



The EU Framework Programme
for Research and Innovation

HORIZON 2020



Communicating EU research and innovation guidance for project participants

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Disclaimer:

This document is aimed at assisting applicants and beneficiaries for Horizon 2020 funding. Its purpose is to explain the Horizon 2020 framework programme and the procedures to be followed. Please note that the final version of this document is still under discussion and may still change.

*Research and
Innovation*

Communicating EU research and innovation guidance for project participants

Communication, why?

Communication, dissemination and exploitation — a team working on H2020 project is called upon to take part in various activities that will bring their research to the attention of as many relevant people as possible.

What we call here 'communication' is more than just an additional reporting burden. Europe's future economic growth and jobs will increasingly have to come from innovation in products, services and business models. With this in mind, communication about European research projects should aim to demonstrate the ways in which research and innovation is contributing to a European 'Innovation Union' and account for public spending by providing tangible proof that collaborative research adds value by:

- showing **how European collaboration has achieved more than would have otherwise been possible**, notably in achieving scientific excellence, contributing to competitiveness and solving societal challenges;
- showing **how the outcomes are relevant to our everyday lives**, by creating jobs, introducing novel technologies, or making our lives more comfortable in other ways;
- **making better use of the results**, by making sure they are taken up by decision-makers to influence policy-making and by industry and the scientific community to ensure follow-up.

There is an enormous difference between communication strategically planned with these objectives in mind and ad hoc efforts for the sake of meeting contractual requirements. How often do we hear people say 'let's make a video to inform everyone' before giving any thought to what is to be achieved? How often do we resort to facts and figures, assuming they will be enough to convince people? Your contractual obligations are important, but communication is not an end in itself and **quality** is expected. We hope this guide will help you avoid some common mistakes:

Common mistakes: non-strategic communication	Better practice: strategic communication
Focus on media before message	Targets, audience and message clarified before deciding on the media
Creative people come up with a 'cool' idea 'Why' or 'what' questions are left unanswered	Creative people plan to achieve desired outcomes Objectives are clearly defined

What's in it for you?

With a little creativity, strategic communication can help publicise your work in such a way that you will profit. Suitably framed messages can help to:

- Increase the **success rate of your proposal** (provided you have a good communication and dissemination plan);
- Draw the attention of national governments, regional authorities and other public and private funding sources to the **need for and ultimate benefits of (your) research**;
- Attract the interest of potential **partners**;
- Encourage **talented students and scientists** to join your partner institutes and enterprises;
- Enhance your **reputation** and visibility at local, national and international level;
- Help the search for financial backers, licensees or industrial implementers to **exploit your results**;
- Generate **market demand** for the products or services developed.

This short guide will help you attain these outcomes. You will be inspired by some good practices emanating from fellow project coordinators. And you will find a helpful checklist for improving your own communication activities right from the start of your project.

Finally, the European Commission will be only too pleased to spread the word about the good work of the projects it is supporting. Once you have some worthwhile material available, there are many ways in which we can help you pass on the message.

Good practices from projects like yours

'Communication is a way to keep all partners actively involved in the project'
Jan Willem Gunnink, project coordinator, COMET:

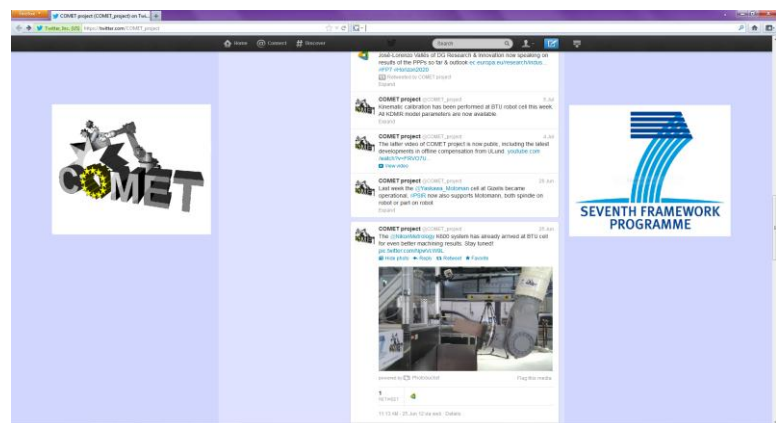
'For me it's only natural to put considerable effort into communicating the outcomes of our work. We receive massive amounts of taxpayers' money to carry out fantastic projects. Letting the public know how this money is spent is an obvious obligation. In addition, many of our consortium partners share a commercial interest in exploiting our results. So we invest up to 10% of our resources in communication and dissemination activities.

The communication plan that we drafted at the start of our project includes a variety of tools and ideas to help ensure that Europe's manufacturing industries quickly understand the objectives of our COMET project and the potential impact of using robots for cost-effective, high precision manufacturing in factories of the future. It also includes the consortium's procedures for disseminating information: partners always get the chance to check whether the information is correct or perhaps confidential.

Communication is certainly a way to keep all partners actively involved in the project. We decided to invest in small gadgets and materials with the project's name on them. You'd be surprised of the effect a simple sticker displaying the project's name on a robot can have. Similarly, we made sure that banners with the project's name were available right from the beginning.

Most of the work is carried out jointly with the marketing department of the coordinating company, but we do ask all work package leaders to contribute a little to generating noise around our project. For example, they each submit one 'tweet' a month for our Twitter account. We also have about 1000 subscribers to a digital newsletter and we make sure all partners get their share of visibility. This is resulting in numerous expressions of interest in our products. I think it's somehow similar to how washing powder is advertised: show up everywhere and it pays off.

The best advertisement, however, is demonstrating a working product. This spring we will organise what we call 'open training days' in several countries. Anyone interested will be welcome to learn about our work and see a demonstration of what our advanced robots can do. Communication is not something that you give to someone as a task on the side; it's really one of the most important aspects of running a successful project.'



Twitter feed: https://twitter.com/COMET_project

'People are even taking it on themselves to call our scientists'
Marilou Ramos Pamplona, project coordinator, Lupa:

'In our project, we use information about dogs' genetics to improve our understanding of diseases that occur in both dogs and humans. For the collection of DNA samples our scientists spend a lot of time communicating with dog owners, breeding clubs, vets and people at dog shows.

Our communication activity is very decentralised, as it must take into account the specifics of each of the twelve countries that we work in. All of our scientists have direct access to flyers and posters. They keep an eye on relevant events in their regions, contact dog shows to ask for a booth and talk to as many dog owners and breeders as they can.

We publish information about our work in popular journals for pet lovers, all the way through the project and as soon as results become available. In our articles, we ask people to submit samples and we explain our findings. Those can be used to screen dogs for particular diseases, so they are of interest to this same community. The scientific credibility of our findings obviously relies on our research basis. Our communication with the broader public is never secondary to publishing in high-profile journals like *Nature* or *Science*. Quite the contrary: we issue a press release for general publications whenever our work is taken up by journals of good standing.

A prerequisite of communication is to acquire a good understanding of the ways your target audience will respond to your message. Some dog lovers fear that our research might hurt dogs. Dealing with animal welfare issues right at the start of our presentations helps to ensure a positive response. I am impressed to see that our approach does not just encourage people to let us take DNA samples; they are even taking it on themselves to call the scientists whenever they find a disease in one of their breeds.'



It is worthwhile to collaborate with others to amplify your work
Michele Cocco, project coordinator, Argomarine:

'Our project deals with signalling oil spills and predicting their evolution. Rather than focusing exclusively on the small circle of scientists working in this field, we have also tried to involve people to whom the preservation of the marine environment — and hence our project — is relevant. For example, we have been organising local workshops with coastguards and municipalities. We have also produced an applet for smartphones that can be used by people at sea — like recreational sailors, fishermen and scuba divers — to report oil spills when they find any.

Sending out a press release is a good way to promote these actions. For us, it was helpful to include a link to a video clip that introduced our work. We hired professionals for that, so that the imagery and style were very accessible. Professionals have also recently helped us in creating a social media presence, which has definitely increased our visibility. I think it would be advisable to dedicate a budget to this type of assistance right from the start of a project.



September, 2009 - Start up of the ARGOMARINE project. Broadcast by Italian RAI3 Network, September 2009 (language: Italian)



Being active in communication meant that I, as the coordinator, encouraged all the partners to think about what we could do. It also means having the contacts and resources to react in a timely and efficient way whenever something happens that could be relevant to your work. In our case, right after the accident with the Costa Concordia ship, the partners discussed whether we could somehow respond. Since one of the main concerns at the time was possible oil leakages, we decided to make a simulation and issued a press release. This resulted in plenty of reactions.

Finally, we found it worthwhile to profit from existing meetings and conferences and to collaborate with others to amplify our work. As an example, our final workshop will take place at the Maritime Days, where thousands of people will be present. We have also established contacts with another EU-funded research project working on a closely related topic. I expect that we will organise a cross-project demonstration soon.'



Project video: http://youtu.be/_5biJLVZjxg

The key to a successful media campaign is in the planning
Colin Smith (media officer) and Emile Greenhalgh (project coordinator), STORAGE:

'The STORAGE project has attracted quite a lot of attention, ranging from *Der Spiegel* to the *New York Times*. As a result, there has been considerable interest in the technologies being developed and the subsequent impact they could have on future automotive applications (and beyond). In fact, Volvo has estimated that the advertising exposure from the STORAGE project has been worth €112 million, from the press release (January 2010) up to May 2011. If you set that off against the cost, it is good value for money! To give an idea of what it involves for a team of researchers:

- Initial meeting (1 hour) — This involves meeting with your press officer to discuss the project. The press officer will need to take notes for the press release and work out the campaign timeline.
- Editing process (1 hour) — A draft release will come back to you for approval. You will need to look at the release to ensure the copy is accurate.
- Speaking to the press — As a rule of thumb, always remember that broadcast (TV) will take the most time and online media may take the least amount of time as they tend to use press releases verbatim.
- Interviews (1-2 hours) — If your story has a really interesting visual element, always remember that the broadcast press may want to come and interview you in a lab. You may need to invest extra time preparing the lab for filming.
- Long-term support — Be prepared to put some long-term support into your press campaign if it has been very successful, as you may get further coverage in other countries over a longer period of time. You may also get calls for collaborations and enquiries about your research from funders and other stakeholders. Develop a plan for responding to enquiries in a timely way. For example, a web page you can refer people to, which will reduce the time spent repeating general information to callers.



After issuing our press release, we received a huge number of queries from the press as well as approaches from industry for more information about STORAGE. For example, we received an invitation and funding to visit Singapore and Canada (Montreal), organised by the FCO to present the technologies to researchers and industries in these countries, with the aim of initiating future collaborations. Similarly, exposure from STORAGE led to the project coordinator being invited by Tourism London to represent London.

If we were to give a single tip for future project coordinators, it would be this: the key to a successful media campaign is in the planning. Before you even begin a campaign, it is important that the key people involved all agree on the answers to the following:

- What do we want to achieve with this publicity? For example, do we want more students to apply to our department? Do we want funding? Do we want the public to learn about this interesting area of research and innovation?
- Who are our audiences? Are they schoolchildren, other academics, policymakers, business, industry or the general public interested in science?
- How will we achieve our objectives?'

'It is very important to know who you want to reach'
Oscar Valdemoros Tobia, project coordinator, EPOSbed:

'Small and medium-sized companies do not always have a lot of resources. I am doing a large share of the communication work myself, together with the person in charge of marketing and communication at our company. Despite this restraint, our project has been quite successfully communicated, not least because we profited a lot from the support we got from European and local authorities.

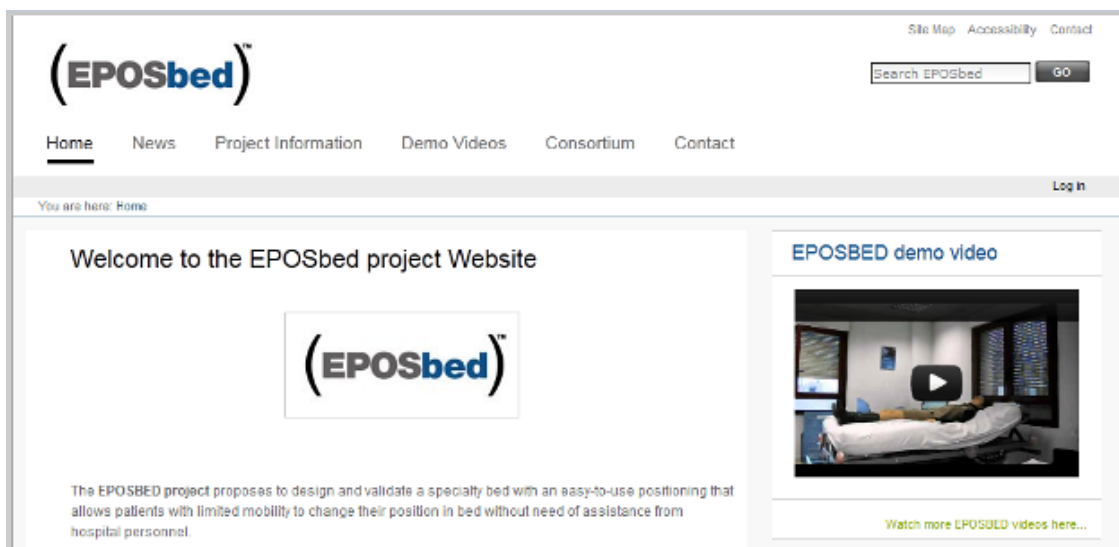
As an example, we closely involved local politicians in our project. When the head of a public institution comes to visit your factory, he will automatically be followed by the press. In this way it was easier for us to get press coverage. It is important to involve decision-makers and politicians anyway, inviting them to your meetings and keeping them informed, because they can help pave the way for your next steps. In our case, this helped us to arrange for the real-life testing of our product in a public hospital.



The European Commission supported us by introducing our work to Euronews, who produced a professional video about EPOSbed. We simply distributed the video and uploaded it to our YouTube channel. This has resulted in calls from throughout Europe, and also from North America and Brazil.

The technologies we use are complex — our medical beds rely on artificial intelligence — but that doesn't mean that it's impossible to explain our work to people. The bed we developed has a clear medical significance. It can, for example, be used by people who are homebound and do not receive full-time care. Anyone can grasp the actual application of the technology.

One thing I learned through working on this project is that it is very important to know who you want to reach. You need to focus your efforts on a clear target audience to maximise your investment. We spent a considerable amount of time and money on attending one large European exhibition. Although it did give us wide exposure, the people there were mostly from academia. We have realised that it is more important for us at this stage to go to places where we can find potential customers. I now prefer going to trade fairs instead.'



Website: <http://eposbed.pera.com/>

Build your own communication strategy – a checklist

A. Ensure good management

1 Have resources been allocated (time and money)?

- Does your proposal include a work package on communication?
- Have you prepared a communication strategy and timeline?
- Does the communication element of the project involve all consortium partners (and their respective staff, including researchers)?
- Is there awareness that communication is a continuous process, not a one-time effort when the project ends?
- Are you ready for the unexpected? Have you thought about how to respond effectively to such things as publication in high-ranking journals or a sudden new event related to the project's theme?

2 Are professional communicators involved?

- Have resources been allocated to professional assistance with the drafting of press releases, graphic design, maintenance of the website and other communication tasks? Larger institutions usually have an in-house capacity for this.
- Have you considered taking any training in the field of communication or including a communication expert in your team?

A word of warning

When working with external professionals, the costs of hiring them need to be justifiable economically and in terms of effectiveness. Shopping around among several service providers can assure best value for money.

We are aware that from time to time participants in projects funded under the framework programmes are contacted — often by telephone — by organisations seeking **payment in return for publishing** information on the work being done in their projects. As with 'cold calling' in general, the claims and assertions made should be treated with appropriate caution before deciding on the best course of action. Contrary to some of the 'sales pitches' used, **these publications and their services have not been endorsed by the Commission**. Common tactics to secure business include vague references to high-level contributions from decision-makers, or making project participants believe that their activities have been singled out on account of special merit, which may not be the case.

3 Is continuity ensured?

- Are there any arrangements to ensure that information will not be lost once the project comes to an end?
- Does the project provide for any feedback loops back to the European Commission that can help with amplifying the message, for example by notifying an event, or before publishing a press release?

B. Define your goals and objectives

1 Are there any goals and objectives?

- Have the final and intermediate communication aims of the project been specified, what impact is intended, what reaction or change is expected from the target audience? For example:
 - Receiving feedback or engaging in dialogue
 - Influencing the attitudes of decision-makers
 - Having people make a decision or take action
 - Ensuring that the project outcomes will be taken into production

2 Are your goals and objectives neither too ambitious nor too weak?

- Is there a deadline by which the goals should be achieved, taking into account different stages of the research and possible intermediary outcomes?
- Are the objectives specific and measurable, rather than vague? Does the project envisage ways of measuring its communication efforts and impact? For example:
 - Evidence of debates in the media
 - Evidence of new funders for your area
 - Evidence of transfer of research and innovation into practice (patents, prototypes, licenses)
 - Number and turnover of new products, practices or procedures developed, based on your research outcomes
 - Number of articles in the press
 - Number of people asking for feedback or more information
 - Number of references in scientific publications
 - Participation in project events and seminars
 - Speaker evaluations from conference presentations
 - Survey of end-users
 - Trends in website visits

C. Pick your audience

1 Is your audience well defined?

- Is each target audience a relatively homogenous group of people (not: 'the public at large' or 'all stakeholders')?
- Can the indicated audiences be further specified? For example: from 'the general public' to 'female citizens commuting by train to work in one of the EU-10 countries' or from 'decision-makers' to 'Europarliamentarians involved in the design of the new transport policy 2013'.

2 Does it include all relevant target groups?

- Can your audience help you reach your objectives?
 - Who has an interest in your research?
 - Who can contribute to your work?
 - Who would be interested in learning about the project's findings?
 - Who could or will be affected directly by the outcomes of the research?
 - Who are not directly involved, but could have influence elsewhere?
- Does the project aim to address both a direct audience and intermediaries to reach more people?
- What about the possibility of audiences at local, regional, national and European level?
- Is the audience external (not restricted to consortium partners)?

For each audience, you should work on a distinct strategy using targeted messages, means and language.

D. Choose your message

1 Is it news?

- Why do we need to know?
What will change? What solutions are you offering? What makes the issue urgent? What are the consequences if no action is taken?
- Have you tried to stir your audience's imagination and emotions?
- How does your work relate to everyday life? Does it link to any broader societal issue? Rather than focusing only on the provision of factual information, is your project research positioned within a broader socio-economic and policy context, so that it will be easier to explain the results and their relevance to policymakers and citizens?

Tell a story, don't just list facts

A story is an effective way to make people remember your message. Why not tell one to disseminate your results?

Which stories work best? A good story consists of a succession of events with a beginning, a middle and an end, a scene setter and a plot, a climax and a conclusion, all of this in a rich context. It is hence more than a list of results achieved. A good story is one with which others can identify, with the project content as a basis, and focused on a person (for example: the researcher). Such stories also allow your message to be conveyed through shared values that will touch people's hearts and provoke emotion, and the promise of a better future.

You have forgotten how to tell a story? There are plenty of resources on the internet to help you. Just search for 'storytelling'.

2 Are you connecting to what your audience wants to know? See through your audience's eyes:

- What do they already know about the topic?
- What do they think about it?
- Do they need information and/or persuasion?
- Have you tested your message?

3 Are you connecting to your own communication objectives?

E. Use the right medium and means

1 Do they reach the audience?

- Are you working at the right level (local, regional, national)?
- Are you using dissemination partners and multipliers? Dissemination partners can help amplify and multiply a message. Rather than aiming to build an audience from scratch, the project should indicate which partners to use and how.

2 Do they go beyond the obvious?

- If input or contributions are needed, are there mechanisms in place to make communication interactive so as to obtain responses?
- Are you taking into account the different ways to communicate?

Examples of interpersonal , two-way communication

- Dialogues, face-to-face conversation
- Group discussions
- Conferences
- Brokerage events
- School visits
- Tours
- Round tables
- Exhibitions
- Meetings
- Workshops
- Open days
- Demonstrations and prototypes
- Telephone calls
- E-mail information service (question and answer)
- Internet debate

Smaller audience, lower costs, more effort (more effect?!)
Interactive, good for acquiring input
Flexible (easy to change tone, strategy and content)

Examples of mass media, one-way communication

- Newspapers and magazines
- Press releases
- Newsletters
- Manuals
- Brochures, booklets, flyers
- Letters
- Radio
- Television
- Video
- Posters
- Stickers
- Banners
- Billboards
- Website
- Policy briefs

Potentially large audience
Uses the credibility of the mass media

F. Evaluate your efforts

- Go back to your goals and objectives. Have they been reached? What lessons have you learned?

How can we help you?

Whether your project is organising a public event or press demonstration, or has just delivered a set of exciting results: the European Commission may be able to help you spread the word. Do not forget to inform your Project Officer about interesting topics, news and events concerning your project. We can help raise your profile. In addition, several freely accessible tools are at your disposal:

Publications

<p>Horizon Magazine http://horizon-magazine.eu/</p>	<p>HORIZON is the EU Research & Innovation e-magazine. It is covering the latest developments in EU funded research and innovation, communicating the priorities and achievements of EU-funded research, its impact on citizens' lives and its contribution to the EU goals of smart and sustainable growth.</p> <p>It is written by independent journalists on behalf of DG Research & Innovation and is updated at least three times a week with new articles.</p>	<p>For story suggestions or questions to the editor, e-mail: RTD-PUBLICATIONS@ec.europa.eu</p>
<p>Project stories https://ec.europa.eu/programmes/horizon2020/en/newsroom/551/</p>	<p>Articles about selected EU-funded research projects, which led to breakthroughs, discoveries and world-firsts by taking great ideas from the lab to the market, at the same time contributing to economic growth and creating jobs, and tackling societal challenges.</p>	<p>Please contact your Project Officer about any interesting project outcomes.</p> <p>Furthermore a journalist contracted by the European Commission may contact you.</p>
<p>research*eu results magazine www.cordis.europa.eu/research-eu/magazine_en.html</p>	<p>This print magazine features highlights from the EU-funded research and development projects. It is published 10 times per year in English, and covers mainly the research areas of biology and medicine, Social sciences and humanities, energy and transport, environment and society, IT and telecommunications, industrial technologies and space.</p>	<p>Please contact your Project Officer about any interesting project outcomes.</p> <p>Furthermore a journalist contracted by the European Commission may contact you.</p>
<p>research*eu focus www.cordis.europa.eu/research-eu/research-focus_en.html</p>	<p>This print magazine covers in each issue a specific topic of research interest. It features articles on EU policies, initiatives, programmes and projects related to research and technological development and their exploitation. It is published at irregular intervals up to six times a year in English. Exceptionally, it may be available in other European languages as well.</p>	<p>Please contact your Project Officer about any interesting project outcomes.</p> <p>A journalist contracted by the European Commission may contact you.</p>
<p>Newsletters www.ec.europa.eu/research/index.cfm?pg=publishations&lg=en</p>	<p>Newsletters are published by the European Commission for different research areas.</p>	<p>Please contact your Project Officer to get more information on how to publish something in a specific newsletter.</p>
<p>Co-publications or editorial partnerships</p>	<p>The European Commission works with private publishers and international organisations to promote the dissemination of relevant publications. Scientific publications and books, including conference proceedings, may be co-published in this way.</p>	<p>Please contact your Project Officer to discuss the possibilities.</p>

Audiovisual

<p>Futuris Magazine http://www.euronews.net/sci-tech/futuris/</p>	<p>Short documentary-style television magazine in various languages, appearing at least 22 times on the EuroNews channel throughout Europe.</p>	<p>EuroNews has editorial independence, but we are in contact with them to suggest good stories. Since it is television, this is interesting for visually appealing projects and demonstration activities. Please contact your Project Officer if you would like your project to be put forward.</p>
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Events

<p>Events on the Commission's Research & Innovation website www.ec.europa.eu/research/index.cfm?pg=conferences&filter=all</p>	<p>This website displays research and innovation-related conferences and events.</p>	<p>You can submit an event by using the "Suggest an event" functionality which is available on the left-hand side of the website.</p>
<p>Events on the CORDIS website www.cordis.europa.eu/news/home_en.html</p>	<p>This website displays research-related conferences and events.</p>	<p>Submitting an event requires one-time registration on the CORDIS website</p>
<p>Conferences and events organised by the European Commission</p>	<p>Throughout the year, the European Commission (co-organises a variety of conferences, both in Brussels and elsewhere. These may include exhibition areas or sessions at which you could present your work.</p>	<p>Please contact your Project Officer if you have suitable exhibition items (prototypes, demonstrators)</p>

Open access scientific publishing

<p>Openaire www.openaire.eu</p>	<p>The Open Access Infrastructure for Research in Europe is an electronic gateway for peer-reviewed articles and other important scientific publications (pre-prints or conference publications).</p>	<p>You may submit your publications to www.openaire.eu</p>
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Online news

<p>Headlines on the Commission's Research & Innovation website www.ec.europa.eu/research/infocentre/all_headlines_en.cfm</p>	<p>Headlines report on recent developments in research and innovation in Europe and beyond and are devoted purely to projects. Suitable stories to be published on the site are selected on a daily basis.</p>	<p>You may submit your news (by means of a press release, event announcement or otherwise) via CORDIS wire http://cordis.europa.eu/wire</p>
<p>CORDIS Wire http://cordis.europa.eu/wire/</p>	<p>CORDIS Wire provides registered users with a simple interface to publish articles on the CORDIS website's News and Events service. All articles are moderated by CORDIS editors before publication.</p>	<p>Requires one-time registration at http://cordis.europa.eu/wire</p>

Sources and resources

This list includes a number of sources that we have found useful as a starting point. It is by no means exhaustive. In fact, it is likely that guides dealing specifically with your research field exist. A quick search or a check with your national academy of sciences may also reveal guides on scientific communication that have been written in your language.

- **AAAS (American Association for the Advancement of Science)**
<http://communicatingscience.aaas.org/>
The AAAS Center for Public Engagement with Science and Technology provides resources for scientists and engineers, to help researchers communicate more broadly with the public. *Communicating Science: Tools for Scientists and Engineers* includes learning the basics of communication, how-to tips for working with reporters, strategies for using online media effectively, and more.
- **British Science Association 'Collective Memory'**
<http://collectivememory.britishtscienceassociation.org/>
The Collective Memory is a database of evaluations of a diverse range of science communication initiatives. Explore the database to learn about past successes, pick up useful tips for planning events and read about various types of evaluation.
- **Carrada, Giovanni** (2006), *A Scientist's Survival Kit; Communicating Science*. EU Publications Office, Luxembourg.
- **European Commission** (2004), *European Research - A guide to successful communications*. EU Publications Office, Luxembourg.
- **European Commission** (2008). *Scientific evidence for policymaking*. Publications Office, Luxembourg.
- **European Commission** (2010). *Communicating research for evidence-based policymaking*. A practical guide for researchers in socio-economic sciences and humanities. Publications Office, Luxembourg.
- **European Science Events Association (Eusea)**
<http://www.eusea.info/>
The European association for organisations for European Science Communication Events (SCE). It is a platform to exchange experiences about the organisation of such informal learning events in Europe.
- **Story Collider**
<http://storycollider.org> (podcasts)
From finding awe in Hubble images to visiting the doctor, science is everywhere in our lives. Whether we wear a white lab coat or haven't seen a test tube since eighth grade, science affects and changes us. We all have a story about science, and at The Story Collider, we want to hear those stories.
- **UK Royal Society** (2006), *Communicating the results of new scientific research to the public – Science and the public interest*.
Focusing in particular on the ins and outs of communicating about risk and probability.
- **Voice of Young Science** (2006). *Standing up for science. A guide to the media for early career scientists*. Sense about Science, London.