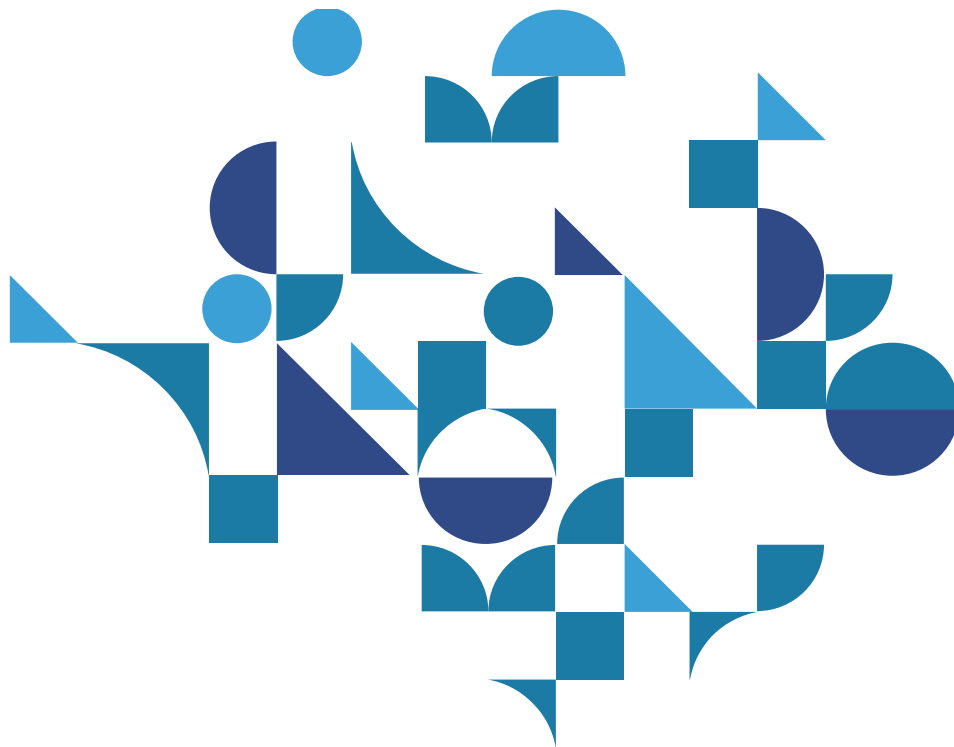




Industrial Engineering and
Management of European
Higher Education



Dissemination Plan



Co-funded by the
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Introduction

The main objective of this dissemination plan is to be able to bring the results of the IE3 project on the table of each actor involved and interested along the entire process of construction and evolution of the project. Its success will depend on how far the results are disseminated, which in turn are the starting point for concrete changes.

The exchange of information, the sharing of experiences and theoretical and practical skills, the contamination of visions of different targets for training and employment, the elaboration of shared models, are at the base of the strategic objectives of the IE3 project and are all united by the necessity to communicate.

Dissemination and Strategy

The strategy should identify the objectives to strive towards the targets to be reached and the messages to be disseminated. This is necessary throughout the project for the purposes of raising awareness and inviting debate and comment on the work which is being undertaken, while it is in progress; as well as for the dissemination of the project results and to promote the uptake of them and to increase the impact of the project.

The plan will contain details of the actions to be implemented at local, national and/or European level.

Also, a mainstream dissemination strategy is essential to achieve the highest impact, visibility and credibility as possible.

Context

At the moment we have great skills from all the actors involved (companies, universities, students, alumni) but not their synergistic sharing and integration. We are dealing with an Increase number of initiatives as well as investments in the field of Industry 4.0. However, such phenomenon is not properly supported by a parallel increase of Knowledge Workers able to design and undertake the Industry 4.0 as it should be done. Therefore, It Is necessary to reshuffle the educational pathways to enable academia and companies to cooperate for enhancing the quality of the educational offer.

SWOT analysis

Strengths:

Highly motivated actors, great skills of the actors, diversity of visions and experiences.

Weaknesses:

Fragmentation of information, gap between theoretical and practical knowledge, distance and cultural diversity.

Opportunity:

Great possibilities given by technology, interest in a market that has opportunities for growth and which is relevant in the countries and realities involved, development of example business models to be included in the next courses, new business opportunities not dependent on the livelihood of European funding.

Risks:

Lack of confidence in the potentiality of synergy of competences, dispersion of information.

Strategy goals

The strategy goals are determined by and dependent of the main objectives of the project. However, despite not being the same, the communication objectives are designed to help achieve IE3's goals.

Therefore, the objectives of the dissemination and exploitation strategy are the following:

- 1- Enhancing the skills of each actor.
- 2- Involving each actor in the various initiatives of the project.
- 3- Engaging current students and new entrants to embrace Industry 4.0 approach so that it gets introduced into the future Industrial business.
- 4- Creating flows of exchange of information between stakeholders, stimulating debate and putting into practice the results.
- 5- Showing short and long-term benefits for HEIs, students and companies undertaking Industry 4.0.
- 6- Providing visibility to companies already operating in the field, universities and entities already carrying out Industry 4.0.
- 7- Contributing to the development of a network in which information can be transferred in a clear, fluid and secure way.
- 8- Promoting IE3 creating the possibility for Universities and companies (employers) to cooperate, share knowledge and create innovative training materials, meeting theoretical knowledge with practical experience.
- 9- Making known and usable the materials produced and the results achieved through the project IE3, developing the Body of Knowledge and ensuring the replicability of the all IE3 outputs.

Visual Identity

The visual identity concerns the "ID" of something. From the managerial standpoint, it combines symbols and graphical elements to display the essence of an organization. More in depth, it regards all the tools employed to identify an organization, working team or whatever, as well as the context in which it operates. In the case of IE3 project, it refers to the *Programme logo, the disclaimer and the project logo*.

Programme Logo

For any publication, poster, gadget, etc produced with Erasmus+ support, beneficiaries have the obligation to use the official logo and graphic identity related to the Erasmus+ Programme. In case of non-compliance, the final grant may be reduced (article I.9.6 Grant Agreement).

The European Union emblem (flag) must be used and the name of the European Union displayed in full. The name of the Erasmus+ programme can appear with the flag. The preferred option is to write “Co-funded by” or “With the support of”, then “the Erasmus+ programme of the European Union” next to the EU flag. E.g. “Co-funded by the Erasmus+ programme of the European Union” or “With the support of the Erasmus+ programme of the European Union”.

Here are some examples:

Erasmus + (with mention: Co-funded by + [programme name] of the European Union)

Text on the right, EU flag on the left



Text on the right, EU flag on the right:



Eu emblem (Alone):



You can download here the Graphic Design User Guide:

https://eacea.ec.europa.eu/about-eacea/visual-identity_en

Some tips:

- the “Erasmus+” logo does not need translation;
- the minimum size of the logo has been determined in function of its readability (height 10 mm);
- the logo may not be unproportionally scaled, distorted or rotated;
- the use of other typefaces is not permitted;
- no colour version may be used apart from those defined here

The omission of elements is not permitted except with authorization from Commission services.

The disclaimer

The disclaimer “The European Commission support for the production of this publication does not constitute endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein” must be used in any communication or publication.

You can find the other EU official language versions at the following link:

http://ec.europa.eu/dgs/education_culture/publ/graphics/beneficiaries_all.pdf

Acknowledgement

In case of scientific publications supporting the topic of IE3, please remind to acknowledge the financial support from the Agency (EACEA), the project number and the project acronyms. Example: *“Gianluigi De Pascale acknowledges financial support from the European Commission - Erasmus Plus Agency - EACEA. His contract is financed by the project 612402-EPP-1-2019-1-IT-EPPKA2-KA– IE3”*.

Also, remind that you shall comply with the policy of the journal. Hence, if such policy limits the access to the publication, to use the acknowledgement you have to submit for open access publication.

The project Logo

The official IE3 logo is stored in WP9 Folder of the official Google Drive Folder.

Why this logo?

- The shape of IE3 refers to Industrial world.
- It's a dynamic symbol, to communicate the involvement of all subjects and their transformation.
- Blue and light blue are colours conveying the values of the Industrial Engineering.

Dissemination activities and the Target Groups

The purpose of the dissemination plan is to formalise all dissemination actions planned in the framework of the project, to provide guidelines on the approach and to set out the key dates related to planned events and actions, to ensure that information is shared with appropriate audiences on a timely basis and by the most effective means.

More specifically, the objectives of the dissemination and exploitation plan are:

- To establish and maintain mechanisms for effective and timely communication;
- To inform stakeholders of the progress of the development and to encourage interactions among them;
- To coordinate all levels and types of communication in relation to the project.

Messages

Key Messages

The messages to be transmitted to the several target groups will be developed jointly by the project partners. The main goal is to connect the different skills of the various involved subjects producing common work material. This requires a clear agreement and careful coordination among all parties who may act as spokespersons or information sources for a particular project or network. The partnership should always agree on what is to be disclosed and how. Inconsistent facts, figures, emphases and viewpoints are to be avoided.

Messages for different audiences

Once the target audience is defined, key messages can be identified. These will depend on the nature of the target audience. There may be a range of messages addressed to different audiences. When tailoring the message for different audiences, it is important to show the importance and relevance of the issue; to link messages to specific values, beliefs or interests of the audiences; to understand what motivates the audience and so be able to create a connection with the messages. Also, it is important to be culturally relevant and sensitive and to make messages as clear and memorable as possible. Therefore, messages will be clear and synthetic to reach each target in a direct and specific way and to show the importance of the connections among the skills of the involved subjects.

Building and maintaining dialogue with stakeholders

During the fulfilment of the project IE3, partners produce tailor-made training materials in the form of e-learning modules. Data collected from targets groups (that are actually stakeholders), will constitute a starting point to identify a sample of stakeholders to start engaging in a dialogue. Also, the Body of Knowledge will be shared to evaluate the gaps between the educational offer side and the educational demand side will be delivered to all the stakeholders and will represent a worthwhile tool to build dialogue.

The annual national conferences to be held by October, represent a good chance to involve interested actors of Industrial Engineering & Management sector, to establish a solid connection with the stakeholder and keep on feeding it over time, until and beyond the project lifetime. To feed the stakeholder need to be kept informed, weekly articles are written and supplied through the IE3 official channels: website, LinkedIn and Facebook. IE3 web site is the place where people can be find and share all material produced for all time. The social media are the places where the audience is informed about the news regarding the project development and related outputs being produced.

Planning of activities

A brief description of the planned actions and their implementation is given below for each target group for the project.

Target group 1: Academic community

Objectives

- 1- To lead the academic community to understand the limits and the needs of improvement and development of IE&M;

- 2- To involve the academic and expert community in the creation of the Body of Knowledge whose content will flow into the material to be used in the training on IE&M;
- 3- To engage current students to embrace Industry 4.0 approach so that it gets introduced into the future industrial engineering business;
- 4- To exchange and receive feedback for the project and to stimulate debate among stakeholders.
- 5- To spread training materials developed;
- 6- To publish results on the website;
- 7- To promote the collaboration between HEIs and companies operating in the IE&M field, because the training has to come from their conjoint work;
- 8- To provide evidence of the scientific work that has been developed thanks to IE3' cooperation.

Communication practices

1. Establishing the interdisciplinary cooperation links as starting point for future professional activities (projects, contract work, consulting services, flexible training schemes development);
2. Contacting companies, higher learning, universities, researches, students, experts in order to gather as much experience and knowledge as possible from them;
3. Creating a network of trainers who work together regionally;
4. Enabling face-to-face exchanges to improve the training materials;
5. Organising a dissemination event to inform and interest teachers and trainers about the IE&M training materials;
6. Promoting of the content of the e-learning courses;
7. Facilitating the access to outputs of the project and to the help desk;
8. Spreading outputs about the Body of Knowledge;
9. Promoting direct and permanent channels to the IE&M entrepreneurial field through the benefit of students and alumni;
10. Creating opportunities for meetings and exchanges between HEIs and companies.

Dissemination products

1. IE3 newsletter and publishing articles for technical journals, specialized magazines, existing channels of the partners, website etc. *Resources: project partners, created material itself, etc.;*
2. Scientific articles (to conferences and/or scientific journals);
3. Training sessions - e-learning modules;
4. Re-designing the IE&M master program.

Target group 2: Companies

Objectives

- 1- To communicate to companies the importance of implementing the IE&M;

- 2- To communicate to employers the importance of collaboration with the academic community to reduce the gap between practice and theory and to introduce elements of innovation and management in the working practice of companies life;
- 3- To make it easy for employers to get training in IE&M related domains;
- 4- To facilitate the employers' approach to the project outputs and make known the importance of exchanging with HEIs.

Communication practices

- 1- Spreading focused information about the project and its results;
- 2- Involving economic agents dealing with IE&M sector and the business community as a whole in the project;
- 3- Promoting the Body of Knowledge throughout the European HEIs to foster the replicability of the IE3 outputs;
- 4- Presenting the project results to the business community and explore with them how the results can be exploited;
- 5- Co-organizations of events that are moments of sharing in which academics and students identify issues, results, challenges to be faced together. Such workshops are organized by HEIs, as usual. Companies are expected attending the event to illustrate their experience since the time they started up.

Dissemination products

- 1- Development of the preparatory material of the project to spread information and enrol stakeholders;
- 2- Development of the IE3 newsletter and publications of articles for technical journals, specialized magazines, existing channels of the partners, website IE3 etc.;
- 3- Development of the IE3 website, as well as Facebook and LinkedIn pages.

Target group 3: Students and Alumni

Objectives

- 1- To foster the use of the IE3 training material;
- 2- To convince the new and young workforce to get prepared for the job market through the IE3 training course;
- 3- To make the new curricula of the students and alumni enhanced in the view of the employers.

Communication practices

- 1- Presentation of the IE3 project during classes (replicating this one per month in order to update the target groups of the project development and raise their interest);

- 2- Communicating with the Associated partners to reach the alumni and the students from no project partners/country;
- 3- Use the social media and the official website;
- 4- Use the platform Yammer.

Dissemination products

- 1- Flyer, poster, ppt presentation rising the main features of the project;
- 2- Posts to be shared through the website and social media.

National Dissemination Conferences

The national dissemination conferences are organised by each IE3' university partner in order to inform the IE&M communities that the project is ongoing and point out:

FIRST YEAR (M12 – October 2020)

- 1- the state of the art of the activities development;
- 2- the purpose of IE3;
- 3- Key points of the training needs analysis;
- 4- the main features of the Body of knowledge;
- 5- the channels to follow the project development;
- 6- the official publication achieved (e.g. scientific articles);
- 7- the future activities to perform.

SECOND YEAR (M24 – October 2021)

- 1- the state of the art of the activities development;
- 2- the purpose of IE3;
- 3- Key points of the training needs analysis;
- 4- the main features of the Body of knowledge;
- 5- [Introduction to the learning material, underlining how the Body of knowledge has been used to fulfil it;](#)
- 6- [Detailed instructions on how to attend the IE3 course and find out the material;](#)
- 7- the official publication achieved (e.g. scientific articles);
- 8- the channels to follow the project development;
- 9- the future activities to perform.

THIRD YEAR – FINAL CONFERENCE (M36 - October 2022)

- 1- the state of the art of the activities development;
- 2- the purpose of IE3;
- 3- Key points of the training needs analysis;
- 4- the main features of the Body of knowledge;
- 5- Introduction to the learning material, underlining how the Body of knowledge has been used to fulfil it;
- 6- [Detailed instructions on how to find out the IE3 course material and make it use;](#)
- 7- [Introduction to the renewed Master course;](#)
- 8- [Instructions on how to replicate the IE3 course;](#)

- 9- the official publication achieved (e.g. scientific articles);
- 10- the channels to follow the project development;
- 11- the exploitation plan to keep the IE3 values up beyond the project lifetime.

Extraordinary plan for National Conferences

This section is necessary since the worldwide communities are struggling to surmount the pandemic caused by the spread of COVID-19 outbreak. Also, this fact is regulated by laws that have issued restrictions for the “in person meeting”. Therefore, some of the “promises” made with the project proposal within the WP9 – “Dissemination and Exploitation of Results”, might be fulfilled with some variations in order to comply with the restrictions being addressed by governments.

Specifically, as already agreed for the IE3 meetings, the IE3 national conferences will end up being organized virtually in the form of webinar. This will always happen at national level. Therefore, 4 webinars will take place around the four partner’ countries.

Such constraint, if from one side hinders that people meet each other and directly exchange on the subject of the event, to the other side open the local/regional borders for participating to the event: whoever speaking the national language might attend the event without geographical barriers and/or the burden of travel and subsistence costs for those interested in placed far away from the event location. In this respect, for example, along with the support received by the associate partners, the long mailing list being created when sending the survey to collect data within the WP2, represents a prominent starting point for identifying the audience to invite at the webinars.

The participation to the webinar has also some limits due to the number of attendees that the hosting web device of each organizing University. Therefore, a preliminary discussion with the dissemination leader (InfoTech) and the lead partner (POLIBA) to address some points is strongly recommended.

Identifying channels

In order to reach out the above audiences, IE3 will use a number of channels and will cooperate with other relevant national and international organisations, programmes and projects sharing similar objectives. Some examples of possible communication channels are given below, classified into two lists according the size of the audience. The IE3 project contains a mixture of them to effectively communicate the project results.

Examples of non-media communication	Examples of media communication
face-to-face conversation Group discourses Conferences Round tables1 Exhibitions Meetings Workshops Open days	Newspapers and magazines Press releases Newsletters Manuals Brochures Video Posters Banners

Skype calls e-mail Policy brief	Website Blogs Social media
Smaller audience, lower costs, more effort. Interactive, good for acquiring input Flexible (easy to change tone, strategy and content)	Potentially large audience Uses the credibility of the mass media

Reaching Target Groups

A summary of the various activities envisaged is given here below.

Actions	Products
<ul style="list-style-type: none"> - Face to face meetings with employers, HEIS - Personal interviews with stakeholders - Working with employers: coaching - Sending emails to stakeholders - Sending newsletters - Training sessions - Articles publication - Presentation of project results - Relations with Press, Radio and TV - Organising press conferences - Social media - Presentation of project results - Presentation of pilots and show cases 	<ul style="list-style-type: none"> - Summary reports with survey results - training material - IE3 Website - Online access to the e-training - Direct communication with universities and academic entities - Articles in academic journals - News in specialized bulletins - Noticeboards - Material for presentations: slides, posters, roll-ups and brochures - Press releases in local and regional written press - Radio and TV communicates (participation in local radio/TV programmes) - Newsletters - Facebook, LinkedIn

Associate Partners

IE3 consortium has already interested many organizations that, even during the project preparation phase, asked for receiving information and giving support in the activities. These organizations are:

Name of the associated partner organisations	Country	Contact person (or/also within the consortium if possible)	Type of organisation
European Academy for Industrial Management (AIM)	EU network	Prof. Giovanni Mummolo	Network of academics
European Students of Industrial Engineering and Management (ESTIEM)	EU network	Prof. Giovanni Mummolo	Network of students/alumni
Asociación Madrid Network	Spain	Prof. Joaquín Ordieres	Business Support Organization, NGO
Item Oxygen srl	Italy	Prof. Giovanni Mummolo	SME provider of innovation services

Networking and connection with related projects

Networking plays a very important role: it allows to extend the knowledge and to build up a connection with other related projects. For this reason it's fundamental to keep up and to contribute actively, for example, through the IE3 website, adding under "news" as many articles, initiatives, achievements as possible, about IE&M in Europe in order to give our followers too, the possibility to increase their knowledge and at the same time to show that IE3 is not an isolated product. According to this Poliba will prepare the related material/links and send it to InfoTech to upload to our website. Monthly Poliba will verify and update the page with the support of InfoTech.

Each partner, of course, can contribute with any relevant information.

Also, the networking is a relevant activity being undertaken by exploiting the information returning from the Erasmus plus Agency EACEA when participating to the Cluster Meeting held in Brussels in October. The Cluster Meeting, indeed, is a paramount opportunity to meet similar projects being run since the Knowledge Alliance Program was issued in 2014.

According to this Poliba will prepare the related material/links and send it to InfoTech to upload to our website. Monthly Poliba will verify and update the page with the support of InfoTech.

Each partner, of course, can contribute with any relevant information.

IE3 Official Website Social Media

How to use IE3 official [website](#), [Facebook](#) and [LinkedIn](#)

Social media are the channels to keep part of the target groups informed of the IE3 activities development. All the project partners are allowed to stimulate the use of the social media by sending to InfoTech the message in the form of either article or simple post for social media.

The guidelines for managing social media are the following:

- **All the partners in turn of 1 week (see the calendar) will prepare:**

One article (max 2.000 characters) and one image. The content will be used for being shared on the website. It will be also adapted to

- 1 post on Facebook (max. 300 characters)
- 1 article for LinkedIn (max. 600 characters)
- Other social media (YouTube, Research Gate) would be open if necessary.

- **The content should refer to:**

- 1- Project related activities/news
- 2- Other relevant and interesting contents related to the project's topic, such as brief articles regarding IE&M initiatives carried out by the partners, other news on IE&M/Industry 4.0, including own reflections and highlight specific benefits, trends, etc.

Images: select picture free of copyright (you can use website as: www.pixabay.com; unsplash.com)

Texts should be sent to InfoTech for uploading the contents on the website and sharing them through the official social media accounts.

Project leaflet

To communicate the aims, objectives and planned activities of the project in all partner languages. It will be carried out at the beginning of the project to promote and relate the partners to each other and present them to the various stakeholders.

Tri-monthly newsletter

To gather the contributions of all those involved in the project and also from stakeholders. The newsletter will be a useful tool to reach key actors, decision-makers and general public. InfoTech is responsible for collecting the articles from the partners, while Poliba prepares the content of the newsletter. InfoTech will send it out to the project mailing list.

Monitoring and evaluation

General quantitative performance indicators are considered:

- N. of reached entities not involved directly in the project
- N. of downloads of the business models collected
- N. of publications on other websites and on newspapers/other media
- N. of people attending the conferences;
- Performance of the social media strategy;
- N. of Universities, entrepreneurs, sectorial networks, students, Academic and business associations reached;
- N. of visits to the website.

Dissemination Managers

Dissemination Managers		
Project Partner	Name and Surname	Email address
POLIBA	Prof. Giovanni Mummolo Prof. Giorgio Mossa Prof. Salvatore Digiesi Dr. Francesco Facchini	giovanni.mummolo@poliba.it giorgio.mossa@poliba.it salvatore.digiesi@poliba.it francesco.facchini@poliba.it
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How to keep track of the Dissemination activities carried out

Detailed record keeping of all dissemination activities, its target audience, the impact made is fundamental for justifying the WDs we report in WP9.

We need to collect any feedbacks and register them.

Procedure:

- 1- Find your folder in GoogleDrive "Dissemination (WP9)"
- 2- Fill in the information required in an Excel file
- 3- Create a Folder, name it with a number (1 is the First dissemination activity; and so on) and upload there photos, attendance lists, programmes/letters of invitation, brochures, etc..