring new	20-22 September, 2024 Changchun, Jilin Province, China

	areas of research and development, and to discuss emerging issues on digital manufacturing and automation.	<a href="#">Website</a>
International Conference on Industry 4.0 and Smart Manufacturing (ISM)	Is an yearly open forum fostering the smart culture and exploring the transformative impact of digital technologies characterising the 4th industrial revolution across the full breadth of economic sectors.	13-15 November 2024 Prague, Czech Republic  <a href="#">Website</a>
International Conference on Logistics, Informatics and Service Science (LISS)	Explores topics including AI in logistics and the supply chains and services sciences, health informatics and bioinformatics, intelligent transportation, and neural networks and their applications.	26-29 July, 2024 Cape Town, South Africa  <a href="#">Website</a>
International Conference on Industrial Engineering and Engineering Management (IEEM)	The IEEE International Conference on Industrial Engineering and Engineering Management (IEEM) is the leading international forum to disseminate, to all branches of industries, information on the most recent and relevant research, theories and practices in IEEM	15-18 December, 2024 Bangkok, Thailand  <a href="#">Website</a>
International Conference on Advances in Production Management Systems (APMS)	Brings together leading international experts in 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 era of Artificial Intelligence.	8-12 September, 2024 Chemnitz/Zwickau, Germany  <a href="#">Website</a>
IEEE International Conference on Automation Science and Engineering (CASE)	Focus on Automation 5.0: automation everywhere for better and smarter living and will include tutorials and workshops, a technical program of presentations, keynote lectures, and social events.	28 August - 1 September, 2024 Puglia, Italy  <a href="#">Website</a>

TABLE 17: INTERNATIONAL CONFERENCES

## 4.2 SCIENTIFIC PUBLICATIONS

In order to increase project’s visibility & achievements, showcase how the project tackles challenges and advances the state of the art, attract uptake of knowledge and project results, engage in joint research to enhance outcomes and to maximise impact, scientific publications will be necessary.

The NARRATE Project will make 15 submissions to targeted scientific publications, such as:

Scientific publication outlets	Description
International Journal of Production Research	Is a leading journal in the areas of manufacturing, industrial engineering, operations research and management science. <a href="#">Website</a>
Journal of Manufacturing Systems	Publishes state-of-the-art fundamental and applied research in manufacturing at systems level. <a href="#">Website</a>
International Journal of Logistics Management	Provides a platform for development and examination of management theory and practice relating to logistics and the supply chain. <a href="#">Website</a>
Transportation Research Part E: Logistics and Transportation Review	Publishes informative and high quality articles drawn from across the spectrum of logistics and transportation research. <a href="#">Website</a>
IEEE Transactions on Automation Science and Engineering	Publishes fundamental papers on Automation, emphasising scientific results that advance efficiency, quality, productivity, and reliability. <a href="#">Website</a>
Journal of Cleaner Production	Is an international, transdisciplinary journal focusing on Cleaner Production, Environmental, and Sustainability research and practice. <a href="#">Website</a>
Computers in Industry	Publishes original, high-quality, application-oriented research papers that show new trends and options for the use of Information and Communication Technology in industry. <a href="#">Website</a>

TABLE 18: EXAMPLES OF SCIENTIFIC PUBLICATIONS

Papers can also be submitted to International Conferences with high scientific impact that attract a wide range of participants from different countries and backgrounds and offer networking opportunities, collaboration, and knowledge sharing. These may include previously mentioned conferences that offer the possibility to submit papers.

### 4.3 PROJECT SYNERGIES

NARRATE intends to collaborate with other projects in order to obtain know-how, exchange opinions and experiences & use appropriate results.

Several opportunities for collaboration can be explored, for example, collaboration with projects under the same funding call - TWIN GREEN AND DIGITAL TRANSITION 2023 (HORIZON-CL4-2023-TWIN-TRANSITION-01) can be advantageous, since their scope is similar and can align visions. These projects are as follows:

Project/Initiative	Description
M4ESTRO	M4ESTRO aspires to create a trustworthy and transparent end-to-end platform using a Manufacturing as a Service (MaaS) approach to offer resilience and timely preparedness to the manufacturing industry during disruptive times. <a href="#">Website</a>
ACCURATE	ACCURATE emerges as an innovative force, providing solutions to navigate enduring disruptions like pandemics and global conflicts, as well as immediate challenges such as earthquakes, floods, and geopolitical transportation issues. <a href="#">Website</a>
Tec4MaaSes	Tec4MaaSes aims to deploy a network of Digital Twins (DT), equipped with trustworthiness and cognition, to cooperate in a distributed manner within a value network as core enablers of Manufacturing-as-a-Service (MaaS) practices. <a href="#">Website</a>
MAASive	The overall aim of MAASive is to increase value network resilience by enabling manufacturers to rapidly respond to unforeseen external events or sudden changes in supply or demand, utilising manufacturing as a service.
MAASiveTwin	MaaSiveTwin aligns with the vision of creating a competitive and sustainable digital Europe and green value chain by even combining the two aspects.

TABLE 19: PROJECTS UNDER THE SAME FUNDING CALL

Since the project intends to engage with relevant stakeholders and decision makers, ensure technology transfer, develop deeper knowledge on smart production and attract uptake of knowledge and project results, several other connections can be made, such as the ones that follow.

Project/Initiative	Description
IMAGINE	The IMAGINE project developed a platform and underlying methodology for SMN management and a lifecycle that assists in the creation, design, and management and monitoring of SMNs that will be capitalised upon by NARRATE in WPs 1 & 3.
AI-PROFICIENT	Develops an ecosystem to demonstrate the potential for improved AI-driven performance in production plants facilitating the cooperation between humans and machines. This platform and edge AI, could contribute to activities in T4.3 and T4.5. <a href="#">Website</a>
ASSISTANT	The project aims to develop breakthrough solutions for the manufacturing using artificial intelligence to optimise production systems. Intelligent digital twins in this project can contribute to similar NARRATE abilities in T3.2.

	<a href="#">Website</a>
EFPP	<p>The EFPP platform provides both seamless access to services and solutions for Connected Smart Factories and the necessary infrastructure, tools &amp; support for novel service creation and validations by third parties. NARRATE can use EFPP principles for its AI Platform in WP6.</p> <p><a href="#">Website</a></p>
ICP4Life	<p>Proposed an integrated, collaborative environment for the design, development and support of product-service systems for SMEs, equipment manufacturers and energy suppliers &amp; developed a knowledge-based approach for DTs. Its results will be used in the context of Knowledge Environment and DTs in WP3.</p> <p><a href="#">Website</a></p>
NIMBLE	<p>Collaboration Industry 4.0 IoT-enabled B2B platform on which European manufacturing firms can register, publish machine-readable products and services catalogues, search for suitable SC partners, negotiate contracts/supply. The platform can be linked for searching suppliers and logistic providers with the IMC in WP4.</p> <p><a href="#">Website</a></p>
ZDZW	<p>Circularity is a common ground with ZDZW, a project that develops digital non-destructive inspection (NDI) services as a set of strategic technologies to improve production efficiency, zero-defect, and sustainable manufacturing of European industries. To pursue the main goal of reducing defects and the generated waste in manufacturing processes, ZDZW addresses defect minimisation and waste reduction in three key areas that cover the entire manufacturing process and product lifecycle.</p> <p><a href="#">Website</a></p>

TABLE 20: OTHER RELEVANT PROJECTS



## 5. TRAINING PLAN

Human-centric operations in the IMC require embedding “learnability” in the SC engineers and technicians that will operate the IMC and AI Platform through a systematic process of continuous learning as personnel skills must evolve to comprehend the fluid, new roles that they must fulfil, such as deeply understanding, among others, disruption identification, detection and remediation, planning, logistics and production needs. This requires guidance to ensure that the increased use of the AI Platform and IMC is both successful and fully-considered.

Although the project is in an early stage to define specific training yet, the focus will be centred on: 1. Individuals involved in SMN resilience operations must be versed in technologies such as data analytics, ML, and AI. They should have a solid understanding of how the IMC works and its potential applications in supply chain management and how it is used in supply chain operations, e.g. recovery from unforeseen or unexpected disruptions, improving the environmental footprint, etc. This includes training on how to collect and analyse data, and how to interpret and act on the insights generated by these tools. 2. Individuals involved in supply chain operations need to have a good understanding of the broader business context in which they operate. This includes knowledge of the supply-chain strategy, objectives, and financial goals, as well as an understanding of its market and competitive landscape.

Other kinds of topics might be included in the future, according to the development of the project and its activities/results.

To this end, a training scheme will be introduced in T7.1 addressing the above points.

An effective outreach scheme will be introduced in WP-7/T7.1 to promote human-centric operations, use and contribution to IMC tools, and digital capabilities in SMNs. Such a scheme will focus on the following areas:

- Awareness: The first step is to create awareness about the importance of human-centric operations, IMC tools, and digital capabilities in supply chains. This can be done through targeted communication campaigns that highlight the benefits of these technologies and their potential impact on supply chain performance.
- Training: as above.
- Continuous improvement: Finally, outreach schemes should be designed to promote continuous improvement in human-centric operations, AI tools, and digital capabilities in modern supply chains. This can be achieved through ongoing monitoring and evaluation of IMC performance, identification of areas for improvement, and implementation of targeted interventions to address these areas.

The project coordinator AID, together with FHG will act as joint Training Managers.

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### 5.1 TRAINING MATERIALS

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Training will be readily available to the public, serving as a valuable complementary resource provided by the NARRATE project. The materials will be accessible conveniently via the website, located under the "Resources" tab. These sessions will offer a variety of engaging and downloadable content, including but not limited to videos, presentations, or textual materials, all curated to delve into the themes outlined in epigraph 5.



## 6. MONITORING

Being able to analyse the development of this plan is crucial to its success.

The results need to be analysed regularly and constantly. With this analysis, it will be possible to identify areas for improvement in stakeholder involvement, communication, dissemination and training. In addition to areas for improvement, the conclusions drawn from these frequent analyses will make it possible to make the necessary adjustments to achieve better results.

### 6.1 KEY PERFORMANCE INDICATORS (KPI'S)

Well defined KPIs were already established and mentioned before, but it's important to reinforce that they are a crucial part of the monitoring process. The KPIs allows the NARRATE Project to understand specific courses of action that need to be taken to achieve maximum results under what is already defined by communication and dissemination goals, so they become a valuable tool to take into constant consideration. Also, this tool allows the project to understand better how the resources are being used and how they should be used, enhancing the overall efficiency of the project's communication and dissemination activities.

### 6.2 MONITORING PROCESS

The evaluation and overseeing of the project is a joint effort where all partners should be involved and informed, ensure successful decision-making and allow continuous improvement. For this purpose, a monitoring document has been developed and shared will all partners, being available on the SharePoint of the Project.

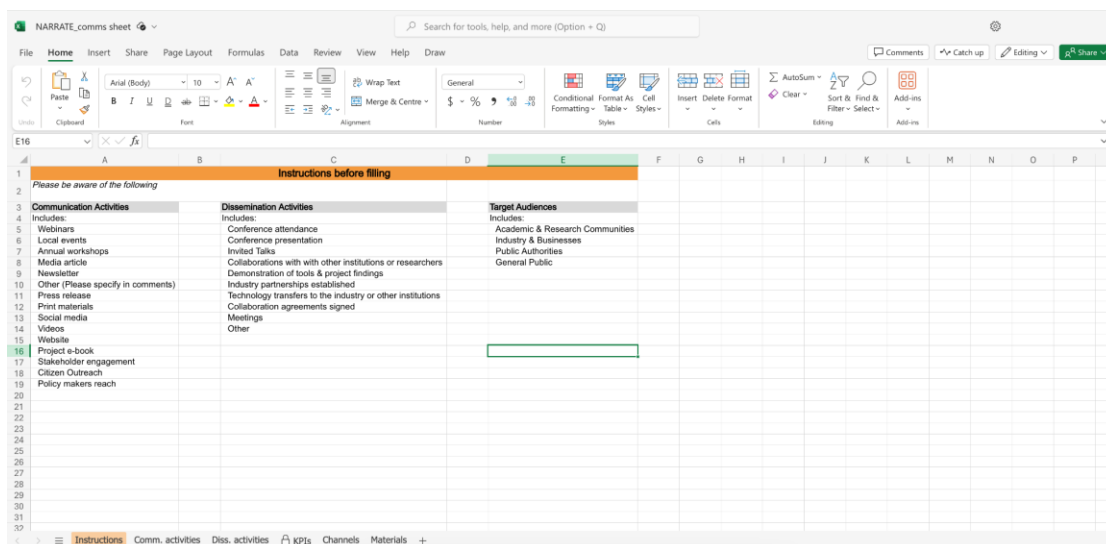


FIGURE 11: MONITORING TOOL

In this document, partners are able to share all the dissemination and communication activities they have been involved in and developed in relation to the project, such as events, social media action, press releases, news articles, scientific publications, etc. They can also share relevant data regarding those

activities, for example, they can provide how many people they reached with certain activity or other engagement numbers.

When it comes to events, some actions need to be assured:

- Inform F6S as soon as possible about the event and place that information on the monitoring tool
- F6S will support with any visual and communication material that is necessary and will ensure the dissemination of the proposed event
- During the event, the partners involved should take evidences and after they need to store them on the specific folder on the SharePoint
- F6S will prepare content with all of this information, for the website and social media.

## 7. CONCLUSIONS

This Stakeholders Engagement, Dissemination, Communication & Training Plan serves as a guide to all partners involved in these activities in the project, contributing to a more efficient and effective effort aimed at showcasing the relevance and importance of NARRATE.

The main goals of this Stakeholders Engagement, Dissemination, Communication & Training Plan are to formulate a logical and cohesive strategy for the effective dissemination of NARRATE’s messages, results, innovation and impact to the target audiences that have been identified. This will ensure the relevance and the visibility of the project.

The basis for smooth post-project deployment and uptake is laid by this strategic strategy. The consortium is committed to maximising the impact of NARRATE’s results and will actively engage in the suggested actions included in the document.

This plan will continue to be dynamic and revised regularly to reflect the advancement of the project. As needed, changes to this strategy will be implemented to improve the project's outreach to the intended stakeholders and successfully communicate NARRATE’s innovation and vision to the European community.

# 8. APPENDIX A: DIGITAL TEMPLATES

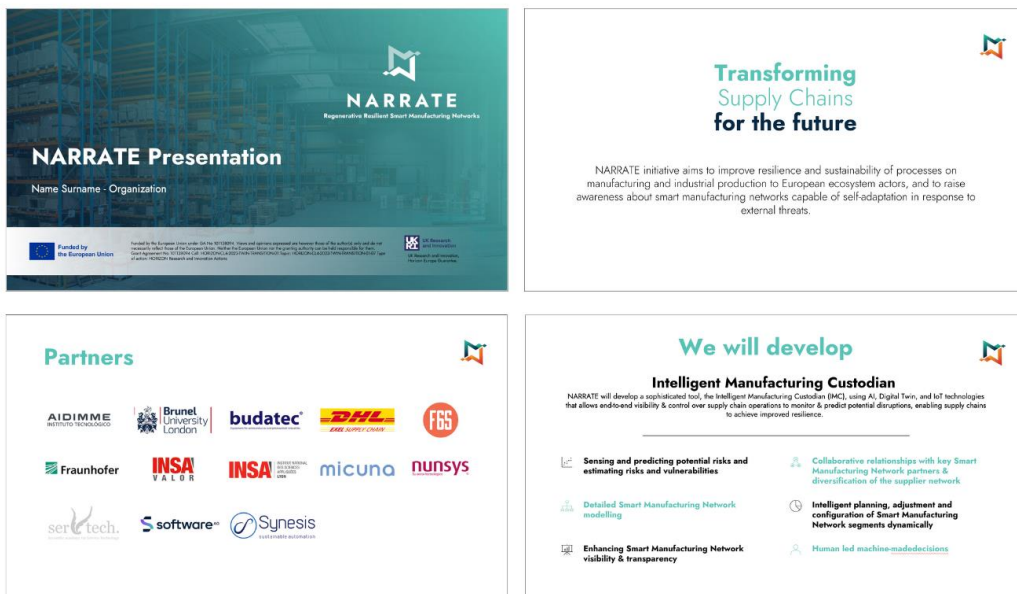
## Deliverable template



## Basic template



## General presentation template of the Project



## Abstract presentation template

**NARRATE**  
Regenerative Resilient Smart Manufacturing Networks

Click to add title

10/01/2024. Place

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Call: HORIZON-CL4-2023-TWIN-TRANSITION-01 • Topic: HORIZON-CL4-2023-TWIN-TRANSITION-01-07 • Type of action: HORIZON Research and Innovation Actions

UK Research and Innovation  
UK Research and Innovation  
Horizon Europe Guarantee

**NARRATE**  
Regenerative Resilient Smart Manufacturing Networks

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UK Research and Innovation  
UK Research and Innovation  
Horizon Europe Guarantee

**NARRATE**  
Regenerative Resilient Smart Manufacturing Networks

Title  
Subtitle

- Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged. It was popularised in the 1960s with the release of *Letraset* sheets containing Lorem Ipsum passages, and more recently with desktop publishing software like Aldus PageMaker including versions of Lorem Ipsum.

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UK Research and Innovation  
UK Research and Innovation  
Horizon Europe Guarantee

**NARRATE**  
Regenerative Resilient Smart Manufacturing Networks

Slide with a picture

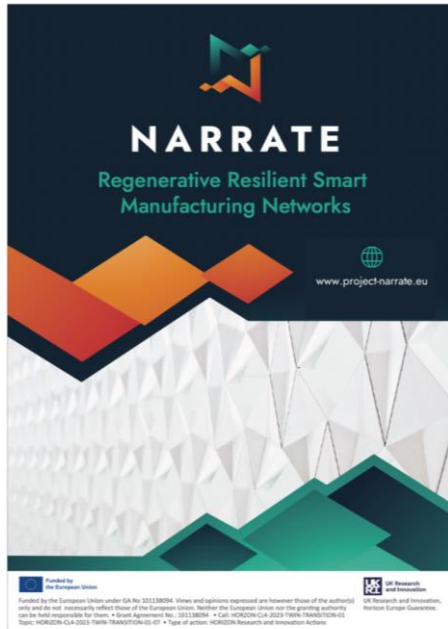
• Lorem Ipsum is simply dummy text of the printing and typesetting industry. Lorem Ipsum has been the industry's standard dummy text ever since the 1500s, when an unknown printer took a galley of type and scrambled it to make a type specimen book. It has survived not only five centuries, but also the leap into electronic typesetting, remaining essentially unchanged. It was popularised in the 1960s with the release of *Letraset* sheets.

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UK Research and Innovation  
UK Research and Innovation  
Horizon Europe Guarantee

# 9. APPENDIX B: OFFLINE TEMPLATES

## Poster



## Roll ups

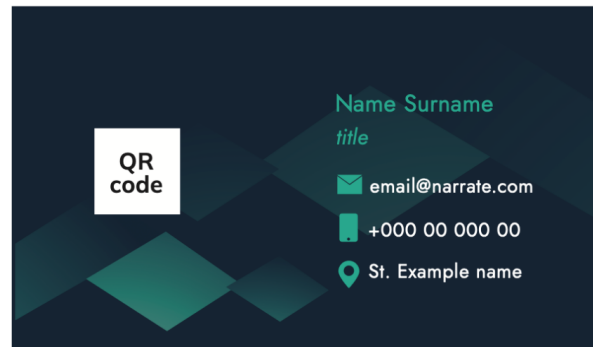


## Flyer





Card



Leaflets

