

METIS - 612339-EPP-1-2019-1-DE-EPPKA2-SSA-B**A Sector Skills Alliance**

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Deliverable D6.1 – Dissemination and Exploitation Plan

WP6 Dissemination and Exploitation

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Contents

1. Contents.....	3
2. Executive Summary.....	4
3. Introduction	5
4. Objective and scope.....	6
5. Methodology.....	7
6. Dissemination strategy	8
5.1 METIS Message	8
5.2 Target Groups	11
7. Exploitation strategy	14
METIS Observatory and Skills Council.....	15
8. Specific Dissemination and Exploitation activities.....	17
8.1 Project branding, logos and templates	17
8.2 The METIS website	18
8.3 Social media presence	19
8.4 Partners' mailing lists/ websites	21
8.5 Mobilizing local and national media	21
8.6 Meetings with stakeholders/ policy makers.....	22
8.7 METIS events.....	22
8.8 Partners' events and Third parties' events	22
9. Overview of D&E Strategies of METIS partners.....	23
10. Evaluation of the D&E strategy and implementation.....	32
11. Conclusion.....	34
12. Annex	35
Dissemination checklist for partners	35

Executive Summary

The Deliverable D6.1, presents the consortium's objectives and strategic actions to promote and exploit the deliverables of the project METIS, throughout and beyond the course of its lifecycle.

The Dissemination & Exploitation (D&E) Plan is a dynamic report that will serve as a guide for the implementation of dissemination and exploitation objectives of METIS and will be updated continuously in the duration of the project.

In this regard, it introduces:

- The dissemination and exploitation strategy, elaborating on the selection of targeted audiences, communication channels, activities and key performance indicators (KPIs), raising project awareness and the uptake potential of METIS project results.
- The detailed dissemination and exploitation activities, describing the pursued objectives of each consortium member and the overall expected impact and uptake potential of the project deliverables beyond the lifetime of the project.

Introduction

The overarching aim of METIS is to support the growth strategy of the European microelectronics sector by redefining occupational profiles and tackling skills gaps: METIS pinpoints existing and emerging needs from the labour market (demand side represented by industry) and trigger the responsiveness of training systems at all levels (supply side represented by iVET and cVET).

The specific aim of the project is to establish sustainable cooperation on skills development between key industry players, education & training providers and relevant stakeholders in policy making and social sector, that will culminate in the establishment of the Microelectronics Observatory and Skills Council, beyond the lifespan of the project.

Another objective of the METIS efforts will be targeted towards enhancing the visibility of the sector as a professional option. To do so, the consortium will have to reverse the negative trends of limited awareness of microelectronics in society and its poor image as a field of work, as well as tackle the lack of diversity observed in the sector.

To achieve these objectives, the consortium puts great emphasis on the aspects of dissemination and exploitation of the project. All partners have identified that an increased impact inside and outside the consortium will benefit directly the microelectronics industry. Hence, they are committed to dedicate the necessary resources to amplify the voice of METIS.

SEMI Europe is the leading partner of the consortium for dissemination and exploitation. SEMI Europe's scope of actions in Deliverable 6.1 includes the coordination of the METIS dissemination and exploitation objectives related to successful promotion of the project (e.g. dissemination materials design and distribution, social media and web account management). Through its experience and expertise in advocacy and public policy, SEMI Europe will provide accurate and coherent communication of the pursued project results and objectives, maximizing the uptake of the METIS outcomes.

Objective and scope

This deliverable overviews dissemination and exploitation strategies as agreed upon by the METIS consortium to efficiently distribute and promote the objectives and desired outcomes of the project to relevant target audiences in a comprehensive manner. It

- identifies the main METIS messages,
- specifies the target audiences, with quantitative indicators,
- presents the exploitation strategy and actions of the consortium,
- presents the detailed dissemination actions to be taken by each partner

As Dissemination and Exploitation is a horizontal WP, it touches upon all parts of the project. In particular, the Dissemination and Exploitation strategy has a central role in the following Work Packages, for the METIS consortium to:

- Gather information from a large pool of industry and education stakeholders, in the form of primary research to develop the Sector Skills Strategy (WP2, Task T2.3).
- Involve stakeholders in the testing and fine-tuning of the METIS training (WP4).
- Involve key players in the Microelectronics Observatory & Skills Council, that will ensure the messages of the project live even after the end of its duration (WP7).

Methodology

The methodological steps for the METIS D&E strategy:

Step 1: Conceptual Design: A key element towards the development of the METIS D&E strategy is the identification of goals and objectives (messages) of the project consortium members as communicated in joint meetings and e-communication platforms.

Step 2: Detailed Plan Development:

In light of the received inputs from the consortium partners, METIS **target groups** were identified, enabling the dissemination and exploitation work package leader and task manager to select the most cost-and-time-effective ways to promote the project's objectives and identify adequate communication channels.

The **communication channels** for successful transfer of information to the target audiences include:

- Interpersonal communication channels: e.g. workshops, presentations, conference participation
- Online communication channels: e.g. web-based articles, bulletins, factsheets, social media

From the beginning of the dissemination and exploitation-drafting phase, the objective of future promotion of exploitation opportunities was of significant importance. The members of the consortium will contribute in accordance with their field of expertise and influence, to the impactful implementation of dissemination and exploitation objectives, going beyond the project's lifespan.

Step 3: Identification of Dissemination and Exploitation Instruments: Following the identification of goals and objectives of the METIS project, the instruments for coordinated delivery of dissemination and exploitation activities are introduced. In particular, this step included the development of strategies and plans for promotion of the METIS project among the industry, education and general public.

Step 4: Deployment of Activities: This phase puts the objectives and goals of the METIS consortium into practice in line with all dissemination and exploitation activities as outlined in this document

Step 5: Evaluation: Evaluation of the D&E strategy will be continuous, as the project is sure to undergo shifts in its 4-year run. All partners will re-evaluate the D&E objectives and strategic actions throughout the course of the project. The METIS D&E strategies will also be evaluated internally and externally in the framework of the METIS Quality Plan and its periodical reviews (WP5). EACEA will play a central role in the evaluation, via the feedback it will give to the consortium following the submission of reports.

Dissemination strategy

5.1 METIS Message

Digitalization is the key opportunity for the knowledge-oriented economy of our time, in particular for Europe, and semiconductor solutions are key drivers of digitalization. Therefore, microelectronics offers highly attractive job opportunities at the forefront of research and applications relevant to all of us.

Microelectronics are everywhere with a global market of 2 trillion \$

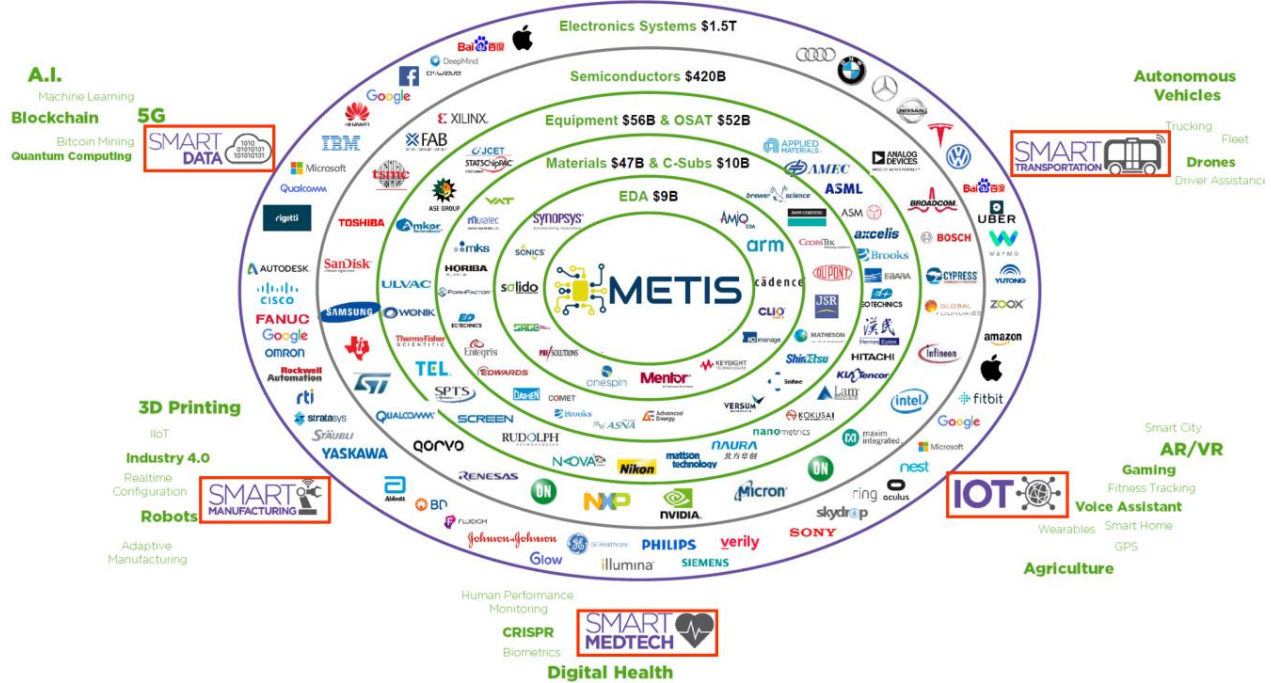


Figure 1 – The Importance of microelectronics

Specific challenges METIS intends to address:

- VET provision and occupational profiles in EU microelectronics are generally not aligned¹ with emerging technologies such as AI
- While large firms are better positioned in advanced microelectronics, SMEs find it difficult to attract the workforce with the right skills to develop next generation solutions for the digital era

¹ Skills for Key Enabling Technologies in Europe”, EU Commission, 2016

“Insights into Skill Shortages and Mismatch: Learning from Cedefop’s EU Skills and Jobs Survey”, Cedefop, 2018

- In microelectronics, cross-border cooperation between education & training providers and industry is weak. Education providers are not always aware of new skills needs, resulting in outdated curriculum and rigid transition to the world of work
- The sector's innovation pace is so fast that limits education providers to catch up, making industry–education cooperation essential
- Microelectronics is an extremely global sector, it is common to find companies with 15,000² suppliers globally, requiring a strong global understanding and the detailed analysis of its impact on skills needs
- The sector's talent pipeline is not diverse and inclusive enough, women participation going down from 40% to 10% along the occupational hierarchy³
- The workforce average age is 45-50+ in many segments, causing problems of trans-generational knowledge flow⁴
- The image of the sector: learners and future workforce do not connect microelectronics (hardware) with data technologies (AI & software) and with its contribution to societal and environmental issues
- Without the right-skills set, the technology will move away from Europe to other continents that provide competitive manufacturing capacity with abundant human capital. The challenge is to match market drivers and capacity building (education & training) in a fast-evolving sector⁵
- Expect a few countries in the EU, work-based learning is not integrated into overall education-industry partnership
- Lack of EU labour mobility generating geographical unbalances between West, East, South, North EU⁶.

Addressing the skills shortage is a priority for an elevated competitiveness of the European microelectronics sector. An important step in this direction is a stronger industry and education collaboration. The METIS (MicroElectronics Training, Industry and Skills) consortium is uniquely positioned to bridge this gap, as it will implement a new strategic approach to sectoral cooperation on skills for microelectronics by involving the key players across industry, education & training and regulatory/certification bodies.

In this light, METIS brings a unique European partnership establishing a sustainable framework to:

- analyse key global trends affecting the sector and provide strategic insights and foresights
- anticipate emerging skills needs, identify jobs of the future, define related occupational profiles and monitor progress in the domain of human capital for microelectronics

² Beyond Borders: The Global Semiconductor Value Chain, SIA & Nathan Associates, 2016

³ McKinsey & SEMI data aggregated, 2018

⁴ SEMI Workforce Development Council Europe, 1st Meeting, 2018

⁵ "Implementation Plan of the European Industrial Strategic Roadmap - Electronics Leaders Group", 2014

⁶ "Comparison of EU and non-EU Regional Clusters in KETs: The case of Semiconductors", EU Commission, 2013

- develop a Sector Skills Strategy to support the global leadership of the EU microelectronics industry, establishing operational linkages between skills and the future of the sector
- federate European synergies towards the needs of data-driven technologies such as artificial intelligence enabled by advanced microelectronics and its skills requirements
- establish an EU Microelectronics Observatory & Skills Council
- design and deliver a modular and blended curriculum, integrating work-based learning that uses OER
- pave the way for the pan-European recognition and certification of innovative VET
- use innovative tools such as industry mentoring to facilitate inter-generational transfer of knowledge in the sector
- embed social (diversity & inclusion) and environmental sustainability (circular economy) issues and EU policy goals in workforce development.



Figure 2 – The METIS Solutions and Innovations

The partners represent key stakeholders along four lines:

The Supply Side is involved by the engagement of the educational and training system since the inception of the skills identification, so that there is full alignment with trends of the labour market and industrial competitiveness strategies.

The Demand Side is represented by the direct participation of industry in the definition of the professional profiles of the future, with a clear objective of supporting growth for jobs.

The Policy Side participation is guaranteed by the presence of regulatory bodies in the field of VET as well as the connection with policy formulation at national and EU levels through the Observatory for the microelectronics industry.

The Facilitation Side is represented by national and European industry associations and social partners.

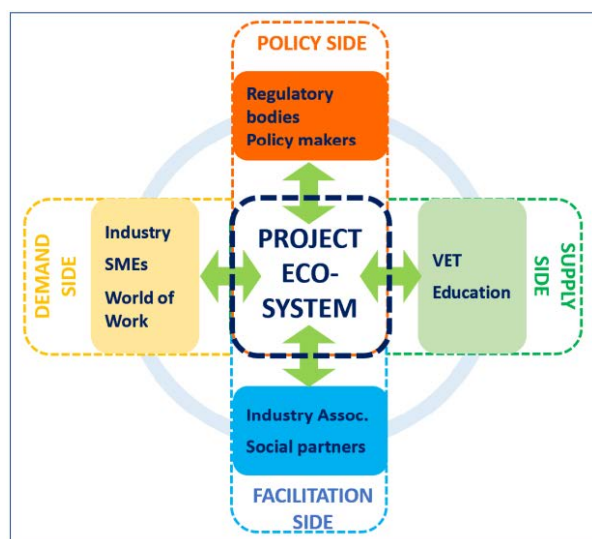


Figure 3 – METIS multi-stakeholder approach

5.2 Target Groups

The key aspect to accommodate the D&E success preconditions of ‘high impact’ and ‘industrial uptake potential’ is to distribute and communicate the appropriate information to relevant audiences in a concise and articulated manner.

One of the key steps towards the development of a successful dissemination strategy is to identify and classify the key audiences, benefiting from the project’s deliverables and expected impact.

The target groups for the METIS message are represented in the consortium and the dissemination efforts by the respective partners will help raise awareness among their peers. Below is an overview of the main target groups, the quantitative outreach objectives and how they will be involved with the project.

Learners	VET providers	Industry	Social actors	Policy makers
• New learners • Re-trained learners		The entire microelectronics value chain, with a focus on: • Semiconductor design • Semiconductors manufacturing		• European • National • Local/regional

Figure 4 - Overview of METIS Target groups

Table 1 – Outreach strategy for METIS Target groups

TARGET GROUPS	OUTREACH OBJECTIVES	INVOLVEMENT IN METIS	TARGETED D&E ACTIVITIES
LEARNERS	At least 900 learners	involved in the primary research for the Sectoral Skills Strategy (WP2), and the delivery of the METIS curriculum (WP4)	Events in education institutions, job fairs Partners' websites and mailing lists
	An additional of 2000 learners	using the METIS platform after its delivery	
VET PROVIDERS	At least 200 VET providers	Involved for the roll-out of the METIS curriculum	Local and national media Partners' websites and mailing lists
INDUSTRY	At least 500 firms	Involved in the primary research for the Sectoral Skills Strategy (WP2), and the delivery of the METIS curriculum (WP4)	Partners' websites and mailing lists Local and national media
POLICY MAKERS	At least 2000 policy makers (1000 local, 500 national and 500 EU)	Through the research for the Fiches of best practices (WP2) For the exploitation of METIS beyond the lifespan of the project	Policy events Face-to-face meetings with key stakeholders
SOCIAL PARTNERS	At least 150	Social Partners already involved in the consortium	Events, particularly through the METIS social partners

Learners:

In the framework of WP4, at least **900 learners** will be involved in the implementation of the METIS curriculum and training, through testing and validation. Moreover, **2,000 more learners** will use the METIS platform in the course of the project. In total, at least 2,900 learners will complete the METIS curriculum until the conclusion of METIS.

The objective is to cover two sub-groups: new learners and re-trained professionals. New learners will be put in contact with METIS mainly through the student bodies and networks of the education and training partners. Experienced professionals will be approached through the trainings that the industry partners provide to their employees. Moreover, the training will be presented in a variety of METIS and third parties' events, as well as in relevant news outlets and blogs related to microelectronics.

VET providers:

METIS will aim to have a large base of VET providers involved in the implementation of the project. The objective will be for more than **200 providers** to come in contact with the METIS training, **50 of which** to adopt the METIS training in their training services until the end of the project. Of course, the inclusion of the training in the education offer of VET providers, is also a long-term objective of METIS that will continue to exist even after the conclusion of the project. VET providers will also be involved in the skills needs assessment that will lead to the development of the Skills Strategy (WP2).

This will be achieved via the extensive networks of the VET partners in Europe and beyond, as well as via the METIS presence in fairs and events.

Industry:

Industry representatives across levels and functions will be involved in METIS in various ways. They will provide input based on their experience via their participation in the survey, interviews and focus groups, that will feed into the Skills Strategy (WP2). The industry will also use the METIS training in the re-training of their employees, as part of the testing and validation of the curriculum (WP4). Outreach to the industry will be achieved through the online promotion of the project, press releases and the networks of the industry members of the consortium. In total, more than **500 companies** will be put in contact with METIS. An important aspect is that the companies reached out will cover the entire microelectronics chain, with a focus on semiconductor design and manufacturing.

Policy makers:

One of the key objectives of METIS is to reach out to policy makers on multiple levels: European, national, regional and local. The relationship between the project and the policy world will be reciprocal. Policy makers can provide insights that can be useful for the direction of METIS and best practices that will inform the Skills Strategy. On the other hand, METIS, through its public outcomes and reports and its permanent governance structures, will improve the policy making process. The partners will raise the METIS messages in their bilateral meetings with policy makers and their participation to policy platforms, and will also use their online platforms to share the METIS outcomes. The project will also be presented in a wide range of events throughout Europe. This coordinated effort will raise contacts with more than **2,000 policy makers**, and according to an estimation this number can be broken down to : 1,000 local/regional, 500 national and 500 EU policy makers.

Social partners:

The consortium will liaise with social partners, particularly aiming at improving the image of the microelectronics field as a career choice. The social METIS partners (WiTEC and EACG) will be instrumental in that regard, as they will promote the project in their networks. Through concerted dissemination efforts, more than **150 social partners** are expected to be approached in the duration of the project.

Exploitation strategy

The METIS exploitation activities will be focused on two main issues:

1. mainstreaming project results: direct involvement of stakeholders at all levels, mainly VET system and industry representatives. Institutional and political stakeholders will be engaged at the various layers of governance (local, national, EU).
2. sustainability of the project after the end of EU funding to better define models for the economic and operational sustainability of METIS after the end of EU funding.

Exploitation activities and means include:

Practitioners' Workshops, Networking Events, signing of MoUs with VET and industry organisations for the adoption of METIS Curricula, establishment of Thematic Working Groups within the EU Microelectronics Observatory and Skills Council; direct involvement of policy makers through "policy roundtables" at local, national and EU levels, presentation of METIS results (Strategy and yearly monitoring results) to policy makers, VET and industry representatives.

Table 2 - Evaluation of METIS exploitation activities

	During the Project	After the Project
VET Systems	# of METIS courses delivered # providers adopting METIS curricula # of users of METIS courses	# of VET representatives participating in skill needs assessment # of VET providers adopting METIS curricula
Microelectronics Industry	# of companies using METIS occupational profiles # of workers retrained/upskilled with METIS # of companies participating in policy foresight # of companies signing MoU for recognition of skills	# of companies using METIS occupational profiles # of workers retrained/upskilled with METIS # of companies participating in policy foresight # of companies signing MoU for recognition of skills
Decision/Policy Making	# of policy makers informed about METIS (local, nat'l, EU) # of policy makers adopting Skills Strategy inputs	# of policy makers using the METIS monitoring and policy tools # of policy makers actively participating in Skills Council

To ensure the use of METIS results, project deliverables will be produced in such a way to promote end-users' adoption, as follows:

Policy: The Skills Strategy will provide tangible examples of policies and initiatives that promote multi-stakeholders partnerships to promote employability and skills development for the microelectronics sector. Those examples will stem from local, national and EU cases to promote the adaptation of METIS policy tools across the various layers of governance. Also, METIS policy and strategy papers will embed local, national and EU examples and analysis, allowing for greater impact.

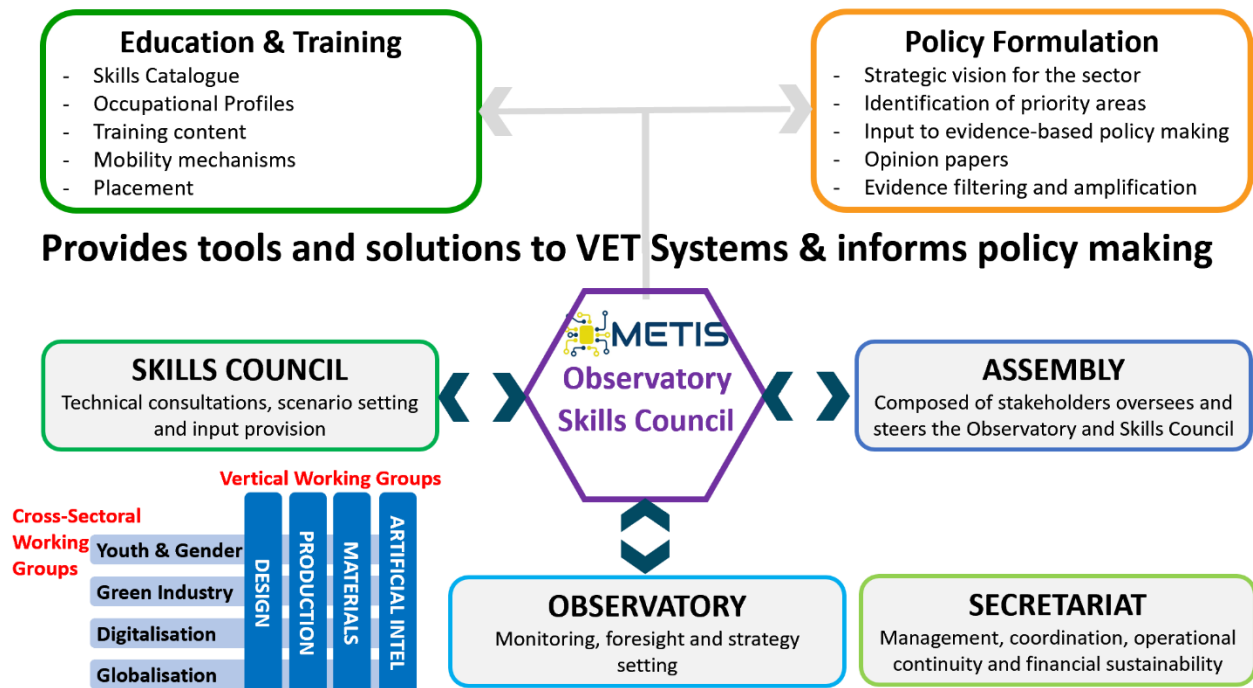
VET: the METIS curricula is based on the “modular” approach that will promote its replication, mainstreaming and adoption during and after the project allowing for flexible use of the training (i.e. as a whole or selected modules), according to the specific needs of a territory, local economic context, local employment dynamics. The online versions of the METIS training will facilitate its uptake and mainstreaming across the EU VET ecosystem.

Industry: METIS consortium encompasses the diversity of the EU microelectronics value-chain composed of start-ups, SMEs and large companies. This will allow to develop and transfer METIS results that are poised to be embedded in different industrial realities and adoption at enterprise level irrespective of their size.

METIS Observatory and Skills Council

As part of the METIS exploitation strategy there will be an Observatory and Skills Council be set up (ref. also to WP 7).

The picture below shows the indicative structure that also was mentioned in the proposal.



The final structure will be decided within WP7, considering experiences and learnings from within METIS as well as external developments, such as the European Green Deal or the expected Pact for Skills within the EU.

The overall objective of the council is to have a self-sustainable structure, driven and mainly paid by industry members, that allows a constant exchange on a defined basis with policy makers and education and training providers. It is expected that the council will have a broader scope than METIS itself, targeting also other industries that are impacted by digitisation and in need of competitive STE(A)M skills.

The WP leader Silicon Saxony will bring in its experience in setting up such structures based on the transformation of Silicon Europe from a FP7 funded structure to a self-sustainable European level structure.

Specific Dissemination and Exploitation activities

The online and offline dissemination activities envisioned for the project are outlined in the below table:

Online	Offline
• Website • Use of partners' websites • Social media • Mobilisation of media • Mailing lists	• METIS events • Partners' events • Third parties' events • F2F meetings with stakeholders • Press releases • Stakeholders reached at WP2 and WP4 • Contact with policy makers

Figure 5 – Overview of dissemination activities

8. 1 Project branding, logos and templates

Partners have agreed on the METIS visual identity. The **logo's** blue and yellow colors reflect the colours of Europe (color codes: Blue #134094/ Yellow # FFED00). The logo represents the European Flag stylised as a microprocessor component, with the stars as elements of the circuitry.



Figure 6 – The METIS logo

The name of the project is inspired by Greek Mythology: Metis was a Titaness, the daughter of Oceanus and Tethys; therefore, she was considered an Oceanid. She was the first wife of Zeus, and became the goddess of wisdom, prudence and deep thought, good counsel and cunning. The Acronym reflects the ambition of the proposal that aims at becoming the source of:

- “wisdom” for the employees – current and prospective – of the microelectronics sector through the innovative METIS curriculum and training tools;
- “good counsel” for the policy makers, by informing the evidence-based policy formulation through the Skills Strategy, the Long-Term Action Plan and the Observatory & Skills Council

- “cunning” for the industry to regain and maintain global leadership in this critical sector

The **METIS PowerPoint and Word templates** for dissemination activities are uploaded in the document repository CIRCABC where all partners have access. These templates are to be used by partners in all dissemination activities

The **METIS brochure** is uploaded in the CIRCABC repository. In case a partner has planned a dissemination activity (partner event or third parties’ event), they will print the brochures and distribute them.

The **METIS roll-ups** (size to be defined) will be based in Brussels with SEMI Europe. In case a partner needs it for a major dissemination activity, they will notify the coordinator as soon as possible.

Erasmus+ visual identity and logos

Beneficiaries of EU funding are obliged to display the EU flag and to acknowledge the support received under the relevant EU programmes in all communication and promotional material. For Erasmus+, one of the following logos has to be used.

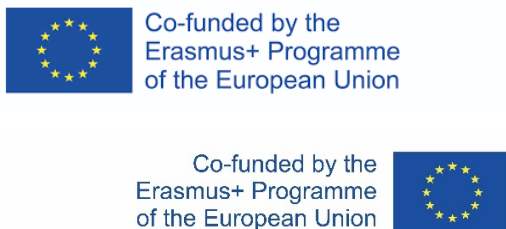


Figure 7 - EACEA branding

8.2 The METIS website

SEMI Europe will take the lead in establishing the website and making sure that any changes are made throughout the duration of the project.

By M3 (January 2020), the METIS website will be online under the domain name www.metis4skills.eu. The website will be central in the dissemination of the METIS messages and that is where the METIS training will be accessible freely to the public via the METIS platform.

The menu of the website will be as follows:

1) The METIS Project

- The challenge: *description of the challenges the microelectronics sector is facing*
- Our mission: *description of the METIS objectives and expected outcomes to tackle the European skills gap in the sector*
- Who we are: *a graphical representation of the consortium, with links to every partner’s website*

2) Sectoral Skills Strategy

- *Skills and Occupational Profiles*⁷
- *Skills Strategy - graphical representation & downloadable report*

3) Training

- *Curriculum*
- *Certification and Recognition Model*

4) Observatory and Skills Council

5) News and Events: *articles about METIS developments (original or linking to partners' websites, i.e. SEMI Blog), including consortium meetings and events where METIS is represented*

6) Contact us: *email address and contact form (both directed to SEMI Europe)*

On the top of the page, there will be a link for registrations to the OER platform, which will be open in the framework of WP3 in coordination with the lead of the WP3, to give access to the training.

The objective for unique visits is 80,000/year. This will be achieved via promotion through the partners' social media, and participation in events.

Partners will also contribute with original articles and/ or interviews that will be published under the "news" section of the website. The original content published on the METIS website, will be promoted through the communication channels of the partners.

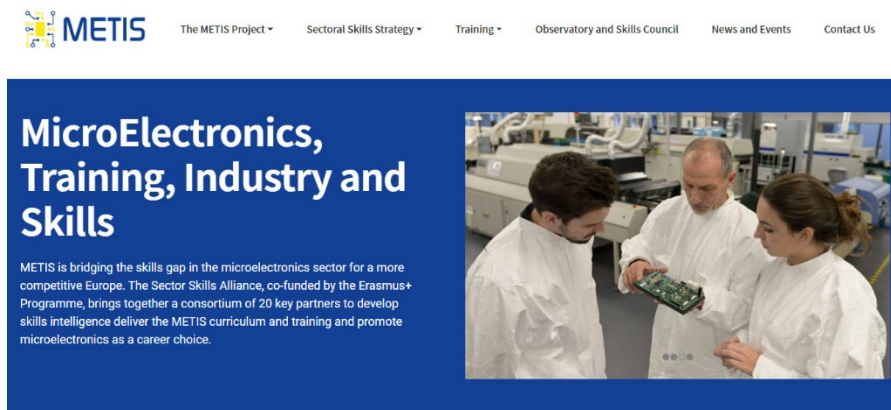


Figure 8 - The METIS website

8.3 Social media presence

SEMI Europe will set up the following social media accounts, which will also be linked to the website:

- 1) [LinkedIn](#) profile (objective: 200+ followers by October 2023)

⁷ Until the delivery date of each deliverable, the pages will be populated by a short overview of the expected outcome and the date it will be public.

- 2) [Twitter](#) account (objective: 200+ followers by October 2023)
- 3) [YouTube](#) Channel (objective: 100+ subscribers by October 2023)

To reach the objectives, the partners will take the following actions:

- New posts will be published on the LinkedIn and Twitter account at least twice a month.
- By M4 (February 2020), the partners will share the links to the METIS accounts from their LinkedIn and Twitter accounts for the first time, encouraging their followers to follow them.
- The partners will publish LinkedIn and Twitter posts about METIS at least once every 3 months (in each network), starting from February 2020. The posts will include links to the METIS account and to the METIS website.
- In all public presentations, there will be a visible reference to the METIS social media accounts.
- At the end of press releases, there will be a sentence encouraging leaders to follow METIS on social media, with the respective links.
- The partners will upload any videos supporting the METIS messages to SEMI to the METIS YouTube channel

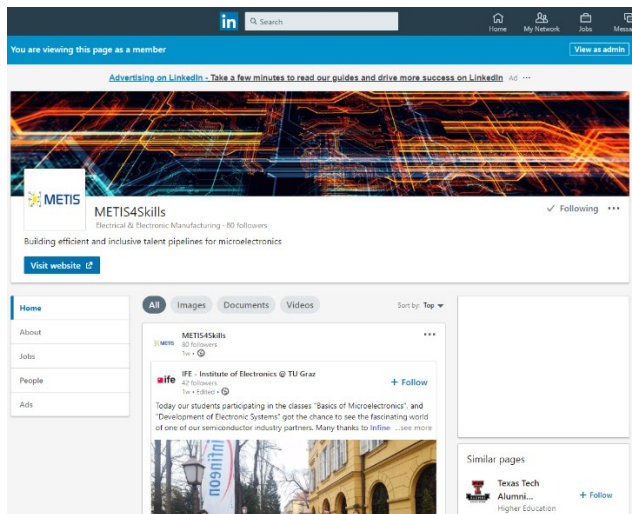


Figure 9 - METIS LinkedIn Account

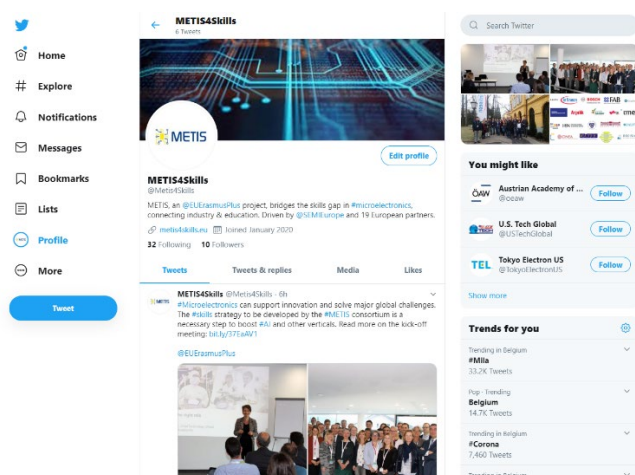


Figure 10 - METIS Twitter account

8.4 Partners' mailing lists/ websites

The partners will use their mailing lists to share news about the project and promote events and deliverables, at least 2 times a year starting from the launch of the project (November 2019). The use of the mailing lists can also take the form of an advertising banner with a link to the METIS website. Moreover, partners are encouraged to dedicate a permanent space on their website, in the form of a page about the METIS project. For example, SEMI Europe has dedicated a webpage to the short description of the project.

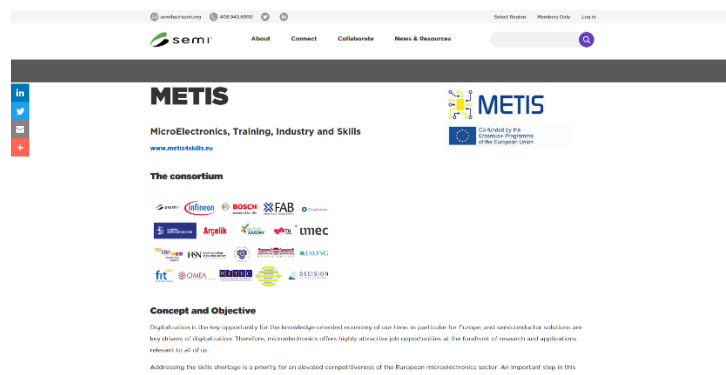


Figure 11 - METIS dedicated page in partner's website

8.5 Mobilizing local and national media

The partners will mobilise local and national media (print, radio, TV, online media) to broadcast METIS activities and results, with the overall objective of 3,000 people reached per year.

To that regard, SEMI will publish at least 6 press releases in the course of the project. Partners are encouraged to translate them in their language and circulate them. In case media pick them up, the consortium will report on them based on the Google Analytics tool.

8.6 Meetings with stakeholders/ policy makers

Due to their key position in their respective ecosystems, the METIS partners have built extensive networks within and outside Europe. Their contacts will allow them to spread the messages of the project and share the METIS outcomes during face-to-face meetings with key stakeholders throughout the duration of the project. The partners are also committed to reinforce dissemination and exploitation efforts during possible meetings with policy makers, on the European, national, regional and local level.

8.7 METIS events

The partners will organise at least one METIS-dedicated event in the course of the project, per country represented in the consortium, with at least 40 attendees representing the target groups mentioned in section 5.2. The format of the events is flexible depending on the expertise of the partner(s) organizing them. Examples include:

- Info sessions
- Training courses
- Seminars

Each partner will organise the event by defining exact date, location, programme, speakers and participants to be invited. Partners will coordinate the most appropriate course of action for those countries that are represented by more than one METIS Partner to avoid duplication and maximise visibility.

The coordinator will organize a closing event in the last two months of the project (M47-M48/ September-October 2023). This will serve to maximise the impact for the mainstreaming of METIS, launch the Observatory as a sustainable structure and mainstream the project results. The event will have the format of a half-day conference in Brussels with increased media involvement, reaching across the METIS target groups. This event will be attended by all partners.

8.8 Partners' events and Third parties' events

Partners will showcase METIS in related events of their organisations. The showcasing can have the format of a presentation by the respective METIS Steering Board member, a designated stand in exhibitions, etc. Throughout the course of the project, the partners will promote METIS in at least 3 events each, attended by 20 attendees. The Powerpoint template to be used in dissemination activities during partner events and third parties' events is stored in the CIRCABC repository.

Overview of D&E Strategies of METIS partners

The detailed D&E plan for METIS per partner is described below. The plan is dynamic and describes generally the dissemination capabilities that each partner can put into use for the project.

1) SEMI Europe

SEMI Europe will be responsible for the creation and updates of the METIS website (www.metis4skills.eu) and its social media accounts (SEMI and SEMI Europe). It has created a METIS dedicated page on the SEMI website, with detailed description of the project and links to the outcomes of the project.

SEMI will publish at least 6 press releases in the course of the project and promote them to relevant media outlets that reach target groups.

Relevant events of SEMI Europe where METIS can be showcased:

- SEMI Workforce Development Foundation is organizing globally SEMI High-Tech U Program, Mentoring Programs, and Spotlight on SEMI Women are exploited initiatives applied over the last 20 years creating value for both SEMI Europe member companies and the general workforce.
- SEMI Workforce Development Council Europe: 15 HR leaders from the European microelectronics companies in Europe, meeting bi-annually, discussing common skills challenges facing the sector and joining forces for collective paths of action.
- SEMI Diversity and Inclusion Group European Chapter: a meeting platform for 20+ senior (mainly women) profiles in the European semiconductor industry discussing key challenges with a focus on gender, minorities and people with disadvantageous conditions and sharing best practices boosting their involvement and leadership.
- SEMI European Advisory Board consists of nearly 20 CEOs of Europe's leading electronics research, design and manufacturing organizations, including imec, Fraunhofer IPMS, Bosch, DAS, ST Microelectronics, Soitec, ASML, Edwards, VAT, and so on who advise SEMI Europe offices on various technologies shaping the electronics applications of the future.
- SEMI Europe Annual Talent Forum: 100 to 300 VET learners + 50 industry professionals organized in different cities across Europe (ex: Dresden, Munich, Bristol) is a key platform and meeting point for microelectronics companies and VET learners.
- SEMICON Europa Workforce Development & Diversity Pavilion: annual event during SEMICON Europa with 500+ participants with key focus groups: young talent, women in semiconductors;
- Industry Strategy Symposium Europe: a 3-day annual conference in Brussels, bringing together key stakeholders from the public and private sectors with policy makers, to highlight how semiconductors enabling a digital, secure and sustainable future.

2) Infineon Technologies Austria

Infineon organizes and participates in a multitude of events: career days, women's tech day, etc. The METIS messages and the results of the project will be showcased appropriately there, covering multiple target groups of the project.

Infineon will also use its social media to disseminate project's results:

LinkedIn: [Infineon Technologies](#) (189,923 followers)

Twitter: [Infineon](#) (10,000 followers)

Infineon also has experience with producing promotional videos, which it can put into use for the METIS YouTube channel.

Infineon Austria will provide information about the METIS project on the company website at least for the duration of the project, incl. the logo and a link to the METIS website, and will write articles about our METIS involvement in the internal intranet magazine.

Infineon can organize the METIS event in Austria, in collaboration with TU Graz.

3) Robert Bosch GmbH

Bosch is offering to organize the METIS project event in the Stuttgart area for 2021 and will take on a leading role in the focus group on semiconductor manufacturing in collaboration with X-Fab. Bosch will contribute with the experience gained from the "Reutlinger Model" where vocational training in cooperation with universities has proven to enable the skill sets needed for the semiconductor industry.

We organize and promote several events with the goal to bring female talents into semiconductor related professions. Examples are our Woman@Bosch campaign, a Jobsharing-Tandem program, a public Girls Day or an initiative to develop female SW-Experts.

Since the career path is often decided already at school we have started several programs to foster STEM topics in class rooms. For example, as part of the VDI initiative "Zauberhafte Physik für Grundschulen" (Magic Physics for Elementary Schools), Bosch provides personnel and material dedicated to inspire young children. Furthermore, Bosch initiates Kids Hackathons based on the Calliope platform bringing children closer to programming and IoT applications from an early age on.

Promotional videos are produced on a regular basis with the goal to generate awareness of the highly innovative semiconductor industry with a broader audience. These videos will be made available to the project and can be linked to the METIS YouTube channel.

Information on the METIS project and its results will be published on internal and external websites as well as our social media accounts in Twitter and Facebook to promote the importance of this topic.

4) X-Fab France

X-Fab France holds various conferences and seminars throughout the year, where it will disseminate the METIS results. The company will also support the project through its social media accounts.

5) Graphenea

Graphenea participates in graphene-related conferences and trade fairs and will promote the METIS project accordingly in the relevant events.

It will write a blog post on the METIS project that will be published on Graphenea's website and promote the project via Graphenea's [LinkedIn](#) account (4,611 followers) and [Twitter](#) account (3,888 followers).

6) Summa Semiconductor

Summa Semiconductor will promote METIS in microelectronic and semiconductor-related conferences and trade fairs and through partner network. This includes Finnish Micronova-microelectronics cluster of Aalto University, Technical Research Center of Finland and companies. Summa will prepare and regularly update a METIS page on its website.

7) Arçelik

Arçelik participates in fairs such as IFA (245,000 visitors in 2019), Eurocucina every year. We can promote the METIS project via those events. Arçelik will also use its participation in "Turkish Innovation Week 2020 (Türkiye Inovasyon Haftası 2020)" (May 2020), "R&D Centers Summit 2020" (November 2020) and "IFA 2020" (August/September 2020) to provide information regarding METIS project.

It also contribute to spread knowledge regarding METIS project through seminars and conferences such as "Sunum Nanoopen Seminars (March 2020)", "EEMKON conference (November 2020)" and other possible seminars and conferences.

Arçelik can also organize a METIS dissemination event in Istanbul, Turkey.

Arçelik will also use its social media accounts such as LinkedIn (180,985 followers) and Facebook to published posts in relation to the development of the METIS project.

The company also focuses on increasing the number of female engineers working in the engineering sector through our campaign called "You are Engineer, You are with us (Sen Mühendissin, Bizimlesin)". We are also organizing technical training courses under "Techpro Academy". These trainings are held at Koç University thus providing a way for two-way dissemination. They can utilize those aforementioned platforms to further promote the METIS project.

8) Silicon Saxony

Silicon Saxony will use its Facebook, Twitter and LinkedIn accounts to disseminate METIS outcomes. In addition, it will also take care of mirroring the information on www.clustercollaboration.eu, the central EU cluster platform that provides information to more than 1,000 registered cluster organisations on a European and partly global level.

The Silicon Saxony Newsletter covers more than 3000 readers, the target group is German-speaking microelectronics community on a global level. METIS will be showcased on the project part of the website, the website gets appr. 82k users per year and appr. 255k site visits.

METIS will also be showcased during the annual strategy meeting of the association, the annual general meeting as well as one additional event per year that is targeted towards policy makers.

Indicative events with METIS presence:

- Silicon Saxony Day: a 1-day annual flagship event of the organization in Dresden, bringing together key regional and international stakeholders from the public and private sectors with policy makers to discuss recent developments, new technologies and also demands from the industry
- Working group on staff: Silicon Saxony working group, discussing staff related issues, meetings 4-6 times per year, usually HR people from the involved institutions including universities
- European Commission expert group on Clusters – personal participation by cluster manager Frank Bösenberg

9) TU Graz

The Institute of Electronics is active in social media activities has a Facebook, Instagram, LinkedIn and ResearchGate Account. Facebook and Instagram communicates content for the general public and learners (for example announcements for Master theses or job openings, events such as information days, Long Night of Research, 3rd Mission activities, etc.). To address the scientific communities, scientific posts will be disseminated at research gate and LinkedIn.

TU Graz is also active in generating Youtube videos with a main focus on teaching. The teaching videos are currently viewed not just by student from our university, but also by people around the world, with the most frequently watched video exceeding 55 000 views. For instance, in order to motivate students for the flipped class room concept that they are more and more including into our daily teaching activities the institute has created a special trailer [video](#).

It also has a newsletter with information about the institutes' activities that is mailed to approximately 60 local research partners (surrounding semiconductor industry such as Infineon, ams, NXP, Dialog semiconductors, Intel, ST Microelectronics, Usound, Steady Sense, Pantronics, ITD Reneasas, etc.)

Information about the METIS project will also be shared at the [Homepage](#) in the "Teaching" and "IFE Stories" sections.

The IFE has an information folder summarizing its teaching and research activities. It is planned to update this folder and focus the content more on the importance of microelectronics and especially to provide further information to students and pupils why it is interesting to study microelectronic engineering.

The IFE is well connected to the local semiconductor industry and will share information about the METIS project with them. There are regular face-to-face meetings as the local industry is partly

sponsoring the Analog Chip Design educational program for students. At these meetings the METIS project outputs will be shared.

The IFE is organizing a local information event every year. This event is called “Information day: The Silicon Valley of Austria”. At this event the local semiconductor industry (~12 companies) are invited to give a short talk about the numerous career possibilities to work in a semiconductor industry and to motivate students for studying microelectronics.

The event usually takes place at the beginning of the winter semester and all students in microelectronics and electronic engineering as well as pupils of higher technical schools are invited every year.

Every winter semester the IFE is organizing the course “Selected Topics of Advanced Analog IC Design” where guest speakers from other universities and the industry are invited to give a talk on their research activities in the field of analog IC design. We can organize parts of this event in cooperation with the other Austrian METIS partner Infineon.

Other relevant events where TU Graz is participating:

- Austrochip: An annual workshop for scientific paper presentation
- Lange Nacht der Forschung: The IFE is participating at this national event with a demonstration booth showing its research and education activities in microelectronics
- Guided Tours at the institute for pupils and Kindergarten kids
- University course “Selected Topics of Advanced Analog IC Design”
- Information event “The Silicon Valley of Austria”

10) Imec

Imec will use the imec.academy mailing list to promote METIS related training activities. The list contains more than 8000 contacts, covering a broad target group (everyone with interest in imec technology and imec.academy training can be part of the mail list). Main trainings that are announced in the mailings are related to semiconductor technology. Imec will utilize the list to promote METIS activities.

Imec.academy is organizing multiple technical training courses and seminars each year. During the training courses where we expect many participants (+20, both internal and external), the METIS project will be showcased.

11) Dresden Chip Academy

First, DCA is a member of the Silicon Saxony e.V. association and will participate actively in its meetings and events. Subsequent to these events they will present METIS in the network of Craft & Education Association (Stiftung Bildung & Handwerk = SBH) situated in Paderborn North Rhine Westphalia Germany. The Association is the shareholder of SBH Südost GmbH whereof Dresden Chip Academy is a brand. The association runs education centres with a broad portfolio of educational courses all over Germany.

Considering this, the association with all education centres and brands running is one of the biggest education provider in Germany.

Specific aspects for providing the METIS approach will be the annual meetings of the association (twice a year). It is expected that further contacts of several centres with companies from industrial sector will get an idea of METIS. There they can provide information and trainings if one industrial partner identifies a need in METIS' field.

On our point of view the most important "interface" for D&E are the immediate contacts with companies around Dresden. Several companies - who are also member of Silicon Saxony e.V. - send their trainees to Dresden chip academy because we train them in essential training content according to the general curriculum of the job profile in microelectronics. That aspect will differentiate our D&E opportunities from Silicon Saxony's or better it will complement Silicon Saxony's activities in a way that makes sense. While Silicon Saxony can reach perfectly a number of people in intensive network activities who are in decision-making positions of the companies, DCA can dive directly into the content with the trainees and those responsible for training at the companies. The effect will be particularly evident in the areas EQR 4 and 5, where the main target group of DCA is.

12) University of Southeast Norway

University of South-eastern Norway (USN) will promote METIS in all activities related to microelectronics, in teaching, R&D and toward industry collaborators. In classrooms, the objectives of METIS will be presented and used to motivate more students in microelectronics. METIS will also be promoted in conferences and meetings arranged by USN. USN is located in Horten, a city with many industry collaborators such as GE healthcare, and the various companies within Kongsberg group which have R&D on microelectronic or use microelectronics in their products. USN has R&D collaboration with these companies and they will be informed about and involved in the METIS activities.

13) Technical University of Sofia

TUS will mail partners from the four Erasmus+ projects it is involved/coordinates with universities and enterprises from Italy, France, Germany, Belgium, Norway, the Netherlands, Switzerland, Hungary, North Macedonia, Romania, Spain, Israel, Mongolia, India, China, Malaysia, Uzbekistan. The targets are mostly HEI with their students in microelectronics and its applications, their teachers, university management and their industrial partners.

TUS will meet three times per year the representatives of Bulgarian Industrial Association, the Agency for VET, the Ministry of Education, the Cluster of Microelectronics, the Tech Park-Sofia.

TUS will organize an event on METIS results during the third project year, in September 2022 during the conference Electronics'2022.

Relevant events for METIS:

- Annual IEEE conference Electronics ET in Sozopol with more than 200 participants, organized by the Faculty of Electronics at TUS
- Annual IEEE conference Electronics in Sofia, organized by the Faculty of Electronics at TUS
- Presentations to the consortiums of ongoing Erasmus+ projects:
- “Internationalised Master Degree Education in Nanoelectronics in Asian Universities” with Nanotechnology centers from Israel, China, India, Malaysia, Italy and Norway
- “Euro-Mongolian Cooperation for Modernisation of Engineering Education”
- “New Study Program In Space Systems And Communications Engineering” – microelectronics applications in space technologies with partners from universities and enterprises from Uzbekistan, Germany, France, Belgium and Bulgaria.
- Papers will be presented and published on conferences in Microelectronics Education, in EDUCON etc.

14) Budapest University of Technology and Economics

The organization will present the METIS results in relevant classes of the VIK Faculty (Electrical Engineering and Informatics) and in the following indicative yearly events:

- IEEE 43rd International Spring Seminar on Electronics Technology ISSE 2020, Trends in Microelectronics Packaging and Interconnection Technology, May 13–17, 2020, Demanovska Valley, Slovakia
- 44th International Microelectronics and Packaging Conference IMAPS 2020, Sept. 23–26, 2020, Gliwice, Poland
- IEEE 26th International Symposium for Design and Technology in Electronic Packaging SIITME 2020, Pitesti, Romania

They will also promote via the Facebook account of the VIK faculty (<https://www.facebook.com/bmevik>) and the Instagram account of the VIK Faculty (<https://www.instagram.com/bmevik>).

The weekly news mailing list of the faculty can be utilized, which starts in 2020 February (estimated time of initialization), will be published weekly and has a reach of ~500 university citizens. METIS press releases, new materials, videos etc. can be published in the weekly news.

15) IAL FVG

It will promote METIS via the mailing list, which contains about 60.000 email addresses from learners (current and future), trainees, enterprises. The VET provider uses it to inform about milestones' project and invite to events linked to the project activities.

It will organize a METIS event in Italy in the course of the project, and it will promote METIS within their guidance events towards young adults and in their training activities in enterprises.

16) FIT

FIT organizes more than 60 events (conferences, seminars, Information Sessions, Recruitment Fairs) for an estimated audience of more than 4,000, from the worlds of VET, learners, parents, industry and career guidance professionals. FIT also attends more than 20-30 events per year, with an estimated audience of more than 10,000 attendees.

The organization is a member of multiple networks:

- IBEC, the National Representative Body for Irish Industry, with a reach of 300,000
- Technology Ireland, representing the technology sector in Ireland, with a reach of 80,000
- ETBI, coordinating the national delivery of FET in Ireland, with a reach of 60,000
- Engineers Ireland, the professional body for engineers in Ireland, with a reach of 20,000

It will organize in Ireland at least one Manufacturing-East Forum event, which will have a dedicated session to review the progress and impact of the METIS project, with an expected audience of 200.

FIT will also promote the project on its website (average monthly unique visits higher than 1,000), where the METIS development will be profiled on a continuous basis, and through social media.

FIT's mailing list includes approximately 3,500 employers, 14,000 learners, 400 VET practitioners. Every 3 months, an e-magazine/ e-bulletin on the progress and outcomes of METIS will be addressed to this mailing list.

17) CIMEA

CIMEA will give information on the project developments in its website (in the Section focused on projects: <http://www.cimea.it/en/progetti/overview-progetti-internazionali.aspx>). Tweets from the CIMEA tweet account are shown also on the homepage of the website. Yearly visitor to CIMEA website have been 210,742 in 2019 (source: Google Analytics). CIMEA mailing list consists of about 2,000 active addresses; target groups are: Higher education institutions in Italy; Higher education institutions worldwide; regional, national, European and international institutions, authorities and stakeholders active in the field of Higher Education, international cooperation, recognition and international mobility, European Higher Education Area, press, mass media, social media. Relevant information (e.g. press releases) will be disseminated via the mailing list.

CIMEA can cooperate with IAL for the organization of a METIS event in Italy.

18) WITEC

WITEC SWEDEN will be using Facebook and LinkedIn as social media as that is where we reach most stakeholders. We will post two postings per month of various natures connected to the project, gender issues or the industry.

WiTEC SWEDEN has a direct mailing list of 100 users. They normally publish five newsletters per year and METIS will be featured in these. The mailing list will be extended as the dissemination of the project is being done and new stakeholders are found.

On the www.witec.se website there is a dedicated space for the METIS project and this will be featured with the logo and updated on a regular basis.

A big part of WITEC SWEDEN work is networking and spreading awareness of STEM issues and gender. This is done on a local, regional and national level – three of three meetings a year. On top of that there will be one meeting a year on a EU level.

19) EACG

EACG has a data base of 5000 universities in its mailing list shared with the EAEC (European Association of ERASMUS Coordinators). They will be publishing news from METIS in the newsletter of EACG and in the one of EAEC.

Local target groups in Cyprus include: Cyprus Employers & Industrialists Federation (OEB), Cyprus Chamber Of Commerce and Industry (KEBE), Cyprus Human Resource Authority (ANAD), The Chief Scientific Officer of Cyprus, Ministry of Labor, University related departments, The Parallel Parliament for Technology and Innovation.

EACG has the capacity to promote METIS in Greece also to similar authorities and to all universities of Greece. EACG will promote the METIS results through its LinkedIn page and in the EACG website.

EACG is planning to approach the relevant stakeholders and arrange meetings with the Cyprus Employers & Industrialists Federation (OEB), Cyprus Chamber Of Commerce and Industry (KEBE), Cyprus Human Resource Authority (ANAD), The Chief Scientific Officer of Cyprus, Ministry of Labor, University related departments.

For EACG, relevant events for the METIS project:

- Career EU – Conference 4-8 May 2020 in Varna, Bulgaria – Presentation of METIS projects and its objectives.
- Metis Event - During the STEAME – INNOMATH CONFERENCE, to be organized by the Cyprus Mathematical Society, the Ministry of Education of Cyprus and the EACG, in September 2021 .
- Career EU – Conference during 10-15 May 2021 in Thessaloniki, Greece – Presentation of some results from METIS projects and further expected.
- METIS will be mentioned with a short summary in every presentation made by EACG in different activities that is participating per year (at least 10)

20) DECISION

DECISION will support the dissemination of the project through their social media channels. Moreover, twice a year, an email will be sent to DECISION's contact list: 2000 email addresses of stakeholders of the Global electronics value chain. The majority of the contacts are European and occupies leading positions in private companies, Research & technology organisations, Government institutions and Education & training institutions, from electronics materials & tools to end-user systems and services.

METIS is also presented in DECISION's website: <https://www.decision.eu/en/news/>

DECISION will coordinate with X-Fab France on the translation of press release to French and DECISION will circulate the press release within its networks of national medias:

- Les Echos
- L'Usine Nouvelle
- Electroniques.biz (specialized press in electronics)
- vipress.net (specialized press in electronics)

Examples of events where METIS will be showcased:

- Presentation of DECISION European studies towards ACSIEL, the 5th of February 2020 (<https://www.acsiel.fr>)
- Presentation of DECISION European studies at the French CSF for electronics, the 17th of March 2020 (<https://www.filiere-electronique.fr>)
- Presentation of DECISION European studies at the FIEEC in April-June 2020 (<https://www.fieec.fr>). Date to be precised.

Evaluation of the D&E strategy and implementation

Every METIS related dissemination and exploitation activity will be subject to monitoring and evaluation as part of the quality control process. The principal purpose of this process is to evaluate the success of the dissemination strategy, fulfilling the project's impact expectations and maximizing the potential of

uptake and exploitation of the project results within the affiliated industries and markets. The objective of the dissemination activities performance monitoring is to ensure that the project's goals and aims as defined are achieved with maximum efficiency.

The performance and success of the dissemination strategy and activities will be evaluated based on the pre-defined KPIs which will be used throughout the entire METIS project lifetime:

- Number of conferences, forums, international exhibitions the project was presented
- Number of project related papers presented at conferences, forums, international exhibitions
- Number of project related publicity material (articles, newsletters, web-based articles)
- Size and type of the addressed target groups
- Geographical coverage of the preformed dissemination activities
- Search engine performance: The consortium will keep track of websites mentioning the project using the Google Analytics tool.

Table 3 - KPIs for METIS Dissemination and Exploitation Strategy

Unique views of METIS website	80,000/year
LinkedIn followers	700
Twitter followers	700
YouTube subscribers	100
Use of partners' mailing lists	1*6 months/ partner (that can provide mailing lists)
Press releases	6
METIS events	1*14 countries participating in the consortium
Third parties' events	3*20 partners

The collected data will be evaluated:

- every six months, following the internal reporting of dissemination activities.

The Excel sheet used by partners to report the dissemination activities will be available in the CIRCABC document repository. Internal reporting to the coordinator takes place every 6 months:

- From M1-M6 -> by the end of M7 (May 2020)
- From M7-12 -> by the end of M13 (November 2020)
- From M13-18 -> by the end of M19 (May 2021)
- From M19-24 -> by the end of M25 (November 2021)
- From M25-30 -> by the end of M31 (May 2022)
- From M31-36 -> by the end of M37 (November 2022)

- From M37-M42 -> by the end of M43 (May 2023)
- From M43-M48 -> by the end of November 2023)
- based on feedback received by EACEA, after the submission of reports.
- in the METIS calls and meetings.
- in the framework of the Quality Review Work Package (WP5).
- at the end of the project, as presented in the final Dissemination and Exploitation report.

Conclusion

This deliverable represents and elaborates on the METIS Dissemination and Exploitation strategy of all project consortium members, providing an overview of the online and offline tools for successful delivery of the activities.

It is expected to serve as a point of reference for foreseen dissemination activities. Regarding the project's progress in delivery of the exploitation results, the Dissemination and Exploitation Plan will be continuously monitored, evaluated and updated throughout the project lifespan. In particular, the consortium will be consulted and addressed with any updates, amendments or corrections during the regular calls and meetings or via email. Due to the progressing implementation of dissemination and exploitation activities, new and updated information will be continuously included.

This document represents the first D&E report and addresses the preliminary stage of the dissemination and exploitation plan. Dissemination activities are planned to be followed by the METIS consortium, for advocating and presenting the project's results to a multi-sector and multi-national audience.

In conclusion, the presented report describes operational planning and implementation of outlined dissemination and exploitation strategy objectives, fulfilling its purpose of aiding the METIS consortium with communication and promotion of the anticipated project results to a broad spectrum of audiences.

Annex

Dissemination checklist for partners

General

- Partners are responsible for providing necessary information from their work to the WP6 leader for the website, policy briefs, and social media.
- Partners are also responsible for engaging their communication officers in efforts to disseminate the outcomes of METIS to the target groups at the national, EU, regional and local level.
- Please make sure to communicate and disseminate all METIS related information in the template available on CIRCABC.

Documentation of dissemination activities

It is important that all partners document their work:

- For documentation of all communication activities please use the sheet uploaded on CIRCABC.
- Please take pictures at workshops and conferences, prepare attendance registers for your own workshops, meetings, etc. and forward them to the WP6 leader.

Dissemination Guidelines:

- Present the project at your institutional website and link to the project website.
- Maintain and regularly update your own language sub-website or webpages.
- Follow the METIS accounts with your organization's Twitter and LinkedIn accounts and also with your private ones if relevant.
- Target the press releases at your national media, translate and adapt them from the English version.
- Disseminate results from the project to stakeholders and policy makers at the national level. If an event you participated was attended by policy makers, please note it down under "comments" in the dissemination reporting sheet.
- Please review presentation and dissemination opportunities at the national level and present the METIS outcomes when relevant.