

D6.5 Communication and Dissemination Plan





Deliverable Summary

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D6.5 Communication and Dissemination Plan			
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Helena Deane			
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Project Summary

SPECTRA project (Stimulating Performance of Ecosystems in Creative Territories and Regional Actors) embodies the collaborative vision of 8 partners (including 3 associate partners) representing 4 regional ecosystems – an emerging innovator region in Bulgaria (North-Central-BG), moderate innovator region in Ireland (Northern and Western), together with lead innovator regions in Denmark (Hovedstaden) and Germany (Berlin).

SPECTRA will put in place key ingredients required to equip the emerging innovator and moderate innovator regions with a more responsive, resilient ecosystem, capable of growing and developing coordinated responses to many challenges creative industries are facing to achieve the National and European goals. It will harness and multiply the power of individual ecosystem initiatives to create a collaboration driven innovation network - resulting in enhanced, more inter-connected, diverse, gender-responsive, competitive, and sustainable ecosystems.

Additionally, SPECTRA will include activities directed at the creative innovation eco-system stakeholders that will encourage development of joint strategies and amplify collaboration. They will benefit extensively from the advanced business support models developed to fast-track start-ups, produce scale-ups, avail of best practice, new systems, structures, and tools, as well as data-driven & carbon-reducing challenge-based innovation methods, case studies, role models, cross-sectoral and intra-territorial learning - creating an excess of 300 new linkages.

In addition to addressing the relevant project call and work programme contexts, the National, Regional and EU Policy framework and its associated strategies and objectives, the overall concept for SPECTRA has been conceived around formulating coordination and support measures based on the preliminary needs analysis of the 3 key primary audiences: ecosystems as a whole (as catalysts for businesses to thrive and drivers of innovation), SMEs, start-ups and scale-ups (entrepreneurs/solution providers and key beneficiaries), and other ecosystem stakeholders (public organisations, HEIs, researchers, clusters, incubators, accelerators, etc.).

All 3 audiences are perceived beneficiaries of the SPECTRA outcomes, with the proposed project removing obstacles to achieving expected impacts (further elaborated on below, including other target audiences).

SPECTRA is funded through EISMEA.I – Innovation Ecosystems, SMP/Entrepreneurship and Consumers strand, EU and place-based Innovation Ecosystems Call HORIZON-EIE-2022-CONNECT-01-01: Towards more inclusive networks and initiatives in European innovation ecosystems, under Horizon Europe Lump Sum GRANT AGREEMENT No. 101097000.

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1 Deliverable Description

Under Work Package 6 Joint Collaborative Initiatives, Communication, Dissemination & Outreach, led by project partner CREW, task 6.5 is focused on building a dissemination and communication strategy/plan and implementing it and complements the outreach activities in this WP.

The plan aims to attract and engage with the project beneficiaries and relevant stakeholders while raising awareness on SPECTRA activities/results. The elaboration of the dissemination and communication strategy & plan and its implementation (in line with EC guidelines/recommendations) takes into consideration the following activities:

- Design project brand logo, message, and promotion/motivational material, aligned with project market position within the investors/start-up ecosystem.
- Definition of communication protocols to be followed by the partners (communication channels, frequency & timeline, and type of message language for each customer segment in each project moment), including social media (twitter, linkedIn).
- Elaborate processes for organization and coordination of promotional activities such as: events, conferences, meetups, and face-to-face meetings.
- Setup project communication activities according to project phases and timeline, such as: promotion, events, public relations initiatives, internet/blogs activity and effective one-to-one meetings
- Engage and organise project stakeholders' participation in international reference events, including providing project branding material.
- Identify and monitor dissemination and communication KPIs.

This task will also include the development of a project website (to be undertaken by WDC, in collaboration with partners). The project website will make information about the activities and events available, and feature supports, success stories and achievements, as well as the consortium members profiles and contacts – it will also contain a repository where the toolkits, reports and other project publications will be shared, with ability to download them. All partners will contribute to this task, by undertaking further dissemination & communication via their own channels (e.g., website, social media) & networks (e.g., EEN, the wider EBN network, etc.). The activities will link with existing communication & dissemination activities.

2 Specific Needs and Expected Results

What are the specific needs that triggered this project?

O1: Engage in Capacity Building in Moderate and Emerging Innovator Regions to reduce the innovation gap in Europe.

O2: Facilitate new methods, tools, systems, and structures to enhance the orchestration of ecosystems, their growth potential and resilience.

O3: Increase engagement with underrepresented stakeholder financiers/investors, engage them in capacity building and create additional opportunities for start-ups and SMEs to engage with them and each other.

O4: Create gender-inclusive mindsets, ecosystems that are gender sensitive and ecosystems that are responsive to environmental, social and digital dimensions

O₅ Engage in joint collaboration, communication, dissemination, initiatives and outreach to scale and maximise impacts.

What do you expect to generate by the end of the project?

Under O1: A collaboration roadmap of regional ecosystems in Germany, Denmark, West of Ireland, and Bulgaria will be established within the first 6 months of the project and will continue following project end partners will engage in 4 study visits to each of the ecosystems with activities including 5 research topics (taxonomy, best practice, Creative Industry 5.0, interterritorial learning and case/studies models) 2 discussion panels and 2 roundtables.

Under O2: 120+ stakeholders engaged through activities, 5 Workshops and Experiments, 4 Good Practices/New Methods/Tools/ Business Support Models

Under O3: 100+ start-ups and SMEs will be supported through (WP4), Access to Finance Activities (WP5) Challenge-Based Innovation Experiments (WP6) thematic challenges and peer2peer community building activities, with 5 challenges, and experiments, 2 investment sprints and e-pitches (12 start-ups in total), and an investor and stakeholder forum involving over 40 investors in total, resulting in: 100+ new start-up connections, linkages, and collaborations.

Under O4: 300+ stakeholders engaged through activities (at least 40% comprising women), 2 research actions with surveys, 5 Workshops and Innovation Forums, 2 Experiments/Challenges, 5 Good Practices

Under O5: Active intra-territorial and ecosystem exchange activating the creative industries in target territories and in Europe, 1000+ Events Participation/Attendance, Online knowledge repository, 21 Public Usage Deliverables, Project Brochure/Posters in 5 languages (e-brochure), 24 News/Press Releases, 28 Evaluation Reports, 1 Policy Brief, 1200 Social Media Postings (14400 individual impressions), 10 Webinar Recordings on YouTube or Vimeo, 300+ New Connections, Linkages & Collaborations, 500+ individual incidents of replication/ transfer knowledge, 23 Training/workshops/huddles/ Roundtables.

What are the expected wider scientific, economic and societal effects of the project contributing to the expected impacts outlined in the respective destination in the work programme?

Scientific: Enhanced understanding of what approaches, mechanisms and actions lead to improved ecosystems, which are complex and multifaceted - including new data.

Economic: Achievement of, in the 4–5-year post-project, an increased number of scale-ups (4-5 additional scale-ups created), 1644 Direct FTE and 3025 Indirect & Induced FTE created, increased number of start-up investments/ financing and deals (€15 million new investment/finance).

Technological: Enhanced understanding of Creative Industry 5.0, most current innovation directions and trends, as well as increased appreciation of impact of digital transformation on the ecosystem development and growth.

Societal: Greater consideration of environmental and social dimensions in ecosystem development and growth activities, such as reduction of carbon footprint by harnessing creativity and gender-inclusive mindsets within the creative ecosystems.

Policy: Inputs towards the design of policy interventions that can reduce the persisting innovation divide between the EU's Member States and regions, and lead to a more integrated and cohesive European innovation ecosystem.

Other European Added Value: Supported networking among innovation actors across local ecosystems, notably building on EU-level initiatives. Guided bottom-up, place-based approaches of smart specialisation and investments + initiatives for reinforcing innovation ecosystems. Fostered synergies between different EU, as well as national and regional programmes. Enhanced local innovation networks and connectivity within Europe.

Relevant requirements, potential barriers & mitigation to aid realization of impacts can be summarized as follows:

Requirements **Potential Barriers** Mitigation Access to a wide variety of Innovation actors difficult to Mapping and regular outreach to innovation actors in target identify and access ensure all relevant actors are ecosystems Investors not interested to included Access to expert and novice engage in this area Leverage investor networks, incl Women innovators are hard investors Media Deals and existing projects to Access to a significant number of to reach reach investors Successful Initiatives lack Ensure referral of women innovators women innovators Access to successful initiatives relevance/are a poor match via trusted intermediaries from lead innovator regions that for the needs of moderate/ Successful Initiatives included in emerging innovator regions SPECTRA already tested for have demonstrated international/European network Engagement lacks in certain relevance quarters/is incomplete Project partnership reflective of a reach Engagement from the quadruple Lack of survey responses/lack range of stakeholder types of engagement with research Building trust and engaging based on helix Collection of adequate data and activities strong SPECTRA value proposition good quality research Poor to obtain quality data and encourage Identification of relevant engagement/engagement of actors to collaborate & cocreate challenges/experiments/themes wrong actors leading to Mapping, consultation and regular Incentive and motivation to selection of inadequate/weak outreach to ensure all relevant actors collaborate and cocreate are included topics Availability of relevant expertise Relevant Expertise identified in Actors hesitant to collaborate/cocreate advance of the project Experts are hard to commencement identify/engage

3 Communication and Dissemination Strategy

All partners will be supporting further exploitation and expansion of results at the regional, national, European and international level. Examples of networks and linkages that will be exploited are given below (non-exhaustive list): Innobridge is a member of the European Business Innovation Centre Network (EBN) and the Special Interest Group (SIG) on Creative Industries, WDC is a member of the European Network of Living Labs (EnoLL) and the Connected Hubs Network (over 300 networked hubs), which CREW is also networked with. Associate partner GDC is a partner in the UNESCO Creative Cities Network, EU Capitals of Culture Network, whereas Creative Business Network has its own global network spanning 80 countries and Media Deals is networked within the investment and start-up community in Europe. Partners habitually collaborate and disseminate with the Enterprise Europe Network (EEN). Ruse Chamber of Commerce is networked with other Chambers of Commerce internationally and ATU is part of the EIT HEInnovate Initiative (to strengthen their entrepreneurial and innovation capacity and enable them to integrate into innovation ecosystems) and will engage with the network of HEIs associated with the initiative.

The objectives of the SPECTRA dissemination strategy to maximise impacts are as follows:

- To raise widespread awareness about the objectives, activities, and results of SPECTRA among the largest possible number of ecosystem stakeholders, clusters and accelerators in the target ecosystems and beyond.
- To engage these clusters, incubators, and accelerators in the SPECTRA project initially through participation in project activities, and finally as propagators to other stakeholders and stakeholder networks.
- To invite relevant clusters, incubators, and accelerators to inform the start-ups from their portfolios about the SPECTRA activities and to encourage their client participation in SPECTRA.
- To share experiences, best practices and results with other projects, ecosystems, stakeholders.
 and interested parties with a view to wider dissemination of emerging best practices and based
 on these experiences the formulation of recommendations for new policy or support actions at
 EC or member state level.
- To exploit project results and develop sustainability for continuation of SPECTRA activities beyond EC funding.

These objectives and a more detailed strategy and activities will be reflected in the following deliverable Communication & Dissemination Plan in WP6.

EC guidelines on successful communication indicate that a good communications strategy should involve four essential steps (Messaging, Audience, Channels and Planning):

3.1 Messaging

What is SPECTRA? A core message will be refined for the different target audiences of the project but clarity on the overall message will be consistent. EC support will be acknowledged in all communication.

3.2 Audience

The primary target audiences for SPECTRA are: target ecosystems in participating regions, innovative entrepreneurs' start-ups and SMEs with potential for growth in the creative economy, a wide range of

financiers, investors and VCs and women innovators, other individual stakeholders - municipalities and local & regional government, Research Institutes and Universities, policy makers and funding bodies at EU, regional and national level; other networks supporting the growth of entrepreneurs, start-ups and SMEs in target territories and in Europe, general public in each participating regions. Secondary audiences are other ecosystems in Europe and their stakeholders.

- Creative Industry & Public Sector Innovators (Entrepreneurs, Start-Ups, Scale-Ups, SMEs, Corporates/Large Enterprise, Public Sector organisations)
- Scientific Community (Applied Technology Providers, HEI/Academia, Researchers)
- Financiers/Investors
- Other Ecosystem Stakeholders (Innovation Centres, Districts, Incubators & Accelerators, Digital Hubs, Sector Associations, Skillnets, Networks, Clusters, Chambers of Commerce)
- Other Ecosystems & European Regions (including International Bodies & European Sectoral Associations, other European Networks, Network of Regions, International Associations/Partners)
- Policy Makers (Local Authorities, Regional Authorities, National Government Bodies, European Policy makers)
- Civic Society/General Public (NGOs, other ecosystem users, Citizen organisations, students, Individual citizens)

What dissemination, exploitation and communication measures will you apply to the results?

General: Website, social media, news/publications, PU outputs and events

Dissemination/Communication to stakeholders within participating ecosystems: workshops, huddle, roundtables, innovation forums, b2b matchmaking, int'l forum, sprints and e-pitches, experiments/challenges.

HEI/Researchers: Through HEInnovate project network, directly through 1-2-1 engagement, through roundtables, experiments/challenges, and innovation forums

Financiers/investors: Harnessing Media Deals, and CBN networks, EBAN and communities of financiers built by projects such as StartUp Europe, EIC and InvestHorizon, through events (workshops, sprints & epitches, int'l forum)

Policy makers: news media, social media, policy brief, one-on-one meetings, and workshops/roundtables and seminars.

Other ecosystems/regions: Harnessing linkages with other EU projects and pan-European networks: CBN, EBN, SIGs, CoR, EER, UNESCO Networks etc, as well as international events.

Citizens/Community: Engagement via general communication channels above and opportunities for inclusion in events, roundtables, forums, utilisation of community and citizen group networks etc.

Benefits to specific target groups are detailed in the table below:

Start-Ups, Scale-Ups & SMEs

- Ability to access finance at critical stage of their development, while also having the benefit of being part of a community of peers and having access to role models and peer mentoring
- Ability for start-ups and SMEs to network and promote their abilities, technologies, products and services on an international stage at a critical stage of their development and access to greater range of follow-on finance

options

Creative Industries Stakeholders/Target Ecosystem Participants

- Closer integration and collaboration with other actors in the ecosystem, in particular different representatives of the quadruple helix
- Ability to co-create, experiment and influence future innovations by working with researchers, start-ups and other innovators in the ecosystems.
- Become part of the joint strategy to tackle common challenges and other activities shaping the ecosystem development.
- Assist in developing and improving access to an enhanced body of knowledge and tools, capacity building, development of new skills and best practice in particular in the area of advanced support models for innovation, greater orchestration capability.
- Ability to influence policy recommendation impacting types and intensity of future collaboration and ecosystem development.
- Direct involvement in economic development and future-proofing activities
- Tools for positive change on the challenge of climate change linked to digitalisation and business support provision, access to finance, and technological development.
- Greater networking and collaboration among various actors around the topic of digital innovation, harmonised and complementary activities and supports; joint action.

Investors/Financiers

- Increased knowledge of, and enhanced access to, start-ups in creative industries
- Helping close the knowledge gap around new value propositions and tackling the risk perception.
- Animation and capacity building of financiers that are 'novice' and less experienced and networked.
- Greater access to opportunities, case studies, information, skills, new connections with other investors, prospects for co-investment.

Women Innovators

- Lower barriers for women innovators to access innovation supports and be visible and involved in the decision-making processes within the ecosystem.
- Ecosystems with gender-inclusive mindsets being more gender-sensitive and thus responsive to the needs of women innovators

Other Ecosystems

- Exchange of knowledge and best practice supporting ecosystem development and orchestration strategies and interventions
- Improved business and innovation support and access to finance
- Exchange on transregional best practices, leading to improved economic development within a low carbon and socially orientated framework.
- Provision of opportunities and services to European SMEs with increased economies of scope and scale to amplify benefits.
- Other networking and collaboration opportunities leading to improved, more resilient and inclusive, innovation ecosystems

EU & Society

SPECTRA will significantly contribute to the following goals and priorities of the EU:

- It promotes <u>a sustainable growth and job-based recovery in Europe</u>, supporting achievement of EC goals, in particular employment and territorial cohesion, as well as fostering area-based, bottom-up approach.
- It contributes towards the <u>European Green Deal and the goals of becoming a modern, resource-efficient</u>
 <u>economy</u>, through its environment conscious project approach and activities while also contributing to the 17
 UN SDGs (detailed below).
- It supports the achievement of the objective to enable <u>a Europe fit for digital age</u>, by supporting engagement with a new generation of technologies/new innovation directions and trends/Creative Industry 5.0
- It underpins the effort to achieve <u>a more Competitive Europe</u>, by supporting development and growth of Small and medium-sized enterprises (the backbone of the EU's economy), and increased investment.

SDG8 Decent work and Economic growth – The overarching aim of SPECTRA is to stimulate growth of the creative industries and the contribution to the GDP and high-quality job creation. SPECTRA will create 1644 jobs and €15 million in additional investment.

SDG9 Industry, Innovation and Infrastructure - SPECTRA concept and approach are based on inclusive and sustainable innovation centred around industry (start-ups, SMEs and corporates) and infrastructure, can unleash

dynamic and competitive economic forces that generate employment and income. The project will play a key role in introducing and promoting new technologies, facilitating international trade and enabling the efficient use of resources.

SDG11 Sustainable Cities and Communities - SPECTRA will support local governments and community-driven solutions while helping provide relevant data, evidence-based methods and knowledge for informed decision-making, which will revolve around direct involvement of citizens and communities in the project, e.g., via associated partners.

SDG13 Climate Action – SPECTRA is based around an environment conscientious approach and includes actions that specifically focus on carbon footprint reduction (e.g., WP₅).

SDG17 Partnerships for Goals - SPECTRA stimulates inclusive partnerships at the international, regional, national and local levels, based upon a shared vision and shared goals, towards common economic development growth built around sustainability principles, which is demonstrated in the work plan actively encouraging and seeking stakeholder involvement and project management (open) structure.

3.3 Channels

In order to maximize the impact of the project, efficient communication channels will be established between the users of the project results and the Consortium: Individual partner networks and communities: Existing networks of all consortium members are essential and will be playing a pivotal role in reaching the target audiences. SPECTRA events and opportunities will be spread out massively through partners own channels as well as be used to identify individual key participants to certain activities.

3.4 Website/Newsletter

The "face" of the project to the general public, it will be the repository of all content produced, including the educational material, the event dashboard and the portfolio of success stories, providing a reference for interested stakeholders on details of activities, selected start-ups, partners, etc.

3.5 Online community

Using the MightyNetwork platform, the online community will be promoting calls, engaging scaleups and financiers to come the project activities, facilitate peer2peer relationships and mentoring among start-ups, matchmaking and identify synergies between participants and overall stimulating conversation.

3.6 Social Media

(Twitter, LinkedIn, Instagram, Facebook, Youtube, AngelList, Crunchbase, etc.): SPECTRA will develop a strategy for each of the social media platforms mentioned to maximise the reach to the relevant audiences. Social media will be the main tool for showcasing results and attracting new participants to the community, websites and events. SPECTRA activities will naturally be promoted in most platforms where they can be searched either geographically or by topic.

3.7 Events

SPECTRA will host workshops and networking sessions described in the work plan virtually and at partner and 3rd party events of large local, national and international visibility thus effectively maximizing its reach. Additionally, the consortium partners are habitually invited to speak and exhibit at key industry events.

3.8 Planning

The Communication and Dissemination Plan (D6.5) of SPECTRA will be developed at the beginning of the project. This plan will ensure that dissemination and communication activities are prioritised in all work packages to ensure the full impact of the project is achieved. The key end user target audiences and communication channels have already been identified in the previous section. The role of each partner in targeting these audiences and the channels used are also described in detail in terms of networks and events that will be leveraged, which also ties into the project management structure, which has been devised to encourage external engagement form the start, as well as an early uptake of project results.

This information highlights the extent to which each partner is networked in their own region/country and thus their capability to ensure the optimal uptake of project opportunities by innovative start-ups/SMEs, investor communities and policy makers at the highest level in each region, country and at European and international level. Many of the partners are also actively involved in other European networks, as highlighted, and these channels will be fully exploited to present SPECTRA results and opportunities for expanding the network to a wider audience e.g., Science and Research community networks, business support practitioners, corporate and financiers, as well as the general public.

In addition to the above, SPECTRA partnership endeavours to collaborate and exchange with other projects funded under EIE Funding Calls and Work Programme to maximise the knowledge exchange and identify common opportunities. Dissemination activities will be continuously monitored, evaluated, and adjusted to ensure that the actual results still meet the initially anticipated needs of a specific target groups, and that 'new' stakeholders are taken into account, right measures have been selected for the right audiences, concrete follow-up actions/results of certain dissemination measures have been identified and any novel or unexpected results ('serendipitous outcomes') that emerge are effectively disseminated.

What change do you expect to see after successful dissemination and exploitation of project results to the target group(s)?

- Interconnected, inclusive and more efficient innovation ecosystems across Europe.
- Building more on the existing strengths of European, national, regional and local ecosystems and stimulation the adaptation of new tools, methods, systems and structures/frameworks
- Attracting of additional new and/or less well-represented stakeholders in innovation territories, such as financiers/investors and women innovators
- Induce different innovation actors and ecosystems to jointly tackle challenges, including green, digital, and social transitions.
- Further broaden participation among EU territories, in already existing successful initiatives and networks that interconnect European innovation ecosystems.
- Further promote the deployment and scale-up of innovative solutions for ecosystem development and growth
- Accelerate the reduction of the innovation divide in Europe in the areas of inclusiveness and connectivity, improving the innovation capacities of its territories and actors, as well as enabling them to engage in joint efforts for sustainable growth and economic development.
- Greater adaptation of open innovation, co-creation and experimental approaches to strengthen the European Research Area.

4 Project Identity

Through public procurement, a creative agency was employed to generate options for the SPECTRA project. The creative agency was briefed on the project objectives and target audiences, with the key message being the interconnection of partner creative ecosystems.

Following a development and option appraisal process, the logo options were narrowed to the following logo portrayals:

4



Extra Bold font Thicker line



5 Project Platform

Following the public procurement process, a creative agency was engaged to develop the project website. Guideline criteria included:

Website Purpose

Promoting work of the Project partners, and to share news, resources and events the project will produce.

Target Audience

Creative and cultural industries stakeholders in target countries (Ireland, Bulgaria, Germany, Denmark), SMEs, investors, female innovators, as well as wider European CCSI audience.

Proposed domain address:

www.spectraproject.eu

Domain email & Hosting

To be included.

Long-term Website Maintenance for project timeframe – and Access to Content/Ability to modify/add content.

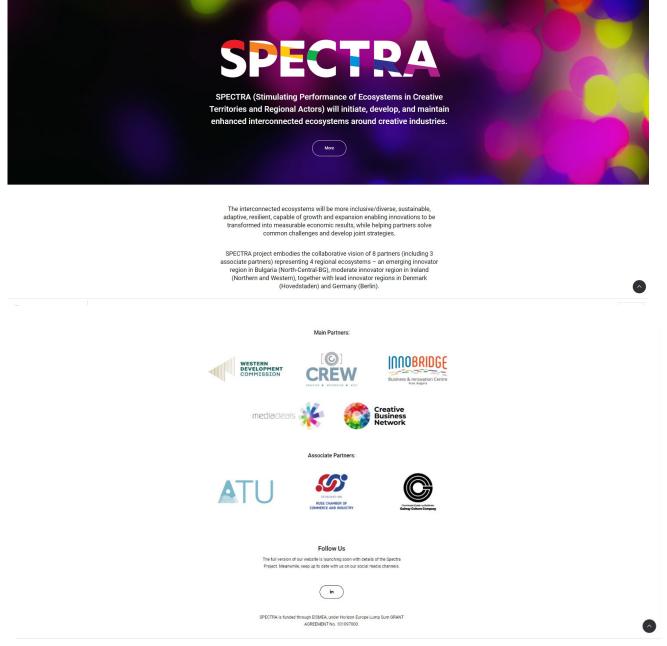
The website will be in the long-term ownership of WDC, who will manage the recurring costs of hosting and domain name renewals. Passwords and access rights to website/email/domain/hosting are to be handed over once specified website development has been completed and signed off on.

Website Structure

Suggested website mock-up - Web Pages to include:

- Home/Landing Page
- About SPECTRA— details of project and partners (partner logos to be included)
- Resources (uploading of files/documents and videos/podcasts)
- Events + news page (with ability to upload dynamic content videos, photos/images/links to event registration websites).
- Contact page (incl. interactive form), contact details of partners.

Website landing page impression is illustrated here:



Security

Standard anti-hacking/anti-virus measures to be included, SSL certificate to be included. SSL Certificate

also for project duration (2 years) and 3 years post project end.

Mobility

Website to be readable on mobile devices.

Analytics

Standard analytics (Google analytics or similar) to be included.

GDPR Compliance

Website should be compliant with GDPR, EU Cookie Law and any other relevant legislations/regulatory requirements.

EU Funding recognition

Website needs to include recognition of EU funding (typically included at the bottom/footnote of webpages) and the project partner logos. See https://rea.ec.europa.eu/communicating-about-your-eu-funded-project_en

6 Social Media

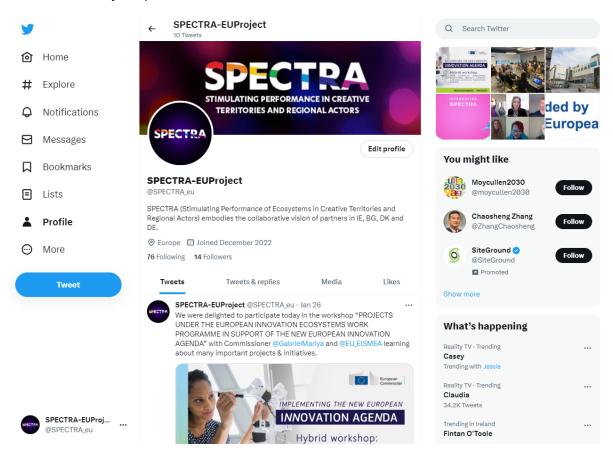
As communication products will be hosted on a number of online media platforms, interested groups will be able to subscribe to these channels, and these will be easily shareable through social media. Social media will provide the project with a means of communicating with its target audiences and collecting their reactions to and experiences of the SPECTAR stakeholders and the project's output materials. This specific activity links to the deliverable D6.7 to create Social Media accounts (Twitter, LinkedIn), to be delivered in M1, as a public usage (PU) DEM deliverable.

The social media account will be used to:

- Engage SPECTRA ecosystem stakeholders,
- Promote the project among identified target groups,
- Share news, publications and multimedia posts on the project website,
- Attract visitors to the SPECTRA website,
- Target journalists, media and influencers,

6.1 Twitter Account

A twitter account was created for SPECTRA, with the handle @SPECTRA-eu, under the name SPECTRA-EUProject, pictured below.



6.2 LinkedIn Account

LinkedIn is a business and employment-oriented service that operates via websites and mobile apps. SPECTRA will make use of LinkedIn to provide various stakeholders with the opportunity to connect and maintain ongoing communication online.

A LinkedIn account for SPECTRA has been created and is accessible under the following link: https://www.linkedin.com/company/spectra-euproject

