EUROPEAN DIGITAL INNOVATION HUB ADRIA

EDIH Adria Dissemination and exploitation

EDIH Adria – EUROPEAN DIGITAL INNOVATION HUB ADRIA – Digital Transformation of Adriatic Croatia

Grant agreement: 101083838

Project Duration: 01/01/2023 to 31/12/2025

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

EUROPEAN DIGITAL INNOVATION HUB ADRIA

DELIVERABLE FACTSHEET

Deliverable No	D6.1
Deliverable name	EDIH Adria Dissemination and exploitation
Lead Beneficiary	Smart RI
Type	R- Document, report
Dissemination Level	SEN - Sensitive
Work package No	WP 6
Work Package Leader	Smart RI
Task	6.1. – Communication and dissemination activities
Due date	30/06/2023
Actual date of submission	30/06/2023
Version	1.0
Authors	Emira Brkić Karninčić (Smart RI)
Contributors	Nataša Jakominić Marot (UNIRI), Tanja Pavlović Flegar (UNIRI)
Reviewers	Damir Medved, mr.sc. (UNIRI)

Document Revision History

Version	Date	Description of change	List of contributor(s)
1	30.06.2023	Final version	Emira Brkić Karinčić

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

Disclaimer

Co-funded by the European Union according to the Grant Agreement No. 101083838 and the Croatian National Plan for Recovery and Resilience 2021-2026.

Views and opinions expressed in this document are however those of the author(s) only and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the granting authority can be held responsible for them.

EXECUTIVE SUMMARY

This paper provides the EDIH Adria project's initial communication and dissemination plan, as well as the key activities that will be carried out throughout the project's duration. The report, which will be made available to all project partners, outlines the strategic framework for project communication and dissemination.

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

The major purpose of the EDIH Adria Dissemination and exploitation is to create and maintain the project's visibility and communication infrastructure so that all actions performed during the project's lifetime are widely known in relevant areas and among relevant target groups.

The dissemination actions were designed to reach out to key audiences and stakeholders while also enhancing understanding of the EDIH Adria aims and project operations.

The EDIH Adria Dissemination and exploitation is a crucial instrument for steering the Consortium's efforts throughout the life cycle of the project and beyond. It is a dynamic document that will be updated as needed with the help of all partners. This plan's dissemination and communication strategy is built on the following principles:

- *Developing clear messaging: What messages does the initiative hope to convey to its audience, and why?*
- *Selecting the appropriate tools and methods: how and when will those messages be delivered to the appropriate people?*
- *Establishing quantifiable targets and control points to assure the effectiveness of dissemination and communication operations.*

Contents

DELIVERABLE FACTSHEET 2
Disclaimer 3
EXECUTIVE SUMMARY 3
Definitions and general objectives 6
1. Scope and structure of the "EDIH Adria Dissemination and exploitation deliverable" 7
1.1. Purpose of the EDIH Adria Dissemination and exploitation 8
2. About the project 9

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

2.1. Expected project impact 9
2.2. Project KPI's 10
2.3. Links to other project Work Packages and Deliverables 11
3. The EDIH Adria brand image 12
3.1. Logo & branding 12
3.4. Templates 13
4. Dissemination and communication strategy 13
4.1. Objectives and key communication messages 14
4.2. Potential communication risks on project level 17
4.3. Dissemination and Communication Target Groups 18
4.4. Activities carried out before and during the completion of this document 20
4.5. Acknowledgment of EU funding 22
4.6. Dissemination and communication levels 23
4.7. Internal dissemination and communication 23
4.8. Partner roles in D&C activities 24
4.9. Dissemination and communication tools 24
4.9.1 Project E-tool 24
4.9.2 Project partners websites 24
4.9.3 Social media (Linked IN and YouTube) 25
4.9.4 EDIH Adria Award concept 25
4.9.5 Roll-up Banner 26
4.9.6 Press Releases 26
4.9.7 Brochure/flyer 26
4.9.8 Informative Project presentations 26
4.9.9 Poster 26
4.10. Network Building and Stakeholder Engagement 27
4.10.2. Project Annual Conferences 27
4.10.3. Project Meetups 27
4.10.4. Project Info Days and Demo Labs 27
4.10.5. External events 27
4.10.6. Project activities as communication and dissemination opportunities 28
5. Monitoring, Evaluation and Reporting 28
6. WP 6 Planned Budget 30
Table of Figures 31

Definitions and general objectives

The current EDIH Adria Dissemination and exploitation aims to define an effective long-term strategy to achieve the following objectives:

- Raising awareness of the project and stimulating interest among all stakeholders.
- Disseminating project results and transferring knowledge generated by the project to relevant stakeholders.
- Ensuring the achievement of impact after the project's completion.
- Guaranteeing an effective communication of the project messages and activities at Local, National and EU level.
- Identifying appropriate target groups to address the dissemination messages.
- Implementing a wide and differentiated set of dissemination tools and events.
- Identifying the dissemination KPIs, useful to measure the effectiveness and efficiency of the activities conducted.
- Assisting EDIH Adria partners to correctly implement the communication strategy.

We consider the following definitions for distribution, communication, and exploitation in the context of this document and related actions:

The public disclosure of the project's outcomes in any medium is referred to as **dissemination**. It is an ongoing process of awareness-raising that begins with the inception of a project. It disseminates project findings to diverse stakeholder groups in a targeted manner, allowing them to apply the findings to their own work.

Communication entails taking deliberate and targeted steps to promote the project and its outcomes to a wide range of audiences, including the media and the general public, and potentially engaging in a two-way exchange. The goal is to reach

out to society, as well as to specific audiences, while illustrating how EU funding helps to address societal concerns or in the case of EDIH Adria (and the EDIH concept) the entrepreneurial ecosystem.

The utilization of the outcomes during and after the project's implementation is referred to as **exploitation**. It might be for commercial interests, but it can also be for policy improvement and addressing economic and societal issues.

Results are any tangible or intangible outputs of the action, such as data, knowledge, and information whatever their form or nature, whether or not they can be protected.

1. Scope and structure of the "EDIH Adria Dissemination and exploitation deliverable"

Work package 6 is a horizontal package concerned with dissemination, communication, and outreach, and it is primarily the responsibility of PPs that are business support institutions, as they have the most experience in the respective activities and the best understanding of the target users, specifically SME's and public entities in the Adriatic Croatia region.

This EDIH Adria Dissemination and exploitation will be created as an essential component of the Work Package 6 (Dissemination, communication, and outreach). The document is created as an WP deliverable (D6.1.) and it will be continuously updated trough the duration of the project. The deliverable represents an impact-oriented EDIH Adria Dissemination and exploitation to ensure effective outreach of project outcomes to stakeholders and the general public, as well as to increase their acceptability and exploitation. EDIH Adria's dissemination and communication actions will focus on its true added value in economic, technical, and environmental dimensions, as well as on the project's long-term viability.

The exploitation plan is about preparing the commercialisation of a project or the non-commercial use of the results by engaging with the stakeholders identified in the analysis made the project application process. With successful communication and dissemination actions and with optimal visibility of the project, it is easier to approach these stakeholders.

Since the exploitation of the project starts immediately with "commercial" activities of the project, i.e., user attraction the exploitation dimension of the plan will be significant from the beginning.

Table below shows the relations between the dissemination and communication activities in the project and how they relate to the general project timeline (duration).

	COMMUNICATION	*DISSEMINATION*
PERIOD	Throughout the project	At an advanced stage of the project
TARGETS	General public	Scientific and industrial experts
	Media outlets	Policy makers
OBJECTIVES	Inform about the project progress.	Share project results

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

	Increase visibility and commitment	
CHANNELS&TOOLS		Website
		Newsletters
		Press releases
	Social Media	Workshops
	Public events	Scientific publications and events
	Scientific articles	Online repository
		Industry related press and events

Table 1: General Communication and Dissemination difference

1.1. Purpose of the EDIH Adria Dissemination and exploitation

The EDIH Adria Dissemination and exploitation plays an important role in establishing the principles for defining the dissemination strategy and communication activities to be used throughout the project. The document is essential to achieving the general D&C goal: raising knowledge of the project and its results among stakeholders, future consumers of EDIH Adria services, digital transformation experts, and the general public.

Besides a general D&C goal of the project stated above, this document will reference other more specific goals aligned with other project Work packages and activities.

To achieve both the general and specific D&C goals, this document will define various categories of target audiences while utilizing a variety of methods and media to enhance the impact.

The EDIH Adria Dissemination and exploitation will also include rules on the required visibility of both EU and state financing. These will be made available to all PPs, thoroughly explained, and made visible through the project's visual identity and template materials. Furthermore, PPs will assure EU and Croatian RFF visibility in all media, internet, and/or social network publications, as well as at all project events including the ones planned by WP6 and the ones that will be streamlined in other work packages, specifically DMA's, trainings, Bootcamps and TBI activities. These latter will provide excellent opportunities for the project to be interactive and user focused allowing the WP6 to receive quality feedback from EDIH Adria users and basically have a real time assessment of project activities.

To summarize, while the primary target groups for EDIH Adria are SMEs, MCs, and public entities, project results will be communicated to local and regional public authorities, relevant infrastructure and (public) service providers, higher education and research institutions, various business support organizations, and the general public, among others.

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

2. About the project

The EDIH Adria consortium includes two scientific research institutions (the University of Rijeka and the University of Pula), global technology leaders in their fields (Ericsson Nikola Tesla and Infobip, the first Croatian unicorn), business support institutions (Step Ri, the leading Croatian Institution for Business Support), and a technological innovation cluster (Smart RI, the national competence centre for smart cities). The project is built on two essential technologies that are in great demand in Croatia: artificial intelligence (AI) and high-performance computing (HPC).

EDIH Adria will assist enterprises in accelerating the integration of modern technology, training their personnel, identifying finance options, and establishing links with key regional, national, and European actors. To further meet these objectives, the EDIH Adria project partners will work together to provide a variety of services to future users.

For most businesses, digital transformation requires a shift from a traditional mindset to a collaborative and experimental approach. While these new approaches to business reveal solutions that can improve the customer experience, drive employee innovation, and drive company growth at the grassroots level, they can be too much of a burden for many businesses without adequate professional and financial support.

EDIH Adria's planned operations provide support with different aspects of digital transformation, including digital strategy, processes, technology, digital culture, and human resources. They include an elaborate set of digitization and education services for users, as well as networking, complementing, and cooperating with other EDIHs in the European Union, which encourages the development of an ecosystem in which entrepreneurs, employers' associations, and support institutions, on the one hand, academic and educational sectors, on the other, and the public sector and policymakers, on the third, form the ecosystem with significant financial support.

In addition to EDIH's advisory services and determining the potential for digital transformation of business and measuring progress, evaluating potential investments, and identifying changes that will create the greatest benefits for business and competitiveness, future users will be assisted in finding new business opportunities and markets, internationalizing business, and enhancing cooperation through networking and active participation in the innovation ecosystem. Most significantly, prospective customers of EDIH Adria consortium specialists' services will be able to test and deploy digital technologies in their businesses, as well as attend practical and applicable training suited to individual needs.

2.1. Expected project impact

The EDIH Adria digitalisation support process is defined as a structured user-centric yet simple approach that allows the involvement of various PPs' experts - from various backgrounds, levels of specialisation, focus, or maturity - in integrating and applying a user-centric approach in supporting the digitalisation of the users' processes, products, and services. EDIH Adria operations are meant to give users with integrated services and complete support. From the perspective of users, the heterogeneity of the EDIH Adria consortium (PPs with various and complementary skills) and the efficient project logic (services specified and delivered through WPs) must not create impediments to their digitalization demands. EDIH Adria provides an intervention logic to all PPs, allowing them to provide demand-driven support services for digital innovations and transformations.

This methodology enables PPs to provide thorough, fair, and solution-unbiased support to users looking to implement digital technology in their businesses. Complete assistance: EDIH Adria experts understand all key aspects of company

performance, such as market opportunities and production optimisation limits, opportunities for change based on new technologies confronted with conservative forces imposed by previous strategies, interests of existing employees versus automatization, and so on.

Balanced support: both the forces of change and conservative resistance must be appreciated. The driving forces of industry digital transformation that operate as change agents are confronted with an existing state that resists change because to inertia, values, and fear of the unknown. Experts from PPs will help to mitigate these shifts and facilitate change management processes.

Solution unbiased support: EDIH Adria professionals will catalyse digital concepts rather than specific solutions (or even specific solution providers). EDIH Adria professionals should realize, as with any complicated business-related project, that there is no uniform answer that fits into every firm, industry, or business climate. The discovery of trade-offs, pain spots, and benefits that a certain solution delivers in the short and long term should rely on specific company skills to implement and leverage change. PIT, an operational entity responsible for the coordination of numerous tasks pertinent to EDIH Adria connected services, will administer EDIH Adria "digitalisation related" activities.

All EDIH Adria users will be selected through open calls which will represent one of the D&C activities and provide the opportunity to disseminate the information via owned and other media outlets to reach potential users:

- for TBI services (WP2) - digital products and services (addressing challenges T2.1 & and open innovation T2.2) and for digital transformation initiatives (T2.3),
- for trainings and digital skills improvement (WP3),
- for digital innovation and transformation bootcamps (WP4).

2.2. Project KPI's

The table below indicates major EDIH Adria KPIs which will correlate with the definition of KPI's used to measure the flow of the dissemination and communication plan/activities. D&C KPI's will be listed and explained in section 6. KPI's, monitoring and evaluation of this document.

Service	**Users**	**Number**
Digital Maturity Assessments with follow up actions	SME/MC/PI	100
Digital innovation bootcamp – digital transformation	SME/MC/PI	40
Digital innovation bootcamp - new products and services	SME/MC	40
Preparatory services unique users	**100**	
TBI support – digital transformation	SME/MC	20
TBI support – digital transformation	PI	20
TBI support - new products and services	SME/MC	30
Test Before Invest (TBI) unique users	**70**	
Digital transformation project draft	SME/MC/PI	25
Financial capabilities assessment	SME/MC/PI	25
Implementation support services users	**40**	
Downstream employee trainings	100 events	2.000 participant/days
Digital workforce learning factory	75 events	1.500 participant/days
Upstream expert trainings	18 events	450 participant/days
Digital skills and trainings users	**SME/MC/PI**	**150**

Table 2: Project KPI's

2.3. Links to other project Work Packages and Deliverables

EDIH Adria operations are meant to provide users with integrated services and complete support on their digital transformation journey. This integrated approach is not possible without a significant level of continuous internal cooperation between work packages and their activities.

WP6 will run in parallel with the other packages during the entire lifecycle of the project and focuses on dissemination and communication of the project's aims, objectives, and results. Its key aim is the widest possible dissemination of the project's results to its main target groups (SME's and public sector), the EDIH Network, and all other interested/identified stakeholders.

All project partners will participate actively in the planning and execution of all communication initiatives.

Project work is separated into six Work packages (WPs) that have been carefully crafted to ensure job cohesion and allow for a strong, coherent, and manageable project structure. This project setup will also allow an efficient internal communication platform and enable a good information flow between WP's and their activities. This way WP6 will be able to have insight into all possible dissemination and communication opportunities.

WP1 – Project management and coordination, is in charge of the overall management, coordination, and administration of the project. The consortium's overall efficiency, careful monitoring of resources and financial expenditures, contract fulfilment, periodic reporting, and the relationship with the European Commission and Croatian RFF authorities, which will ensure financing, as well as among the project partners, are among the objectives. WP1 includes all the essential horizontal tasks that allow the other WPs to be completed efficiently and effectively: work plan adaptation at the start of the project, internal project management and consortium coordination, financial and technical reporting, and the activities of the EDIH Adria Project Board and Project Implementation Team for providing inputs, as well as other project bodies that support and monitor WPs implementation.

WP6 will be consistently involved with all WP operations if horizontal coordination is successful. This is also highlighted by the fact that Smart RI, as the lead of WP6, will also be the co-head of T1.4 (Project organizational unit management) to guarantee it has access to all information required for WP6 and can merge WP6 activities with the whole project.

The **core project work packages** are WP2 (Test before invest), WP3 (Digital skills and training), WP4 (Digitalisation support activities), and WP5 (Innovation ecosystem and networking), and they include tasks related to the test before invest (WP2), digital trainings and skills (WP3), digitalisation support activities (WP4), and EDIH Adria innovation ecosystem and networking (WP5). These critical project tasks yield the most significant project outcomes. These outcomes will become a significant part of the dissemination and communication activities as well as networking opportunities for EDIH Adria and its future users. Results of these Work packages will provide WP6 with case studies and testimonials that will be a crucial tool in attracting new users.

Core Work packages of the project will provide inputs to WP6 throughout the project duration with a focus on potential issues that can be significant in the communications process and will actively participate in creating and modifying this Dissemination and Communication plan.

3. The EDIH Adria brand image

A visual representation of a project with a clear visual identity will help in increasing the project communication impact and ensure its recognition.

3.1. Logo & branding

The logo is used on all internal and external documents, deliverables, reports, dissemination materials, websites, and presentations. The logo forms the basis of the EDIH Adria brand, and the colours and style will be used throughout the project ensuring the projects recognition both on an internal level as well as in all external communication activities. There are three applicable versions of the logo, depending on the medium and specifics of the application:



Figure 1: Basic graphic logo



Figure 2: Brand name with brand colours



Figure 3: Brand name and logo combination

The following colour code is used for the logo:

Light Blue: RGB (0, 190, 210), HEX #00bed2

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

Dark Blue: RGB (0, 116, 142), HEX #00748e

Black: RGB (32, 32, 34), HEX #202022

Grey: RGB (84, 89, 95), ~~HEX #5495f~~HEX #54595f

Light Grey: RGB (202, 202, 202), HEX #cacaca

As regards as the font code:

• The font used as the primary font is the Montserrat font family

• The font used as the secondary font is the PT Mono family

The EDIH Adria brand book is available for all partners on the project internal comms platform at the following link.

3.4. Templates

Common layouts for project documents should be used. Dedicated templates for memos, deliverables, participation lists and PowerPoint presentations have been drafted and all project partners can access to them via the EDIH Adria Teams platform .

These materials will be continuously updated as the need for them emerges.

4. Dissemination and communication strategy

While planning as well as implementing this EDIH Adria Dissemination and exploitation and its activities it is important to distinguish between dissemination and communication, especially as there is typically some overlap between dissemination, exploitation, and communication. This means dissemination/exploitation is focused on promoting/facilitating the use of project research results, whereas communication is essentially a broader PR type activity aimed at reaching out to society while demonstrating how EU funding contributes to addressing societal challenges, etc. These differences need to be clear to all project partners.
Since the objectives of EDIH Adria are substantial, promotional activities are the first step in developing communication and building relationships with users from target groups (SMEs, MCs, and PIs) and sectors (health, maritime-related transport, and energy).

Depending on the message type and specific target group, both personal and impersonal, individual, and mass media, social networks and traditional media will be used to communicate and disseminate the benefits EDIH Adria may provide to consumers.

Overall, this should boost the EDIH Adria's exposure and awareness among direct users, as well as aid in the capitalization and transfer of project results to target groups not involved in the project.

The strategic approach will define the objectives and key messages of the D&C plan, discuss potential risks, and define elements of the D&C process of the EDIH Adria project.

4.1. Objectives and key communication messages

As per the project application regarding the work package 6 there are two main objectives of the dissemination and communication activities:

O 6.1 Raising awareness, motivating, and incorporating various stakeholders and target groups into the EDIH Adria project.

O 6.2 Energizing end-users' and potential end-users' attitudes and behaviours toward digitalization.

To meet the goals of the EDIH Adria project, an effective dissemination strategy must be created and implemented. This strategy is unfolded in the present EDIH Adria Dissemination and exploitation. The document will be revised on a regular basis to reflect the project's progress.

The primary goal of the current EDIH Adria Dissemination and exploitation is to establish clear and consistent guidelines for guaranteeing focused and effective distribution of project objectives, activities, and results.

The strategy includes all approaches, tools, and channels for reaching the designated target groups. It is believed that the implementation of this strategy, in conjunction with the efforts of partners, will result in maximum awareness of project activities and results.

The following are the dissemination goals of the EDIH Adria project:

- Establishment of project key messages
- Identification of communication and dissemination strategies and tools
- Dissemination of project results, solutions, and information to the audience
- Definition of partners' duties in dissemination activities

Throughout the project, communication and dissemination activities will be carried out, starting with initial awareness raising and progressing through educational activities on the importance of the digital transformation process to the promotion of EDIH Adria products and services to potential customers in the SME and public sectors. These efforts will be aided by communication materials customized to the intended audience (project partners, industry groups, legislators, government officials, and so on).

The project proposal fully defines the EDIH Adria objectives, as well as the key messages. The strategy will showcase the project's goals and communicate essential messages to a specified group of audiences, which will include EDIH Adria's potential users, legislators, industry leaders, the general public, and others.

Along with the project objectives, communication messages and overall tone used in the D&C activities will rely heavily on the actual benefits of the project that are closely connected with the project economical and societal impact:

Short-term benefits include:

- Empowering businesses and government agencies to develop competitive products and services.
- Increasing the capacity of private and public sector firms to absorb public funds.
- Lowering the obstacles to using digital resources and technological infrastructure.
- Assisting with the industrial transition to Industry 4.0.
- Collaboration with other national and EU EDIHs, as well as strengthening ties with other Member States.
- Encouragement of lifelong learning and adult education programs.
- Improving human resources in STEM sectors.

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

- Developing and improving digital and smart skills in order to ensure active involvement in society.
- New jobs, new products, new services, and new processes will be generated, generating profit, increasing investments in research and development, and providing societal benefits through social innovations.
- Creating new multidisciplinary, inter-disciplinary, and transdisciplinary knowledge.
- Personal data protection; adjusting to the COVID-19 pandemic's obstacles; and strengthening crisis resilience (for example, through online and remote learning).
- Creating new multidisciplinary, inter-disciplinary, and transdisciplinary knowledge.
- Increasing the effectiveness of knowledge transfer from academia to industry and vice versa.
- Overcoming fragmentation of the innovative value chain, bridging the gap between the research and business sectors, and encouraging Croatian economic internationalization.

Medium and long-term benefits include:

- Encouraging smart mobility and connecting with the development of smart transportation technologies to improve traffic safety.
- Developing an innovation ecosystem with the goal of creating new jobs, new products, new services, and processes, generating profit, increasing R&D investments, and generating societal benefits through social innovations, particularly in the health & quality of life, transportation & mobility, and energy & sustainable development sectors.
- Reducing the digital divide in Croatia and the HR03 Jadranska Hrvatska region.
- Modernisation and digitalisation of health services in general: AI and HPC lead to personalised treatment, automation of diagnostics and procedures, and thus better health treatment outcomes; advanced technology also enables the automation and robotisation of procedures, as well as improving operational processes and thus higher efficiency.
- Increasing maritime traffic safety by encouraging smart mobility and connectivity with the development of smart solutions in transportation and mobility.
- Supporting the battle against climate change and the transition to a greener economy,
- Assisting in the establishment of regional competency centres for vocational education and training.
- Smart city and island development.
- Development of digitalized energy and environmental systems, as well as assistance in the battle against climate change.
- Modernization and digitization of health-care services; modernization and digitization of public-sector procurement services.

Following the project proposal, EDIH Adria Dissemination and exploitation deliverable will be strategically transforming the project objectives into communication objectives. The key communication messages will be derived accordingly:

PROJECT OBJECTIVES	D&C OBJECTIVES	KEY COMMUNICATION MESSAGES
Every company or public body can benefit from a digital transformation process. With a detailed analysis, guidance, and consultation it can be an empowering process for a company both structurally, procedurally, and financially.		
Develop an innovation ecosystem aimed at creating new jobs, new products, new services and processes, profits, increased R&D investments, and social benefits through socially useful innovations.	To emphasise the importance and impact of digital transformation for EDIH Adria potential users and the Adriatic Croatia. To position EDIH Adria as a hub of expert knowledge and	Digital transformation is a business necessity but not everyone's process will be the same. EDIH Adria can offer experts that will provide insight and guidance to what a company can do to start its digital transformation journey.

	resources dedicated to helping companies and public sector with the process of digital transformation.	
Develop new multi-, inter-, and trans-disciplinary knowledge.	Educate about and evangelise the use of the quadruple helix concept in EDIH Adria.	EDIH Adria user will be able to benefit from the knowledge of the academic sector as well as the experience of established industry leaders. As one of the key Croatian problems is the lack of cooperation between the economy and the scientific research community on specific projects, i.e. too few commercial projects that are the result of such cooperation, EDIH Adria will encourage the cooperation of entrepreneurs and organizations for research and dissemination of knowledge on research and development projects, and in this purpose will use RIMAP, a regional innovation matchmaking platform developed by the University of Rijeka in cooperation with the Regional Development Agency of the Primorje-Gorski Kotar County PRIGODA
Create value for businesses and governments through more competitive products with higher added value, longer-term thinking, new ideas, technologies, and knowledge, multidisciplinary approach, availability of public funds and easier application to EU projects, availability of resources and technical infrastructure, risk reduction, and human capital with specific knowledge.	Communicate the availability of EDIH Adria for the business and public sector in the context of economical and infrastructural development.	A company that expects to digitize orders or a small company that wants to digitize a warehouse, a medium-sized organization that wants to strengthen its business using IT resources, or a large corporation that wants to uncover new expansion opportunities can all benefit from EDIH Adria services. We are also available to cities and/or municipalities who want to use artificial intelligence to train staff or make smarter decisions.
To overcome the fragmentation of the innovation value chain and the gap between the research and business sectors, and encourage the internationalization of the Croatian economy; **Collaboration with other national and EU EDIHs, as well as**	In addition to EDIH's advisory services and determining the potential for digital transformation of business and measuring progress, evaluating potential investments, and identifying changes that will create the greatest benefits for business and competitiveness, future users will be assisted in finding new business opportunities and markets, internationalizing business, and enhancing cooperation through networking and active participation in the innovation ecosystem.	

strengthening links with other EU member states.		
Health-care modernization and digitization.		
Personal data privacy.		
Adjusting to problems posed by the SARS-CoV-2 epidemic and building resilience to crises (for example, through online and distant learning).		
Promotion of smart mobility and connectivity through the development of smart traffic solutions and increased traffic safety.		
Support of the industrial transition towards industry 4.0.		
Creation of digitalized energy systems.		
Supporting the fight against climate change.		
Education is one of the most important prerequisites of a digital transformation process.		
Strengthening human potential in the STEM field.	To position EDIH Adria as a competitive education hub with user centred and efficient programmes.	Employee lifelong learning is critical for business success, and this is especially true in certain dynamic industries and during the digital business transformation process. Digital transformation is impossible without a competent and digitally literate workforce. The educations that we will provide are built with the needs of the users in mind, and different degrees of prior knowledge will be considered, resulting in introductory, intermediate, and advanced levels of training.
Developing and raising the level of digital and smart skills for active participation in society.		
Support for the development of regional vocational education competence centres.		
Support for lifelong learning and adult education programs.		

Table 3: Objectives and communication messages

4.2. Potential communication risks on project level

Dissemination, communication, and outreach activities, which will be carried out through WP6, are "mission critical" in the EDIH Adria project because it is important that information about EDIH Adria services reach as many private and public institutions as possible.

To combat the danger of low digitalization readiness in the region/HR, it is important that suitable, understandable, personalized, and timely information on EDIH Adria services reach as many business and public entities as possible.

There are potential (primarily) communication risks that have been mapped in communication with project partners and that should be monitored:

- Technical language: Technical jargon and sophisticated concepts from the subject of digital transformation can be difficult to understand for users who are not specialists in the field. When discussing concepts and procedures, it is critical to utilize clear and understandable language to make it easier for users to understand.

EDIH European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

- Excessive detail: There is a propensity in communication to present excessive detail, which can overload people and make it difficult for them to absorb critical information. Key messages should be established, and unnecessary or technical details should be eliminated except for when they are necessary.
- Complexity of procedures: The actions and processes involved in preparing and assisting users might be complicated. To avoid confusion and misconceptions, it is critical to properly clarify the actions and roles involved in these processes.
- Inadequate internal communication: Effective internal communication among the teams participating in the work package is critical for activity coordination and alignment. A lack of open and consistent communication within the team might lead to omissions or conflicts in the execution of activities.
- Failure to adapt to the target audience: Communication should be tailored to the intended audience. If the consumers are divided into distinct groups with varying demands and levels of comprehension, it is critical to change the communication style and content so that everyone can understand.

Other potential issues in communication are connected to the fact that the EDIH Adria activities must be considered "products" that are to be marketed as any other product would be. In this case EDIH Adria is competing on the market of business consulting, development and education products and services with a strong national and global competition.

4.3. Dissemination and Communication Target Groups

The implementation of EDIH Adria's communication and dissemination activities is tailored to key target groups identified in each phase and at each ecosystem level. As a result, the audience understands the focus and key messages.

These groups are broadly classified based on the direct and indirect relationships established by WP5: Direct stakeholders include consortium partners, but also actors identified on a broader European scale by WP1 such as European Institutions, Digital Innovation Hubs in Europe and Croatia, NGOs, innovators, and other European and Croatian Associations or Organizations.

The table below summarizes the main message regarding the expected impact on various groups of stakeholders, as well as the first plan of activities based on community building, outreach, and impact creation plans.

TARGET	KEY MESSAGE	OBJECTIVES
European Digital Hubs Network and EDIH's in Croatia		
	Benefit from cooperation scenarios according to the EDIH Network recommendations on Cross-Border EDIH Collaboration.	1. Nurture long lasting and effective, mutually useful collaboration between EU and Croatian EDIHs 2. Develop a new service in partnership with other EDIH's and build synergies in terms of skills and assets 3. Create new opportunities for their ecosystems by facilitating the identification of business, commercial and technical partners in other regions

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

Start-ups, innovative SMEs and MC's, ICT companies in targeted Croatian regions, the country, and the EU. Already venturing in the use of advanced technologies in their business		
	Benefit and leverage from EDIH Adria combined technologies and knowledge resources to assess and upskill existing competences and use of technology.	1. To assess the need for, and assist in implementation of high-level technologies (AI, HPC, etc.) in upscaling the business 2. To offer consultant services and a knowledge base for product development 2. To offer intermediate and advanced levels of education for management and employees 3. To consider creating custom services (in the range dictated by the project) according to user's specific needs
SME's and small mid-caps in targeted Croatian regions, the country, and the EU With little to no digitalisation adoption in business process		
	Valuable support for users in assessing and redefining their business models to create an appropriate framework for introducing digital solutions with cost effectiveness as an emphasis	1. Educating on the importance of the process of digitalisation in business processes and the unique opportunity that EDIH Adria offers 2. Engage the users in DMA activities 3. Offer adequate level of education for management and employees to facilitate new solutions adoption 4.Offer assistance in finding financing options
Public authorities as EDIH Adria users With little to no digital solutions adoption and low level skilled employees		
	Utilising DMAs to detect areas where digitalisation is crucial and desired	Offer full support in implementation and education of employees
Media representatives and Civil society (international, national, regional, and local level)		
	Informing and educating on project advancements, best practices, outcomes, liaise with EDIH Adria stakeholders, awareness on economic and social aspects of EDIH Adria's impact	Inform media and civil society about the goals and achievement of the project, co-founded by the European Commission and the Croatian National Recovery and Resilience Plan 2021-2026
Policy makers and authorities (international, national, regional and local level)		
	Digital transformation of the entrepreneurial sector as well as the PA sector is an important step towards a more economically and socially resilient society with transparent and controllable processes.	1. Ensure the policy makers support and understanding of the digital transformation process 2. Assist the policy makers and authorities in creating an agile ecosystem catering to the digital changes 3. Educate them of the potential threats and issues that the digital transformation process entails

Table 4: Project target groups

4.4. Activities carried out before and during the completion of this document

During the preparation of this document, the project Consortium has already begun with multiple activities in all work packages.

Regarding D&C activities the following has already been done and implemented in the period from the project launch until June 2023:

1. Visual identity of the project has been prepared and published to project partners.
2. EDIH Adria eTool – a designated online tool has been designed and partially implemented during May 2023. The page offers all necessary information about the project, with functions such as services catalogue, education catalogue, the option to enrol to one of the available courses, and an AI powered chat bot.



Figure 4: EDIH Adria website screenshot

3. Social media – Linked In page has been set up and is regularly managed as well as the project YouTube channel.

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

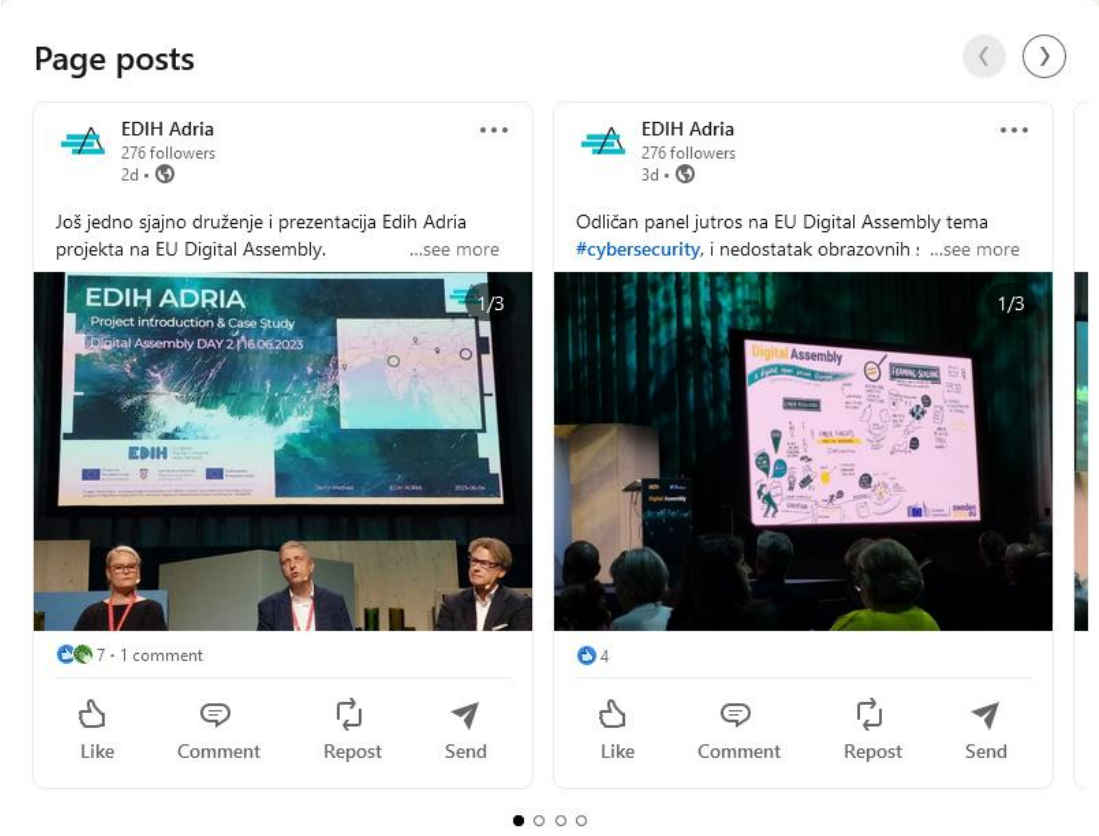


Figure 5: EDIH Adria Linked In page

4. The EDIH Catalogue information has been uploaded and is available for all interested parties.
5. Kick off meeting has been held in February 2023. regarding the signing of the Consortium agreement which has been an opportunity to open communication with relevant media outlets regionally and nationally as well as future users of EDIH Adria
6. Promotion materials – project rollups, posters (B1) and flyers (Trifold flyer) have been designed and printed. All the materials are available to partners both digitally and in print and are already in use.
7. Internal event participation – Digital Maturity Assessments have been continuously conducted with potential users and even though they are not a communication tool per se they are a great *word of mouth* facilitating tool as well as a generator of case studies and testimonials for future D&C activities.
8. External event participation – the project EDIH Adria has been presented on various events regarding the SME's ecosystem, economic development, digital transformation process and others. The following lists contains all events EDIH Adria has been presented on until the end of May 2023: C2BIM Conference, DIH World, HBS 2023, IZZI Conference 2023, MIMOSA 2023, Srce DEI2023, INSPIRA2LEADER Conference, Let'sGrow 2023.
9. EDIH Network events – EDIH Network Annual Summit, Virtual Fair participation

All activities that are aimed at the wider audiences have been distributed on project social media channels.

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

4.5. Acknowledgment of EU funding

The DCP will include rules on the required visibility of both EU and state funds. This will be reflected in the project's visual identity and template materials. Furthermore, PPs will assure EU and Croatian RFF visibility in all media, internet, and/or social network publications, as well as at all WP 6 events.

Project coordinator as well as the beneficiaries are obliged, where applicable, to display in all communication activities the emblem of the EU, correctly and visibly with the appropriate statement on financing (which reads: "Funded by the European Union - NextGenerationEU"), taking into account the following:

When displayed together with another logo, the emblem of the European Union must be displayed at least as prominently and visibly as the other logos. The emblem must remain separate and distinct and cannot be altered by the addition of other visual marks, branding, or text. Apart from this emblem, no other visual identity or logo may be used to highlight support for the EU.

Where applicable, the Member State must include the following disclaimer: "*Funded by the European Union – NextGenerationEU. The views and opinions expressed are solely those of the author and do not necessarily reflect the official views of the European Union or the European Commission. Neither the European Union nor the European Commission can be held responsible for them.*"

All communication and dissemination materials will include the following specific sentence and the required EU emblem (flag), EDIH Network logo, and accompanied by the national funding acknowledgment (emblems) translated into local languages, (where appropriate):

EDIH European Digital Innovation Hubs Network

Funded by the European Union
NextGenerationEU

Co-funded by the European Union

REPUBLIC of CROATIA
Ministry of Economy and Sustainable Development

4.6. Dissemination and communication levels

The strategy will differentiate two dissemination and exploitation levels according to the target audience:

• internal - for project partners and EU authorities

• external - for EDIH Adria users, policymakers, industry associations, and the wide public in general

4.7. Internal dissemination and communication

Different groups will be set up within the consortium to jointly discuss project activities and update all (or necessary actors) on project progress. These groups will initially be defined through work packages with regular WP meetings. Also, other action groups will be formed as needed, i.e. the Ethics Advisory Board, Project Implementation team (PIT) etc.

Conference calls and meetings of these groups will be scheduled regularly through the whole duration of the project. Important information and conclusions will be disseminated among the entire project team (depending on the nature of the information).

The aim here is to ensure a focused communication with and between the members of the expert teams from different WPs.

Planned internal communication is to be carried out according to the project application:

Project Organisational Bodies	Frequency of meetings	Chair
Project Board	Quarterly	EAD
Project Implementation Team	Monthly	EAD
WP 2 & 4 Working groups (WGs)	Monthly	WP leaders
WP 3 WG / Training Board	Bimonthly	WP3 leader
WP 5 & 6 WGs	Quarterly	WP5&6 leaders
EDIH Adria Ethics Advisory Board	Quarterly, or when needed	Task 2.4 leader

Table 5: Internal communication

Main tool used for internal communication will be the Microsoft Teams platform.

EDIH European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

4.8. Partner roles in D&C activities

All project partners will participate actively in the planning and execution of all communication initiatives. Each project partner will ensure that the target audience is reached through the various communication channels available (including institutional webpages and social media, cooperative efforts with external stakeholders, and so on).

All project partners will be prompted to actively participate in sharing information available on the project online channels as well as other information linked to the EDIH Adria project, EDIH Network news, events, and announcements. This way the project will utilise not only its own channels but also already established channels and media owned by the project partners.

WP 6 leader (Smart RI) will oversee coordinating, creating, and implementing the Dissemination and Communication Plan, as well as monitoring, performance, and implementation of the therein planned activities and measures, towards the planned results, event organization, and assisting partners in event organization, while Step Ri will oversee creating project dissemination materials, visually and content wise (T6.3).

UNIRI will be in control of the content of the EDIH Adria Annual Conference (T.6.2), which will serve as a core annual networking and dissemination event, as well as gatherings with stakeholders, which will serve as more casual stakeholder-engagement activities. The EDIH Adria Awards, which will be given to users/institutions that have made the greatest contribution to the EDIH Adria innovation ecosystem in the previous year, either in terms of overall social impact (EDIH Adria Social Impact Award) or in general (Annual Award), will be an important tool for increasing EDIH Adria's visibility and impact.

To integrate WP6 activities with the broader ~~project, Smart Ri, as WP6~~project, Smart RI, as WP6 leader, will also co-lead T1.4 (Project organizational unit management) to guarantee WP6 has access to all necessary information.

4.9. Dissemination and communication tools

4.9.1 Project E-tool

The project E-tool is one of the main communication tools for any EU funded project. It provides easy and quick access to the project results for a wide audience.

It is available at https://edihadria.eu/ and will be updated on a regular basis with the latest results and news concerning the project. It will also be used as an online tool with functions such as services catalogue, education catalogue with the option to enrol to one of the available courses, and an AI powered chat bot.

4.9.2 Project partners websites

According to the Annex 5, Article 17 of the Grant Agreement, all project beneficiaries are obligated to present the project (including project summary, coordinator contact details, list of participants, European flag and funding statement and special logo and project results) on their websites or social media accounts.

For that purpose, the WP6 lead has prepared the information available in picture format as well as a word document and has distributed them to project partners. The files are also available on the project Teams shared archive.



Figure 6: EDIH Adria info for partners websites

4.9.3 Social media (Linked IN and YouTube)

Regarding the strong orientation of the EDIH Adria project to the business community, with SME's and MIDCAP's, as well as the public sector being the main target audiences, it is only logical to focus on utilising social media networks already aimed at those audiences.

This is why a LinkedIn page of the project has been set up and is regularly updated with news and events connected to the project itself, to the project partners and to the whole EDIH Network.

It is crucial that all project partners utilise their social media outlets, especially LinkedIn pages to communicate information of the project page, project goals, activities, and key messages. These channels will also be used for project results dissemination.

Project YouTube channel will be used for short video format placement (i.e. short presentations of programs, educations, services, partners etc.), live broadcasts of conferences and other public events and other potential formats like expert vlogs, fireside chats on different topics in the scope of digital transformation etc.

4.9.4 EDIH Adria Award concept

In order to recognize success and excellence on the EDIH Adria project annual EDIH Adria Annual Awards will be presented (social impact award and EDIH Adria annual award).

4.9.5 Roll-up Banner

2 roll-up banners were developed in an early stage of the project. These banners will be used to present the project during conferences, workshops, and other activities. They can be used separately or together with one being a visual representation of the project and the other being more explanatory of EDIH Adria services.

4.9.6 Press Releases

EDIH ADRIA press releases aim to document all project operations and inform the general public about the project. They can be found by clicking on the following link: https://edihadria.eu/#novosti

Press releases will also be sent out to a relevant media list containing local, regional, national and international media divided to different groups regarding their focus areas:

- national media distribution agency HINA
- daily local/regional/national media focused on informing the general public
- national and international business focused media outlets
- national and international ICT media outlets
- other specific media outlets that will be defined during the project (including scientific publications used for the dissemination process)

The media list will be revised every 6 months and updated with new relevant media and contacts.

4.9.7 Brochure/flyer

A trifold in Croatian has been prepared to market the EDIH Adria initiative to a target audience. The booklet includes a project description, aims, and a list of the partners engaged. The brochure will be distributed at conferences, workshops, and other communication opportunities.

The content of the flyer/booklet will be updated as the project progresses and will potentially be expanded into a version with more content and more detailed information. The version designed and printed in 500 copies during May 2023 is available in a digital form on the project shared archive.

All updated versions will be archived in the same location.

4.9.8 Informative Project presentations

It is important that all consortium members can be ready to present EDIH Adria in different opportunities. For that use a general power point presentation was drafted with all of the basic project and partner information.

The ppt file is assembled as a template and can be modified and expanded as needed.

It is available at the project shared archive.

4.9.9 Poster

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

A B1 format poster has been designed and printed in 10 copies during April 2023 and is available for all partners to use in adequate spaces allowing this type of informing the public. The poster digital format is available also at the project shared archive.

4.10. Network Building and Stakeholder Engagement

4.10.2. Project Annual Conferences

During the project timeline three annual conferences will be organized as central networking and dissemination events with project partners, stakeholders, and target groups (SME's, MIDCAP's and the public sector). The conferences will be organized as hybrid events since the project cover a larger area of the Adriatic Croatia region.

First annual conference is planned in September 2023 with results from the first 9 months of the project being presented. The event will be available for the wider public and will feature media coverage.

4.10.3. Project Meetups

Project meetups will take place 6 months after the annual conferences and will include only identified project stakeholders. The aim of these more informal events will be to strengthen the EDIH Adria network, get feedback from stakeholders and other initiatives.

4.10.4. Project Info Days and Demo Labs

To create additional added value for existing and especially potential EDIH Adria users the partners will plan smaller scale Info/Demo days covering different topics and areas of digital transformation. These networking events will be an opportunity to:

- present, inform, and explain each of the project's activities (DMA, Bootcamp, TBI) to more detail than any other medium.
- facilitate a meet and greet with project experts who can answer questions and lead discussions on different topic.
- host "demo DMA's" to introduce potential users to the process.
- host panels and discussions on economy growth, specific sectors (health, transportation, and mobility etc.), specific topics, like AI implementation, ethics
- provide demo versions of available educations within the EDIH Adria project.

4.10.5. External events

To scale the EDIH Adria impact project in order to reach project goals and objectives it will be important to participate in external events that are a good fit to EDIH Adria. Events like business sector associations conferences and meetups, specific events concerning areas of interest for EDIH Adria (health, transport and mobility, sustainable development, AI ethics etc),

public sector associations events and conferences, project partners events etc., are a great opportunity to establish EDIH Adria as a go to expert hub for the matter of digital transformation.

The project EDIH Adria has already been presented on various events regarding the SME's ecosystem, economic development, digital transformation process and others. The following lists contains all events EDIH Adria has been presented on until the end of May 2023: C2BIM Conference, DIH World, HBS 2023, IZZI Conference 2023, MIMOSA 2023, Srce DEI2023, INSPIRA2LEADER Conference, Let'sGrow 2023.

An external events calendar has been provided to project partners so that they can add other industry relevant events they plan or wish to attend to communicate the EDIH Adria project objectives and effect or to disseminate the project results.

The calendar is available at the shared project archive and can be accessed and modified at any time.

4.10.6. Project activities as communication and dissemination opportunities

The process of EDIH Adria project encompasses a set number of activities that are designed to guide a user (SME, MIDCAP, or public sector body) in the process of assessing and identifying digital transformation needs and opportunities.

These activities (Digital Maturity Assessment, Bootcamps and Test Before Invest activities as well as education activities) are both communication and dissemination opportunities. They will require that all partners engaged in them are representatives and ambassadors of the project, creating a WoM effect important in the business community.

Participation in all of them requires a close cooperation (in person or online) and a high level of trust between the users and project partners. They will all be important D&C tool and opportunities to increase business and public network engagement with good case studies and testimonials.

5. Monitoring, Evaluation and Reporting

The list of KPI's provided is focused on monitoring the performance of D&C tools used in this plan. The project KPI's are a separate section of this document.

Activity	Means of measure	End of Project Y1	Project End
Website	Page Visits/Google Anaytics	≥ 100/month	≥ 200/month
Linked IN	No. of followers	≥ 300	≥ 500
Press Releases	No. of Press Releases	≥ 4	≥ 12
Media coverage achieved	Total No. of articles (online, offline) – press clipping	≥ 25	≥ 100
Project results dissemination	Total No. of scientific and expert articles (online, offline) – press clipping	≥ 3	≥ 10
Annual Conference impact	Number of EDIH Adria Conference attendees – signature lists	≥ 75	≥ 350

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

Project Meetups impact	Number of EDIH Adria Meetup attendees – signature lists	≥ 35	≥ 95
Project Info Days and Demo Labs	Number of organized Info Days and Demo labs	≥ 2	≥ 6
	Number of attendees – signature lists	≥ 35	≥ 90

Table 6: Dissemination and Communication KPI's

Evaluation of the listed activities and their KPI's will be periodical and will result in suggestions for adapting or modifying D&C activities or regulating their intensity. Also, the process of evaluation will help in further target group definition.

Reporting will be performed regularly via EU Funding&Tenders portal and will list all dissemination and communication activities according to their name, type, target audience, channel, objectives and outcomes and status.

6. WP 6 Planned Budget

Listed work package 6 budget is in accordance to the one given in the Digital Europe Programme (DIGITAL), Description of the action (DoA), Part B, section 4.2. Work packages and activities which is a part of the Grant Agreement.

Participant	Costs (€)									
	A. Personnel	B. Subcontracting	C.1. Travel and subsistence	C.2. Equipment	C.3. Other goods, works and services	D.1. Financial support to 3rd parties	D.2. Internally invoiced goods and services	D.3. PAC procurement costs	E. Indirect costs	Total costs
UNIRI	28.253,76	0	2.122,66	0	0	n/a	0	0	2.126,35	32.502,78
UNIPU	8.704,51	0	1.037,39	0	0		0	0	681,93	10.423,84
Step Ri	30.164,16	22.000,00	1.532,15	0	0		0	0	3.758,74	57.455,05
ENT	8.977,43	0	1.005,47	0	0		0	0	698,80	10.681,70
Infobip	11.491,11	0	484,12	0	0		0	0	838,27	12.813,49
Smart RI	53.242,14	24.000,00	1.335,31	0	0		0	0	5.500,42	84.077,87
Total	140.833,11	46.000,00	7.517,10	0	0		0	n/a	13.604,51	207.954,72

EDIH European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union

Table of Figures

Table 1: General Communication and Dissemination difference 8
Table 2: Project KPI's 10
Table 3: Objectives and communication messages 17
Table 4: Project target groups 19
Table 5: Internal communication 23
Table 6: Dissemination and Communication KPI's 29

European Digital Innovation Hubs Network
Funded by the European Union NextGenerationEU
REPUBLIC of CROATIA Ministry of Economy and Sustainable Development
Co-funded by the European Union