



Strategy for Communication, Dissemination & Exploitation

D6.1



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Deliverable D6.1

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Executive summary

This report describes the communication, dissemination and exploitation strategy of the DREEAM project. It is an update and extension of the plan for the use and dissemination of foreground as described in the description of work.

Different dissemination and exploitation measures are described in detail. For effective dissemination, a systematic approach for the determination of relevant dissemination actions has been specified. The approach involves the identification of specific activities based on suggestions from the project team and the advisory board, the discussion and selection of most promising activities and the planning of the selected dissemination activities.

This Communication, Dissemination and Exploitation plan contains:

- Rules and processes
- Identification and classification of target stakeholders or target groups to be addressed
- Identification of channels to approach the selected target groups
- Schedule of communication activities to be performed among the partners (external network events)
- Exploitation strategies

The following Logical Framework matrixes aim to present the DREEAM project and communication components in a clear, concise and logical way.

Overall objective	Specific objectives	Expected results	Activities
Demonstrate a replicate approach for energy efficiency renovations	<i>Create solution packages</i>	- Library of SOTA renovation options - DREEAM tool - Benchmark and financial analysis	- WP 1 DREEAM approach - WP 2 Pilot site application
	<i>Implement multi-building renovations</i>	- 3 pilot site designs - Monitoring tool - 15 replication sites	- WP 3 Demonstration - WP 4 Assessment and monitoring - WP 5 Replication and uptake
	<i>Dissemination to 60% of the EU public housing market</i>	- Replication programme - Training programme	- WP 5 Replication and uptake - WP 6 Exploitation and Dissemination

Table 0.1 – Project logical framework

Overall objective	Specific objectives	Expected results	Indicators	Activities
Reach/engage audience to achieve the desired project impact	<i>Implement the Communication plan (EUH)</i>	<ul style="list-style-type: none"> - Communication toolkit - Website - Social media - Animated video - News items - Leaflet/flyer - Conferences 	<ul style="list-style-type: none"> - > 1,000 website visits/year - > 1,250 followers - 40 articles - 25 presentations - 190 companies reached - 60% public housing market reached 	<ul style="list-style-type: none"> - Task 6.2 Communication channels and tools (B&W) - Task 6.6 International events and conferences (B&W)
	<i>Implement the Dissemination plan (EUH)</i>	<ul style="list-style-type: none"> - Workshops - Training programme - Publications 	<ul style="list-style-type: none"> - 10 presentations - 10 publications - 500 researchers reached 	<ul style="list-style-type: none"> - Task 6.3 Pilot site visits (EUH) - Task 6.4 Engagement and training (SP) - Task 6.5 Innovative technologies exploitation (Chalmers) - Task 6.6 International events and conferences (B&W)
	<i>Implement the Exploitation plan (B&W)</i>	<ul style="list-style-type: none"> - EU multi-city replication programme 	<ul style="list-style-type: none"> - 15 cities / housing organisations 	<ul style="list-style-type: none"> - Task 5.1 Building owner's portfolios replication (Exelera) - Task 5.2 EU multi-city replication programme (B&W) - Task 5.3 Accessing finance for large scale NZE renovation (B&W) - Task 5.4 Replication potential at EU scale (Chalmers)

Table 0.2 – Communication logical framework

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1 Introduction

1.1 Background

The objective of DREEAM is to deliver a replicable approach for the optimal multi-building renovation in social housing that is able to maximise energy efficiency gains as well as meeting other key objectives. More specifically, the project aims to demonstrate replicable Net Zero Energy residential building renovation approach that achieves a 75% net energy demand reduction through a multi-building approach. The DREEAM tool will be able to calculate multiple renovation scenarios based on several objectives (cost efficiency, energy efficiency, etc).

Demonstrations will occur in three European regions in order to reflect the diversity and impact climate, cultural, and institutional differences have on the approach, and encourage validation and replication of the approach throughout the EU. A major opportunity lies in the fact that most public housing renovation projects take place in a multi-building scope of several blocks or streets of similar age and technical characteristics. Current residential retrofitting approaches are not utilizing an integrated energy systems perspective nor are they appropriately considering the spectrum of possible interactions between building sizes, scales, and configurations – this is a barrier to initiating and achieving replicable Net Zero Energy standard renovation projects.

1.2 Aim and phasing

This document, the Communication, Dissemination and Exploitation strategy, covers the aspects of external communication aimed at professional audiences. Its objective is to identify and organise the activities that are to be performed in order to achieve the desired project impact. This strategy is developed in collaboration with the work package leader Eurhonet and approved by the PMT team. This strategy will be reviewed annually. In line with the latest EU guidance on communication, the DREEAM strategy follows the approach of ‘strategic communication’ defining first target audience and message before selecting media.

This strategy is a living document and will be updated annually.

Communication, Dissemination and Exploitation activities follow and support the overall project implementation schedule. This means that in different phases of the project, different types of activities are more relevant than others at a given time. These terms will be used following the definition provided by the European Commission¹, as presented below.

¹ http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html

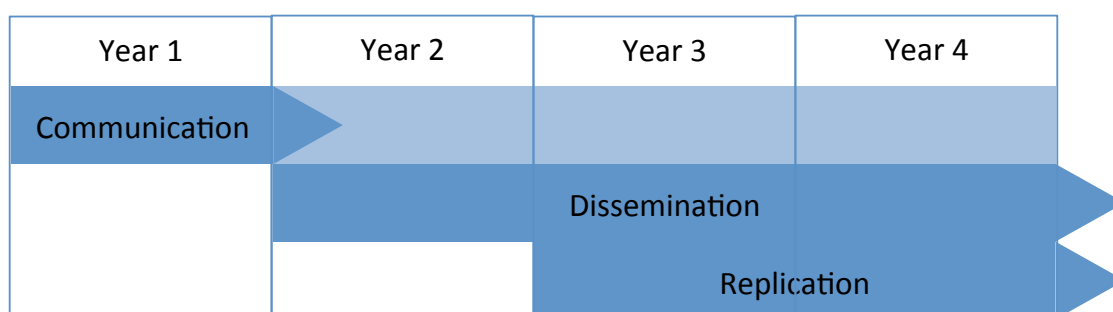


Table 1.1 – Phasing graph

1.2.1 Communication

Communication on projects is a strategically planned process that starts at the outset of the action and continues throughout its entire lifetime, aimed at promoting the action and its results. It requires strategic and targeted measures for communicating about (i) the action and (ii) its results to a multitude of audiences, including the media and the public and possibly engaging in a two-way exchange.

It focuses on maximising visibility and raising awareness about the DREEAM project among key audiences. Most general communication will therefore take place in the beginning of the project, more specifically during months 1 & 12. Main results to be achieved in this phase include:

- Development of the DREEAM brand (logo etc.) and development
- Development of suitable communication tools per target audience
- Development of communication partners and channels
- Implementation of general communication activities

General communication about the project will continue over the entire project duration, but with decreased intensity as dissemination and exploitation activities gain importance.

Target group: wide, where message, language, activities and tools are adjusted to the needs of each target group.

1.2.2 Dissemination

Dissemination focuses on the public disclosure of the results by any appropriate means. By making the knowledge developed through the project available to the widest audience and enhancing project exploitation potential.

It aims on reaching the target audiences with the individual project results. Building upon networks developed in the Communication programme, Dissemination itself is linked to the availability of the concrete results of the project. Dissemination will therefore start around month 12 and continue until month 48. Main results to be achieved in this phase include:

- Delivery of project results to specific audiences

Target group: wide, where message, language, activities and tools are adjusted to the needs of each target group.

1.2.3 Exploitation

Exploitation (or Replication) focuses on the utilisation of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities.

It aims to ensure the use of project results by third parties. Most exploitation activities will take place between months 24-48, when individual project results have been bundled into integrated approaches. Main results include:

- Make available for re-use project results
- Support use of results by various stakeholder groups

Target group: narrow, focused on potential end-users. Link to replication target groups. Activities adjusted to the needs of each target group.

1.3 Implementation framework

1.3.1 Governance

The following section defines the structure of how communication, dissemination and exploitation will be executed. The aim is to promote a system of shared responsibilities / knowledge and coordinated participation of stakeholders for a broad range of networks.

Bax & Willems is responsible for developing and maintaining information about on-going events and related networks that are of interest when communicating, disseminating and exploiting DREEAM. B&W will facilitate for partners to receive information about events and networks that might suit the interest and objectives within the consortium.

1.3.2 Strategy

A key concept in this strategy is leverage. DREEAM is a temporary collaboration, with limited resources. To reach its objectives and target audience it will gain effectiveness using capacities of partners and others.

In practice this means:

- Communicate via Partners, where it aligns with their interests. Communication, Dissemination and Exploitation should strengthen the project partners in their individual markets. This may have different meanings for different entities. DREEAM will minimise those activities that could be considered to be 'ticking boxes' or pure project level communication as no particular long-term effect would be reached.
- Leverage existing networks and events of partners and beyond instead of creating our own. This allows reaching a larger audience more effectively while focusing limited resources on content development. Only in cases where networks or events are not available, DREEAM will initiate those.
- Quality, not quantity. Interaction, not broadcasting.

1.3.3 Partners' capacity

The communication, dissemination and exploitation programme has a total staff capacity of 82,5 person-months. Through its plans, DREEAM mobilises the wider networks of its partners, in particular the cities & building owners involved in the replication programme. The effort is expected to reach many dozens of organisations and mobilise thousands of hours. The table below lists the partner capacity per WP (costs related to dissemination such as travelling, printing, equipment and layout have been taken into account).

Partner	WP1	WP2	WP3	WP4	WP5	WP6	WP7	Total
Chalmers	2	1			1	2	2	8
Exeleria		2			2	1		5
P4P			2		2	1		5
Treviso			1		1	1		3
Lands			1		1	1		3
SP			3		1	2		6
B&W					7	3		10
Savills		1	2	1				4
Eurhonet					7	8		15
NAPE					4	3		7
OpenDomo				4	2	2		8
EnergyPro					2			2
3C-Pre					1			1
WI					3	1.5		4.5
								82.5

Table 1.2 - Person-months capacity per partner

1.4 Stakeholder analysis and target audiences

Renovation of the residential built environment involves a broad group of potential stakeholder types across the spectrum of public, private and research entities, and the wider public.

For each of the main stakeholder types, more specific groups or entities have been identified that are relevant to the project. A further differentiation between target groups is made based on importance to achieve the key project impacts. Target groups are identified as High, Medium or Low relevance, and relevance for communication, dissemination and exploitation is made.

The selection will narrow down audiences and thus maximises the impact of the limited resources available for project communication, dissemination and exploitation.

This analysis covers audiences for dissemination project-level results. It does not cover audiences that may be relevant for specific activities. For example: building tenants need to be informed about renovation of the pilot sites, but they are not target audience for project-level communication.

Type	Specific groups	Relevance	Activity
Research	Universities, Research institutes	High	C, D, E
Commercial	Building Energy Services / Engineering firms and contractors		C, D, E
Social	Social housing corporations, cities		C, D, E
Investment	Investment funds in housing / real estate	Medium	C, D
Policy making	Local municipalities & On European level	Low	C, D, E
Environmental	Relevance for this project to be determined including policy makers		-
Setting standards	Relevance for this project to be determined		-
Skills & training	Project promoters / SME contractors/ Engineering firms		C, D, E
General Public	Citizens		C

Table 1.3 – Target groups

For the different stakeholder groups, the partners have been identified with inherent interest and / or established network in that area.

Stakeholders	Strategy to reach	Key partners
Universities, Research institutes	Via data repositories, journals and events	Chalmers, SP
Building Energy Services / Engineering firms and contractors	Individual contacts, Climate-KIC/WI	Chalmers, Exeleria, OpenDomo, SinCo2, 3CPrecon, WI
Social housing corporations, cities	Existing networks and events, in particular those managed by project partners and supporters; EURHONET, NAPE, EnergyCities, C40, ClimateKIC	EURHONET, NAPE, WI, B&W, EnergyPro, 3CpreCon, PfP, Treviso, Lands, Savills, OpenDomo
Investment funds in housing / real estate	Partner networks	B&W, EnergyPro
EU policy makers on sustainability, urban development, economic growth	Existing networks and events, in particular those managed by project partners and supporters; EURHONET, EnergyCities, C40, ClimateKIC	NAPE, WI, B&W, EnergyPro, 3CpreCon, Savills, OpenDomo Chalmers
Project promoters / SME contractors/ Engineering firms	A training programme for SMEs involved in pilot sites	SP
Citizens	Through the website	

Table 1.4 – Target Groups

For the project's main target groups, main aspects of the strategy are further detailed:

Housing providers

To support market uptake of the DREEAM approach by building owners, the project includes a “EU multi-city replication programme” to support 15 district renovation feasibility studies across Europe. Partners EXELERIA, B&W and NAPE offer 15 building owners with ambitions for district renovation a feasibility scan (technical, energetic, economic) of the DREEAM district renovation approach. The network partners EURHONET and NAPE will approach their network of over 41,000 large building owners (cities, housing corporations) to identify candidates with short-term building renovation projects, from which 15 organisations will be selected. The feasibility scan will have the multiple benefits of drawing attention to the DREEAM project and approach, generating opportunities for replication of the methodology, which helps validate the methodology and helps improve the innovation-to-market service offering, and most importantly potentially leads to uptake by those ‘qualified leads’ across Europe.

The replication programme consists of several phases. The first phase is the development of a basic version of the ‘DREEAM approach’ which can be delivered to Building Owners and local authorities within the limitations of available capacity. For all analysis tools, such basic version will be developed. Stage 1 will take place from M6-12. Phase two is the piloting of the approach. In this phase, DREEAM partners will suggest up to 5 sites across Europe – but ideally not in countries of project pilots (England, Sweden, Italy). In phase 3, the tested approach will be made available to 10 more sites.

Building Energy Services / Engineer firms and contractors

To support market uptake by engineering firms and contractors, the project uses a strategy to enable Pilot project building owners to work with estimated 54 local contractors and engineering firms. The DREEAM methodology is developed by leading research groups, engineering firms and specialist in specific segments. To ensure that that advanced approach reaches the broader market segment of SME contractors and its skilled workers, DREEAM develops a dedicated training programme in order to rise transmit the knowledge to of the DREEAM experts to the market players. The project in WP2 will advice building owners on possible strategies, but the ultimately decision-making power and approach to tendering solutions lies with the Building Owner, while DREEAM partner remain available for advise and support. This will provide the contractors to opportunity to gain insight in or even be trained on the job in the DREEAM approach. If each site on average works with 3 local knowledge providers (engineers, energy analysts, etc.) and contractors, the 3 pilots + 15 feasibility studies would reach at least 54 local companies.

Innovative SMEs

To support uptake of the DREEAM methodology and implications for future technologies, Chalmers will work with the Wuppertal Institute to connect and support Innovative SMEs. Currently being mostly in TRL5, energy management technologies and services will play a key role in the DREEAM approach by connecting and balancing energy systems at building, district and higher scale levels. The project will support pilot demonstrating such technologies in its

operational environment at pilots. This will lead to new insights in market value for algorithms on energy balancing to storage technologies, to energy trading, and thus future technology value propositions. Chalmers will help facilitate connections to Innovative SMEs. In a two-way approach it will provide its network insight in the DREEAM project and findings, inspiring relevant innovators to develop products, and it will support existing products and services to be considered in the solutions portfolio tool and be assessed by first leading engineering firms and further on by building owners on value.

The approach will consist of including a selected number of technologies that are market-ready (having received required certification) in the analysis tool and assessing the potential of individual tools in pilot cases.

Policy makers

Policy makers are often final decision-makers in building renovation programmes as DREEAM targets public housing providers. DREEAM will engage with policy makers in through high-level events at i.e. conferences, and at local events as part of a road show to 10-15 cities as part of the multi-city replication programme.

1.4.1 Common language and message

The project will not solely communicate about energy demand reduction. In particular in the (social) housing sector, the drivers for making investment decision are diverse. These include health benefits, financial benefits and many others. The tables below outline the key messages and concepts.

Audience	Key messages
Housing providers	Multi-building renovation is more effective than single building renovation. DREEAM will deliver tools and strategies for implementation
Technical expertise (engineers, architects, designers)	Multi-building renovation projects result in new technological possibilities, improved social standard and improved cost effectiveness
Financial institutions	Scale-up renovations allows for more attractive finance possibilities
Start-ups & Innovators	Mayor investments in energy efficiency will lead to dream project help international business development
Policy makers	Policies to support large-scale renovations could more efficiently deliver social environmental benefits than current renovation strategies

Table 1.5 – Key messages

Concept	Meaning
Multi-building scope	Multi-building scope of several blocks or streets of similar age and technical characteristics
Net Energy Demand	Combination of energy efficiency (EDR) and energy generation (i.e. from renewable supply)
Interconnected energy systems	Systems that combine energy demand reduction, -generation and -storage technologies that form cost-effective packages

Table 1.6 – Key concepts

2 Communication Strategy

2.1 Objective

The communication objective is to ensure that basic information about the project and the outcomes becomes available to a wider audience including the general public as well as the particular target groups aimed at for dissemination and exploitation of project results.

2.2 Target audience & message

The key benefits of the project, and the message towards each stakeholder groups are:

Stakeholder	Relevance	Message / Objective
General public	Disclose results of publicly funded activities	<ul style="list-style-type: none">• Show relevance of activities and how funding is spent
Building owners and local authorities	Decision makers on investment and sustainability managers can achieve better housing quality or lower cost	<ul style="list-style-type: none">• Draw attention to the gains of the multi-building approach (dissemination) and invite to replication programme (exploitation)
Engineering firms, contractors,	Engineers & SME contractors who can exploit the tools for enhanced service offering to building owners	<ul style="list-style-type: none">• Show added value and market opportunity for integrated multi-building approaches (dissemination)• Draw attention to available tools (dissemination/ exploitation)
Innovators and start-ups	Novel technologies are key in enabling cost-effective investment decisions; such technologies should be dissemination and exploited	<ul style="list-style-type: none">• Draw attention to upcoming insights in market opportunities for novel technologies (dissemination) and opportunity to include technology specification in DREEAM analysis (exploitation)
Policy makers in the areas of social housing, energy efficiency and urban development	Awareness of the benefits of scaling up renovation efforts may lead to ambitious strategies or supporting policies.	<ul style="list-style-type: none">• Draw attention to the gains of the multi-building approach (dissemination) and recommendations for policy (exploitation)

Table 2.1 – Messages towards stakeholders

2.3 Communication tools

To reach the target audiences, the following communication tools will be used:

Tool	Description
Website	The project will synthesise its knowledge and present it thematically to readers. The DREEAM website will give access to the objectives, partnership, activities, events and publications related to energy renovations of residential buildings. In addition, the website will be linked to social media where periodic articles

Tool	Description
	discussing specific progress or aspects of the project will be available.
Leaflet/flyer	An electronic leaflet summarising the project with a limited number of pages, available in English and languages of interest to partners. And an electronic one page flyer.
News items	News items will focus on content potentially relevant for identified (external) audiences – or topics relevant for partners to communicate to a general audience. They will be published in the website and social media
Animated Video	The basic approach of the project will be presented in a short animated video accessible online
Social Media	Online presence on relevant platforms (especially LinkedIn and Twitter) allows broadcasting to known contacts and potentially relevant audiences
Conferences	Partners participating in events will briefly mention or introduce the project using the above tools. For specific target groups tailored events may be organised

Table 2.2 – List of tools

In addition, B&W will create a Communication Toolkit for partners to use as appropriate. It will contain the DREEAM logo and relevant report/slides templates.

The different target audiences for Communication will be reached using the following tools:

	Website	Leaflet/ flyer	News items	Animated video	Professional/s ocial media	Conferences
General public	X	-	X	X	-	-
Building owners	X	X	X	X	X	X
Engineering firms, contractors	X	X	X	-	-	X
Innovators and start- ups	X	X	X		-	X
Financial institutions	X	X	X	-	-	X
Policy makers	X	X	X	X	X	X

Table 2.3 – Target audience

2.4 Communication responsibilities

It is important that all partners are aware of who is responsible for creating the different communications tools and what kind of tools will be developed. Furthermore, it should also be clear which of the partners should contribute to supply information and distribute. Below is a table indicating that Bax & Willems will be responsible for creating almost all platform media, except the organising of conferences. It can also be noted that at most occasions, all the other partners should contribute to content and help the distribution to relevant audience. The definition of processes that will accompany the relevant activities can be found in detail below.

Tool	Responsible	Contributors
Website creation/update	B&W	PMT to review
News items	B&W	All partners
Leaflet/flyer	B&W	PMT to review
Animated movie	B&W	PMT to review
Social media	B&W	All partners
Conferences	Organising partner	Each year, partners are asked to provide a list of events they will attend.

Table 2.4 - Responsibilities

2.4.1 Website

Topics and focus

Website will be updated continuously with relevant news items and planned events to be shared with the public. The website will include information such as:

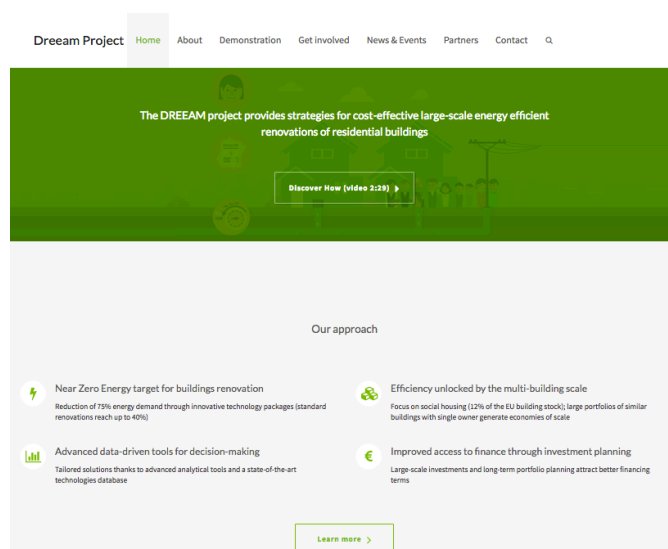
- Background, objectives and progress information
- Introduction to the partnership and responsibilities
- Description of the pilot sites
- Planned events and activities
- Related news announcements

Process

Bax & Willems has created an official website and provided basic material (images, content, design, etc). The website will be reviewed once a month.

Partners are encouraged to suggest additional information. Bax & Willems will review and publish.

The DREEAM website is available at <http://dreeam.eu>:



2.4.2 News Items

Topics and focus

News items could be produced for the following categories:

- Main project events: project events and external events where partners are present – both possibly as announcement and report
- Main project results (intermediate outputs)
- Main project outputs (formal deliverables)
- External events at which project partners are present
- General news related to project partners
- General (external) news related to the project

News items will focus on content potentially relevant for identified (external) audiences – or topics relevant for partners to communicate to a general audience. News items should contain new information or new insights.

Process

Partners will draft first versions of the news items and provide background materials (image, document, links, etc)

Bax & Willems will review and publish on website and social media.

News item template

Each news item will indicatively have the following structure:

[Title of max 10 words]

[Summary paragraph of maximum 2 lines]

[2-3 paragraphs with body text, each max 5 lines]

- An image (photo, diagram, logo)
- A reference to the project
- Ideally, a link to another document, or external source

B&W as coordinator will prepare templates and periodic planning news items linked to specific partners. Partners are encouraged to add additional topics.

2.4.3 Leaflet/flyer

Topic and focus

An informative leaflet will be created at the start of the project. It will contain basic information with the aim to promote the project. The leaflet will serve as a mean to inform the reader about the objectives, aims and optimal solutions in an illustrative way.

In addition, the project will also be presented in one-page flyer.

Process

Bax & Willems has created a leaflet and flyer with assistance from the project management team. It will be created in a digital form. Each partner is responsible for sharing and sending the materials to their networks and relevant organisations of their choice.



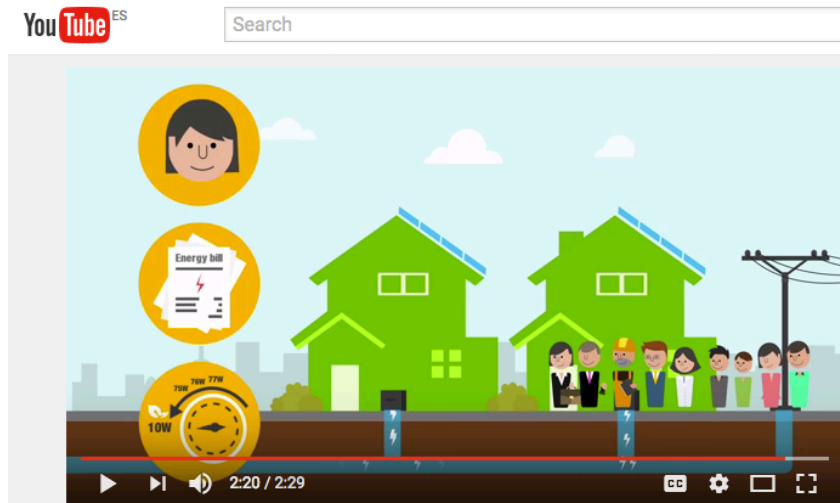
2.4.4 Animated video

Topic and focus

An animated video will be produced during the start of the project to demonstrate how the DREEAM approach will be developed and how replication will occur.

Process

Bax & Willems has created a story line that will be reviewed by the PMT to ensure that all-important aspects are covered.



2.4.5 Social media

Topic and focus

The objectives of the social media channels is to widen our audience as well as continuously demonstrating the on-going progress of the project for interested organizations to follow.

Process

As coordinator, Bax & Willems has created a Twitter and a LinkedIn account that will serve as a mean to convey news events concerning general news, progress updates and publications.

Partners will draft first versions of material to be uploaded (image, document, links, etc).

Bax & Willems will review and make final decisions on the content.

2.5 Number of activities

It is important to determine the amount of activities that will be communicated during the first year. The focus is on the number of communication activities carried out.

Tool	KPI definition	Activity target	Overall audience target
Website	General project website	1	> 1,000 website visits/year
News items	Number of items to be published via website and social media	24 / year	40 articles
Leaflet/flyer	A leaflet and a flyer with general information about the DREEAM approach	2	-
Animated video	Briefly explaining the project in a interactive manner	1	-
Social media	Tweeter and LinkedIn posts	24 / year	> 1,250 followers
Conferences	Mentions during professional events (estimated at 2 times per partner per year on average)	24 / year	- 25 presentations - 190 companies reached - 60% public housing market reached

Table 2.5 – Activities

A detailed description of the communication tools can be found in the deliverable D6.3 Communication package.

2.6 Communication planning

News items are an essential tool to show the general public the progress of the DREEAM project. Below there is a table of the news items published in 2015-2017. For the next 6 months we are planning to submit at least one news item or communication deliverable per completed deliverable.

Title	Date
Housing finance innovation at British Housing Ministerial event	2015-12
Valuation of UK housing stock	2016-02
Bax & Willems attended the Investor Days 2016	2016-02
Poland workshop: Exploring DREEAM replication in Warsaw and beyond	2016-04
Training toolkit for property valuation professionals on how to factor energy efficiency and renewable energy issues into valuation practices	2016-05
III Spanish Congress of Nearly Zero Energy Buildings	2016-06
Join training on deep renovation 25.10.2016	2016-10
DREEAM technical partners meet the UK pilot team to conceptualise upcoming renovations	2016-10
DREEAM partners, Bax&Company and Chalmers attend Leaders' Summit for	2016-10

residential sector in Madrid	
DREEAM partner SP is now RISE	2017
DREEAM annual General Assembly 2016	2017
DREEAM deep renovation training in Potsdam	2017
DREEAM presented at H2020 conference in Stockholm	2017
DREEAM participates in the Energy Efficiency Finance Market Place conference	2017
Tenant interviews at ATER Treviso before the start of a deep renovation project	2017
SinCeo2 completes installation of energy consumption-monitoring sensors in new pilot buildings	2017
Savills presents DREEAM at a UN conference in Bonn	2017

Table 2.6 – news items published in 2015-2017

3 Dissemination Strategy

3.1 Objective

The main objective of disseminating is to inform building owners of 60% of Europe's social and public affordable housing projects that result in improved energy efficiency. Other audiences include possible users of the multi-building design methodology and public sector investment decision makers and policy makers, for whom the multi-building approach could deliver better results.

3.2 Target audience & message

The key benefits of the project, and the message towards each stakeholder groups are:

Stakeholder	Relevance	Objective
Researchers	Build upon DREEAM outcomes and insights	<ul style="list-style-type: none">• Ensure wider use of knowledge and decision-making support tool
Building owners and local authorities	Decision makers on investment and sustainability managers can achieve better housing quality or lower cost	<ul style="list-style-type: none">• Make available use cases, tools and guidance on use of the multi-building approach• Raise interest in replication programme
Skilled workers involved in the renovation project.	Engineers & SME contractors who can exploit the tools for enhanced service offering to building owners	<ul style="list-style-type: none">• Make available use cases, tools and guidance on use of the multi-building approach, and technology database
Innovators and start-ups in the Climate-Kic network.	Novel technologies are key in enabling cost-effective investment decisions; such technologies should be dissemination and exploited	<ul style="list-style-type: none">• Provide insight in market needs and value offering of novel technologies (in particular energy management systems)
Policy makers		<ul style="list-style-type: none">• Show the potential benefits of broad uptake of building renovation approaches

Table 3.1 – Message to stakeholders

3.3 Dissemination tools

To reach the target audiences, the following tools will be used:

Tool	Description
Website	The project will synthesize its knowledge and present it thematically to readers. The DREEAM website will give access to the objectives, partnership, activities, events and publications related to energy renovations of residential buildings. In addition, the website will be linked to social media where periodic articles

Tool	Description
	discussing specific progress or aspects of the project will be available.
Social Media	Online presence on relevant platforms (especially LinkedIn and Twitter) allows broadcasting about outcomes and results.
Workshops	General event to inform and create interactions about the approach.
Publications	Articles about DREEAM posted in relevant external websites and projects to benefit from the multiplier effect (e.g., the BUILD-UP portal).

Table 3.2 - Tools

The different target audiences for dissemination will be reached using the following tools:

	Website	Professional/social media	Workshops	Publications
Researchers	X	X	X	X
Building owners	X	X	X	X
Skilled workers	X	X	X	X
Innovators and start-ups	X	X	X	X
Policy makers	X	X	X	X

Table 3.3 – Audience

3.4 Dissemination responsibilities

Disseminating the outcomes about the DREEAM approach will be a responsibility of all partners within the project. All partners have something to gain from the outcomes and therefore everyone should actively participate.

	Responsible	Contributors
Website	B&W	All partners
Social media	B&W	All partners
Workshops	All	Each year, partners are asked to provide a list of events that might be of interest for DREEAM partners
Publications	All	All partners

Table 3.4 - Responsibilities

3.5 Number of activities

The main objective of the dissemination programme is to demonstrate outcomes derived from the project. The number of activities carried out will differ.

Tool	KPI definition	Activity target	Overall audience target
Website	General project website	1	> 1,000 website visits/year
Social media	Based on news item	24/year	> 1,250 followers
Workshops	Mentions during professional events. Estimated 2 times per partner per year on average	24/year	- 10 presentations - 500 researchers reached
Publications	Articles on external websites	10	- 10 publications

Table 3.5 - Activities

3.6 Dissemination planning

Naturally, some deliverables have a higher degree of relevance than others. This table include the deliverables with highest degree of importance to be disseminated and the way it should be presented. The table is subject to change but will serve as an indication. Partners are encouraged to specify the approach a specific deliverable will be disseminated.

Del	Name	How	Name of event	Partner	Preliminary Date
1.1	Library of SOTA renovation options	Conference News item	-	Chalmers	2016-04
1.2	Inventory of suitable technology	Conference News item	-	Exeleria Chalmers	2016-04
2.4	Elaborated renovation packages	-		Exeleria	2016-08
1.4b	Fine-tuned DREEAM approach	-		Chalmers	2016-05
4.2c	Final analysis on housing companies' energy efficiency renovations	Event		Savills	2018-01
4.2d	Final analysis on tenant communication	Event		Savills	2018-01
1.4a	Concept of the DREEAM approach	Conference	-	Chalmers	2016-05
3.3	3 renovation technical packages per pilot site	Conference	-	SP	2016-05
6.5a	Up-to-date innovative technology scan	-	-	Chalmers	2018-01
5.3	Feasibility scan of low-cost financing	Report	-	B&W	2017-12
5.2a	Strategy and planning of replication programme	Workshop in Poland	-	B&W	2016-04
4.3	Benchmarking and financial analysis of pilot sites	-	-	Savills	2019-04
1.4	District level DREEAM approach	-	-	Chalmers	2018-09
5.4a	Quantified potential for residential building renovations approaching NZE standards in EU	-	-	Chalmers	2018-09
5.4b	Policy recommendations			Chalmers	
-					

Table 3.6 – Indicative Dissemination planning

4 Exploitation Strategy

4.1 Objective

The overall Exploitation or Replication objective is to use the DREEAM approach or individual tools and services in decision-making for renovation of 50,000 dwellings during the project lifetime as well as beyond the project horizon.

Based on individual conversations with each partner, the table below lists the main individual objectives of each partners' exploitation plans of the results. In addition, the section 4.6 presents an initial listing of potential opportunities of projects products and services. The DREEAM exploitation strategy focuses on exploitation of common results within the contest of this project.

Partner	Objectives
Chalmers	Link the district and city level renovation analysis tool with existing tools for building stock analysis and assessment of renovation options
Exeleria	Enhance their approach and solutions library for offerings to residential building owners in preparation for renovation projects
Places for People	Use the result of the project for planning of renovation of similar buildings and sites in their stock
Treviso	Use the result of the project for planning of renovation of similar buildings and sites in their stock. Compare the DREEAM method with other methods to establish the most efficient. Continue being a front-runner among other housing associations in Italy is a main objective
LandskronaHem	Use the result of the project for planning of renovation of similar buildings and sites in their stock
SP	Advance the self-inspection techniques for quality management during the building renovation process
B&W	Improve service offering on strategic investment planning and create interaction with potential clients in Europe. Exploit the results of cost-benefit analysis to improve its approach for defining, and financing renovation projects
Savills	Enhance their approach and solutions library for offerings to building owners, social housing companies, cities, in particular for energy management and renovation strategies
Eurhonet	Improve knowledge base for their members and expand their networks to housing providers
NAPE	Use the methodology and resulting evidence produced in business cases to improve its knowledge/expertise base on renovation strategies and to stimulate uptake in cities across Poland
OpenDomo	Develop and tailor their product for housing market and enter international market to expand their business. Enhance its product/service offering and as evidence of the value of its technologies to potential clients
SinCeo2	Offer advisory services to similar projects in the future. Enhance its

Partner	Objectives
	methodologies through learning from recent academic insights
EnergyPro	Improve service offerings and expand network in Europe
3C-Precon	Clear demonstration of the cost-benefit and potential for their recommended technologies
Wuppertal	Exploit the results by enhancing its expertise base, and actively informing and training its members

Table 4.1 – Individual objectives

4.2 Target audience & message

The targeted audience for exploiting the DREEAM approach will mostly be people with the power to make decisions regarding energy renovations:

Stakeholder	Whom	Relevance
Building owners and local authorities	Decision makers within organizations with over 1000 dwellings under management.	<ul style="list-style-type: none"> Main beneficiaries of project results
Skilled workers involved in the renovation project.	Engineers & SME contractors who can exploit the results for enhances service offering to building owners	<ul style="list-style-type: none"> Novel technologies in renovation will require adaptation of skills.
Innovators and start-ups in the Climate-Kic network.		<ul style="list-style-type: none"> Large opportunities for entering the market.
Financial institutions	Managers of social housing portfolios	<ul style="list-style-type: none"> Key enabler of renovation program
Policy makers	In the areas of social housing, energy efficiency and urban development	<ul style="list-style-type: none"> Potential initiators of large scale renovation programs

Table 4.2 – Audience

At the end of the project, each partner will use the DREEAM approach differently to gain from its results. The table below lists the main objectives and the key message of each stakeholder group with corresponding deliverable.

Stakeholder	Objectives	Key messages	Deliverables
Building owners	15 building owners to use dream approach and knowledge for prep of renovation of 50.000 dwellings	The importance of implementing a large-scale renovation approach that is beneficial both financially and environmentally	2.1 – Site information 3.1 – Renovation strategies 5.2 – Replication programme 5.3 - Financing

Stakeholder	Objectives	Key messages	Deliverables
Skilled workers	10 SME involved in pilot preparation to be trained in use of the DREEM tool	How to efficiently implement the tool and use it to its fullest capacity.	6.4 – Training of contractors and skilled workers 6.5 – Exploitation plans for SME
Innovators and start-ups	10 start-ups from climate-Kic to use project info and contend in business development	Improving the implementation process on a technical level	1.3 – Asses innovative technologies 3.3 – Technical supervision
Policy makers	50 local authorities informed (dissemination). EU-level policy maker to include	Facilitating the use and implementation of large-scale energy renovations on a European level.	5.4 – Policy recommendations

Table 4.3 – Key message

4.3 Exploitation tools

For an exploitation strategy to be successful it is important to distinguish the different needs for each partners. A different number of communication tools will be used in order to reach the desired audience.

	Replication	SME training	Conferences	Data base	Academic journals	Work shops	Individual meetings
Building owners	X		X			X	
Skilled workers		X	X	X	X		
Innovators & start-ups			X			X	
Financial institutions			X				
Policy makers	X		X			X	X

Table 4.4 – Exploitation tools

4.4 Number of activities

The main objective of the exploitation is to demonstrate how the project outcomes and results from the project can be implemented in real-life situations. The number of activities carried out will differ. The focus is on the number of activities carried out. No quantified targets are set for expected audiences reached.

	KPI definition	Target
Building owners	European replication programme	15
Skilled workers	Local workers at pilot site	10 per pilot site
Innovative and start ups	E.g. networks such as Climate-Kic	10 per year
Policy makers	Local authorities/municipalities (e.g NAPE event)	15

Table 4.5 – Activities

4.5 Approach to Intellectual Property Rights

The exploitable results of DREEAM will be owned and managed according to the IPR outlined in table below:

DREEAM results	IPR ownership	Proposed exploitation
Library of SOTA renovation options	Chalmers, EXELERIA, 3C-Pre, SP	Royalty-free access to all
DREEAM approach	Chalmers, EXELERIA, SP, SAVILLS	Access on fair and reasonable conditions for partners
Pilot site design alternatives and feasibility analysis results	Consortium ownership	Royalty-free access to all
Energy performance data	Building owners	Royalty free to use within consortium
DREEAM monitoring platform	OpenD, Sin2	Access on fair and reasonable conditions for partners
Benchmark and financial analysis	SP, building owners	Royalty free to use within consortium
Innovative technologies exploitation	B&W, Chalmers	Royalty free to use within consortium

Table 4.6 – IPR

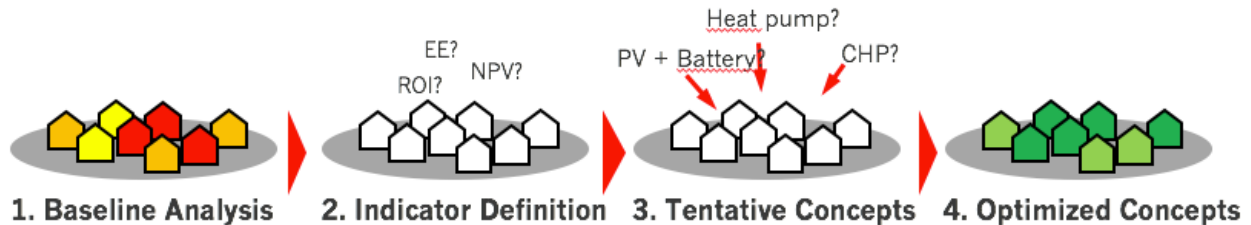
The DREEAM project will ensure the access via the repository to all the publicly available data with the metadata that identifies the deposited sources. The metadata will follow the standards as defined by Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020 that specify the action concerned, the grant number, name and/or acronym of the action. Due to privacy concerns and applicable laws, the access to raw data will initially be limited to consortium partners. The data publicly available will be shared according to the guidelines of the EC - Guidelines on Open Access to Scientific Publications and Research Data in Horizon 2020. At the start of the project, a data policy will be defined as a part of the plan for the energy performance monitoring, including a) details on the procedures and criteria that will be used to identify/recruit research participants, b) information on the informed consent procedures that will be implemented, c) information on the procedures that will be implemented for data collection, storage, protection, retention and destruction. The research will comply with ethical principles and applicable international, EU and national law.

4.6 Products and Services

Chalmers University

Value Proposition

Develop software that connects renovation packages to actual prices of the material and technological solutions. Currently, renovation packages are done manually, and thus they are developed at a small-scale and with limited knowledge. This tool is based on an algorithm that analyses large amounts of data and composes solutions. The tool is cloud-based, so companies can easily share data.



Target Market










Target markets include Housing Providers in-house technical experts or consultants who work for Housing Providers and are preparing building renovation works or portfolio strategies.

Business model

A licensing model for energy consultants and direct sell of the software to real estate services are being considered.

Development plan

By April 2017 business model exploration. An Alfa version will be available by September 2017. It will include a limited amount of technologies and it will be tested on DREAM partner organizations. The graph below describes the product development in detail.

Key Partners  <ul style="list-style-type: none">▪ DREAM partners▪ Climate-KIC▪ EURONET, etc.▪ European Commission▪ Personal networks	Key Activities  <ul style="list-style-type: none">▪ Tool Development▪ Research▪ Data Acquisition	Value Propositions  <p>Consultants:</p> <ul style="list-style-type: none">▪ Customer-tailored refurbishment concepts▪ Economic and environmental Optimization of refurbishment approaches	Customer Relationships  <ul style="list-style-type: none">▪ Co-Development of tool▪ Customer Support	Customer Segments  <p>Consultants:</p> <ul style="list-style-type: none">▪ Energy Consultants▪ Engineering Consultants▪ Facility Management Firms
	Key Resources  <ul style="list-style-type: none">▪ Cost Database▪ Development support	<p>Building Owners:</p> <ul style="list-style-type: none">▪ Strategic Refurbishment planning▪ Physical and economic inventory of portfolio (overview)	Channels  <ul style="list-style-type: none">▪ Conferences▪ Webinars▪ Sales Talks▪ Online and Print media	<p>Building Owners:</p> <ul style="list-style-type: none">▪ Private Property Firms▪ Municipal Property Firms▪ Social Housing Companies▪ Housing Associations
Cost Structure  <ul style="list-style-type: none">▪ Server Costs▪ Development Costs▪ Acquisition Costs▪ Data Costs▪ Other Costs		Revenue Streams  <ul style="list-style-type: none">▪ Tool Customization▪ Subscription / Support fee		

Value Proposition

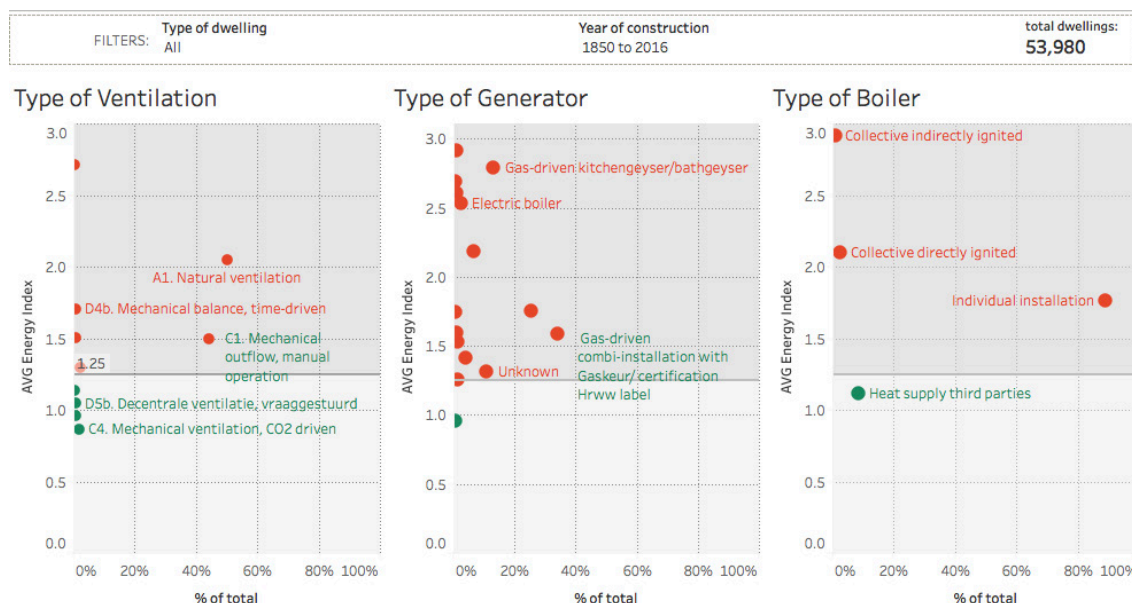
Data driven service that facilitates long-term sustainable real estate investment planning. Currently, housing providers (HP) are investing mainly in improvements at building level. Taking into account the European Commission 2030 goals of energy efficiency, we can predict that sustainability will start to play a strategic part of HP long-term business planning. This service combines data analysis and renovation insights in order to facilitate decision-making between key decision makers in the Housing Provider executive board. The idea is to demonstrate long-term investment planning outcomes.

Target Market

Social Housing Providers, with 5000 units or more who would like to achieve on a long-term certain overall energy performance or certain CO2 reductions. It visualizes the impacts of renovation programs or simply the impacts of X amount of EUR investments. The services show different outcomes of allocating funds helping thus to identify the best renovation strategies.



Example from analysis: the graph shows average Energy Index and share in portfolio per technical component.



Business model

Consulting model, advisory model.

Development plan

The Beta version will be ready by April 2017, tested on 4 HP in two countries in NL and UK. Over the summer 2017 the model will be validated also in Germany and Sweden. Initial commercial exploration second half of 2017.

Annex I: General rules & requirements

Contractual Obligations

Project communication rules are established in article 38 of the Grant Agreement (Promoting the Action, Visibility of EU Funding), with further requirements set out in article 27 (Protection of Results – Visibility of Funding) and Article 28 (Exploitation of Results) and article 29 (Obligation to disseminate results).

In all external communication, dissemination and exploitation, information should be included on the EU funding received. This consists of a text and use of the EU emblem. The text to be used at all communication, dissemination and exploitation is:

“This project has received funding from the European Union’s Horizon 2020 research and innovation programme under the Grant Agreement no 680511. This document does not represent the opinion of the European Union, and the European Union is not responsible for any use that might be made of its content.”

The EU Emblem. High-resolution emblems can be found here:

<http://europa.eu/about-eu/basic-information/symbols/flag/>



For more information about the rules of the European Commission, including specific examples, can be found at the following link:

<https://ec.europa.eu/easme/sites/easme-site/files/documents/6.Communication-AlexandraRuete.pdf>

Visual identity

European projects are obliged to meet certain requirements when communicating, disseminating and exploiting anything related to the project. It is important that all outcomes are consistent and in line with agreed visual identity.

To conform and coordinate all images of the project, it is important to provide the target audiences with a univocal and easy recognizable image of the project. In addition, it allows communicating any initiative, activity and message in a uniform way.

The project logo represents the project identity and it must appear in all documents together with institutional logos. The logo is distinctively used on the project website, leaflet and will also be used accordingly on all other dissemination material which will be produced in the context of the project.

The logo is available in the shared Dropbox folder in .jpg format (different quality versions available):

- Dropbox/DREEAM Project Partners/3_Templates



Similarly, templates for reports and deliverables (.docx) and presentations (.pptx) need to use a common template. Those are saved in the shared Dropbox folder:

- Dropbox/DREEAM Project Partners/3_Templates