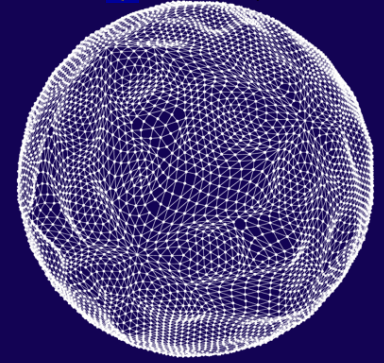




ATTRACT phase 2

Developing breakthrough technologies for science and society



Communications Strategy and Dissemination Plan (D8.1)

Name of the project:

ATTRACT₂

Grant Agreement contract number:

GA- 101004462

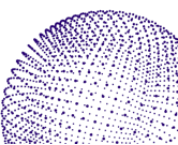
Date:

04/2021



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Summary

This Communications Strategy & Dissemination Plan aligns to the proposal for ATTRACT phase 2, which has served as a reference upon which the plan has been built. It is also informed by a retrospective on the plan developed for ATTRACT phase 1—incorporating what worked well and pitfalls to avoid repeating. A few key details from the proposal are included here for context.

Background

ATTRACT is a pioneering initiative bringing together Europe’s fundamental research and industrial communities to lead the next generation of detection and imaging technologies. Funded by the European Union’s Horizon 2020 programme, the project aims to help revamp Europe’s economy and improve people’s lives by creating products, services, companies and jobs. For news and more information on ATTRACT visit www.attract-eu.com.

Mission: “deliver a framework for transforming breakthrough detection and imaging technologies into breakthrough innovations with potential for industrial applications and societal added value”.

Tagline: “Developing breakthrough technologies for science and society”.

Slogan: “From open science to open innovation”.

ATTRACT phase 1 began with an open call August 2018. In February 2020, we entered phase 2: Proof-of-concept (phase 1) —> **Product/service proposition (phase 2)** —> Private investment

"ATTRACT phase 2: Upscaling a new co-innovation paradigm for a sustainable future."

The overall objective of ATTRACT2 (or ATTRACT phase 2 along the whole deliverable) is “to complete the validation of the paradigm shift started in phase 1, removing the element of chance in the conceptualisation and upscaling of breakthrough innovations and to bridge the innovation Valley of Death”.

From the overall objective, four specific objectives have been expounded:

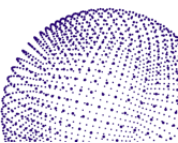
- SO1: Streamlining the upscaling process for breakthrough innovations
- SO2: Completing the innovation cycle and validating a sustainable co-innovation ecosystem
- SO3: Upscaling the Young Innovator & Entrepreneurs Pilot (now “Student Projects”)
- SO4: Embedding the innovation cycle into the European public funding cycle

Tone

We will not be developing a detailed brand personality, but certain words should spring to mind when our audiences engage with our communications. If ATTRACT was a person, they would be: smart, diligent, approachable, trusted, professional, dependable, upstanding, and honest.

Questions

Any questions about this document should be addressed to Karen Yalta, ATTRACT Communications Manager at Esade: karen.yalta@esade.edu





Objectives

The Summary section discussed ATTRACT's overarching objectives. This section discusses the specific objectives defined for work package 8 (WP8), the tasks required to achieve them, and the resulting deliverables. Just as these objectives have been shaped by ATTRACT's overarching objectives, they, in turn, shape the remainder of this Communications Strategy & Dissemination Plan.

The objectives for work package 8 (WP8), "Dissemination, Communication and Outreach", are:

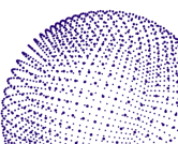
1. Support awareness-raising of the ATTRACT phase 2 open call
2. Raise visibility and awareness of ATTRACT phase 2 and the ATTRACT Model as a validated approach to innovation, based on "Open Innovation, Open Science, and Open to the World"
3. Raise visibility for funded projects so they become appealing for commercialisation support by external parties (e.g. venture capital and national/EU public/blended funding)
4. Promote two-way knowledge and technology transfer between research and industry, as well as creating opportunities for young entrepreneurs that help to bring the two fields together

The tasks required to achieve these objectives (available in full on pages 56-59 in the proposal) are:

- Task 8.1: Communications Strategy & Dissemination Plan
 - Subtask 8.1.1: Targeting
 - Subtask 8.1.2: Monitoring
- Task 8.2: Production and maintenance of communication materials
 - Sub-task 8.2.1: Update and maintenance of the ATTRACT website
 - Sub-task 8.2.2: Promotional brochures and leaflets
 - Sub-task 8.2.3: Social media platforms
 - Sub-task 6.2.4: Video productions
- Task 8.3: Dissemination events and outreach campaigns
 - Sub-task 8.3.1: Events
 - Sub-task 8.3.2: Outreach
- Task 8.4: Organisation of the ATTRACT final conference (AFC)

The resulting deliverables for work package 8 (WP8), which emerge from these required tasks, are:

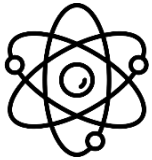
- D8.1: Communications Strategy & Dissemination Plan (M1)
- D8.2: ATTRACT website promoting the open call and linking to project submission pages (M1)
- D8.3: Online (social media) and offline (brochures, videos) dissemination materials (M2)
- D8.4: Monthly updates on the website highlighting funded projects' progress (M18-M48)
- D8.5: ATTRACT final conference (AFC) organisation and implementation (M48)
- D8.6: Trainings for funded project consortia and student teams (M48)
- D8.7: Report on dissemination events and outreach activities (M12, M24, M36, M48)
- D8.8: Organisation of workshops in other WPs (M4-M48)





Audiences

The proposal specifies the distinct audience groups for the deliverables of work package 8 (WP8):



Scientists

Top-level researchers with game-changing research ideas

Messages: Participate in the open call; Look at how we're advancing science

Outcomes: Greater open call participation; Greater awareness of ATTRACT

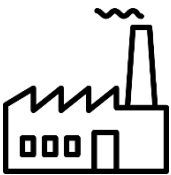


Students

Undergraduate and master's students, within and beyond STEM, with promising ideas

Messages: Participate in a student project; Look at science/industry collaborations

Outcomes: Student project candidates; Fondness of science/industry partnerships



Industry

End users of detection and imaging technology open to collaborative R&D

Messages: Collaborate with research; Look at how we're supporting your industry

Outcomes: More public-private partnerships; More collaborative R&D activities



Investors

Companies and high-risk investors looking to back game-changing technology

Messages: Look at these new technologies; See how we absorb/reduce your risk

Outcomes: Greater investment in collaborative R&D; Keen private investors



Policymakers

Willing to link national research strategy with imaging and detection domains

Messages: Look at our focus on societal outcomes (goods/services/jobs/growth)

Outcomes: ATTRACT added to EIC Pathfinder and national research strategies



Journalists

Specialised technology media willing to promote breakthrough technology

Messages: Look at these new technologies; See how we're improving society

Outcomes: Greater media coverage of ATTRACT and the benefits for society



Public

Interested general audiences, general media, and potential STEM students

Messages: Look at these new technologies; Consider a career in STEM

Outcomes: Understand how we benefit society; Find the next gen of researchers

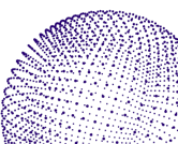


Internal

ATTRACT Consortium partners and participants in funded projects

Messages: Look at the exciting work we're doing; Get to know your colleagues

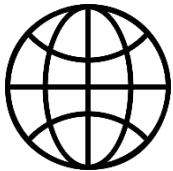
Outcomes: An engaged community of partners sharing information and successes





Channels

The following channels will be used to communicate the activities and outcomes of phase 2:



Website

The central hub and main public-facing channel for all things ATTRACT phase 2

Outcome: Three open calls; Ongoing project updates; Latest news/media stories
Contacts: TBC



Social media

Twitter, Facebook, LinkedIn, and YouTube with organic and sponsored content

Outcome: Updated for phase 2; Solid follower growth; Solid content engagement
Contacts: Karen Yalta (Esade)



Press releases

Hosted on partner channels and shared with relevant mainstream media/journals

Outcome: Releases covered in target media (see: "Press" on page 14); Media visits
Contacts: TBC



Events

During the pandemic, this will involve webinars with accompanying digital brochures

Outcome: Online workshops well attended by target audiences/Recordings available
Contacts: TBC



Multimedia

Three videos (launch, students, and AFC), project podcasts, and project infographics

Outcome: Multimedia assets created and shared through web/socials/newsletter
Contacts: Karen Yalta (Esade)



Newsletter

Quarterly program/project updates intended for 1) participants and 2) policymakers.

Outcome: Widely-read updates including news, media mentions, and multimedia.
Contacts: Karen Yalta (Esade)



Intranet

The central hub and formal internally-facing channel for all things ATTRACT phase 2

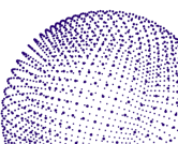
Outcome: An engaged community of partners sharing required deliverables
Contacts: TBC



Slack

The informal internally-facing channel for all things ATTRACT phase 2



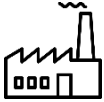













Outcome: An engaged community of partners sharing news and information
Contacts: Karen Yalta (Esade)





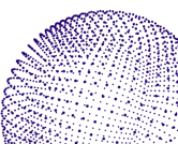
Audience-channel mapping

Different channels are best placed to reach different target audiences and outcomes. This table maps whether the suitability of a particular channel is high (**X**) or medium (**x**) for a given audience. Although this mapping is not exhaustive, it should serve as a useful reference in targeting audiences:

	 Scientists	 Students	 Industry	 Investors	 Policymakers	 Journalists	 Public	 Internal
 Website	X	X	X	x	X	x	X	x
 Social media	x	X	x		x	x	X	x
 Press releases				x	x	X	x	X
 Events	X	x	X	X	X	x		
 Multimedia	x	X	x		x	x	X	x
 Newsletter	x		X	X	x			x
 Intranet	X		X					X
 Slack	X		X					X

Wider channels

As well as the dedicated ATTRACT channels, it would be advantageous for partners to boost content through their own channels, when possible. European Commission channels should also be involved in boosting important content (see “Partners” on page 13 for contacts and scheduling guidelines).





Outcomes

Specific outcomes for each audience group and channel are listed in the previous sections. It is, however, important that we main outcome-focused across our communications activities. Therefore, the main intended outcomes across ATTRACT phase 2 are as follows.

External communications

- Media impact: Maximum coverage of project activities by target mainstream media/journals.
- Student projects visibility: Content showcasing our investment in the next generation.
- Content engagement: A high number of positive interactions with our social media content.

Internal communications

- Community engagement: Partners interact with the project on an ongoing, informal basis.
- Complete data: Partners/projects share events/media mentions/social posts for deliverables.

Key performance indicators (KPIs)

Like the intangible activities that are the focus of ATTRACT phase 2, these outcomes are less about hitting a particular number of followers, likes, or shares. While these quantitative metrics can be useful, they are often less meaningful than qualitative analyses of communications.

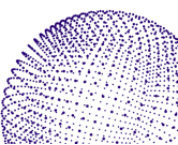
Therefore, our KPIs will not centre on specific quantities—they will instead centre on the quality of our work. We will, however, continue to capture quantitative details of our communications activities, but these will be used to explore our outcomes rather than acting as targets to hit.

These include:

- Website: Number of visitors; Popular pages; Popular exit pages
- Social media: Post reach (for top-performing posts); Account follower growth
- Press releases: Number of media mentions
- Events: Number of signups; Number of attendees
- Multimedia: How videos, podcasts, and infographics land through other channels
- Newsletter: Open rate; Number of link clicks
- Intranet: Completeness of required data uploaded
- Slack: Posts per month (i.e. frequency of internal discussion)

Once we have established baseline figures for each of these metrics, we can consider implementing quantitative KPIs. Only once we have baseline figures is it meaningful to assign realistic quantitative targets for our communications activities.

These metrics will be captured as part of quarterly program/project updates, to coincide with the release of the quarterly newsletters. Relevant metrics can be included in those newsletters, and combining these activities will be a more efficient use of resources when monitoring our activities.





Activities

The following pages list key milestones—and the channels and activities we’ll use to support them. Every activity is centred directly on a key milestone or deliverable, all in the service of ensuring that phase 2 achieves its overall objectives.

Broadly, ATTRACT phase 2 can be broken down into distinct phases:

- Year 1: “Projects selected” (M01-M12) (February 2021 - January 2022)
- Year 2: “Projects begin” (M13-M24) (February 2022 - January 2023)
- Year 3: “Projects interact” (M25-M36) (February 2023 - January 2024)
- Year 4: “Projects reviewed” (M37-M48) (February 2024 - January 2025)

It is worth noting that there is not an exact alignment between project years and calendar years.

Workshops

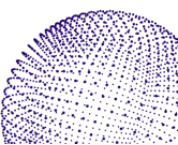
The activity calendars contain references to each of the following workshops. For simplicity, each workshop is referenced in the calendar by the shorthand “WS” and its identifier (01-12):

- 01: Kick-off ATTRACT phase 2 (M4)
- 02: Public investment possibilities and models (M6)
- 03: First Eastern Europe workshop for young innovators (M23)
- 04: Socioeconomic study progress (M27)
- 05: Tech transfer, IPR valorisation, and expanding to new STEM fields (M27)
- 06: Funded projects interim monitoring assessment (M30)
- 07: Second Eastern Europe workshop for young innovators (M30)
- 08: INFRAINNOV projects (M32)
- 09: Investor awareness and student projects (M41)
- 10: Socioeconomic study results (M44)

Shorthand








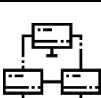

The following abbreviations are used in the activity calendars:

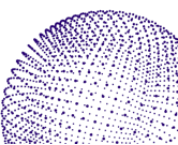
- Qly: Quarterly (every 3 months)
SES: Socioeconomic study
WS: Workshop












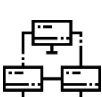

Year 1 "Projects selected" (February 2021 - January 2022)

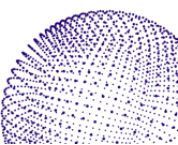
	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
 Milestones	Project kick-off		List of themes decided	Open call begins WS 01		WS 02		Open call closes				Open call winners Annual report
 Website				Open call launch				Open call closes				Open call winners
 Social media			WS 01	Open call launch	Open call/ WS 02	Open call	Open call	Open call closes			Open call winners teaser	Open call winners
 Press releases				Open call launch								Open call winners
 Events				WS 01	WS 02 WS 03							Annual report
 Multimedia												
 Newsletter					Qly update			Qly update			Qly update	Annual report
 Intranet												
 Slack				Qly check-in			Qly check-in			Qly check-in		














Year 2 "Projects begin" (February 2022 - January 2023)

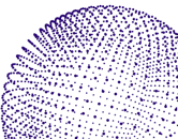
	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24
 Milestones					Funded projects start						WS 03	Annual report
 Website					Funded projects start			Project updates			Project updates	
 Social media	Project launch blogs	Project launch blogs	Project launch blogs	Project video / podcast teaser	Project video / podcast	Project video / podcast	Project video / podcast	Project video / podcast	Project video / podcast	Project video / podcast WS 03	Student projects video	Student projects video / WS 04
 Press releases					Funded projects start, inc. video/podcast						Student projects video	
 Events											WS 03	Annual report
 Multimedia	Project video / podcast (record)	Project video / podcast (edit)	Project video / podcast (edit)	Project video / podcast (review)	Project video / podcast (release)		Student projects video (plan)	Student projects video (record)	Student projects video (edit)	Student projects video (edit)	Student projects video (release)	
 Newsletter		Qly update			Qly update			Qly update			Qly update	Annual report
 Intranet												
 Slack	Qly check-in			Qly check-in			Qly check-in			Qly check-in		












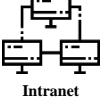

Year 3 "Projects interact" (February 2023 - January 2024)

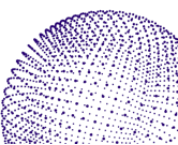
	M25	M26	M27	M28	M29	M30	M31	M32	M33	M34	M35	M36
 Milestones			WS 04/ WS 05		Halfway review	WS 06/ WS 07		WS 08				Annual report
 Website		Project updates			Project updates			Project updates			Project updates	
 Social media	Student projects video	Student projects video/ WS 04/ WS 05	Student projects video	Student projects video	Project info- graphics WS 06/ WS 07	Project info- graphics	Project info- graphics WS 08	Project info- graphics	Project info- graphics	Project info- graphics		
 Press releases					Project info- graphics							
 Events			WS 04/ WS 05			WS 06/ WS 07		WS 08				Annual report
 Multimedia	Project info- graphics (plan)	Project info- graphics (edit)	Project info- graphics (edit)	Project info- graphics (review)	Project info- graphics (release)							
 Newsletter		Qly update			Qly update			Qly update			Qly update	Annual report
 Intranet												
 Slack	Qly check-in			Qly check-in			Qly check-in			Qly check-in		





Year 4 "Projects reviewed" (February 2024 - January 2025)

	M37	M38	M39	M40	M41	M42	M43	M44	M45	M46	M47	M48
 Milestones					Pre-AFC WS 09		Funded projects end	WS 10				AFC Annual report
 Website		Project updates			Project updates		Funded projects end					AFC
 Social media	Project blogs	Project blogs	Project blogs	WS 09			Funded projects end / WS 10	SES			AFC teaser	AFC
 Press releases							Funded projects end	SES				AFC
 Events					WS 09			WS 10				AFC
 Multimedia								Final project video (plan)	Final project video (edit)	Final project video (edit)	Final project video (review)	Final project video (release)
 Newsletter		Qly update			Qly update			Qly update				Final update
 Intranet												
 Slack	Qly check-in			Qly check-in			Qly check-in			Qly check-in		





Partners

The following contacts can help to support communications activities through their own channels. When coordinating, however, it is important to be mindful of other partners' scheduling processes. Any requests for support should be 1) simple, 2) infrequent, and 3) organised well in advance.



Channels: [Twitter](#), [Facebook](#), [LinkedIn](#)
Comms contact: [Matthew Allinson](#), [Marti Jerkku](#)
Social media contact: [Laura Siira](#)



Channels: [Twitter](#), [Facebook](#), [LinkedIn](#)
Comms contact: [Ana Godinho](#), [Claudia Marcelloni](#)
Social media contact: [Claudia Marcelloni](#), [Loic Bommersbach](#)



Channels: [Twitter](#), [LinkedIn](#)
Comms contact: [Alex Nussem](#)
Social media contact: As above



Channels: [Twitter](#), [Facebook](#), [LinkedIn](#)
Comms contact: [Mathias Jaeger](#)
Social media contact: [Iris Kruijen](#), [Jodie Hagen](#)



Channels: [Twitter](#), [LinkedIn](#)
Comms contact: [Karen Yalta](#)
Social media contact: As above



Channels: [Twitter](#), [Facebook](#), [LinkedIn](#)
Comms contact: [Anna Lynn Wegener](#)
Social media contact: [Oana Sandu](#)



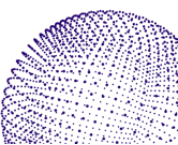
Channels: [Twitter](#), [Facebook](#), [LinkedIn](#)
Comms contact: [Delphine Chenevier](#)
Social media contact: As above



Channels: [Twitter](#), [Facebook](#), [LinkedIn](#)
Comms contact: [Bernd Ebeling](#)
Social media contact: [Rosemary Wilson](#)



Channels: [Twitter](#), [Facebook](#), [LinkedIn](#)
Comms contact: [Paolo Mutti](#)
Social media contact: [Giovanna Cicognani](#)





Press

Target organisations

Our mainstream media targets include:

- The Financial Times
- The Wall Street Journal
- The Guardian
- Le Monde
- National mainstream media in countries with projects selected for funding

Our non-technical journal targets include:

- Harvard Business Review
- European Research on Management and Business Economics
- International Strategic Management Review
- The Journal of High Technology Management Research
- ERCRIM News
- Technological Forecasting and Social Change
- EMBL News
- ESRF News
- CERN IdeaSquare Journal of Experimental Innovation (CIJ)
- ESADE Knowledge Briefings
- XFEL News
- National RI Newsletters

Building on the work of phase 1, contractors can be used to liaise with target media organisations in order to ensure maximum coverage of the press releases, written to coincide with key milestones. This approach should prove to be more effective than simply approaching targets directly.

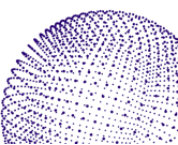
We will, however, directly approach target media organisations and—in the process—develop a list of journalists who are likely to be interested in covering ATTRACT’s activities. In addition, Eurekalert! will be used to distribute the releases to the wider community of science and technology journalists.

The ATTRACT Consortium partners are also encouraged to distribute press releases to their networks.

Pitching guidelines

Advice from Stempra science communication network’s workshop on “pitching journalists in 2021”:

- Send an email to a maximum of one person at each outlet.
- Treat the subject line of the email as the headline of the release.
- Include the body of the release in the email—not as a PDF attachment.
- Simplify faculty job titles/affiliations, as these are less important for the press.
- Include quotes that are conversational in tone/can be used without editing.
- Pictures and videos can be helpful to include, if they are available.
- Include contact details in the body of the email.





Responses

The following are a set of answers to potential tough questions from target audience groups. They are adapted from the Communications Strategy & Dissemination Plan for phase 1 and should serve as the basis for responses to these questions:

Won't ATTRACT compromise fundamental research?

No. ATTRACT's rationale is to leverage on the breakthrough technology needed for fundamental research for creating societal impact. It is not about favouring a fundamental research approach that is more commercial.

Won't ATTRACT take money away from pure research?

No. To the contrary, we will help preserve and protect current levels of funding. All public budgets are under scrutiny. Public laboratories face cutbacks. ATTRACT aims to draw in funding that will help make up the shortfall. Many project results in ATTRACT will enhance the next generation technology needed to continue fundamental research and push its limits.

Won't ATTRACT favour business people over scientists?

No. Some of the greatest benefits of big science are in human resources. Smart people, gathered together, do surprising things—including training other smart people who can go on to do other surprising things, in industry, finance, services and policy. We aim to enlarge the horizons for participating scientists, by enlarging the contact between research infrastructures, industry, academia and society.

Won't most ATTRACT projects fail?

Yes. Failure is part of the learning process. When the laser was discovered, it was described as 'a solution looking for a problem'. ATTRACT is designed to foster the development of similarly important technologies, and to know what to do with them if they work as expected, through its links with industry and training in design thinking and entrepreneurship. At the leading edge of science and technology development, failure comes from not trying often enough, not trying hard enough, and not learning the lessons of developments that did not go as expected.

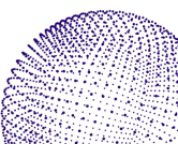
One of the ideas behind ATTRACT is the theory of 1,000 flowers. You seed 1,000 ideas. You let them blossom and you have a wonderful meadow. Eventually, some should become a little tree and maybe one will be a big tree.

ATTRACT attempts to bridge a Valley of Death, which goes between a good idea and good business case and a good market. We want to be sure if a person has the next Google in mind, she or he has the right environment to develop it. This is our ambition.

Won't ATTRACT only help big business?

No. Consider the European medical technology industry, which ATTRACT aims to boost. It employs more than 575,000 people and has a market value of roughly €100 billion. Based upon manufacturer prices the European medical technology market is estimated to comprise around 30% of the world market.

Notably, small and medium-sized companies (SMEs) make up almost 95% of the medical technology industry, the majority of which employ less than 50 people (small and micro-sized companies). They would be among ATTRACT's chief beneficiaries.



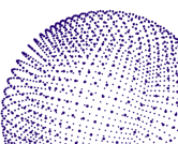


Why does ATTRACT need public money? Why can't it be financed entirely by private funds?

ATTRACT leverages the public funding needed for developing the breakthrough technology needed to boost fundamental research and enable the industrial products of the future.

ATTRACT ensures that Europe gets the best return on its investment in science by using an independent team of scientists, industrialists and entrepreneurs, to select for funding those ideas that are most likely to succeed.

In this way, ATTRACT will help the public sector be more effective in its traditional role of reducing the risk of new technology to the point at which the private sector is prepared to invest in it—just as the US did at the birth of Silicon Valley.





Procedures

The following procedures and protocols have been adapted from those established for phase 1 during the communications strategy workshop held in Barcelona on 16-17 January 2018:

01. Official press releases about ATTRACT

- Draft press releases will be prepared by the WP leader in charge of the Communications Strategy. The Communications Committee will review the draft, provide feedback and, once the final approved version is confirmed, a publication date will be set for distribution.
- The PAO will send the draft press release to PCB members for final approval. The press release will be published once the given deadline is due.
- Each partner will be in charge of sending the press release to their media contacts. The press releases will also be published on AlphaGalileo.
- A WordPress release template will be circulated to all partners. The template will include a boilerplate along with all the partner logos.
- Communication activities such as press releases will need to be uploaded on the dissemination section of the European Commission's portal. Victoria Cochrane at ESADE will support.
- The WP lead will provide a clipping service when press releases are sent out to monitor impact.
- The ATTRACT website will include a section "ATTRACT in the Media".

02. Other partners' press releases about ATTRACT

- Other partners' press releases will need to be validated by the Communications Committee, only to check the facts quickly to make sure everything is accurate (logos, boilerplate, etc.).
- An online platform may be used as the main channel for ATTRACT Communications among partners. The account will include a project called "external media" where partners will inform the comms team about their press releases.

03. Ongoing news about project advances/activities (website news that don't target media)

- If one of the partners wants to publish news related to the project that are not press releases, partners will inform the WP leader.

04. Promotional materials (e.g. brochures, flyers, promo videos)

- Promotional materials should follow the same approval process as 01. In order to avoid internal delays, partners will be given 48 hours to provide feedback prior to publication.

05. Publication of funded projects on ATTRACT website

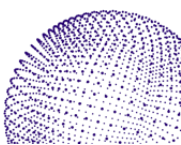
- The ATTRACT website may include information on the funded projects during the 4 years of development, to ensure ongoing promotion of projects without having to select specific stories.

06. Social media channels of partner institutions

- Social media promotion will be coordinated through each specific platform (Twitter, Facebook, etc.), Basecamp or Google Spreadsheets. Partners will have leeway to use their own tone of voice and experience attracting their own audiences. Each individual piece of content partners may locally have won't need to be approved and discussed by the whole ATTRACT team.

07. Websites of partner institutions

- The official channel to publish latest news about the project will be ATTRACT's website.



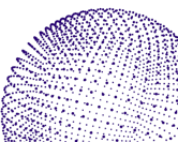


08. Updates on ATTRACT website

- Partners agree that the WP leader will be in charge of web updates and will channel any requests that partners may have.

09. EC promotion channels & platforms (Cordis, research.edu, etc.)

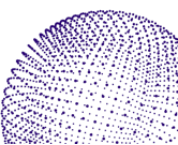
- The communication materials may be sent to the European Commission for promotion in their channels and platforms through our contact person in the EC. Victoria Cochrane will support.

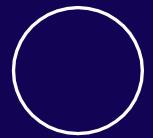
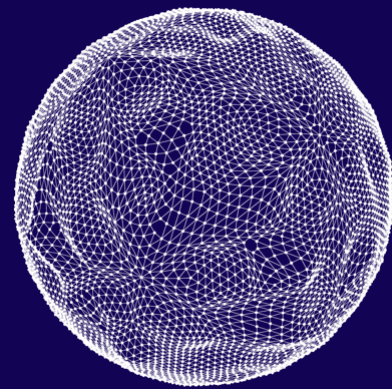
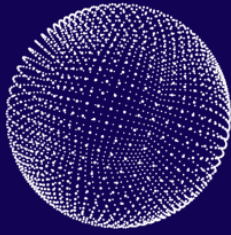




Glossary

AFC	Attract Final Conference
EC	European Commission
EIC	European Innovation Council
KPI	Key performance indicator
PAO	Project Administration Office
PCB	Project Committee Board
Q	Quarter (every 3 months)
R&D&I	Research & Development & Innovation
WP	Work Package
WS	Workshop
CERN	European Organization for Nuclear Research
EIRMA	European Industrial Research Management Association
EMBL	European Molecular Biology Laboratory
ESRF	European Synchrotron Radiation Facility
AALTO	AALTO-Korkeakoulusaatio University
ILL	Institut Max von Laue-Paul Langevin
ESADE	Fundación ESADE (ESADE Business and Law Schools)
EuXFEL	European X-Ray Free-Electron Laser Facility GmbH
ESO	European Southern Observatory





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