

# MASTT2040

## Engagement, dissemination and exploitation plan (D5.1)



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## Scope of the document

This document outlines the strategic plan for engagement, dissemination, and exploitation activities for the MASTT2040 project (Manufacturing as a Service for the EU's TWIN transition until 2040, Project Number 101138342), aimed at establishing a common approach and procedures across all project stages and beyond its lifetime. It will detail the coordination of communication efforts to ensure efficient and effective outreach to all relevant stakeholders, including the broader manufacturing community, MaaS providers and users, Circular Economy (CE) community, industry associations, academia, standardization bodies, and policymakers at local, regional, national, and EU levels.

This plan is developed under the leadership of the Work Package (WP) leader, COMET, and involves all project partners. It includes the identification of relevant stakeholders, the development of a Communication Toolkit, the establishment of a project visual identity, the management of the MASTT2040 website, the creation and distribution of dissemination materials, as well as strategies for an active social media engagement. This document serves as a guideline for both partner-level and collaborative-level communication activities, aiming to maximize the visibility of the project's objectives, activities, and achievements, and to foster an exchange of information on MaaS technologies and their future prospects.

This strategic plan also encompasses the development of an exploitation strategy to optimize the uptake of the project results by relevant stakeholders, ensuring the targeted transfer of information to maximize future MaaS utilization for the benefit of the EU industry.

## 1. Introduction

The topic of the MASTT2040 project, Manufacturing as a Service, represents a paradigm shift in the manufacturing industry, aiming to provide flexible, efficient, and sustainable manufacturing solutions. This document introduces **the Engagement, Dissemination, and Exploitation Plan (D5.1)** and it sets the foundation for a unified strategy to communicate, disseminate, and exploit the project's outcomes effectively to a wide array of targeted stakeholders.

By leveraging a comprehensive stakeholder mapping and communication toolkit, the project seeks to engage with the manufacturing community at large, MaaS providers and users, the Circular Economy community, and other relevant entities. The plan emphasizes the importance of collaborative efforts, both at the partner and collaborative levels, to extend the reach of the project's communication activities beyond local boundaries, creating synergies with other organizations and maximizing outreach and impact.

Through targeted communication and exploitation activities, the project aims to provide visibility to its objectives, achievements, and the potential of MaaS technologies, facilitating knowledge exchange, learning, and uptake among stakeholders. This introduction sets the stage for a detailed exploration of the

methodologies, strategies, and tools employed in achieving these goals, ensuring the project's lasting impact on the manufacturing sector and beyond.

## 2. Methodology

To craft a comprehensive methodology section within the context of MASTT2040, the strategic approach, tools, and activities designed to effectively communicate with, engage, and influence the project's diverse stakeholder groups are outlined. An effective communication plan must distinctly outline three key elements critical to the strategy's success: the target audience, the core message, and the channels through which the message will be conveyed. This system is supported by the development of a Communication Toolkit and engagement by consortium partners both at individual and group level. The following details the systematic processes and rationale behind the chosen communication strategies, ensuring alignment with the project's goals and objectives.

### 2.1 Methodology

The methodology for the project's Engagement, Dissemination, and Exploitation Plan is rooted in a strategic and multi-faceted approach that aims to maximize the impact of the project across various stakeholders, including the manufacturing community, MaaS providers and users, the Circular Economy (CE) community, industry associations, academia, standardization bodies, and policy-makers at local, regional, national, and EU levels. This strategy is built upon a foundation of comprehensive stakeholder identification, targeted communication, and the development of a robust Communication Toolkit, ensuring the project's findings and innovations reach and resonate with the intended audiences.

### 2.2 Stakeholder Identification and Mapping

Central to the plan's methodology is the detailed mapping of relevant stakeholders, achieved through an internal teamwork. This collaborative effort among all project partners has produced a curated list of stakeholders, completed with short descriptions and contact information, facilitating targeted engagement strategies. This process not only ensures that the partners' communication efforts are finely tuned to the needs and interests of each stakeholder group but also fosters a deep understanding of the landscape within which the project operates.

### 2.3 Communication Toolkit Development

A key component of the project's strategy is the creation of a Communication Toolkit (D5.2), which encompasses the development of a visual identity, the MASTT2040 website, and various dissemination materials. The visual identity, including a project logo and communication templates, provides a consistent and recognizable brand for all project outputs. The MASTT2040 website serves as a digital hub for the project, supporting communication, dissemination, and engagement activities. It features project activities and outcomes, and acts as a forum for discussion and exchange on MaaS topics. If needed,

additional dissemination materials, e.g. videos, texts, graphics, roll-ups, and brochures, will be tailored to effectively convey the project's messages across different platforms and events. Depending on the occasion and the progress' stage, the partnership will decide which is the most appropriate material to develop to better communicate project's activities.

## **2.4 Strategic Communication Channels**

The methodology emphasizes the use of diversified communication channels to ensure broad and effective dissemination and engagement. This includes a strategic mix of digital and traditional media, such as social media platforms, digital brochures, promotional videos, webinars, and participation in relevant events. The choice of social media platforms has been determined taking into consideration the preferences and habits of the partners' target stakeholders, ensuring that their presence is both strategic and impactful. Among all the social media platforms that have been used in the past to promote similar projects (LinkedIn, Facebook, X formerly known as Twitter, Instagram), at the first dissemination board meeting, it was decided which platform is best suited for the purposes of this project: LinkedIn.

## **2.5 Collaborative and Individual-Level Engagement**

The project's communication activities and brand management will be executed on both a partner and collaborative level. Each partner will integrate the project's communication activities into their individual plans, while also contributing to a unified, project-wide strategy. This dual approach allows for a wide-reaching impact, leveraging both the individual strengths of each partner and the collective power of the consortium.

## **2.6 Exploitation and Sustainability**

The project's strategy also encompasses the exploitation of project results, guided by the comprehensive stakeholder mapping and engagement activities. The aim is to ensure that the project's outcomes are not only disseminated widely but are also utilized effectively by stakeholders to advance MaaS solutions that are sustainable, circular, and beneficial for the EU industry. Regular updates, web-seminars, and a final event are planned to facilitate the continuous exchange of information and to foster potential collaborations and exploitation opportunities.

In conclusion, the methodology for the Engagement, Dissemination, and Exploitation Plan is designed to be dynamic, inclusive, and impactful, ensuring that the MASTT2040 project achieves its objectives and delivers lasting value to all stakeholders involved.

# **3. Engagement, Dissemination and Exploitation Goals**

The objectives of the Engagement, Dissemination, and Exploitation (EDE) activities are critical in ensuring that the project not only reaches its intended audience but also engages them in a manner that promotes active participation, knowledge exchange, and the sustainable use of project outcomes. These goals are



designed to create a lasting impact on the manufacturing community, MaaS providers and users, as well as broader stakeholders including academia, industry associations, standardization bodies, and policymakers.

### 3.1 Engagement Goals

**Build a Robust MaaS Community:** foster a dynamic community of stakeholders, including MaaS providers, users, and the wider manufacturing ecosystem, to encourage collaboration, innovation, and the exchange of best practices.

**Stimulate Stakeholder Interaction:** through targeted workshops, webinars, and interactive platforms, stimulate rich interactions among stakeholders, facilitating the sharing of insights, challenges, and opportunities within the MaaS landscape.

**Enhance Stakeholder Commitment:** increase the commitment of stakeholders to the MaaS concept by demonstrating its value proposition and relevance to their operational, strategic, and sustainability goals.

### 3.2 Dissemination Goals

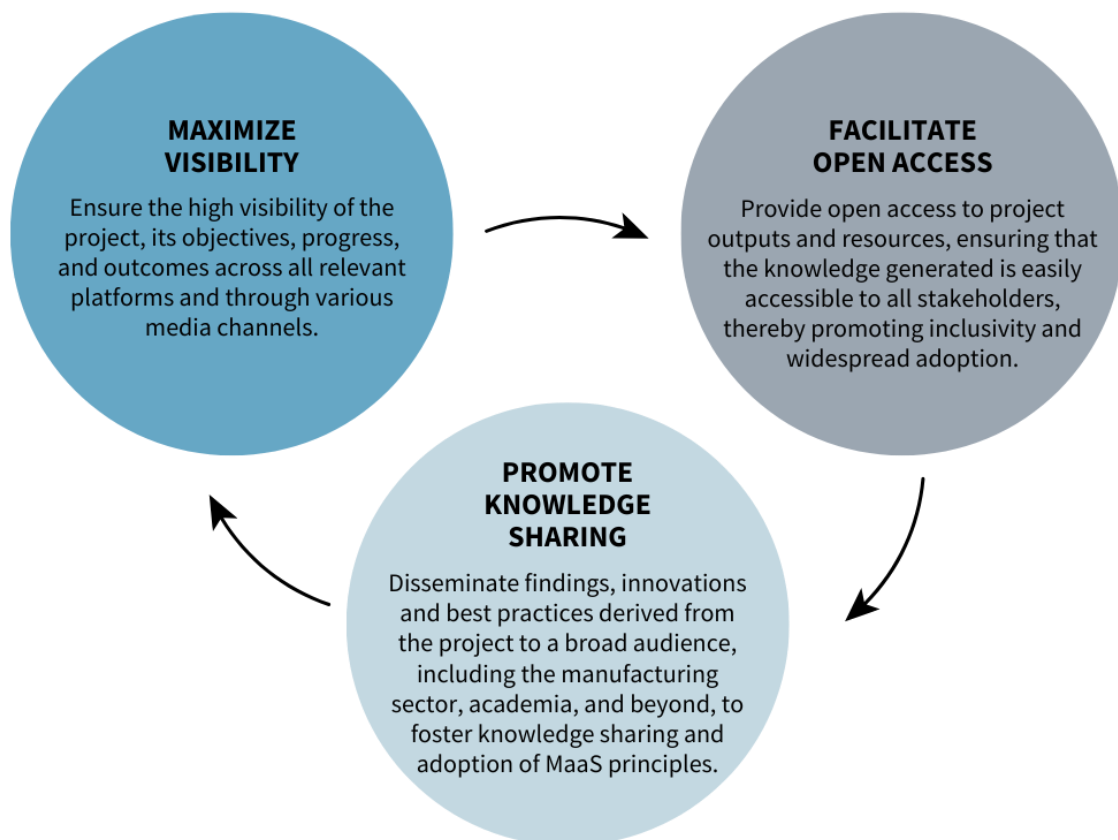


Figure 1: Goals of MASTT2040 dissemination strategy

### 3.3 Exploitation Goals

- **Drive the adoption of MaaS solutions:** encourage the practical application and adoption of MaaS solutions by highlighting their effectiveness, efficiency, and benefits to potential users and the manufacturing sector at large.
- **Support policy and standardization efforts:** inform and influence policy-making and standardization processes by providing evidence-based insights and recommendations drawn from the project's findings, contributing to the development of a conducive environment for MaaS adoption.

- **Sustain project impact:** To ensure the project's impact is sustained over time, it's essential to put in place effective mechanisms for the continuous dissemination and application of its findings. This involves not just sharing knowledge and insights gained from the project, but also applying them in practical ways to keep the momentum going even after the project officially ends. Key to this effort is the commitment to keeping the community involved and engaged. By fostering ongoing dialogue, collaboration, and participation, we can ensure that the project's benefits are not only preserved but also grown..

By achieving these engagement, dissemination, and exploitation goals, the project aims to catalyse a significant shift towards more flexible, efficient, and sustainable manufacturing practices, paving the way for future innovations and advancements within the industry.

## 4. Target Groups

The MASTT2040 project is designed to encourage the Twin Transition in manufacturing through innovative Manufacturing as a Service (MaaS) models contributing to sustainability and the circular economy (CE). To realize this vision, the project targets a broad and diverse group of stakeholders, each playing a vital role in the ecosystem's development and the dissemination and exploitation of project outcomes. The establishment of a MaaS&CE ecosystem will foster collaboration among industry representatives, policymakers, technology providers, European Digital Innovation Hubs (EDIHs), and other key players. A thorough analysis conducted by all partners has identified relevant stakeholders to be addressed at local/regional/national and European level, whose output is a stakeholders' list. The categories identified are as follows:

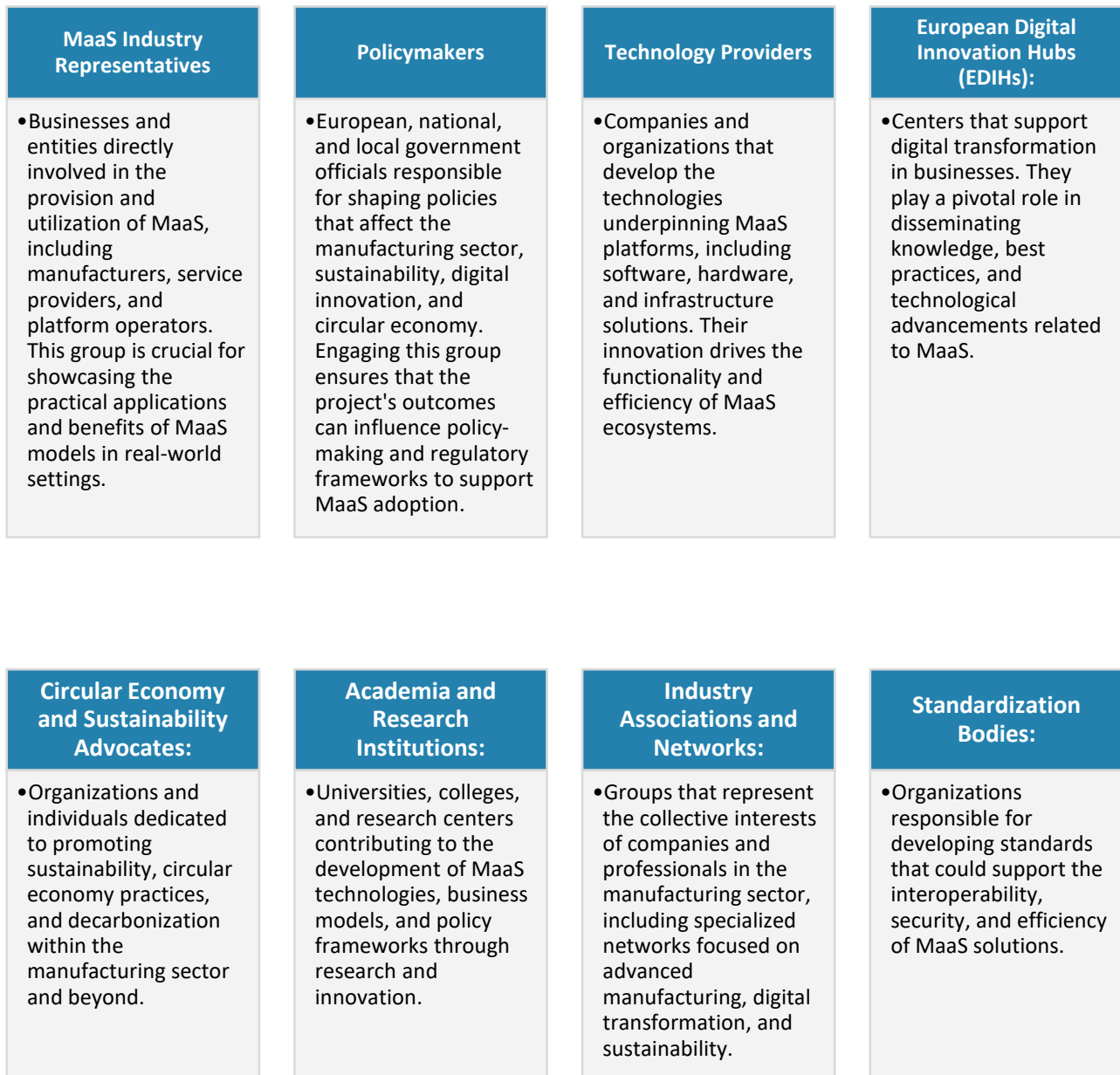


Figure 2: MASTT2040 target groups

## 4.1 Strategies for Engagement

The project will implement a virtual and physical engagement strategy to interact with these target groups, leveraging a project portal, a social media channel, engagement web-seminars and participation in targeted events and conferences. The project portal will serve as a central hub for disseminating information, fostering debate and showcasing project findings. Social media will facilitate real-time interaction and discussion, while web-seminars and participation in events will provide opportunities for deeper engagement and collaboration.

Through these strategic efforts, the MASTT2040 project aims to build a cohesive, informed, and active MaaS-for-CE ecosystem enhancing stakeholder collaboration and driving the Twin Transition in the European manufacturing sector.

## 5. Key messages

The MASTT2040 project stands at the confluence of Manufacturing as a Service (MaaS) and the Circular Economy (CE), aiming to pioneer pathways towards a more sustainable, efficient, and resilient manufacturing landscape in Europe. The project's key messages are crafted to underline the potential of MaaS, emphasizing innovation, sustainability, and collaboration as central themes. These messages aim to resonate across sectors, highlighting the project's role in driving the twin transition to a digital and green economy.

1. **Innovation at the Crossroads of MaaS and CE:** MASTT2040 is harnessing the disruptive power of digital technologies to redefine manufacturing, making it more agile, flexible, and responsive to the demands of a circular economy.
2. **Sustainability and Green Goals:** the project champions the integration of green goals within MaaS models, advocating for sustainable production methods that contribute to the EU's climate neutrality targets.
3. **Collaborative Ecosystem:** MASTT2040 encourages cooperation among manufacturers, policymakers, technology providers, and academia, ensuring a holistic approach to the challenges and opportunities of digital and green transitions.

### 5.1 Language

The language used in MASTT2040 communications will be accessible and reflective of the project's innovative spirit. It will:

- be clear and concise: avoiding jargon to ensure messages are understandable by a broad audience, including non-specialists;

- be positive and forward-looking: emphasizing the transformative impact of MASTT2040 on European manufacturing and sustainability;
- reflect collaboration: highlighting the collective effort and partnership across sectors and disciplines.

## 5.2. Procedures for Engagement, Dissemination, and Exploitation

The partners' approach to the MASTT2040 project is founded on a tri-pillar strategy of Engagement, Dissemination, and Exploitation to drive the manufacturing sector through digital innovation and sustainability. Stakeholder participation, transparent communication and strategic sharing of the project's advancements are prioritized to foster the broad adoption of Manufacturing-as-a-Service (MaaS) models. This initiative aims to not only share knowledge and insights but also to influence policy and standards, ensuring a significant impact on the future of European manufacturing aligned with the principles of the circular economy.

### **Engagement:**

- Inclusive Stakeholder Involvement: engage a wide array of stakeholders through participatory foresight workshops, web-seminars, and collaborative platforms, ensuring diverse perspectives are captured.
- Feedback Loops: establish mechanisms for ongoing dialogue with stakeholders, incorporating their insights into project iterations and decision-making processes.

### **Dissemination:**

- Open Access publications: leverage open access platforms and journals to share research findings, ensuring widespread accessibility.
- Digital and Social Media presence: utilize the project portal and social media channel for real-time updates and engagements, supported by a dedicated publication calendar for consistency and reach.
- Events and conferences: actively participate in and organize sessions at relevant industry and academic events to promote key findings and foster networking.

### **Exploitation:**

- Collaborative initiatives: work with European initiatives and networks to amplify the project's impact and facilitate the adoption of its outcomes.
- Policy influence: engage with policymakers and standardization bodies to inform and influence regulations and standards, driving the adoption of sustainable MaaS practices.

### Research data and ethics management:

To adhere to FAIR principles and GDPR guidelines, ensuring responsible handling of data and ethical considerations in all project activities the consortium will prepare a Project Research Data Management Plan (D6.2) including a description of methodology and standards to be followed, what data sets are exploitable or made accessible for verification and re-use.

## 6. Engagement, Dissemination and Exploitation Channels

The project employs a multifaceted approach to communication, leveraging both traditional and digital channels to engage with a broad spectrum of stakeholders that were identified in section 4 of the present document. This strategy is encapsulated within a comprehensive **Communication Toolkit (D5.2)**, ensuring consistent and impactful outreach across all project phases.

### 6.1 Visual Identity: Logo and templates

The **visual identity** of MASTT2040 project is designed as a set of visual elements crafted to represent and distinguish the project across various platforms and mediums. Developed with the aim of enhancing project recognition and coherence, it comprises a logo and standardized PowerPoint and Word templates.

The logo was built around the main concepts of the project to provide a visual representation of the thematic areas covered:

- **The factory** as a visual shorthand for the manufacturing industry, the main driver of Europe's industrial innovation;
- **The digital cloud** symbolises the "As-a-Service" business model, supported by digitization and cloud technologies



Figure 3: project's logo

The logo package includes different logo formats, as well as the design in a monochromatic version (black and white) useful for printing or color combination purposes.

As a completion of the visual identity, fonts and a colour palette were selected to help maintaining uniformity throughout the communication processes and make them aesthetically coherent.

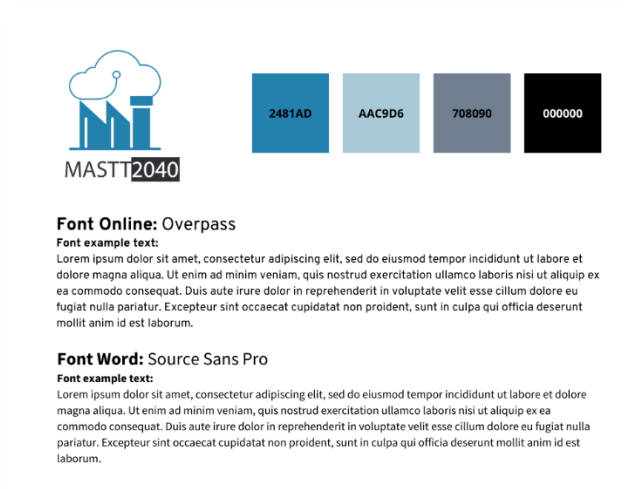


Figure 4: MASTT2040 visual identity

To ensure consistency and professionalism across all communications, project's materials, including reports and presentations, these will be primarily produced in English. Recognizing the value of accessibility and inclusivity, project partners have the flexibility to tailor communication materials into other languages, thereby broadening the project's reach and engagement with diverse audiences.

## 6.2 Project Website

The [MASTT2040 website](#) serves as the central hub for information dissemination and stakeholder engagement. Designed with the support of an external service provider, the website functions as a digital forum, facilitating discussions, sharing project results, and serving as a landmark for MaaS discourse. It will feature updates on project activities, outcomes, and events, gathering all the informational needs of interested stakeholders.

It includes 5 main sections:

1. **Home:** providing a general overview of the project, the objectives and expected outcomes;
2. **Partnership:** consisting in a brief presentation of each partner belonging to the consortium and the role in the project. It will include also cross-links with partners' websites;
3. **News&Events:** relating to constant updates on events/conferences where the project is presented, as well as information about workshops organized within the project domain;
4. **Knowledge Hub:** serving as a main reference point for crucial insights about MaaS and experiences gained in the project readily available to the community;
5. **Contacts:** containing the main contact information of the project's partners.



### 6.3 Social Media

Social media platform (LinkedIn) will play a pivotal role in the project's communication strategy. This channels is to be used to provide timely updates, share insights, and foster community engagement around MaaS technologies, approaches, and challenges. The selection of the platform has been strategic, aiming to maximize reach and interaction with the project's diverse audience.

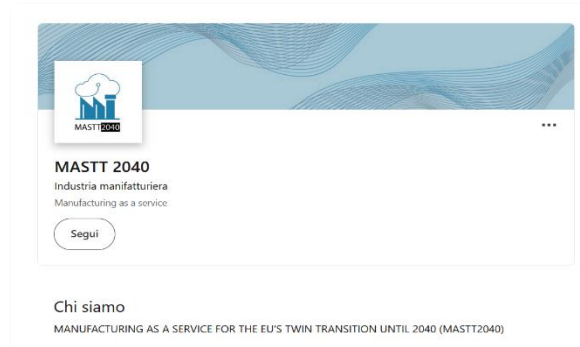


Figure 5: LinkedIn page

During the first dissemination meeting (26.02.2024), drawing on extensive experience from previous projects, the partnership decided to focus their dissemination efforts on the development of a LinkedIn page, selected as the most appropriate platform to communicate about the project progress and results, throughout the two-years and beyond. While considering various platforms, it became clear, based on the partners' collective past experiences, that alternatives would not match LinkedIn's effectiveness in disseminating the project's information.

### 6.4 Other materials

A digital brochure will be created to briefly present the project's objectives, activities, and achievements. This tool will serve as a handy reference for stakeholders, providing a comprehensive overview of MASTT2040 and its contribution to the MaaS and CE landscapes. Partners have agreed unanimously that having a digital version is a more sustainable choice, in case of need each partner will print out independently the brochure as a support to dissemination activities.

Webinars will be organized as part of the project's engagement strategy, offering deep dives into MaaS topics, project findings, and discussions on future trends. These virtual events will enable direct interaction with the community, fostering knowledge exchange and collaboration.

### 6.5 Events

The project will actively participate in and organize events at local, national, and European levels. These events will range from industry conferences to academic gatherings, where the project can be presented,



and stakeholders can engage in discussions, workshops, and networking sessions. The aim is to maximize visibility, disseminate findings, engage new stakeholders and explore collaborative opportunities.

## 7. Management of Communication Activities

Communication activities and brand management will be orchestrated at both the partner and collaborative levels, under the guidance of the WP leader (COMET). Individual partners will integrate the project's communication efforts into their own plans, while collectively, the consortium will adopt a unified approach to extend outreach beyond local spheres, creating synergies with other entities and initiatives to engage a wider audience (**Task 5.3**). This dual-level strategy ensures that MASTT2040's messages reach and resonate with all relevant stakeholders, promoting the adoption of MaaS principles and practices for a more sustainable and efficient manufacturing future.

### 7.1 Deliverables

The project's deliverables and milestones are designed to systematically track and confirm that its progress and objectives are being achieved both efficiently and on schedule. The specific deliverables related to the Dissemination and Communication efforts of the MASTT2040 project include:

Deliverable No	Deliverable Name	Lead Beneficiary	Type/Dissemination Level	Due Date (month)
<b>D5.1</b>	Engagement, dissemination and exploitation plan (1)	COMET	Document/Report Public	3
<b>D5.2</b>	Communication Toolkit	COMET	Document/Report Public	3
<b>D5.3</b>	Stakeholder engagement report	COMET	Document/Report Public	24
<b>D5.4</b>	Final event report	SIRRIS	Document/Report Public	24
<b>D5.5</b>	Report on communication activities (1)	COMET	Document/Report Public	12
<b>D5.6</b>	Engagement, dissemination	COMET	Document/Report Public	12

	and exploitation plan (2)			
<b>D5.7</b>	Report on communication activities (2)	COMET	Document/Report Public	24



## 7.2 Timeline

WP	Name of the WP/Task	From	To	Year 1												Year 2											
				2024												2025											
				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
<b>Stakeholder engagement, communication and dissemination</b>				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dic	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dic
WP5	Outreach and awareness raising activities	1	24																								
T5.1	Stakeholder Engagement Strategy, Dissemination and exploitation plan	1	3																								
T5.2	Communication material and activities	1	24																								
	Visual identity	1	3																								
	MASTT2040 website design and management	1	24																								
	Dissemination materials	1	24																								
T5.3	Liaison with Maas and CE stakeholder communities and support transfer of information and technologies between HE projects and other relevant initiatives	1	24																								
T5.4	Exploitation of project results including final event	13	24																								

Figure 6: Gantt chart

## 7.3 Internal Communication

### 7.3.1 Regular Meetings

WP5 activities involve regular consortium discussions through online meetings held every three months to ensure timely updates and consistency in messaging. COMET, as the WP leader, will facilitate these meetings via Zoom, providing necessary calls to action. These quarterly sessions aim to align communication efforts, address any queries or issues, and enhance overall project management, fostering trust and transparency among partners. Additionally, they'll identify needs for extra communication support, like infographics or visuals. The Dissemination group will oversee these efforts, focusing on aligning capacity building with dissemination and communication activities, refining future actions based on interim results, and maximizing the impact of MASTT2040's advancements and outcomes.

### 7.3.2 Individual Marketing Efforts

Guided by COMET's direction, every partner is instrumental in the success of WP5, charged with ensuring the project's effective dissemination locally. Alongside efforts that span the entire consortium, partners will implement bespoke marketing strategies in their regions to boost the project's profile. This will include, but is not limited to, spreading news through press releases, personal mailings, newsletters, and specialized segments on each partner's website. Crucially, these activities will involve collaboration with European Digital Innovation Hubs (EDIHs) to amplify reach and impact. Additionally, partners will organize promotional events ranging from general information sessions to specific project-related activities, aiming to generate widespread awareness and encourage active participation.

The communication and dissemination strategy for MASTT2040 is crafted to amplify the project's reach and impact, employing a comprehensive mix of channels and activities to engage a wide audience and secure the project's enduring success. This strategic framework will be made accessible to all partners, serving as a roadmap for effective communication and outreach.

### 7.3.3 Content Management

1. Each partner is required to use the MASTT2040 project logo when communicating and disseminating materials pertaining to the project, which is available on the project's Teams folder.
2. The European Union emblem together with the funding statement should be displayed in all communication activities, including dissemination materials to acknowledge the support of the EU Programme and ensure the visibility of the European funding.<sup>1</sup>

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<sup>1</sup> The use of the EU emblem in the context of EU Programmes 2021-2027, European Commission, March 2021

3. When displayed together with another logo, the EU emblem must have appropriate prominence (size, positioning, colour and quality).
4. The ready-to-use EU emblem including the funding statement can be downloaded at the following link in all EU languages and Arabic, Icelandic, Norwegian, Turkish and Russian: [Inforegio - Download centre for visual elements \(europa.eu\)](https://inforgio.europa.eu).
5. Always include the following text for any material: "This project has been co-funded by the Horizon Europe programme of the European Union under grant agreement No. 101138342". If the space is not enough, at least state the following keywords: "EU project" and "Horizon Europe" or "funded by the EU Horizon Europe programme". Indeed, the name of the European Union shall always be used together with the name of the programme of fund and shall be spelled out in full.
6. The minimum height of the EU emblem shall be 1 cm.
7. When placed on communication material, the EU emblem should be positioned at an appropriate distance from the third-party organisation's logo.
8. The typeface to be used in conjunction with the EU emblem can be any of the following: Arial, Auto, Calibri, Garamond, Tahoma, Trebuchet and Verdana. Underlining and other font effects are not allowed.
9. The colour of the text should be Reflex Blue, white or black depending on the background.
10. The positioning of the text in relation to the EU emblem must not interfere with the emblem in any way.
11. The font size used should be proportionate to the size of the emblem.

## 8. Key performance indicators

The MASTT2040 project is committed to ongoing tracking and evaluation of its dissemination and engagement efforts. To facilitate this, specific Key Performance Indicators (KPIs) have been established, as outlined in the table below. These metrics will guide the project's monitoring activities throughout its duration.

Activity	KPI	Means of verification
<b>MASTT2040 engagement webinars</b>	4 (1 every 6 months)	Attendance list/screenshots
<b>MASTT2040 workshops</b>	6 (1 scenario dev., 1 trend analysis, 2	Attendance list/photos

	roadmap dev., 1 action plan dev., 1 standards dev.)	
<b>MASTT2040 promotion in external conferences and webinars</b>	min. 12 (2 per partner)	Photos
<b>Participation in industry events</b>	min. 2/year	Photos
<b>Final MASTT2040 event</b>	1 (min. 60 participants on site and 40 online)	Attendance list/photos
<b>Min. number of participants per MASTT2040 workshop</b>	25	Attendance list
<b>N° of representatives of the TT-01-07 and other thematically linked projects involved in the project activities</b>	10	Attendance list
<b>Project platform visits</b>	1,500	Website statistics
<b>Social media views</b>	1,000	LinkedIn statistics





## 9.2 PowerPoint template

