



Integrated cyber-physical solutions for intelligent distribution grids with high penetration of renewables

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## Deliverable 8.5 Outreach and Communication Strategy and Plan

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## Deliverable abstract

This deliverable presents the planned communication and dissemination activities in UNITED-GRID throughout the project lifetime. The Outreach and Communication Strategy and Plan will however be evaluated and updated annually to be adjusted in view of new needs and possibilities that may arise.

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## Project overview

UNITED-GRID aims to secure and optimise operation of the future intelligent distribution networks with unprecedented complexity caused by new distributed market actors along with emerging technologies such as renewable generation, energy storage, and demand resources. The project will provide integrated cyber-physical solutions, while efficiently exploiting the opportunities provided by the new actors and technologies. *The core deliverable is the UNITED-GRID tool-box that could be “plugged in” to the existing Distribution Management System (DMS) via a cross-platform for advanced energy management, grid-level control and protection.* This cross-platform allows interoperability from inverter-based DERs up to the distribution grid at the low and medium voltage levels, thus going beyond the state-of-the-art to optimise operation of the grid with real-time control solutions in a high level of automation and cyber-physical security.

The project has genuine ambitions to create impacts and to enhance the position of European member states in the development of smart grids. The core elements in this quest are:

- **Proof-of-concept and demonstration:** Developed UNITED-GRID tool-box and business models will be validated in real-life demonstration sites in Netherlands, France and Sweden which cover a majority of European market conditions. At the sites, UNITED-GRID will demonstrate the capabilities of intelligent distribution grids hosting more than 80% renewables by incorporating the advanced optimisation, control and protection tool-box, which are supported by real-time measurement systems. Such technologies with TRL in a range of 3-4 will be matured via the demonstrations up to TRL level 5-6 to address comprehensively compatibility and interoperability issues.
- **Pathways:** Upon request by directly involved stakeholders such as distribution system operators (DSOs), energy suppliers, UNITED-GRID will develop pathways that will step-by-step guide in the transition from the passive distribution grids of today to the active and intelligent distribution grids of tomorrow. The pathways incorporate technical as well as non-technical considerations such as cost-benefit, investments, business models, end-user privacy and acceptance.
- **Use and deployment:** UNITED-GRID will nourish and firmly support the utilisation and exploitation of technologies, tools, and services in distribution grids by integrating the inherent innovation chain of the partners and their networks with EU such as KIC InnoEnergy and SSERR.

## Consortium



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## 1 Introduction

The main goal of the *Outreach and Communication Strategy and Plan* is to raise awareness of the project's activities and knowledge in order to make UNITED-GRID a successful project that firmly supports the utilisation and exploitation of technologies, tools and services to reach market and societal impact within 5 years.

The project has genuine ambitions to enhance the position of European member states in the development of smart grids. The *Outreach and Communication Strategy and Plan* will lay the foundation for increased interest in the project and its results, in defined target groups. This will be carried out using a wide range of communication channels and materials and in addition arrange and partake in workshops and conferences with stakeholders, customers, partners and communities related to smart grid and energy systems.

To ensure that the project's ambitious goals will be reached, WP8 - *Outreach and Business Innovation* has been implemented with two-folded main objectives: 1) to secure future exploitation and 2) to reach and influence selected stakeholders. Operations of outreach and communication are part of this WP (Task 8.5).

The purpose of this document is to determine planned communication and dissemination activities throughout the project lifetime.

The *Outreach and Communication Strategy and Plan* will however be evaluated and updated annually to be adjusted in view of new needs and possibilities that may arise.

## 2 Outreach and communication objectives

The outreach objectives are to provide a robust mechanism and activities for efficient dissemination and communication towards the stakeholders, e.g. regulatory bodies, support structures, DSOs (Distribution System Operators) and the public, as well as to support the exploitation of the solutions into markets by:

- Coordinating the overall dissemination and communication strategy in conjunction with outreach and exploitation.
- Networking within the end user, technical and scientific communities by stakeholder events and cross cutting issue workshops to discuss communicate and disseminate UNITED-GRID developments.
- Supporting the implementation of project results into case studies and applications and promoting the transfer of their results to industrial applications.

## 3 Target groups

According to the proposal for this project, there are three main target groups

**Core targets** gather stakeholders who are impacted by or influencing the project, and those who provide skills, knowledge, decision making, and/or approval to the project.

The core target is constituted by the European Commission and the direct beneficiaries of the project and the in-kind providers.

The special communication effort for this audience is mainly due to its importance as catalyst for external communication to reach the primary audience. The expected level of commitment is "operational".

**The Primary Targets** include those who are *indirectly* affected by the project. Prime targets include nonparticipating Distribution System Operators (DSOs), aggregators, service providers, Transmission System Operators (TSOs), energy suppliers, manufacturers, standardization bodies, distributed generation operators, ISGAN (International Energy Agency (IEA) Implementing Agreement for a Co-operative Programme on Smart Grids), the scientific community and innovation support providers.

These allow knowledge transfer, supports innovation development, creates recognition in the community and sharing of results. The expected level of commitment is “commitment”.

**The Secondary Targets** include all end users of electricity distributed with smart grids. Communicating towards all smart grid users has been proved to be necessary to ensure the commitment and buy-in public and from the local population.

The expected levels of commitment are “understanding” for the local population of areas where the demonstration projects take place and “awareness” for other smart grid users.

Stakeholder analysis. To define the target groups and the stakeholders more clearly will be an important task for WP8 and project partners during the first year of the project.

## 4 Communication Strategy

The communication strategy is differentiated with respect to target audience and information channels. These are described in the following sections, followed by a plan for which audience to reach out to, through what information channel, and at what point in time. Most of the detailed planning is to be found in the Appendix Table section.

### 4.1 Priority communication goals

Initially it will be necessary to communicate a few fundamental messages:

- **Environmental solutions: Environmental and climate threats require new solutions. UNITED-GRID can increase sustainability and use of renewable energy.**

The project's outcome is a major step toward the future's fossil-free environment. The project will develop solutions and structures that enable the growth of local energy communities with new actors small as well as large, thus creating both environmental benefits for Europe and economic advantages for end users.

Priority group to reach: Consumers, the general public and policy makers.

- **Technical solutions. Technology and energy market conditions change rapidly. UNITED-GRID rolls out the roadmap to future smart grid and micro grid solutions.**

Most DSOs (Distribution System Operators) are well aware that there will be changes in the grid. A major risk for DSOs in this transformation is to end up with outdated and inflexible technical solutions. UNITED-GRID will be their guide and companion in finding possible pathways to implement smart grids based on technical and regulatory factors as well as their own, existing infrastructure.

Priority group to reach: DSO companies, other industrial stakeholders, relevant regulatory and policy bodies. A top priority will be to deepen contacts with DSO companies to get their input and show the project's benefits and results in Europe.

- **Business solutions. UNITED-GRID provides the necessary market innovative solutions for tomorrow's intelligent grids, not in the distant future but as soon they are needed.**

The project will deliver an Advanced Distribution Management System, ADMS, with tools and services that have commercial and technical potential to support new business models and technical system changes. At the end of the project results both as technical solutions as well as new and accepted business models will be made available.

Priority groups to reach: DSO companies, other industrial stakeholders, relevant regulatory and policy bodies.

## 4.2 Roles and routines

Each work package leader is responsible for publishing in peer-reviewed journals, present the project at conferences and in popular press in his/her area, and for answering questions related to the work package. The project management is responsible for communication about the project in general and for arranging arenas for interaction.

To achieve maximum impact, good cooperation within the project is crucial. An internal communication hub will be created to make dissemination easier and sharing in different channels efficient. To facilitate evaluation an active log of communication and outreach activities will be kept by having a regular audit of activities among project partners.

## 4.3 Tone, appeal and language

Core targets, the scientific community and often primary targets can be reached by communication and outreach activities which require a degree of specialization and prior knowledge in the audience.

However, the outreach and communication goals for UNITED-GRID are ambitious both in numbers and impact. To meet these ambitions it will be necessary to also package the research results into more easily accessible formats adapted for a wider audience. Therefore the project's communication is wrapped in a journalistic format to attract attention and make UNITED-GRID more consumable. The use of technical terminology will be limited and acronyms, when used, will always be explained.

The project's communication and communication materials are in English if not translated locally by project partners.

## 5 Channels for External Communication

Articles in international peer-reviewed journals will be the main channel for **scientific communication**. Complying with the H2020 spirit, the partners will ensure the open access to all peer-reviewed scientific publications relating to the results of the project, using institutional repositories or other available tools.

As universities and research institutes are participating in UNITED-GRID, publishing scientific output in high-impact peer-reviewed journals is secured as part of the daily research activities. An IP (Intellectual Property) protection policy in line with the project contract will be implemented to the benefit of all stakeholders.

Additionally the results and the project as such, will be presented at relevant scientific conferences. UNITED-GRID will be present at the well-recognised conferences in the fields of research such as IEEE PES-GM meetings, IEEE ISGTs, IEEE PowerTech, or PSCC.

**Journalistic articles in professional journals and public news media** will be promoted by press releases, press conferences and other press material. Project partners will use their own communication channels and tools in order to point out interesting public project results and to announce upcoming events arranged by, or with connection to, the UNITED-GRID project.

**Other easily accessible communication directed to stakeholders, e.g. regulatory bodies, support structures and DSOs as well as the general public will be made using a combination of dissemination channels:**

- **The UNITED-GRID website** <http://united-grid.eu> is the main platform for dissemination, integration and engagement with project activities. The website is tightly connected to the UNITED-GRID Newsletter and the project's social media channels as well as the partners' already active social

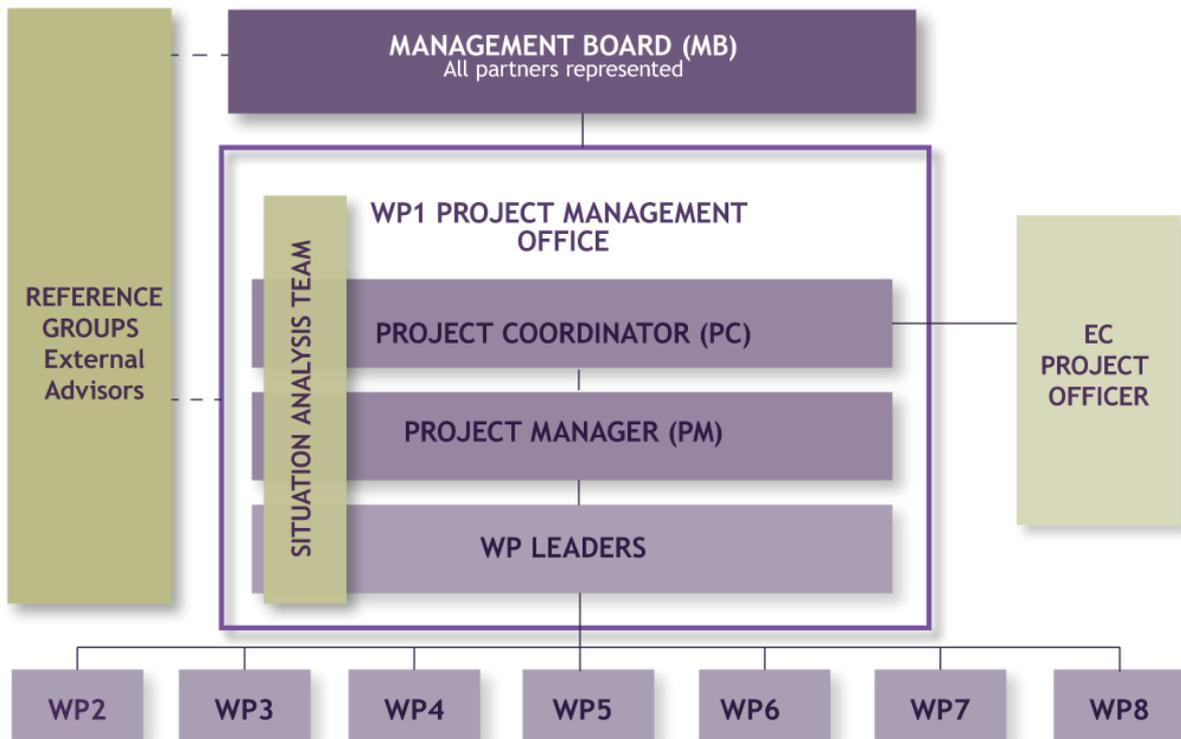
media accounts. The website presents an overview of the project, its objectives, project partners and activities within the project. The news section offers updates about, and provides links to, project partners and connected projects as well as the EU's research programmes and stakeholders.

The website also has a section for upcoming events; shows embedded multimedia material and social media timelines and have a continuously updated publications page. The website will be the natural channel for those who seek information about or wish to contact the project. This will be facilitated by contact forms etc.

- **The UNITED-GRID Newsletter** is another tool to keep in touch with the stakeholders during the project lifetime. The Newsletter opt-in service will be easy to find on the UNITED-GRID website and subscriptions will also be promoted via other channels such as project partners' websites, newsletters and social media channels, conferences, workshops and meetings, the project's dissemination material and the BRIDGE homepage. The Newsletter can also be used to send press releases to professional and public media.
- **Video productions** will be developed to support the promotion of UNITED-GRID concepts and solutions, to be used on the project website and in social media. The video films will be interesting and appealing and take advantage of the moving image's strength.
- **Social media channels** are set up in the beginning of the project and are used continuously to spread news, to share posts and media and to interact with the audience. Presence on social media platforms - focusing on LinkedIn, Twitter, Facebook and YouTube - also creates opportunities to reach groups that are not familiar with the project before. Interacting with project partners' and stakeholders active social media accounts is important to reach full impact.
- **Dissemination materials** will be produced throughout the project and adapted to reach stakeholders and sometimes the general public. Initially, it involves communicating the project's concept and objectives, expected results and project partners. A PowerPoint presentation and a leaflet will be produced as well as a project roll-up and a poster. This material will be available for download to be printed locally.
- **Fares, events, conferences**, delegation visits and workshops are important arenas for reaching out to stakeholders and citizens. This includes GUIDE workshops, delegation visits and participation in 3<sup>rd</sup> party initiatives and to participate in events arranged by partners. Meeting target groups face-to-face will help to achieve project recognition and disseminate reach out with results, rationale and future solutions. Outreach activities will be integrated with online activities in digital channels and on social media platforms.

## 6 Channels for Internal Communication

The Project Management is the centre of the internal communication. The Project Management follows up and supports day to day operation, organize project functions and meetings, establishes efficient coordination and communication between the project partners and the EC project officer, it coordinates the Situation Analysis team and the dynamic reference groups and manages financial and administrative aspects of the UNITED-GRID project.



**Project Management Structure**

- **Management Board Meetings** where all partners are represented will be held twice yearly.
- **Project Management Office** will hold physical meetings once a year and monthly on Skype. The aim is to keep up to date of the work packages' progress as and to discuss with Situation analysis team on events that may affect the project to ensure that the work is still relevant and going in the right direction.
- **Chalmers Coordination Office** will meet regularly to discuss current issues.
- **Newsletter/ mailing list** created by the Project Management Office will keep the project partners up to date on current development.

## 7 UNITED-GRID visual profile and branding

The project has its own logo that associates with power and energy:

Full logo:



Icon / emblem:



The colour scheme uses lilac and sandy tones defined in the project's profile kit that will be distributed to and available for the project's partners.

The slogan, or "pay off", for UNITED-GRID is "*Solutions for intelligent distribution grids*".

The Boilerplate text will - at least initially - be "*UNITED-GRID develops integrated cyber-physical solutions for intelligent distribution grids enhancing high penetration of renewable energy. The project UNITED-GRID has received funding from the EU Research and innovation programme Horizon 2020*".

The profile kit will be available for all project partners. The kit contains logos, fonts as well as templates for InDesign, Word, PowerPoint, video intro, outro, basic presentations and posters, leaflet and more.

## Appendix I, Table of activities

Table 1: Project's identity and profile

Activity	Target audience	How/channel	Goal for activity	When?	Who?
Visual profile and logo	All.	To be used in all communication and outreach activities.	Branding, recognition factor.	Decisions M2, to be used M2-42.	Project Management and Task 8.5.
Key messages, slogan and boilerplate	All.	Website, newsletter, communication materials.	Strengthen the brand.	Decisions M2, used M2-42, revision to be considered yearly.	Project Management and Task 8.5.
Contacts	Core, Primary.	All kind of communication and outreach activities.	Facilitate contact by clearly define contact persons and channels.	Decisions M3.	Project Management.
Outreach and communication strategy and plan	Core.	Written deliverable.	Establish a strategy focused on reaching stakeholders. In addition increase dissemination of results and knowledge of the project in a wider audience.	Draft M2, Deliverable M3. Evaluation/revision M12, 24, 36.	Task 8.4, WP8, Project Management.
Communication audit and log	Project partners, Project Management.	Task 8.5 will keep a log of communication and outreach activities. This requires the participation of all project partners.	Set routines for documentation, evaluation and interaction on communication activities to make sure the goals are reached.	Routines ready M6.	RISE (Task 8.5), all WPs and partners.
Communication kit	Project partners, Project Management.	Templates for Word, PowerPoint, InDesign and video will be available for project partners via Box and - when relevant - project website.	Strengthen the brand.	Ready M6.	RISE (Task 8.5).



Table 2: Internal communication

Activity	Target audience	How/channel	Goal for activity	When?	Who?
Management board meetings	Management board, all partners represented.	Tele conference.	To ensure quality dialogue with the members of the advisory board and situation analysis team.	Every 6 month.	Project Management.
Project management office meetings	Project coordinator, project manager, WP leaders and Situation analysis team.	Tele conferences and physical meetings.	Status update of the work packages. Discussions with Situation analysis team on events around the world that may affect the project to ensure that the work is still relevant and going in the right direction.	Meeting every month, physical meeting once every year.	Project Management.
Chalmers coordination team meetings	Project Coordinator, Project Manager and Administrative Project Manager.	Physical meetings.	Updates	Continuously.	Project Management.
Communication Hub	Project partners, Project Management.	Create an internal communications hub which focuses on practical work to optimize dissemination and to log and evaluate communication activities and materials. Mostly mail correspondence but also meetings on Skype.	Facilitate fast and efficient sharing and/or publishing of news, publications, upcoming events, videos etc. Coordinate and log communication activities.	M4-M42.	Task 8.5 in cooperation with all project partners and Project Management.

Table 3: UNITED-GRID website

Activity	Target audience	How/channel	Goal for activity	When?	Who?
Initial setup of domain and CMS		Registered domain <a href="http://united-grid.eu">http://united-grid.eu</a> and build website structure	Laying fundamentals for a responsive and SEO-friendly website focusing on content.	Done M1.	RISE.
Content: Project presentation	All.	Pages: Start, About, Project partners, Work package presentations, Contact us.	Present the project to stakeholders, the scientific community and a wider audience. Emphasis on the priority communication messages: Environmental, technical and business solutions.	Ready M4, continuously updated.	RISE in cooperation with project partners and Project Management.
Content: News	Core, Primary.	Publish posts in website news feed.	Communicate project activities and results.	M4-M42.	RISE in cooperation with project partners, communication hub.
Content: Events	Core, Primary, (Secondary).	Website page Events.	Inform about events and attract participants.	M4-42.	RISE in cooperation with project partners, communication hub.
Content: Twitter	All.	Widget showing UNITED-GRID's tweets and retweets.	Show activity (also among project partners) and attract followers.	Launch when Twitter-activity on @unitedgrid has reached >10 tweets/retweets.	RISE (Task 8.5).
Content: Videos	All.	Show UNITED-GRID's videos in news posts and on homepage.	Increase interest in the project; attract followers to the project's YouTube channel.	M12-42.	RISE (Task 8.5) in cooperation with WP8 and other partners.
Content: Contact Us	All.	Contact page presenting the Project Management, also with contact form.	Make it easy for interested to make contact.	M4 (when project's contacts are defined) - 42.	RISE (Task 8.5).
Content: Publications	Core, Primary.	Public reports, articles etc. to be linked to or available for download.	Dissemination of results.	M12-42.	RISE and all WP leaders.

Statistics	Leader WP8, Task 8.5, Project Management.	Google analytics reports generated to follow development. Results will be improved by active SEO optimisation.	<b>Monitoring indicators</b> Growth of visitors to the website. >10 000 page views Y3.	Google analytics set up M2, quarterly reports M6-42.	RISE (Task 8.5).
Website development	All.	Launch new types of content, interactivity and web solutions when needed.	Create a state of art website with low bounce rate.	To be considered throughout the project.	RISE (Task 8.5) in cooperation with WP leaders and project partners.
Web survey - do we reach target groups	Website audience.	Web survey on the united-grid.eu website.	To evaluate the success of the website a survey will be performed: Do visitors belong to relevant target groups?	Y3	RISE (Task 8.5).

**Table 4: UNITED-GRID Social media presence**

Activity	Target audience	How/channel	Goal for activity	When?	Who?
LinkedIn	Core, Primary	Presence on LinkedIn via company page <a href="https://www.linkedin.com/company/united-grid/">https://www.linkedin.com/company/united-grid/</a> Attract stakeholders and followers. Share relevant posts from project partners, connected projects, the EU's research programmes and stakeholders.	Networking and sharing news, results and publications. To create awareness and make it easy for relevant actors to contact the project. <b>Monitoring indicator</b> Overall goal >1 500 followers in Social media M42. Update >4 times a year.	M4-M42	RISE (Task 8.5) sets up account, project participants take part.
Twitter	Core, Primary	Twitter account @unitedgrid. Follow project partners, connected projects, the EU's research programmes and stakeholders. Tweet and retweet. Use relevant hashtags to get maximum impact. Continuous updates.	Make the project known especially among policymakers and industrial stakeholders.	M4-M42	RISE (Task 8.5) has set up account, continuous updates

Facebook			<b>Monitoring indicator</b> Overall goal >1 500 followers in Social media M42.		preferably needs more contributors to take part.
	Secondary	Facebook page United-Grid, user name @unitedgrid. The Facebook posts primarily to be used in connection to events and activities aimed to reach stakeholders, students, customers and consumers. Facebook also to be used for sharing Facebook posts from project partners.	Be found by Facebook users, share videos and news updates. Possibility to reach new audiences. Storytelling. Engaging.  <b>Monitoring indicator</b> Overall goal >1 500 followers in Social media M42.	M4-42	RISE (Task 8.5).
YouTube	All	YouTube channel <a href="https://www.youtube.com/channel/UCVaOLhcSOGKCBqPVKnlhgWg">https://www.youtube.com/channel/UCVaOLhcSOGKCBqPVKnlhgWg</a> and used to promote UNITED-GRID's video productions and attract subscribers.	Be found by YouTube users, share videos to reach viewers who wouldn't normally visit the UNITED-GRID webpage.  <b>Monitoring indicator</b> Overall goal >1 500 followers in Social media M42.	M4-M42	RISE (Task 8.5).
Other social media		To be considered	To be considered	To be considered	

Table 5: UNITED GRID Newsletter and Communication materials

Activity	Target audience	How/channel	Goal for activity	When?	Who?
Newsletter	Core, Primary	Digital newsletter via Bizwizard. The newsletter links to UNITED-GRID website	To keep project partners, stakeholders and scientists	Issued via email at least twice yearly M3-M24, at	RISE in cooperation with WP leaders, Project

Project presentation PPT		but also to relevant posts and publications from project partners, connected projects, the EU's research programmes, industrial stakeholders and non-scientific news media.	informed and to disseminate progress and results.  <b>Monitoring indicator</b> >12 issues of UNITED-GRID Newsletter during the project's duration 5 000 newsletters opened	least quarterly M25-42. Extra issues when needed. Subscription campaign to start M4.	Management and project partners.
	Primary	PPT, available for download from UNITED-GRID website, to be used by project partners at meetings, conferences, fares and other events.	Describe the UNITED-GRID project and its goals. Emphasis on solutions and possibilities for future intelligent distribution grids and how the project's results can be used to increase sustainability.	Ready M6	RISE in cooperation with WP8 and project partners.
Leaflet	Core, Primary	A three folded A4 leaflet presenting the project available for download from the UNITED-GRID webpage	Describe the UNITED-GRID project and its goals. Emphasis on solutions and possibilities for future intelligent distribution grids and how the project's results can be used by stakeholders and to increase sustainability.	Ready M6	RISE (Task 8.5).
Roll-up	Primary, Secondary	Roll-up and a poster will be available for download on the UNITED-GRID webpage to be printed locally. Roll-up and poster to be used in outreach activities, meetings, fares, workshops etc.	Support project's visual identity at events.	Ready M6	RISE (Task 8.5).
Video productions	All	Interesting and appealing video films will be produced for use on the project website and in social media.	Take advantage of the moving image's strength to present the project as such, the challenges and possibilities ahead and the project's results.  <b>Monitoring indicators:</b> >20 video productions	M4-42. Start M3, the two initial videos will aim to present the project as such and the concept of smart grids.	Task 8.5.

**Table 6: Articles in scientific publications, professional journals and news media**

Activity	Target audience	How/channel	Goal for activity	When?	Who?
Articles in international peer-reviewed journals	Scientific community, regulatory and policy bodies	<p>International peer-reviewed credible journals such as <b>IEEE Transactions on power delivery / power systems / smart grids / sustainable energy / power electronics/;</b>  <b>IET generation, transmission &amp; distribution / renewable energy; Elsevier - Electric Power Systems Research / Sustainable Energy, Grids and Networks / International Journal of Electrical Power &amp; Energy Systems.</b></p> <p>The partners will ensure the open access to all peer-reviewed scientific publications relating to the results of the project, using institutional repositories (e.g. <a href="http://www.digital.csic.es">www.digital.csic.es</a> or <a href="http://www.hal.archives-ouvertes.fr">www.hal.archives-ouvertes.fr</a>) or other available tools.</p>	<p>Disseminate non-confidential knowledge produced by the project to support further development and future exploitation.</p> <p><b>Monitoring indicators</b>            Number of papers accepted per year &gt; 16            Number of citations &gt; 1 200            Proportion of joint publications (with authors from more than 1 partner) &gt; 40%            Average number of different partners authoring each paper &gt; 3</p>	M1-M42	Project Management
Publicity in professional journals	Primary	<p>Press releases, press conferences and/or articles directed to professionals-oriented magazines and other industry media. Emphasis on success stories (project's progress) and future exploitation.</p>	<p>Increase interest in the project and its possibilities for stakeholders and policymakers to create societal and market impacts.</p> <p><b>Monitoring indicator</b>            &gt; 20 articles about the project/demonstrations, in a</p>	M12-M42	WP8, (Task 8.5) and project partners.

Publicity in news media	Primary, Secondary	Press releases, press conferences and/or articles directed to public news media, i.e. about the scenarios (WP2) and the demo sites (WP7).	professionals-oriented magazine Increase interest in, and awareness of, the project and its possibilities among local population of areas where the demonstration projects take place as well as other smart grid users.  <b>Monitoring indicator</b> > 20 articles about the project/demonstrations in a professionals-oriented magazine	M12-M42	WP8 (Task 8.5) and project partners.
	Debate articles	Core, Primary, especially policy makers.	Discuss the policy changes which are required to facilitate the development of smart grids in professional and/or public media.	To be decided.	M42

**Table 7: Conferences, meetings and workshops**

Activity	Target audience	How/channel	Goal for activity	When?	Who?
Scientific conferences	Core, Primary	UNITED-GRID will be present at the well-recognised scientific conferences in the fields of research such as IEEE PES-GM meetings, IEEE ISGTs, IEEE PowerTech, or PSCC.	Present project results and the project as such.	M1-42	Project Management.
Liaison participation and in initiatives and events	Core	Activities liaison with networks /initiatives (e.g., KIC innoEnergy, ISGAN, Smart Grid taskforce, Interflex, FED (Urban Innovative Actions initiatives), m2M (ERANET-Smart Grid Plus).	<b>Monitoring indicator</b> Number of international initiatives and networks effectively reached > 5 Policy and regulation activities > 2 annually Innovation development activities > 10 Thematic and scientific events > 2 annually	M1-42	Project Management.

UNITED-GRID events			Main-speaker > 4 scientific conferences		
	Core, Primary	Guide-workshops with management groups - also communication through digital channels in connection with workshops. Delegation visits.	Stakeholder engagement.  <b>Monitoring indicators</b> > 40 stakeholders have used GUIDE > 20 stakeholders have actively used GUIDE for planning > 100 visits from stakeholders	M12-42	Project Management and project partners.
Partners' and stakeholders events	Core, Primary	Participate in events arranged by partners, sharing of pictures and videos and live streaming through digital channels. Participate in seminars, conferences, fairs etc. arranged by stakeholders.	Knowledge transfer and stakeholder engagement. Increased interest in the project and promotion of future exploitation possibilities.  <b>Monitoring indicator</b> Participation in 2 or more 3 <sup>rd</sup> party activities	M1-42	Project Management and project partners.