



DISSEMINATION PLAN

Project	Innovation Eco-System in the CBC area
Acronym	INNOV8CBC
Activity package	Activity package 6. Promotion of new CBC innovation eco-system between Macedonia and Albania:
Activity	Activity 6.1.1 Develop communication / PR package for innovation hubs
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Abstract	
<p>This deliverable describes the INNOV8CBC First Dissemination Plan, which aims to identify and organize the activities to be performed in order to promote the commercial exploitation of the project's results and the widest dissemination of knowledge from the project. This dissemination plan will showcase the various steps, stages, messages and tools we are going to use to widely spread the progress and results of the project These actions take into consideration a variety of communication channels and target groups and presents a draft plan for how partners would enable exploit project activities and results. Also, determining measurable success criteria for the activities will assess the expected impact of the INNOV8CBC project.</p>	

EXECUTIVE SUMMARY

This document provides the dissemination and engagement plans for the **INNOV8CBC** project.

This project consists in the establishment of innovation support infrastructure for transfer of know-how technologies among Start-Ups and SMEs in the CBC areas between Republic of Macedonia and Republic of Albania. The main purpose of the proposed action is to help establish, within the existing educational and businesses context, a CBC innovation eco-system for SMEs and Start-Ups by:

- Strengthening capacities of key stakeholders in advancing competitiveness and know in the CBC areas.
- Enhancing cross-sector cooperation between SMEs and Start-Ups by focusing in complementarity and utilizing the present and future business opportunities for joint ventures and offering perennial service.
- Mainstreaming the established innovation eco-system from national to CBC areas.

This document provides an overview of the dissemination and communication strategy, activities and materials INNOV8CBC project intends to develop and use. The activities are organized based on the utilized dissemination instrument and are analyzed based on the activity type, the target audience, its purpose, the expected impact and the anticipated exploitation track. The Dissemination Plan presents the main objectives of the dissemination and communication activities, the target stakeholders that CBC Innovation Hubs are intended to reach out, as well as the key actions for online and offline community building. This Dissemination Plan shows in detail the different steps, stages, messages and tools we are using to widely spread the progress and results of the INNOV8CBC project.

This project is funded by the European Commission represented by Delegation of the European Union in the Former Yugoslav Republic of Macedonia.

This project will last 28 months from 01/01/2018 – 30/04/2021 and will be implemented by respective organizations.

The dissemination plan if needed will be revised and presented in the future deliverables of Activity package 6.



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1. INTRODUCTION

The main objective of Activity 6.1.1 Develop communication / PR package for INNOV8CBC project is to ensure adequate visibility of the project to the largest possible group ranging from the citizens, engaging them in using CBC Innovation Hubs space and service, to the decision makers that are interested in policy modelling, all the way to the researchers interested in the scientific outcomes of INNOV8CBC project. It is evident that the characteristics for each of these audiences are quite different and demand for a variety of dissemination instruments to be employed in order to successfully communicate the project message. Targeted communication shall stimulate project development, demonstrate its added value and ensure its visibility. In the same time, all communication actions and tools developed shall increase transparency and raise awareness of positive contributions of INNOV8CBC project.

This is what makes the role of the dissemination plan particularly important since it is responsible for synchronizing centers activities, making sure that adequate effort is allocated for each target audience and specifying how to measure the achieved impact.

2. DISSEMINATION STRATEGY

The dissemination strategy for the INNOV8CBC project details the activities to be carried out in the framework of a communication strategy in order to ensure maximum impact of the project activities and to guarantee an effective visibility and dissemination of project results and raise innovation awareness tools in the CBC area.

The strategy methodology in this section is structured in the following sub-sections:

- 1) project goal and purpose of dissemination actions,
- 2) target audiences,
- 3) phased dissemination,
- 4) dissemination instruments and methods,
- 5) dissemination activity,
- 6) monitoring and evaluation, and
- 7) impact indicators

2.1 PROJECT GOAL AND PURPOSE OF DISSEMINATION ACTIONS

The project goal is to address the challenge of transfer of know-how technologies among Start-Ups and SMEs in the CBC areas between Republic of Macedonia and Republic of Albania. Help Targeted Young Adults in accessing and using the relevant information, services and materials, in order to increase their entrepreneurial spirit and help them become more knowledgeable and skilled to start their own web business. Enhancing cross-sector cooperation between SMEs and Start-Ups by focusing in complementarity and utilizing the present and future business opportunities for joint ventures and offering perennial service. Everything done by enhancing and improving the collaboration and efforts of entrepreneurship initiatives, business experts, educational actors and the young adults.

The current dissemination plan aims to help project partners while planning or being involved in any kind of communication activities, especially those addressed to the project's priority target audiences, local policy authorities, innovation key players, business support actors and wider public. To reach these goals, this plan is considering and developing the following components.

Towards this objective, the dissemination activities are aligned with the following directions:

- Raise awareness among the relevant target groups by making the project and its vision known as early as possible in the project lifetime. Related organizations will be contacted during the project, to invite them to stay informed and to help us disseminate activities and results on a wider scope.
- Establish collaborations and partnerships with new clients, Decision Makers, Research Centers, Business support actors (hubs, accelerators, incubators, etc.) or extend the already existing collaborations. As part of our communication strategy, we will be creating strong bonds with different networks. These relationships will be the starting point to build up partnerships ensuring that the results of our project will persist on time.
- Engage citizens in using the project facilities within and across the borders. Use the communication channels that are already established to broaden the user base of project tools.
- Diffusion of project achievements for ensuring that INNOV8CBC project outcomes will have maximum impact. This will be achieved by publishing the project outcomes in articles, presenting them in conferences and in general building up a community of interested developers and collaborators.

This first phase of dissemination declares that INNOV8CBC project exists. It provides access to information about the project, its partners and the envisaged activities, prior to the launch of the project's Open Call for applications for the acceleration program. Activities include developing a dissemination plan, preparing initial communication materials, and promoting the project.

2.2 TARGET AUDIENCES

It is of strong interest to the project partners to disseminate project ideas and results to a community as wide as possible. It is important to identify different individuals, groups, and organizations where their specific interests align with the goals of the project. It is important that the right message should be given to the right audience. In this respect, INNOV8CBC project will systematically and continuously identify the target audiences with interests that are pertinent to the project outcomes and make sure to keep their interests alive throughout the project.

This Dissemination Plan is aimed at the following audiences to fulfil the aforementioned INNOV8CBC objectives:

Young entrepreneurs

As we have mentioned before, the main component of the project is the startup accelerator programs that will run in the respective centers. Reaching out to a wider audience to engage them to be part of the accelerator program is key to the ongoing of the project.

Here we can list: Startups, Existing companies (SMEs that are looking for new opportunities to enter the market), Students (Research and Technological Development Teams).

KEY MESSAGES

- *What is the project about?*
- *What are the opportunities?*
- *Who and why should apply?*
- *How to get involved in the project activities and to take advantage of it?*
- *Time, duration of the acceleration program.*

Stakeholders:

The INNOV8CBC stakeholders are those organizations, groups or individuals that can affect or become affected by the activities carried out within the project and the implementation of its results. Innovation oriented stakeholders and similar projects are targeted because they will enable improvement and validation of the INNOV8CBC methodology.

Here we can list: Public Authority (Decision Makers), SME associations, Financial Institutions, Investors (Angel Investors, Venture Capitalist).

KEY MESSAGES

- *Clear information on the INNOV8CBC project: its background, objectives, procedures, benefits and results;*
- *How to benefit from the results of the project or how to use project outputs;*
- *Benefits of transnational cooperation: results, achievements;*
- *How to harmonize national or regional policies, where transnational approach provides added value;*

Project Partners:

Project partners as well as private investors will have profound influence in the review of entrepreneurial capacities of projects, offer guidance for project ideas, but ultimately invest in those ideas as well. They will be also participating in the coaching and mentoring process of the projects.

Project partners will be engaged not only to disseminate the information to the wider public, but also participate in discussions about policy issues.

Here we list: Business support actors (hubs, accelerators, incubators, etc.)

KEY MESSAGES

- *Clear information on the INNOV8CBC project: its background, objectives, procedures, benefits, results;*
- *Progress of the project implementation;*
- *Project activities Issues identified.*
- *Project results: make the most of results by coordinating with all partners.*

Universities and Research Institutions

Universities and Research Institutions - Encouraging young entrepreneurship, stimulating the creativity of young people and their skills by concrete cooperation actions and visible results. Academic partners and research centres will be in the project to generate new ideas and transfer the technology from academia to industry. They will also act as opinion makers. Their feedback on the methodology for engaging INNOV8CBC projects and toolkit functionalities will help shape future project activities.

KEY MESSAGES

- *Clear information on the INNOV8CBC project: its background, objectives, procedures;*
- *Benefits of transnational cooperation: results, achievements;*
- *How to benefit from the results of the project or how to use project outputs;*
- *Progress of the project implementation;*
- *Project activities Issues identified.*

Chamber of Commerce, Industry sector

Industry professionals have a great role to play in influencing young people's career choices through their expertise, and are therefore an important target group in INNOV8CBC project. The Industry can

get involve in finding ways to further innovate their service and products by collaborating with the project programs and giving to the participant feedback about the market and the industry needs.

Here we list: Chamber of Commerce, Industry (Internet, IT, creative industries, telecommunication, agriculture, Tourism etc.)

KEY MESSAGES

- *Importance of collaborating with project program on innovation.*
- *The role of Startups in shaping the industry of tomorrow.*
- *The importance of industry-oriented accelerator programs.*
- *How to benefit from the results of the project or how to use project outputs;*

Specialized media in participating countries at: Print, broadcast, online,

In order for INNOV8CBC project to benefit the society, people with different roles should be reached by the new knowledge and technologies generated within the project. Specialized media can have a great role in the dissemination activities and results on a wider scope.

KEY MESSAGES

- *INNOV8CBC exists: when, how, why, who?*
- *What is project about?*
- *Results of the project and its impact on the life of citizens*
- *Benefits of transnational cooperation: results, achievements;*

2.3 PHASED DISSEMINATION

Along the project it is necessary to decide when different dissemination activities will be most relevant because messages will vary during the timeframe of the project. It is important to consider that in order for an action to be initiated, the message should be communicated to the receivers several times and preferably through different communication channels.

At the beginning at early stage of the project it is better to focus on awareness about the project. To build a community it will be essential to disseminate and promote the project to raise awareness about its existence and encourage our audience to engage with us. To this aim, the communication will focus on attracting viewers and convert them into active contributors and collaborators. Here the

main focus is on defining the strategy and setting-up a concrete plan for raising awareness, generating interest and communicating the key-messages to the target audiences. A number of dissemination actions also take place during this period but they are primarily oriented towards making the project goals and objectives known to the relevant audiences. Promotion of newly selected projects and teams of the acceleration program will serve as a starting point in the formulation of the program's ambition identity.

During the project lifetime, most of the envisaged dissemination activities will take place. The citizens should be engaged in participating to INNOV8CBC programs and using the facilities and tools provided by the innovation hubs. At this stage promoting the work done and mostly the success stories of project program startups is always the best practice as to inspire and encourage wider participation of young aspiring entrepreneurs and innovators in the program. The dissemination will be carried through the communication channels that are already established (or will be established during the project lifetime) and through INNOV8CBC partners channels to directly reach a wide audience of citizens. During this phase the INNOV8CB members will seek to conduct face-to-face meetings with representative of stakeholders, so as to establish new collaborations (or strengthen the already existing ones). The greatest part of disseminating the project's scientific outcomes will also take place during this phase.

At the end of the project Reporting on all dissemination activities carried out by the project partners and setting the guidelines for the sustainability of the results after the end of the project.

2.4 COMMUNICATION TOOLS AND CHANNELS

Since INNOV8CBC aims at identifying and supporting brilliant ideas among willing entrepreneurs and innovators, communication plays a key role within the project. Raising awareness about the potential of INNOV8CBC initiatives and about the chance to be involved in a customized service plan is crucial for the success of the whole project.

To specifically address target audiences according to their role, a wide variety of dissemination instruments and methods will be leveraged by the project partners. INNOV8CBC will take targeted measures to promote the project's work and convey its activities to target stakeholders, to reach the highest impact possible via a mix online and offline tools and channels, aimed at engaging its key audiences, including the media and public.

2.4.1 PROJECT LOGO

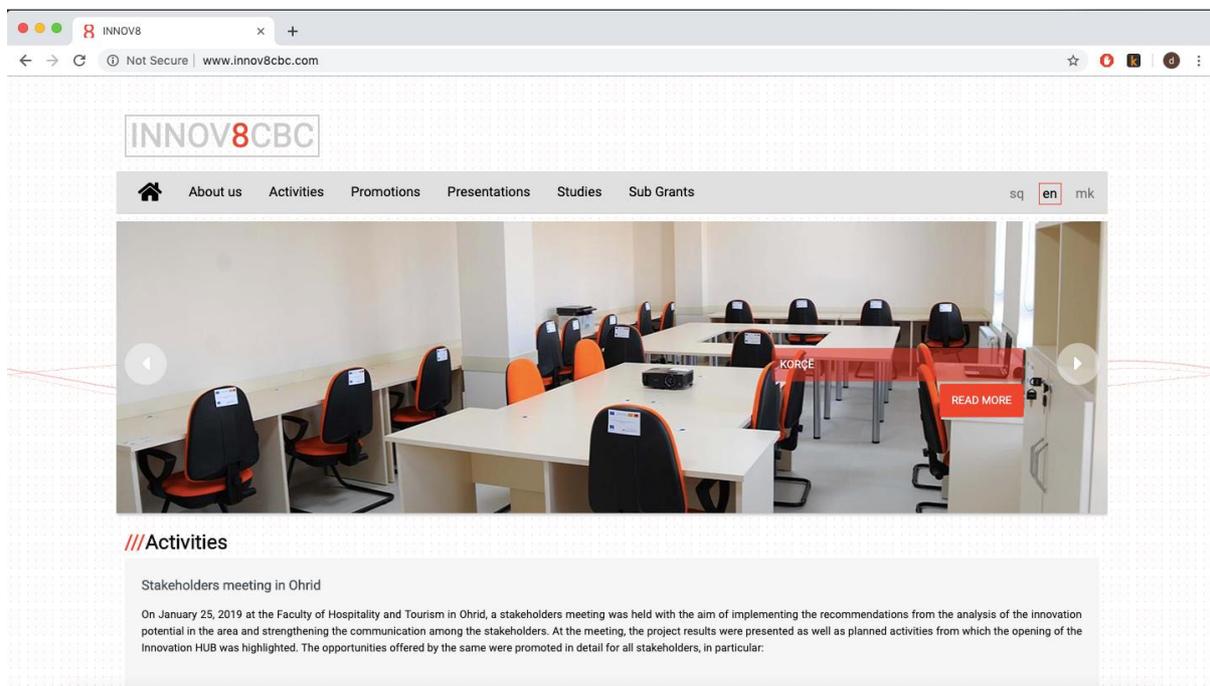
The logo is the cornerstone of the visual identity. It is advised that the INNOV8CBC logo appears in all INNOV8CBC related documents on all official communications and may not be modified in any way. Please also keep in mind that no other marks or symbols may be used or recreated to represent the INNOV8CBC project. Any material co-funded with the project budget needs to make explicit reference to it and if possible, make use of the INNOV8CBC Logo. The project logo will be also well visible in every event, workshop or conference that the project will organize or co-organize.



2.4.2 PROJECT WEBSITE

The project website (<http://www.innov8cbc.com>) is the main general dissemination and communication tool, available to anyone with access to the internet. The website serves as a distribution channel of information on the project's objectives and results as to have maximum impact. The website will be periodically updated with project's news, publications, and summaries on the progress of the project in order to reflect the project's advancement.

Figure 1: Project website: <http://www.innov8cbc.com/>



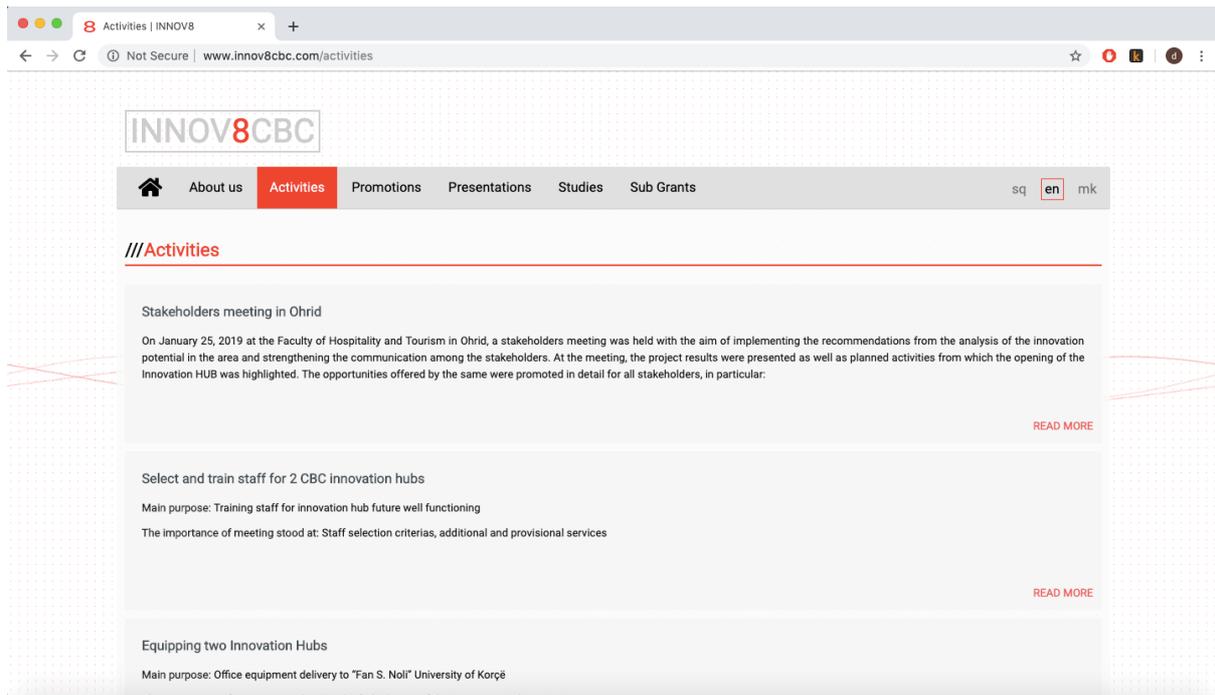
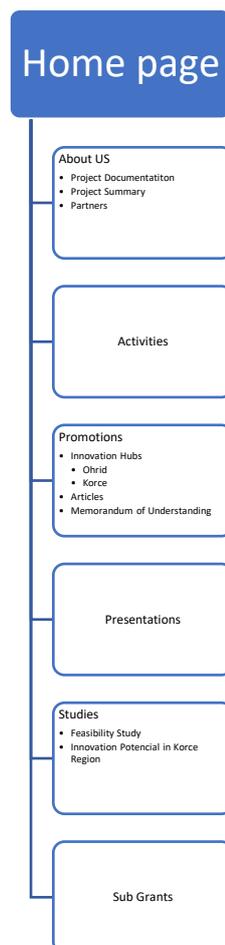


Figure 2. The Website tree structure:



The INNOV8CBC web site has been structured in five areas: a) Home: a welcome note along a list of the activities undertaken by the project (see Figure 1). b) About US: Offering project Documentations, Project Summaries and Partners c) Activities: providing information on the past and future activities. d) Promotion: It provides information on innovation hubs of the project in both regions also articles and the Memorandum of Understanding e) Presentations: Here interested parties can find presentations that have been carried by the project members f) Studies: Here will be Published all the studies carried by INNOV8CBC project and partners. g) Sub Grants: Here will be listed the sub grants of the project.

2.4.3 ONLINE SOCIAL NETWORKING

Online Social Networking is the major tool that Young Adults today utilize to communicate with each other and to be informed on current issues. For this reason, Social Media will be utilized to access and engage Targeted Young Adults into INNOV8CBC activities. INNOV8CBC project will work to establish strong presence to social media to:

- Provide information about INNOV8CBC
- Advertise INNOV8CBC Events
- Disseminate outcomes, materials and interesting information
- Maintain an up-to-date image.
- Reaching broader audiences

Facebook

Facebook is the most widely utilized social network in the world. Through the INNOV8CBC Facebook page, information, events, pictures and links can be shared, and the public can react by “liking” the page, giving “likes” to single elements and writing directly to the Project account.

The typical user is a young adult, who wants to keep in touch with friends and relatives. Therefore, a conversational, informal communication style is to be preferred.

LinkedIn

LinkedIn is the social network for professionals who want to search for job positions and network with similar minded professionals.

The target group here is predominantly older and well- educated. A more formal, business style of communication is therefore to be preferred.

In the INNOV8CBC project group, it is possible to share contents, links, pictures, to create connections and engage in discussions.

2.4.4 PROJECT COMMUNICATION KIT

Most of our communication and promotional material will be related to the events INNOV8CBC will run and the procedures to apply to have the chance to compete and access to further support, by benefitting from innovation services. To this end, the core of communication and promotional campaign will rely on “friendly” and “catchy” tools of information able to draw the attention of key targets, providing concrete details on how to get engaged, such as newsletters, leaflets and other appropriated communication material.

The project communication kit is composed of a set of electronic and printed documents that every partner can use to communicate the project vision, depending on the circumstances. More specifically the project communication kit will be composed of the following:

Newsletters constitute a web-based mean for the timely communication of project progress especially for interested professional audiences. As such, at important project milestones, INNOV8CBC will release newsletters summarizing the most important of the project achievements that will be distributed to relevant mailing lists and published in appropriate forums. About the newsletter, the target audience will be carefully considered and the topics to include will be chosen accordingly. In the editing phase, particular attention will be drawn on the use of concise and comprehensible vocabulary to ensure readability. The amount of content will be also considered, in order to let the newsletter be sustainable.

Poster, Flyer, Project presentation and leaflet will be generated to aid dissemination activities and ensure a consistent communication of the project concept, objectives and results. This kind of material will be distributed at project workshops, conferences or other venues where project members participate.

A **Factsheet** is considered to be our printed media, by which we communicate the essential facts about the project goals, key issues, technical approach and the expected impact. It also contains the organizational information such as list of participants, contact details, timeline, commission funding,

etc. It will be useful to bring to events and to distribute them to the targeted audiences. It will be published in English but each partner will have the files to adapt the text to their own languages.

The objectives of the factsheet are to inform and raise the interest of the wider public; and to facilitate the communication and promotion of activities at local level. The factsheet should have an innovative design that allows the recipient to transform a piece of paper into an attractive object.

2.4.5 PRESS RELEASES AND MEDIA INTERVIEWS

All partners of the project are encouraged to work on articles, conference papers, public abstracts, reports or any other type of publication that promotes the project. Also, partners are encouraged to share details of these activities with other members of the consortium to share best practices.

The distributed content and press releases in regards to INNOV8CBC project should be a good read and as interesting and as possible. People like big numbers, interesting facts they didn't know yet, successful stories, nice pictures, emotions...

We should have clear and easy to understand press releases which are relevant to the audience of the contacted news outlet or distribution channel. The press release related to INNOV8CBC will provide the basic facts needed to develop a news story and increases the chances of the project news being reported.

All opportunities for media-related communications will be considered during the project lifetime. Accordingly, each partner will seek participation in media interviews whenever possible.

Press releases will be used to inform on the project's public activities, milestones and results in order to get the attention at European, national, regional and local level. They will be written for each project milestone and at a central level, being translated to each needed language by our partners. Each partner is also encouraged to write press releases to promote and communicate about relevant events at a local level.

2.4.6 EVENTS DISSEMINATION

The planned series of events will be a good platform to promote the project and its activities. On one side INNOV8CBC will organize events as part of the project's core activities and on the other hand INNOV8CB members will attend external events to showcase the progress and results of INNOV8CB project. INNOV8CBC will make sure to present the project objectives and goals, as well as to

demonstrate the project program progress in public and professional exhibitions. The introduction of successful startups, failure stories and confidence boosting will be major elements at the events. Through these conferences, partners will benefit from easy networking, shared resources, investment opportunities and increasing interest to startups. We consider this type of activity as one of the most important means to advertise the project among the relevant professionals. In each case, it is expected from every partner to disseminate relevant information about organised or attended events and use this opportunity to be active on social media.

2.4.7 STAKEHOLDER MEETINGS

INNOV8CBC will engage all relevant stakeholders (business experts, industry representatives, trainers, actors managing entrepreneurship initiatives, programmes and platforms as well as student support centres) and initiate discussions.

In order to ensure stakeholder engagement for discussions, INNOV8CBC will organize stakeholder meetings to be held in project's innovation hubs. The meeting will be held in the form of workshops encouraging active discussions between participants on effective ways of providing support and establishing further cooperation. INNOV8CBC will ensure well-balanced stakeholder participation, inviting successful web entrepreneurs, business teachers, trainers, members of student networks, student enterprise centres, and actors managing initiatives and programs on entrepreneurship. Industry representatives from large Internet and telecommunication companies will also be invited.

The aim of stakeholder meetings is to identify opportunities for cooperation and common service provision and short-listing good practices across the entrepreneurial ecosystem focusing on student support. Stakeholder discussions will also enable student support centres to discuss additional topics in terms of startup support.

2.4.8 ACADEMIC DISSEMINATION

As a research project with strong participation from academics and researchers, INNOV8CBC places particular emphasis on the academic dissemination of its results, in terms of publications in top conferences and journals, special sessions organization and special issue editorship. The academic and research partners of INNOV8CBC will constantly seek for opportunities to publish their scientific results. Journal papers are expected to come after the first year of the project, as important research outcomes will get more and more mature. Academic partners and research centres will be in the

project to generate new ideas and transfer the technology from academia to industry. The dissemination of results of the project will be done in each institution.

2.4.9 MUNICIPALITIES

The innovation hubs can have a good collaboration with respective municipalities. The municipalities can be deeply involved with the hubs in the development and implementation of their Smart City Strategy, in which they can explore the needs of the community and involve citizens in the decision-making process and let them have their say about the things that must be improved and developed in a sustainable and innovative way to increase the quality of life, products and services offered by the Municipality and not only. In developing a Smart City Strategy, the hubs can collaborate intensively with the Municipalities and other relevant stakeholders in order to identify collaborative projects and create partnerships with public and private players.

Through this network we support the digital companies in becoming more innovative from our region by providing specific services: technology requests and offers, support for technology transfer, participation in matchmaking events, internationalization, EU funding and other support services.

2.5 DISSEMINATION ACTIVITIES

Each project partner will be engaged in a diverse number of Dissemination Activities for promoting INNOV8CBC project and ensuring a successful participation in all INNOV8CBC actions. Each project partner will be recording their dissemination activities every six months so we always have an updated list of all dissemination activities performed during the project.

2.5.1 OPEN CALLS FOR THE ACCELERATOR PROGRAMS

The Open Calls for the accelerator programs should be open for two to three months. The information should be communicated to all target audiences through the defined channels during the open period. The goal is that by combining competence from ICT, SMEs, researcher, the project's Open Calls will encourage cross sectorial cooperation to deliver value solutions for the enterprise. Each Open Call must start with a description of the project, followed by key description of the call and requirements, tailored for each call.

The target audience:

- Young entrepreneurs
- start-ups
- University students
- App developers and similar audience
- Small and Medium Enterprises (SMEs)
- spin-offs

Key messages

- By joining the INNOV8CBC accelerator program your idea is nurtured to be a success.
- INNOV8CBC accelerator program helps translate your ideas into products and services.
- INNOV8CBC combines competence and creativity across sectors to bring innovation with the purpose of meeting its future challenges.
- The selected Startup will have the opportunity to be part of the Community Hubs as well as being part in various events that will take place within INNOV8CBC.

Dissemination

- Online promotion and dissemination through social media channels
- Local ICT Community meetup groups.
- Mass mailings
- Print material if necessary to reach wider audience. Target here is mostly to reach non-ICT actors.
- Cooperate with local promotion partners.

Each partner should use own channels and cooperate with local partners in order to create the highest impact possible.

2.5.2 HACKATHON EVENTS\ IDEAS CONTEST

The goal of INNOV8CBC large events should be to create new and innovative ICT solutions for problems that exist in our society. Furthermore, Hackathons should bring together people of different backgrounds (universities, SMEs, Investors) and foster interaction and future partnerships. Each Hackathon organiser is encouraged to acquire local partners for promotion (such as the relevant

clusters, accelerators, incubators, companies and universities) and promote the Hackathons in the local ICT community.

The target audience:

- Young entrepreneurs
- start-uppers
- University students
- App developers and similar audience
- Small and Medium Enterprises (SMEs)
- spin-offs
- Investors, VC

Key messages

- Team up, fire up, unleash your creative potential.
- Be a pioneer – Get engaged, hit the stage, solve existing challenges.
- Speed up your development process, get assistance and be awarded.
- Design, pitch and win prizes.
- Take up the market!

Dissemination

- Online promotion and dissemination through social media channels
- Local ICT Community meetup groups.
- Mass mailings
- Print material if necessary to reach wider audience.
- Cooperate with local promotion partners.

Each partner should cooperate with local partners in order to create the highest impact possible.

2.5.3 SATELLITE EVENTS

To support the above-mentioned events and to reach to disseminate to a wider audience in INNOV8CBC programs a series of satellite events will be held. Each INNOV8CBC partners will provide a detailed agenda of the satellite events willing to organize. Satellite events play a crucial role in the architecture of INNOV8CBC together with the specific audience target and stakeholders able to

maximize the dissemination as well. The satellite events will be realized locally, covering geographically the areas project partners are based. Whenever are possible joint satellite events are to be considered as to give to the audience a bigger prospective of the project and to show supports for trans-national cooperation as an added value of this project. These satellite events will be promotional, since they will inform the attendees about INNOV8CBC project and programs, and practical, by providing concrete support and practical suggestions on how to properly apply to INNOV8CBC programs, what to stress and what to valorize of a certain technology/business idea.

The target audience:

- Trade association delegates
- Research centres delegates
- Regional authorities
- Incubators, Accelerators
- entrepreneurs
- start-uppers
- spin-offs
- university students
- ICT professionals
- Local innovation associations
- Local TV channels, thematic magazines

Key messages

- INNOV8CBC encourages and awards, above all, companies with brilliant and promising ideas
- INNOV8CBC strongly believes in the potential of cross-sectoral cooperation.
- INNOV8CBC supports trans-national cooperation as an added value to award an innovative idea.
- INNOV8CBC wants to widely unveil the potentiality relying in the “silver economy”
- INNOV8CBC trusts acceleration programs as driver to deliver blasting solutions to key social/economic challenges.

2.5.4 PROJECT OUTPUTS AND OUTCOMES DISSEMINATION

In order to achieve the maximum visibility and dissemination of the INNOV8CBC outcomes and spread the knowledge obtained through its lifetime, the Project Outputs and Outcomes will be distributed and made available to key actors and stakeholders. The Project Outputs and Outcomes will serve as basis for similar initiatives and as a guideline for public policy makers, researchers, industry, investors, for future strategy implementations, possible investments or future collaborations.

All partners will actively inform their networks about the project outputs and outcomes, bringing in ideas that might be discussed and presented in subsequent meetings.

The main project outputs and outcomes will be presented at the INNOV8CBC Final Workshops, that will be held in respective Hubs. A final PDF version will be available at the INNOV8CBC website to download and it will be disseminated through all communication channels.

The target audience:

- European Commission
- Public authorities, Municipalities
- National Policy Makers
- Incubators & Accelerators
- Public entities focused on R&D and Innovation
- Investors
- Associations supporting entrepreneurs
- Innovation or Research Centres
- General Media and specialized media

Key messages

- INNOV8CBC a proven cross-border cooperation project.
- INNOV8CBC helping SMEs to access the next market readiness level.
- INNOV8CBC a proven methodology that generates cross-sectorial and cross-border opportunities for innovation and entrepreneurship.
- INNOV8CBC supporting SMEs to deliver timely innovative products and services, increasing their competitiveness in the European emerging markets.
- What comes next?! Project guideline for future work and collaboration.

2.6 MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) is a process that helps improve performance and achieve results. Its goal is to improve current and future management of outputs, outcomes and impact. It is mainly used to assess the performance of projects, institutions and programs set up by governments, international organisations and NGOs. It establishes links between the past, present and future actions.¹

Separate monitoring for dissemination and exploitation is vital, since the impact of project activities contributes to the successful implementation of the project.

It is important that this evaluation is carried out on a continuous basis, to ensure:

- An effective impact assessment and update or redefinition of dissemination and exploitation activities
 - The quality of the dissemination and exploitation carried out
- The following Monitoring and Evaluation tools will be set up:

1. Statistics on the usage, reach and engagement of the website and the social networks

A Project member will be in charge of analyzing trends, statistics, and the impact of each activity performed on the website and on social networks. This will allow partners to better understand the most appropriate timing, communication style and target audience of each message.

2. Number of applying startups and their members.

One of the most important aspect of the project should be the analyzation of open call applications. Startup members demographics data such as age, gender, locality, qualifications, skills, etc. are all valuable data for building the strategy for the next open call. This data can be used to better understand how to reach a wider audience to increase the number of future startup application.

3. Monitoring of Stakeholder Workshops, Student Enterprise Conferences and other relevant events

¹ United Nations development programme evaluation office - Handbook on Monitoring and Evaluating for Results. <http://web.undp.org/evaluation/documents/handbook/me-handbook.pdf>

Communication and dissemination activities within this framework will be carefully evaluated, in order to maximize the visibility of the project. Examples of impact monitoring in this framework are: photos taken from events, registration sheets and presentations.

4. Statistics on the database of stakeholders

The contacts database will also be carefully and continuously analysed, in connection with the activities performed, in order to better understand the impact of each one of them and thus improve our capacities.

2.7 IMPACT INDICATORS

Indicators enable us to perceive differences, improvements or developments relating to a desired change (objective or result) in a particular context. “Indicators are inevitable approximations. They are not the same as the desired change, but only an indicator of that change. They are imperfect and vary in validity and reliability.”²

Depending on the nature of the action and the context where this action takes place, there are certain indicators that can actually imply the achieved impact. In the following, we describe some of these indicators along with the cases that are typically used.

Startup Applications: As mention above the most impact indicator is the number of startups that apply to the accelerator programs of the hubs. As this number will shape the future sustainability of the program.

The following KPIs to be measured:

- Number of startups that apply in the open call of the project program.
- Number of qualified startups to be part of the accelerators program.
- Number of members per startup.

Online Visits/Views: It is usually applicable in web sites (or other forms of web content) that is indented to provide the viewer with information around a certain topic. Analytic tools like “google analytics” are usually employed to capture this indicator.

KPIs to be measured:

- Number of single users on the site

² Michael Patton, Utilization-Focused Evaluation, Third Edition, SAGE Publications, 1996, pp.159

- Traffic source of the visitors
- Regular visitors vs new visitors
- The locality of the visitors

Followers/Friends/Connections: This is an indicator that has become popular due to the wide-spread adoption of social networks and their community-oriented structure.

KPIs for the social networks and online community:

- Number of followers
- Number of views per posts
- Number of likes per post
- Number of comments
- Number of monthly users
- Number of mentions
- Number of Shares
- Number of interactions per locality

Attendees: This is a rather generic indicator that can be valid for all different types of events and is used to provide a rough estimate about the number of people that actually received the dissemination message.

KPIs to be measured:

- Number of attendees per event
- Number of unique attendees
- Number of attendees per locality

Downloads: This is typically valid for software tools (or documents) that are made publicly available on the web. As in the previous case, analytic tools like “google analytics” are used to capture this indicator.

KPI to be measured:

- Number of downloads per document.

Qualitative indicators are perhaps slightly more difficult to define than quantitative indicators, but nevertheless equally or more important. Qualitative Indicators do not show numeric measures as

such. Rather, they depict the status of something in more of qualitative terms. Some things are better captured by a qualitative indicator than a quantitative one.

Qualitative indicators can be:

- Individual feedback by all partners.
- Feedback by stakeholders.
- Feedback by Startup members.
- Feedback by student enterprise networks and centres and student support centres.

Qualitative indicators can be obtained through satisfaction questionnaires distributed to participants at a workshop, training, seminar or by direct feedback obtained in face-to-face or telephone contact with the participants.