



STARTUP³

D5.1: STARTUP3 Content Marketing and Growth Hacking Playbook

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Abstract:	<p>This deliverable (D5.1) introduces the STARTUP3 dissemination, communication and marketing plan, a comprehensive and living document which outlines the tools, channels and activities to be put in place throughout the project to ensure wide acceptance and sustainability of the STARTUP3 Project.</p> <p>This document outlines the strategy, activities, and tools with which the STARTUP3 Project will communicate with a range of stakeholders, as well as the timing of the various activities throughout the lifetime of the project.</p>

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Dissemination Level		
PU	Public	✓ ¹
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RE	Restricted to a group specified by the consortium (including the EC Services)	
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List of Abbreviations and Acronyms	
CDE	Communication, Dissemination and Exploitation
CCA	Cluster Corporate Assembly
DIH	Digital Innovation Hub
EC	European Commission
ECCP	European Clusters Collaboration Platform
EDM	Ecosystem Discovery Mission
EU	European Union
KPI	Key Performance Indicator
OC	Open Call
Playbook	Content Marketing and Growth Hacking Playbook
PR	Public Relations
ROI	Return on Investment
SME	Small-Medium Enterprise
WEF	World Economic Forum
WP	Work Package

1 Summary & Context

This deliverable (D5.1) introduces the STARTUP3 Content Marketing and Growth Hacking Playbook, a comprehensive and living document which outlines the tools, channels and activities to be put in place throughout the project to ensure successful and consistent visual representation of the STARTUP3 Accelerator. It defines the strategy, activities, and tools with which the STARTUP3 Project will communicate with its stakeholders, as well as the timing of the various activities throughout the lifetime of the project. This deliverable, as well, represents the linkage of growth-hacking activities with activities in other WPs and how important they are in terms of project's marketing success. More precisely, presented set of rules and standards within the document will govern STARTUP3 partners through the effective communication with stakeholders from the starting point of the project.

This deliverable consists of the following sections:

- **Chapter 1:** The first chapter lays out the context for the strategic planning of the STARTUP3 exploitation and outreach activities at regional, national and European level.
- **Chapter 2:** This chapter introduces the growth hacking methodology, the inbound approach and underlying principles that connect to STARTUP3 outreach activities. Finally, this chapter paints an accurate picture of STARTUP3 target audiences, offers an in-depth understanding of their voyage through STARTUP3 over time, and crafts the narrative and key messages to be delivered.
- **Chapter 3:** The third chapter offers an overview of tools, channels, and activities. STARTUP3 channel mix is introduced, consisting of STARTUP3 website blog and social media content, marketing outreach, as well as in-person marketing.
- **Chapter 4:** In this chapter, an activity plan is presented, with detailed schedule and scope. A collaborative, cross-functional activity calendar is introduced, for both online and offline communication. This allows for flexibility to the schedule and provides opportunities for real-time engagement with STARTUP3 target groups.
- **Chapter 5:** This chapter addresses monitoring and ongoing evaluation of the efficiency and timeliness of Growth-Hacking activities. The chapter introduces a governance and oversight model for the coordination of STARTUP3 communication activities and offers an overview of the responsibilities. Moreover, this chapter describes a framework for measuring progress (KPIs) related to STARTUP3 content marketing and growth hacking activities, engagement with European SMEs, mid-caps, clusters, DIHs, investors and other stakeholders from various STARTUP3 sector-agnostic industries, and the advocacy of STARTUP3 brand.

The present STARTUP3 Content Marketing and Growth Hacking Playbook – prepared within the PROMOTE & SUSTAIN – STARTUP3 Communication & Sustainability Playbook (WP5) – will ensure that all communication and dissemination needs from various WPs and the project in general are considered and coordinated.

1.1 Project Context

Deep-tech innovations are defined as disruptive solutions built around unique, protected or hard-to-reproduce technological or scientific advances. Deep-tech innovations lie at the crossroads of massive shifts in demand led by megatrends (such as global climate change, demographic shifts, resource scarcity, and an aging population) and scientific progress (such as the discovery of the CRISPR-Cas microbial adaptive immune system) and are impacting all industries.

In a survey conducted by Hello Tomorrow and BCG, and answered by more than 400 deep-tech startups, the challenges that respondents identified most frequently included lengthy time-to-market (27%), high capital intensity (25%), technology risk and complexity (17%), and yet-to-be-developed commercial applications (14%)² To address the challenges, deep-tech startups need go beyond funding (which 80% of the startups surveyed ranked among the top three challenges they faced) to such issues as market access (61%), technical expertise (39%), and business expertise (26%)

To access the resources that they don't have internally, startups rely on several stakeholders, each of which addresses specific needs. Such collaborations are especially important for deep tech since it lies at the crossroads of fundamental research and industrial application.

Universities, the public sector, business angels, and venture capitalists may have crucial roles to play in the development of deep-tech startups, **but corporates**—whether midsize, large, or enterprise-size companies— **are the only potential partners that can meet all of the startup's needs, combining technical, industrial, and commercial visions and skills.** That fact explains more than 95% of startups in the survey wish to develop a long-term partnership with a corporate, and 57% of them have successfully established one.

The first step is to define a clear mandate for collaborating with startups, which is in line with corporate strategy. This mandate focuses on venture objectives and R&D fields. In terms of STARTUP3, corporates need to communicate their needs and requirements, (Key Performance Areas - KPAs).

STARTUP3 Content Marketing and Growth Hacking Playbook is the crucial first step into creating the ecosystem. Its aim at this point is to introduce the guidelines to the involved stakeholders, partners and general public of how the first steps of the STARTUP3 Ecosystem will be created and later maintained. The envisioned ecosystem requires significant and carefully planned communication activities to take place during the project timeline and will be outlined in this document.

² <http://media-publications.bcg.com/from-tech-to-deep-tech.pdf>

2 Strategy

The Content Marketing and Growth Hacking Playbook clearly distinguishes between Communication and Dissemination.

Communication refers to actions towards targeted audiences (either internal, the project partners, or external, such as project stakeholders) by using all available and feasible means that may lead to a better understanding, a clear perception and an effective transmission of the project content and objectives. Communication thus includes networking activities in a two-way approach, intended at encouraging feedback from external actors.

Dissemination incorporates all actions intended to disclose the results of the STARTUP3 Project to the broadest possible audience and the general public at large, when possible and relevant, with the aim of raising awareness on the importance of the outcomes and promote those. This will build (and secure) attachment to the project outcomes via an active and long-lasting engagement beyond the project's lifetime.

While both angles of activities dealing with the transmission of ideas are closely interrelated, they need to be tackled and analysed separately.

2.1 Methodology and Approach

Project's approach to community building and engagement starts with outlining key activities and dependencies that should be considered to increase the effectiveness of the Playbook. The following table (Table 1) lists a set of activities and associated questions to be discussed in the following chapters.

Table 1: STARTUP3 Key Activities & Critical Questions

Key Activities & Critical Questions		
Activity	Critical questions	Chapter
Targeting	Who is our target audience? What is our message?	2
Methods	How are we going to reach that audience?	3
Content Development	What types of content does our audience find engaging & what outputs/result activities STARTUP3 can offer?	3
Timing	When is the right time to reach our target audience?	4
Evaluation	How effective are our public outreach efforts?	5

To bring together stakeholders from various sectors, promote networking among them, but also raise deeper understanding on the benefits of the STARTUP3 Ecosystem dynamics, best practices of inbound marketing will be adopted. The inbound methodology will put STARTUP3 in front of its stakeholders at the moment when they are actually looking for what STARTUP3 has to offer – a market-oriented innovation ecosystem.

Inbound marketing, as it is applied to STARTUP3, involves strategic planning, content development, distribution across the most meaningful channels available, including online, print, and in-person, as well as metrics for the various stages of the STARTUP3 dissemination funnel, as shown in figure below.

The overall purpose of our inbound marketing efforts will be to attract and engage relevant stakeholders, as well as to maintain and accelerate their interest in STARTUP3. In this regard, the Figure 1 represents the following types of activities that will be considered.

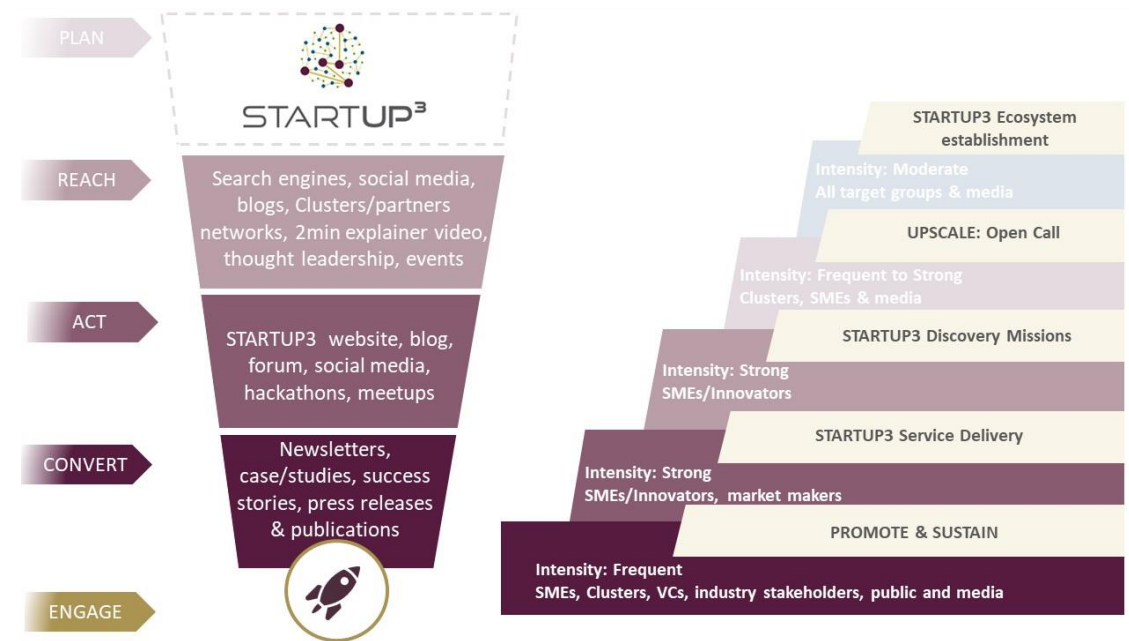


Figure 1: STARTUP3 Dissemination Funnel

Each type of activities will be aimed at reaching one or more of the above levels across the different audiences (identified in Chapter 2), through the tools, channels and activities described in Chapter 3.

2.1.1 Principles

In order to achieve more meaningful and worthwhile interactions with different target audiences, a set of principles has been adopted and oriented towards the long-term sustainability of the project:

- **Long-term relationship building, raising confidence and trust.** STARTUP3 will build industry respect and recognition, as well as cultivate trust in its ecosystem by leveraging sector-specific expertise and experience to market the STARTUP3 offerings to the target audiences.
- **Individualised, multi-channel communication.** STARTUP3 will enhance interactions and foster closer links with its targeted groups with by delivering relevant and personalised messages, across various touch points of identified ecosystem stakeholders.
- **Participation and empowerment.** STARTUP3 will interact with its target audiences in a mutually beneficial environment, empowering the members of its ecosystem to bypass obstacles in their innovation, technology and business transformation journey.

2.2 Objectives

STARTUP3 dissemination and exploitation efforts are heavily rooted in its high-level objectives, mainly those related to O1 and O3, and the respective KPIs. In order to ensure compliance to objectives proposed and the aforementioned KPIs, mainly those relating to engagement of STARTUP3 stakeholders and exploitation activities, this strategy aims to promote STARTUP3 Accelerator and validation experiments within the development and engage a vast audience of future customers, while

addressing the pain points that are pertinent to them. More specifically, this strategy aims to support the overall project objectives:

Table 2: List of Communication and Dissemination Objectives

Communication and Dissemination Objectives	
O1	Attract a sufficient number of industry-leading innovators (mainly SMEs, startups) from across the continent to join the STARTUP3 Accelerator.
O2	Present to future STARTUP3 beneficiaries the importance of obtaining access to high-quality business support and experimentation possibilities, tailored business training services, and eventual investing support.
O3	Raise the awareness of a wide range of stakeholders, locally, regionally, and internationally, of the role of the STARTUP3 Accelerator in increasing of competitiveness of existing industries, but also additional business creation.
O4	To increase stakeholders' awareness of the existence and importance of the STARTUP3 project, its concept, events and its role in supporting innovative ideas.
O5	Support the organisation of a range of events inside the STARTUP3 ecosystem (e.g. innovation events, training sessions, workshops, etc.) and to support the organisation of STARTUP3 Ecosystem Discovery Missions.
O6	To support the development and maintenance of the official project's website throughout the project lifecycle.
O7	To present the project progress, technologies and results outside the scope of the consortium and project reviewers, ensuring large awareness of the funding institutions/individuals, academic community and the industry through participations to relative events (conferences, workshops, symposia, exhibitions)

Reason for the existence of the dissemination strategy is to communicate properly Project's scope, objectives and outcomes to its target groups and to engage a wide spectrum of stakeholders in its activities. Showing evidence of results is a milestone in a project because it influences people's behaviours and creates awareness in them. The importance of this evidence can lead to various advantages and help and foster people to promote innovation in society.

The main objective of the dissemination strategy is twofold: to attract a sufficient number of European startups and SMEs in order to make them benefit from the portfolio of STARTUP3 services and from the offered direct funding and to present to them the importance of the establishment of cross-sectoral and cross-border collaboration. The dissemination strategy of STARTUP3 captures the partners' strategy and concrete actions related to the dissemination and exploitation of the project results. Since the number of cases where emerging industries are used as enablers for the adoption of deep technologies the project dissemination has a very clear driving force – significantly increasing current lower rates of awareness on the outputs and benefits of the emerging industries impacts for the deep technology development within less exploited and present sectors.

The future dissemination actions are even more important when one considers the fact of having various target focus groups that will be explained in a later chapter. Although the least common multiple of STARTUP3 dissemination for all target groups is easily defined, the project team is fully aware that only by creating specific and innovative dissemination measures for all of them is needed. The mission that drives the STARTUP3 team and that is a base for its Content Marketing and Growth Hacking Playbook is to create awareness of deep technologies backed with emerging industries within

the sector-agnostic approach of the consortium area and wider European region. The plan intends to raise awareness and interest on the developed technologies and solutions among the target groups. The major focus is to ensure that the project's outcomes are widely disseminated to the appropriate target communities (i.e. target groups), at appropriate times (respecting the proposed project timeline), via appropriate methods (mean of information disclosure, intensity, etc.).

It is of crucial importance for successful dissemination to explain to potential beneficiaries that they should cooperate among themselves (both online if on geographical distance and actual meet up if from the same region) in order to create more added values at the market. With such an approach, STARTUP3 Playbook will foster cross-border and cross-sectorial cooperation between start-ups and SMEs with the final goal to enrich the utilisation level of deep technology in various sectors for the European economy.

2.3 Segmentation, Targeting, Brand Positioning

2.3.1 Open Call Strategy

With respect to the STARTUP3 Open Call, the Playbook starts by outlining the following:

What?

Promotional activities based on sound online content strategy that complements offline activities at national, regional, pan-European level.

Who?

INOSSENS with strong support from all STARTUP3 partners in terms of distributing prepared content and making their channels available.

When?

February 20th, 2020 – April 20th, 2020



Growth Hacking activities during this period have one major goal: **attract enough applicants to apply to the STARTUP3 Open Call and to allure relevant and influential entities to attend Ecosystem Discovery Missions.**

Channels to be used include social media, advertising on Facebook, Twitter and LinkedIn, web magazines and web portals, blogging campaign, partners' networks (both online and offline), Newsletters; their usage is described in the following chapter.

2.3.1.1 Direction of Themes and Topics of Communication

The content in Table below will be shaped and produced by INO. Partners are encouraged to share the content and republish it on their own channels. The list is tentative.

Table 3: STARTUP3 Open Call Strategy – Tentative Themes and Topics

Theme	Topics
BUILDING THE ECOSYSTEM	<ul style="list-style-type: none"> Ways accelerators Add Value to SMEs: Should You Join the STARTUP3 Accelerator? STARTUP3: Beyond borders and sectors Scaling up European deep-tech innovation. STARTUP3: Two Sides of the Same Coin: Crisis and Opportunity
UNDERSTANDING THE STARTUP3 VALUE PROPOSITION	<ul style="list-style-type: none"> STARTUP3: How to Apply and What to Expect STARTUP3 Ecosystem: Explore Our Services STARTUP3: What are the benefits for your start-up/SME? STARTUP3 Accelerator: What content do we offer? STARTUP3 Ecosystem Discovery Missions: What, Why and How
STARTUP3 UPTAKE	<ul style="list-style-type: none"> STARTUP3 Corporate Pool: Establishing long-lasting relationships and synergies What deep-technology innovation accelerators really do? Business Accelerator: What to look for in STARTUP3 and how that will affect your business?

External communication activities will support the creation of impact of STARTUP3, seeking to maximise awareness of project aims, activities, and results amongst relevant audiences. Means of communication will be carefully designed to reach different target groups. For details on monitoring, please see Chapter 5 – Monitoring and Evaluation.

2.3.1 Target Groups

Although the consortium recognises the value of communicating the project's activities and outcomes to a broad public, this plan identifies some specific audiences to be targeted to ensure the effectiveness and impact of the STARTUP3 communication strategy. This paragraph identifies the main channels of communication and the key messages for each target audience.

One of the primary Growth Hacking objectives of STARTUP3 focuses on building up (and sustain in the longer term) a close relationship with targeted audiences and stakeholders to the project. They need to be incorporated in its development and further engaged in its evolution, to ensure that all relevant actors participate in the co-creation and building of an open and collaborative smart ecosystem.



Figure 2: STARTUP3 Ecosystem & Target Groups

It is of strong interest to the project and its partners to disseminate its ideas and results to a community as wide as possible – although being focused on the identified main target groups in order to reach the objectives of dissemination and exploitation.

Even though there are many dissemination occasions where some/most/all focus groups are present, this Playbook underlines the necessity of having defined information tools and packages for each focus group present. In other words, undertaken promotion and dissemination actions will be consistent and, at the same time, they will comprehend a portfolio of information that are of interest for each target group, in accordance with the project timeline.

2.3.1.1 Narrative and Messages

The STARTUP3 dissemination target groups include all the ecosystem target actors listed in Section 1 as well as investors and accelerators. STARTUP3 has already prepared the key messages that it will launch addressing the needs of these actors. Furthermore, STARTUP3 considers that the main need of investors' is that they have a difficulty in finding a scalable and game changing ideas with the team of industry experts behind it and that corporate accelerators are currently lacking expert support networks that will support further development of their startups.

As indicated below, within the external communication endeavour, several Narrative and Messages have been identified as needed and thus created.

Table 4: STARTUP3 Target Groups & Messages

Target Groups	Narrative and Messages
Deep-tech SMEs/ Innovators	STARTUP3 can offer you up intensive growth support and access to relevant networks, enabling your vision to see the light of day.
SMEs	Fully harness deep-tech possibilities and customise your MVP towards sustainable market-oriented applications. Join the STARTUP3 ecosystem and exploit new market opportunities.
Clusters & SMEs Associations	Connect with the STARTUP3 ecosystem to learn from best practices, exchange ideas, expand your focus to new verticals and markets, improve your offering and offer your members a new network of most promising deep-tech focused teams and technologies.
Investors & Corporates	If you're looking for an opportunity to invest in an industry that can grow exponentially on a yearly basis, look no further! Access deep-tech investment opportunities pre-vetted by our network of industry experts.
Accelerators	Looking for additional support mechanisms to offer to your startups? STARTUP3 is a deep-tech focused innovation ecosystem that supports the development of future's value chains.
Authorities & Public bodies	Discover how STARTUP3 creates comparative advantage in the context of your region's smart specialisation strategy. Join us on an EU-wide industry deep-tech ecosystem.

3 Channels, Tools, Activities

STARTUP3 has clear dissemination objectives and a lot of means to achieve them. By communicating well-tailored messages through the most effective channels to reach the targeted audiences, the STARTUP3 project partners will be able to successfully include European start-ups and SMEs to participate, spark business cooperation and lay the foundations for the successful adoption of advanced technologies in various sectors by using emerging industries. To this end, a blend of communication measures is foreseen under a professional graphical identify (in terms of the project's logo and templates presented in this document), as depicted in the Figure down below:



Figure 3: Communication Activities

A multi-step and multi-channel dissemination and communication strategy will be followed in order to reach different target groups, with information adjusted carefully to the audience's level of need/involvement (Table 2). The partners of the STARTUP3 Project will focus on disseminating the project results towards various groups: citizens, policy makers and investors across the enlarged Europe, as well as relevant industrial sectors and professional business organisations in order to reach beneficiaries. Participating business associations (clusters, DIHs and other multiplying bodies) will target companies and individuals of the sectors in order to ensure enough innovative start-ups and SME applicants for the Open Call. Additionally, the perennial experience that most partners have in Open Calls for innovative companies funding will serve as one of the most important strongpoints for project success.

To ensure a scalable impact of its ecosystem services, STARTUP3 will explore complementarities and exploit synergies with other relevant initiatives (notably established EU actions supporting SME's compete and scale up in the innovation sector), projects and programmes of varying size, scale and scope addressing similar issues.

3.1 Visual Identity

A solid and appealing Visual Identity has been designed to shape the project's brand, reflecting its core values and to visually assist targeting of key messages to ensure that throughout the project life-span the members of the project consortium can prepare their communication materials in a coherent way.

The true aim of adopting a coherent visual identity for STARTUP3, complete with logo design, print and web identity, is to reflect strong and distinctive values of the STARTUP3 ecosystem. The identity is the visual manifestation of the STARTUP3 Content Marketing and Growth Hacking Playbook, as

conveyed through colours, logo, typography, and any other visual aid tool, which when combined, whether in tangible or digital form, represent a consistent and coherent whole.

In order to build a distinctive, stand out visual identity for STARTUP3, the following needs were explored, (M1-M3):

- Efficiency: to connect the appropriate aesthetic appeal to individual target groups, placing premium on stability, familiarity, and simplicity.
- Differentiation: to ensure a completely fresh approach that would bring a cutting-edge character to every aspect of the STARTUP3 ecosystem.

3.1.1 EU emblem utilisation

Any dissemination of results must display the EU emblem, thus the STARTUP3 logo will be present on all materials related to communication, together with the EU emblem, a direct statement on the funding source and the Grant Agreement number.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No. 871709.

Figure 4: Standard funding source non-disclosure text and European emblem

For more information regarding the EU emblem and EU visual identity please consult the latest version of the official online Manuals provided by the EU.

3.1.2 STARTUP3 Project Logo

For the STARTUP3 Consortium, it was important to have a clearly defined, unique visual identity, available from the very start of the project, which can be used both in printed and digital media. During the proposal preparation stage, a draft logo was developed, to support the proposal writing.

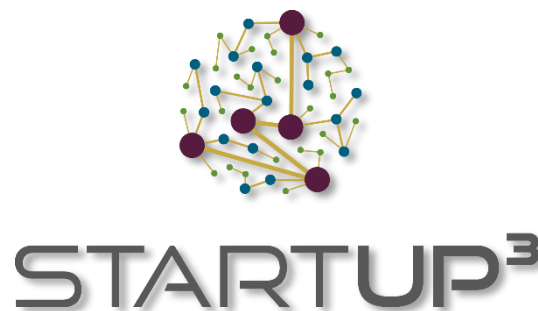


Figure 5: STARTUP3 Logo

This logo is meant to be simple, clear, and relatable to the project. The STARTUP3 branding is to be easily recognised and remembered and it should also match the concept of connectivity, particularly its innovative adoption in various sectors presented with dots. Highlighted dots that are interconnected represent 5 different ecosystems where all STARTUP3 Consortium members are located.

The visual strength and effectiveness of the logo was monitored and evaluated during M1 and M2 and the conclusion and future steps have been presented within Chapter 5.

3.1.3 Colour Palette

Apart from the logo, colour is the most effective visual cue to communicate and represent our brand. Colours were selected to inspire growth, and convey trust, loyalty and determination of the STARTUP3 ecosystem. They represent STARTUP3 at the highest level and should be present in all communications to ensure our materials reflect a cohesive STARTUP3 image or visual story. The colour palette, as mentioned before, represent project's sector-agnostic approach. The palette is consisting of the following colours: Tyrian Purple, Aztec Gold, Davy's Grey, Blue Sapphire and Camouflage Green.

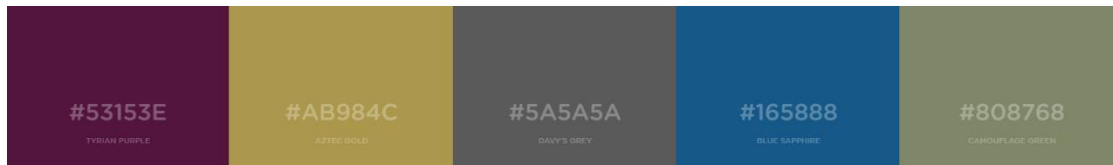


Figure 6: STARTUP3 Colour Palette

3.1.4 Templates

STARTUP3 Consortium partners are provided with Word document template, Word deliverable template and PowerPoint template to ensure standardising the project documentation with unique visual identity throughout the project lifetime. The templates are made available in the intranet file repository system. Additional presentations will be designed by the Communication Manager as needed in the frame of project activities. Partners should use the STARTUP3 PowerPoint template when presenting the project and/or its outcomes at internal and external events. For the layout of the project templates see the **Appendix 1: Project Templates Layouts**.

3.2 STARTUP3 Channel Mix

Showing evidence of results is a milestone in a project because it influences people's behaviours and creates awareness in them. The importance of this evidence can lead to various advantages and help and foster people to promote deep-tech innovation in society. STARTUP3 has decided to cluster its communication and dissemination activities into 3 categories – online, offline and in-person.

3.2.1 Online Channel Promotion

Our online channels include: STARTUP3 website, media hub, i.e. blog, social media, newsletter.

Tools to be used to find, monitor, and respond to mentions on online channels include Notify³ and Google Alerts⁴.

3.2.1.1 STARTUP3 Website & Media Hub

The STARTUP3 website⁵ will be enhanced with a media hub. This hub will provide the project with ample opportunity to tap into some of the major concerns that our target groups may have, ultimately driving conversions (e.g. applications to the STARTUP3 Open Call, etc.).

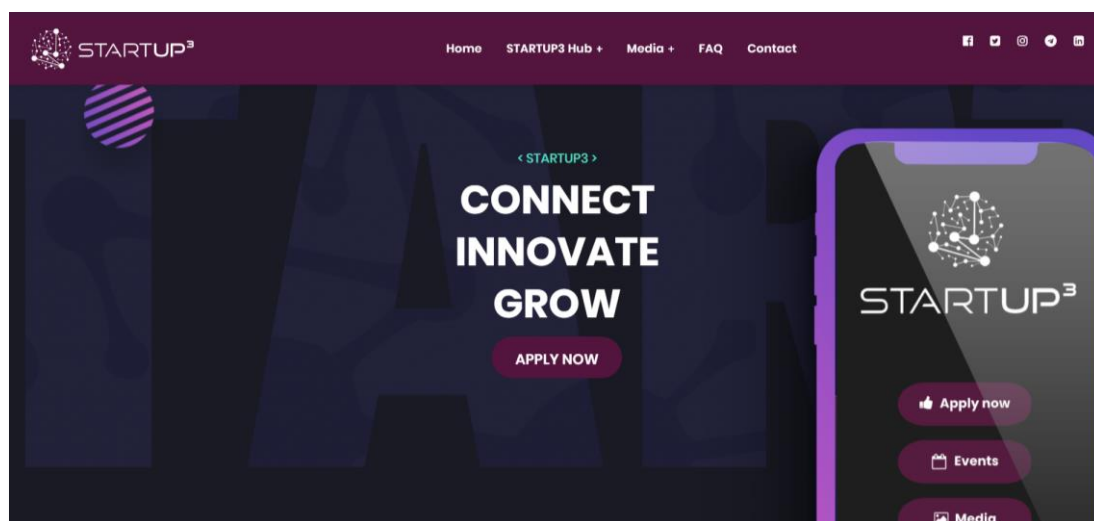


Figure 7: Screenshot of the STARTUP3 Website Homepage

Information regarding STARTUP3 Accelerator is regularly updated according to the ongoing activities. As leader of WP5, INO is responsible for managing the STARTUP3 website, while updates of specific thematic contents related to the project can be carried out through direct contribution of the consortium partners.

In order to achieve the most efficient updates/changes on the STARTUP3 website, the Consortium is set to follow the instructions that are detailed below:

- Update/Change requested by e-mail: a description of the required integration/change should be given in an attached file in “.docx” format (not in the text of the request e-mail),

³ <https://notify.ly/>

⁴ <https://www.google.com/alerts>

⁵ <https://startup3.eu/>

- If the integration/change refers to documents or files to be uploaded in the public website, these must be attached to the e-mail,
- The description should contain a clear distinction of the type of the requested integration/change, specifying which part(s) of the website need(s) to be changed, providing the link(s) of the webpage(s) to be upgraded,
- The use of abbreviations should be avoided, however, if included, abbreviations must be made explicit, at least the first time they are quoted in the description of the required integration/change,
- Events to be integrated in the Events Section must be sent with all the necessary information (date, title, location, programme and link), in order to provide a homogeneous level of details and information content.

Given the nature and progress of the activities during the project lifetime and related information, the STARTUP3 website is to be continuously updated and populated with relevant content.

3.2.1.1.1 STARTUP3 Hub

STARTUP3 Hub is an integral part of the STARTUP3 Website and represents an online platform offering stakeholder groups access to STARTUP3 resources, mapping of STARTUP3 ecosystem; full package of documentation; training, publications and videos from STARTUP3 ecosystem.

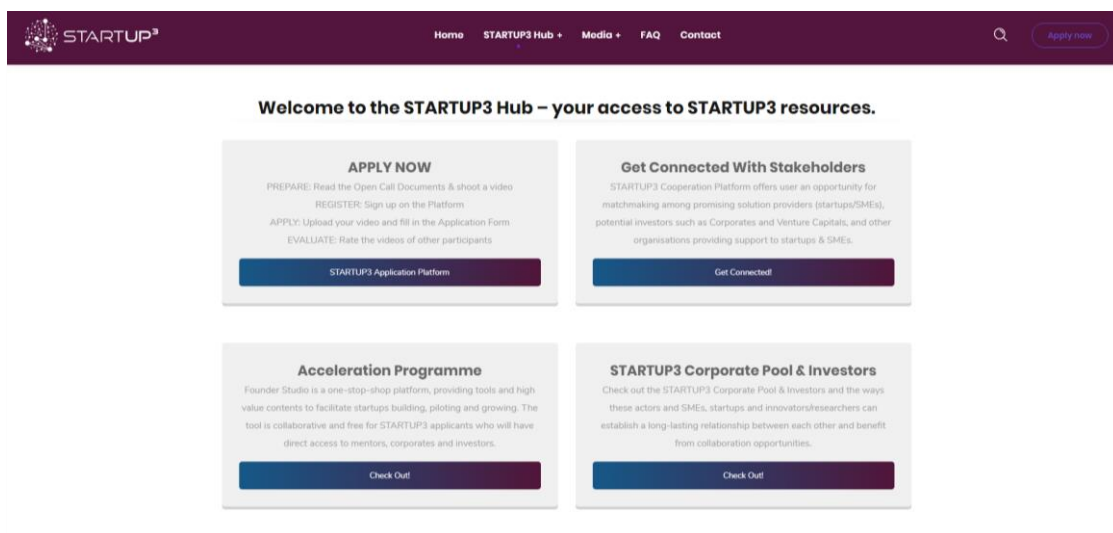


Figure 8: Screenshot of the STARTUP3 Hub Page

3.2.1.1.2 Content Types

The overall purpose of our content marketing efforts will be to support the target audience's journey towards decision making (i.e. apply to Open Calls). In this regard, the following types of content will be developed:

Table 5: STARTUP3 Types of Content

Attract	Engage	Maintain	Galvanise
Viral content production: explainer videos, infographics, Media/influencer outreach	Blog posts, whitepapers, webinars, case studies, interviews/podcasts, industry reports;	Email marketing, social ads, retargeting initiatives;	Local meetups, hackathons, workshops, conferences, etc.

3.2.1.1.3 Press Release and Influencer Marketing

In order to scale existing content marketing and outreach efforts, STARTUP3 will run targeted content distribution campaigns. For successful outreach on reputable and relevant sources, STARTUP3 will follow the next steps:

- Generate a list of influencers and key contacts STARTUP3 can reach out to; the list will always be readily available on STARTUP3 intranet file repository system,
- Get familiar with people involved in the content distribution of our target sites, and send personalized emails,
- Regularly monitor who links to startup3.eu and keep track of all press clippings.

Furthermore, a **dedicated press kit** will be developed for circulation to journalists (M3/M4). The kit will contain press releases, background information, article suggestions and contact points for interviews. Several specialised media channels will be targeted with press kits, based on the master list of communication contacts (available on intranet file repository system). The major achievements and milestones of the project will be released and published in the project website and delivered to mass media around Europe.

3.2.1.2 Social Media Promotion and Campaigns

Social media, unarguably, will provide a treasure trove of longer-run benefits for STARTUP3, including but not limited to:

- Gaining brand recognition & proactive reputation management,
- Fostering genuine conversations with the target audience,
- Generating both thought leadership & engagement, and:
- Creating more diverse inbound traffic streams.

To ensure the biggest impact, our social media activities will be aligned with our broader communication objectives and values, effectively considering the needs of target audience, as well as the nuances of different social media platforms. Moreover, we will seek to demonstrate the personality behind our brand and our unique value proposition. In this regard, STARTUP3 will emphasise customer engagement and interaction with followers, favouring quality over quantity.

The following rule illustrates a roadmap to help achieve consistency of interactions and balanced messaging across social media channels:

- 1/3 of social content will serve to demystify the STARTUP3 accelerator, its events, raise the sense of urgency, and trigger call-to-action (apply to STARTUP3 Open Call and events),
- 1/3 of social content will be focused on sharing ideas and stories from thought leaders in deep-tech present sectors,
- 1/3 of social content will inspire personal interactions with the audience (e.g. support to potential applicants).

Social media channels to be used Facebook, Twitter, LinkedIn, Telegram and Instagram and potentially tech forums and Reddit. STARTUP3 will present unified branding experience across all social channels (e.g. core values, the promise, mission, vision, the STARTUP3 advantage) as it can be seen within Appendix 1 and Figures.

3.2.1.2.1 Facebook

A dedicated Facebook page⁶ has been created, with the messages being both professional (i.e. speaking in the language of our target groups) and trustworthy, that is, already trusted by industry. With its sophisticated targeting measures, in the context of STARTUP3, Facebook represents a massive opportunity for always-on lead generation. STARTUP3 will offer different incentives (whitepapers, webinars, cheat sheets), as well as a variety of topics (deep technology, innovation, etc.) which appeal to a wide range of needs of our identified target groups, to help build our ecosystem.

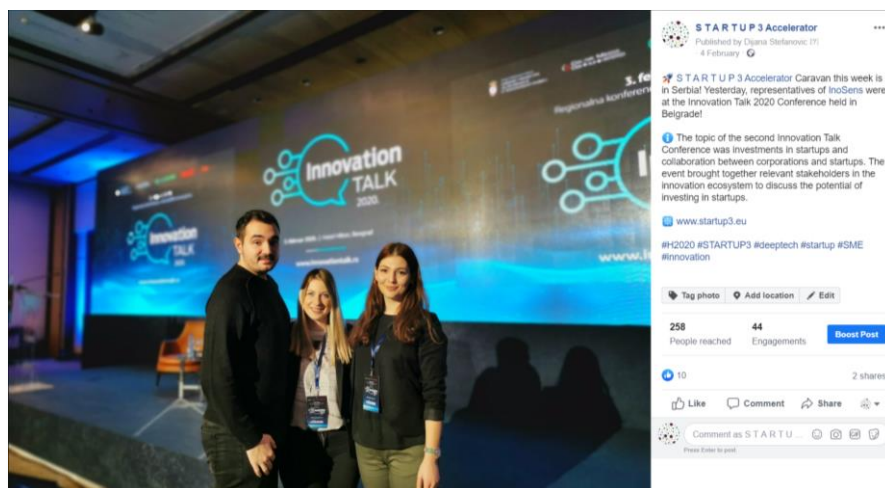


Figure 9: STARTUP3 Facebook Announcement Example

3.2.1.2.2 Twitter

In creating a Twitter profile that provides high-quality information and key trends on deep-tech innovation and transformation (@startup3_eu)⁷, STARTUP3 aims to find much success in establishing thought leadership. Thinking of our brand, STARTUP3 will take advantage of this networking platform to develop a community of industry leading innovators, most notably, startups, SMEs and midcaps within deep-tech impacted sectors, who can benefit from our business offerings and sector-specific expertise. Based on insights derived from SproutSocial's Trends Report⁸, trending hashtags relevant for driving STARTUP3 brand awareness include, but not limited to: #startup, #h2020, #innovation, #technology, #entrepreneurship, #deeptech, #investors, etc.

⁶ <https://www.facebook.com/startup3.accelerator/>

⁷ https://www.twitter.com/startup3_eu

⁸ <https://sproutsocial.com/>



Figure 10: STARTUP3 Twitter Post Examples

3.2.1.2.3 LinkedIn

A LinkedIn showcase⁹ page has been set up, free subscription which is open to all who are interested in learning about STARTUP3 opportunities, infrastructure, and business support services. This showcase page will help us to strategically connect and professionally engage with our target groups. Additionally, announcements from the STARTUP3 ecosystem will be posted in the following LinkedIn groups within various deep-tech involved industries, as well as within groups of ICTs, startups and deep-tech communities.

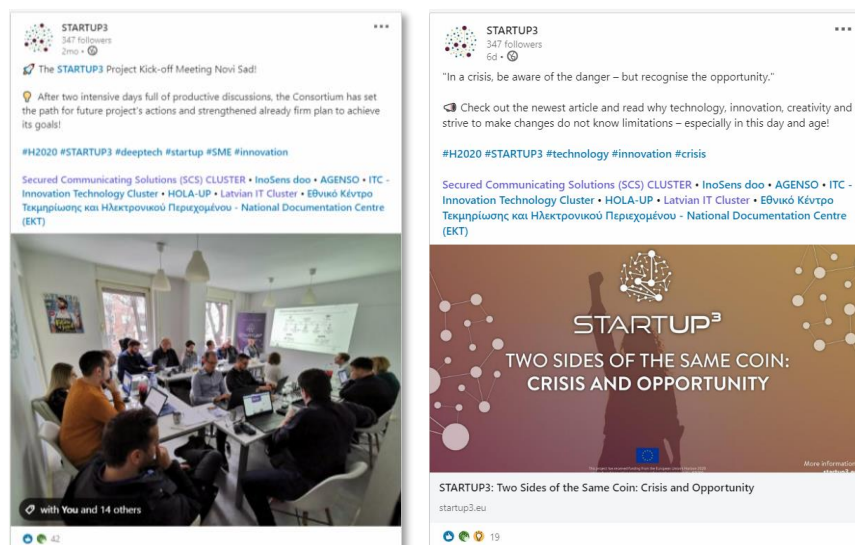


Figure 11: STARTUP3 LinkedIn Announcement Example

3.2.1.2.4 Instagram

Instagram is a rapidly growing photo- and video sharing platform, growing popularity primarily among young target groups. Among the advantages of Instagram are connecting to relevant community through hashtag usage, as well as the power of imagery. STARTUP3 Instagram profile will be used to distribute mostly Open Call information, photos from STARTUP3 related events and reach out to the general public.

⁹ <https://www.linkedin.com/showcase/startup3/>

STARTUP3 Instagram account¹⁰ was created due to the popularity of this social media platform within the startup community. It has proven to be a good channel to engage with the audience and share graphic material about the project.

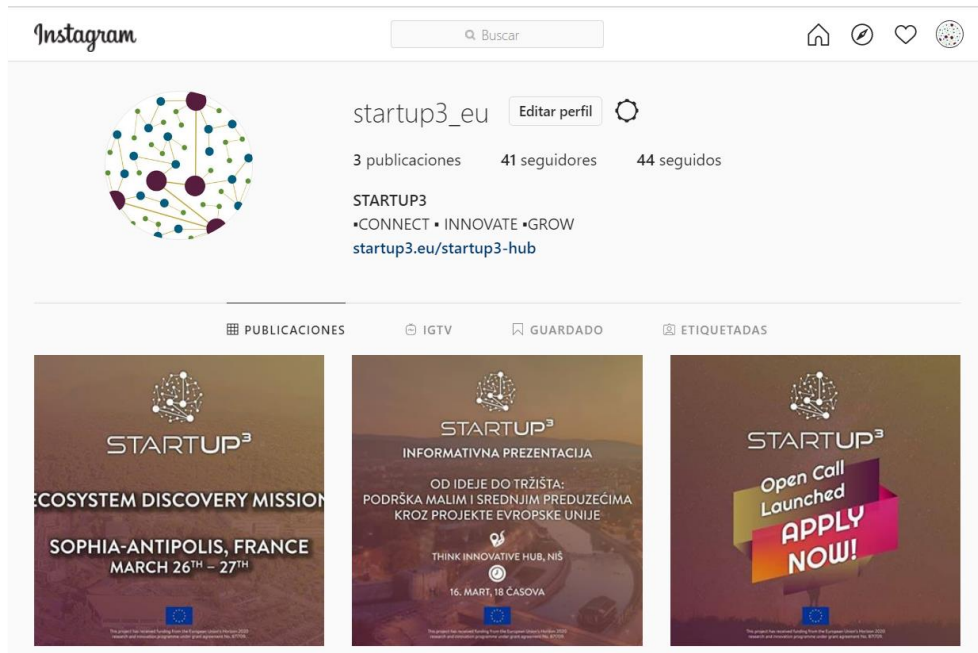


Figure 12: STARTUP3 Instagram Profile Screenshot

3.2.1.2.5 YouTube

STARTUP3 also maintains its own Youtube channel¹¹ that aims to disseminate all the video material the project tends to gather. Judging from the traffic, this communication channels so far does not attract the targeted audience to a satisfactory degree and is set to be developed even more and enriched with relevant content (e.g. media presence, short explainer videos).

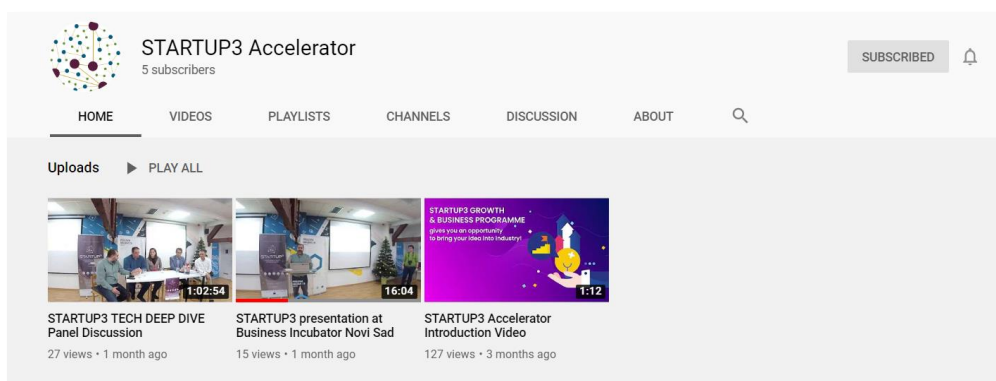


Figure 13: STARTUP3 YouTube Channel Screenshot

3.2.1.2.6 Telegram

Other communication platforms, such as STARTUP3 Telegram group¹², will be used to maximise reach of target audience. On a monthly basis, STARTUP3 will take advantage of timely topics related to deep-tech targeted sectors, and interesting enough to engage target groups by hosting a Telegram group

¹⁰ https://www.instagram.com/STARTUP3_EU/

¹¹ <https://www.youtube.com/channel/UCYId2f9fuXzBOCM7RAiA1Xg>

¹² https://t.me/startup3_eu

chat. During these chats, but also at other times, Telegram will help STARTUP3 develop a community of thought leaders and a trusted network. This community will further guide our efforts regarding content development (e.g. infographics, blog posts, etc.).

3.2.1.3 Email and Newsletter Outreach

In 2017, email marketing has been cited by marketers as one of the most vital digital marketing tools for awareness, acquisition, conversion, and retention (WordStream, 35 Face-Melting Email Marketing Stats for 2017). STARTUP3 will run monthly email newsletter campaigns, from M2 onwards, at regular send times, to communicate the essential pieces of information on STARTUP3 Open Call, and news from the STARTUP3 ecosystem. Additionally, the newsletter will include value-added content, such as deep-tech related news, trends, analysis, and practical advice pulled from the STARTUP3 Media Hub. In the long run, our value-based approach to email marketing will foster long-lasting trust and engagement with industry leading innovators fitting in the STARTUP3 target groups.

To stay engaging and competitive *in the inbox*, STARTUP3 will consider the following:

- **Responsive email design for better engagement:** Mailchimp¹³, a real-time email marketing automation platform will be used to design and distribute responsive, targeted email campaigns, with enhanced reading experience. Additionally, the platform will facilitate reporting and analytics.
- **Dynamic customisation and personalisation:** The email opt-in form on the STARTUP3 website will contain custom required fields (e.g. company name, type of company, sector, etc.). The subscriber database will thus contain a variety of data types to create email campaigns, which are more in the context of subscriber interests.
- **Customer lifecycle and multichannel integration:** STARTUP3 will review opportunities for email marketing automation across the entire lifecycle of end-user engagement. The most important STARTUP3 online marketing channels will be integrated in order to encourage email opt-in or to plan a range of follow-up activities.

To further boost email marketing Return on Investment (ROI), STARTUP3 partners will be encouraged to forward the newsletter, as appropriate, within their own professional networks.

3.2.2 Offline Communication & Marketing

3.2.2.1 Industry and Technical Publications

Scientific and industry journals and magazines are important dissemination channels for sharing STARTUP3 results to academic and industrial communities, creating knowledge impact and enabling stakeholders to use the results in their own work. The channels will mainly be used by the academic target group in STARTUP3 (technological dissemination).

The first submissions to leading technical journals will take place when substantial scientific results emerge from the project.

At least two Open Access publications will be published in industry journals and magazines, aimed at disseminating the quantified results of the deep-tech innovation across multiple sectors to academia, research, and business professionals alike. The STARTUP3 consortium will conform to the Horizon2020 Open Access mandates including Gold Open Access and Green Open Access (or self-archiving) for all

¹³ <https://mailchimp.com/>

scientific publications produced. As a minimum, all publications will be available via Green Open Access, e.g. through OpenAIRE, ResearchGate and repositories supported by individual institutions.

The following is an indicative list of journals that fall into STARTUP3 focus sectors: Technovation, Industry and Innovation Journal, International Journal of Engineering Science. Moreover, for placement of scientific results, STARTUP3 will also target technical magazines, periodicals, and newsletters of EU and national associations and networks. Examples include: The European Union Blockchain Observatory and Forum newsletter; CORDIS Research.EU Magazine, Horizon: the EU Research & Innovation Magazine, Taste of Science, etc.

3.2.2.2 Printed Promotional Material

By the time of the Open Call, diverse types of promotional material will be designed for print. When possible, this material will also be available in digital form. Partners will be invited to share this promotional material on every suitable occasion, thus putting STARTUP3 directly in the hands of the right set of target audience. Prior to the kick-off event, an A3 info poster had been designed to help explain how STARTUP3 target groups may benefit from the STARTUP3 Accelerator. Although the leaflet is in English, it can be translated into other languages, but the content should be kept as close as possible to the message that is conveyed in the original text. The editable file is available on the project's intranet file repository system.

The production of communication material also includes postcards, stickers, folders, notebooks, t-shirts. These will be prepared in advance and distributed at any (relevant) event. A roll-up banner stand will be designed for display at events hosted by STARTUP3 and various external events of relevance to the project. The roll-ups will be printed by partners locally, following the recommended layout and design suggestions to ensure consistency.



Figure 14: STARTUP3 Roll-Up Banner (left) & Info Poster (right)

3.2.1 In-person Communication & Marketing

3.2.1.1 STARTUP3 Events

The Consortium has organised and will organise numerous events and participated and is expected to take part in well-established events organised regularly by other stakeholders, being them communities, large scientific societies or other recognised actors.



Figure 15: STARTUP3 Events

STARTUP3 will implement 8 missions along the 2 years project, engaging more than 100 participants (innovators, startups, SMEs, clusters, investors, corporates, etc.) involved in flagship STARTUP3 events, targeting to have participants from all European countries.

3.2.1.1.1 Cluster-Corporate Assembly

The Cluster-Corporate Assembly is set to represent an annual 2-day event where different STARTUP3 stakeholders (in particular clusters, DIHs and innovative SMEs) are gathered to share and exchange actual needs, knowledge, challenges, trends, technology, product concepts, innovations and new ideas, through demonstrations, round tables, keynote speakers, presentations and discussions. This event is also an opportunity to bring other sectors' clusters to share their experience and success stories.

Events like CCA are characterised as a great tool to build a strong community to drive cross-border and cross-sector innovation. In addition, these events will serve as pitching events between acceleration stages.

3.2.1.1.2 Ecosystem Discovery Missions

STARTUP3 Ecosystem Discovery Missions where deep-tech startups and scaleups have the chance to discover a new ecosystem and its particularities (with focus on open innovation), learn about common challenges and promising opportunities; the overall aim being to stimulate deep-tech companies towards development and growth and boost collaboration cross-cluster and ecosystem. More information about EDM event concept can be found in within the Deliverable 1.3: STARTUP3 Discovery Missions Guidebook & Yearbook.

3.2.1.1.3 STARTUP3 Hackathons & Innovation Challenges

STARTUP3 will capitalise on the series of local hackathons and innovation challenges and international online challenges. Three hackathons and innovation challenges across Europe are anticipated. The organisation of these activities will relate to Ecosystem Discovery Missions and Clusters-Corporate Assemblies, where the Consortium aims to gather and present the best developed concepts. In order

to maximise STARTUP3 outreach it is planned to either live stream or record the events to produce STARTUP3 podcasts.

3.2.1.1.4 Mini Missions and Other Events

STARTUP3 partners will actively contribute to a number of events of interest at regional, national, and international level (meetings, workshops, conferences, etc). In terms of continental dissemination, all partners will spend part of their resources in participating and communicating STARTUP3 project at external third party's events that are addressed to potential STARTUP3 audience groups and aligned with STARTUP3 objectives – and attendance and organisation of such events will be reported as Mini Mission Events.

Up until this point (M3), as recorded through the Event Report, the STARTUP3 team has been involved in a number of relevant events across the continent and presented the project to **more than 1200 people in person**. The outline of the Event Report is represented as **Appendix 2: Events Coverage**.

When it comes to specific events where the Consortium partners could present the major activities and outcomes of the project to start-ups, SMEs and scale-ups of deep-tech industries, the following Table gives an overview of several important events (conferences, exhibitions, B2B events, etc.) organised regularly throughout Europe (during the course of the project). This table is to be regularly updated within the Relevant Events Sheet available at the intranet file repository system.

Table 6: Relevant Events Examples

Event Name ¹⁴	Dates	Location	Description
Blockchance Conference	Sept 2020	Hamburg, Germany	The Blockchance Conference 2020's key topics are the future of economics and the future of society associated with blockchain technology.
Oslo Innovation Week	Sept 2020	Oslo, Norway	Oslo Innovation Week is the largest innovation convention in Europe that bring together speakers, experts, entrepreneurs, investors, startups and innovators from around the world.
IP Expo Europe	Oct 2019	London, UK	IP EXPO Europe is a tech event for those looking to find out how the latest IT innovations can drive their business forward
Web Summit	Nov 2019	Lisbon, Portugal	Web Summit is a technology conference centred on internet technology and attendees range from Fortune 500 companies to smaller tech companies.
World Convergence Congress	Nov 2020	Málaga, Spain	One of the major tech events in 2020 gathering all relevant blockchain and deep-tech space stakeholders to one place.
Slush	Nov 2020	Helsinki, Finland	The world's leading startup event that connects startups & tech talent with top-tier investors, executives and media.

¹⁴ The COVID-19 (coronavirus) pandemic has created a truly unprecedented situation which affected whole Europe and led to unavoidable cancelation and postponement of all previously STARTUP3 Open Call targeted events that were supposed to happen between February and April 2020. Due to this situation, the Consortium will seek to attend and promote project outcomes and participants at events that will happen later, within the duration of the project.

4 Schedule and Timing

The table below represents indicative frequency for posting on STARTUP3 main communication channels. The frequency and content will be regularly monitored to allow for adjustments.

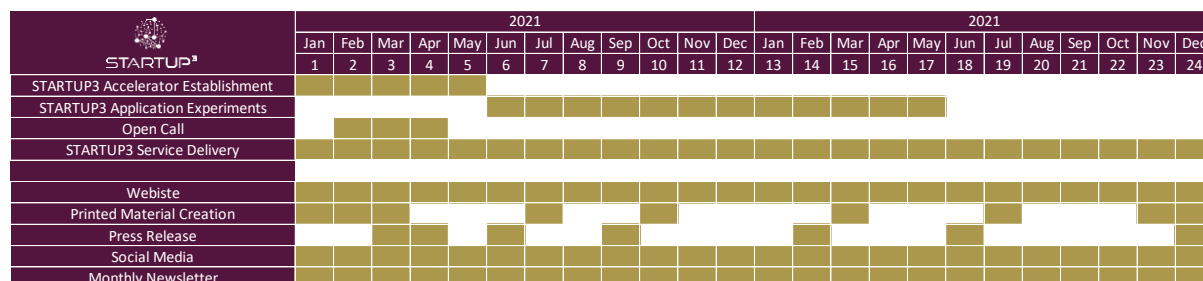


Figure 16: Gantt Frequency of STARTUP3 Communication Activities

The following spreadsheets will be used to plan online marketing activities:

- Blog Editorial Calendar
- Social Media Planning Calendar

Moreover, in order to better coordinate our participation in events of interest to STARTUP3, as well as to ensure that each partner has adequate support from the Communication Manager, an Event Calendar has been created, and is available online (STARTUP3 Relevant Events Sheet) with additional details and information.

In addition, STARTUP3 Communication Task Group has been made in the early stage of the Project and consists of people in charge of Communication and Dissemination matters in every partner organisation and serves to ensure better overview and execution of STARTUP3 activities.

5 Monitoring and Evaluation

The achievement of the presented communication activities will provide information to all the interested parties about the planned actions, the understanding of the objectives and the strategy of the project, the dissemination of information and the active participation of the target groups in events and activities. Therefore, it is highly important for the STARTUP3 consortium to monitor the impact made with all the planned dissemination and communication actions and tools. Following the three components of the dissemination tools that will be used, the following table presents critical KPIs to be tracked and benchmarked to prove the overall value of STARTUP3 communication efforts, and set further guidance regarding public outreach:

Table 7: STARTUP3 Communication & Dissemination Key Performance Indicators

Key Performance Indicators		
Online Communication	Offline Communication	In-person Communication
30 000 Project website pageviews <i>(Source: Google Analytics)</i> 8 000 Social media followers <i>(Source: Accounts data)</i> 20 Targeted events: physical or online <i>(Source: Partners' regular reporting)</i> 1000 Newsletter subscribers <i>(Source: Mailing list record)</i> 100 Specialised blog posts <i>(STARTUP3 posts on website)</i> 200 articles published in national and European online press <i>(Source: Partners' regular reporting)</i>	3 Publications peer review and industry journals <i>(Source: Partners' regular reporting)</i> 4 000 Distributed printed material <i>(Source: Partners' regular reporting)</i> 1 Created portfolio of branded promo materials <i>(Source: Partners' regular reporting)</i>	3 STARTUP3 Ecosystem Discovery Missions <i>(Source: Partners' regular reporting)</i> 75 Mini Mission Events <i>(Source: Partners' regular reporting)</i> 3 Hackathons and Innovation Challenges <i>(Source: Partners' regular reporting)</i> 2 Cluster Corporate Assembly: one being a Demo Night <i>(Source: Partners' regular reporting)</i>

All public outreach activities will be monitored on an ongoing basis with adjustments made as required.

To monitor week-over-week and month-over-month growth on online channels, the following spreadsheets will be used:

- Email Campaign Tracking & Reporting
- Google Analytics Heat Map
- Social Media Metrics Dashboard

The spreadsheets are available on the project's Google Drive, and will be updated on a weekly, that is, monthly basis.

The consortium partnership structure is especially in favour for the face-to-face dissemination channel, since all the project partners often visit various events organised throughout Europe and

therefore have the opportunity to spread the STARTUP3 information package. With respect to offline and in-person communication, each partner is required to report on public outreach activities in which they have been involved, as appropriate, i.e. immediately following the activity.

By performing regular monitoring of the activities, it is possible to assess if the action plan is being carried out properly and if it is on time. It will also be possible to see which activities had the biggest impact on the stakeholders (both in quantitative and qualitative terms). The conclusions from these reporting will be considered for the communication plan annual updates.

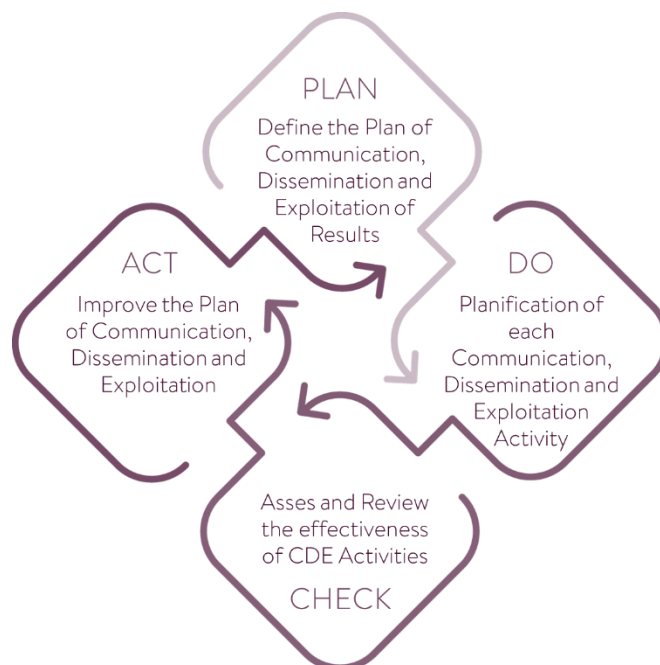


Figure 17: Monitoring Process

The process of monitoring of communication activities can be outlined as the figure above shows – the monitoring is a continuous process that will assess the overall Task 5.1 activities/results, but also evaluate each individual activity and its impact on the project as a whole. It is most likely that the CDE Plan will be updated according to the results of such evaluations.

6 Conclusion and Reflection

This deliverable (D5.1) introduces the STARTUP3 dissemination, communication and marketing plan, a comprehensive and living document which outlines the tools, channels and activities to be put in place throughout the project to ensure wide acceptance and sustainability of the STARTUP3 Project.

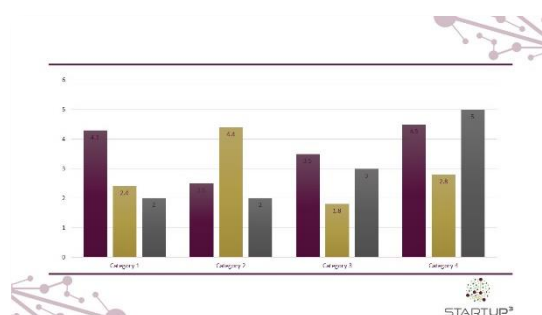
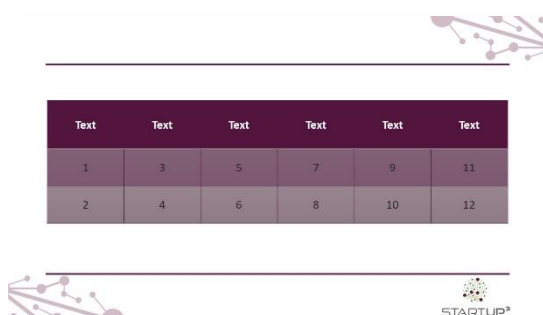
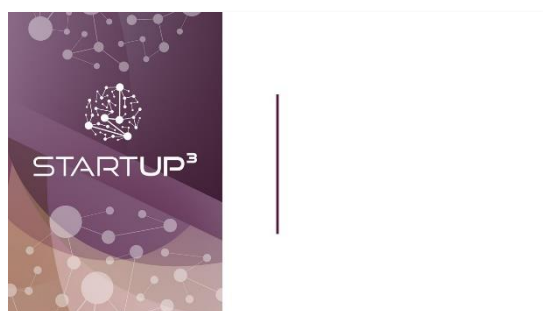
This document outlines the strategy, activities, and tools with which the STARTUP3 Project will communicate with a range of stakeholders, as well as the timing of the various activities throughout the lifetime of the project. The Consortium recommends a periodic review of this document to ensure it includes up-to-date contents and opportunities for disseminating and communicating project information. In addition, as strategies are evaluated, updates should be made as needed.

Since the project is still in an early phase, the dissemination plan designed in this report will be considered as a living plan that will go through a number of iterations through the project, specifically with relation to the existence of events suitable for dissemination, many of which are still not known at the time of writing.

Appendices

Appendix 1: Project Templates Layouts

STARTUP3 PowerPoint Template



STARTUP3 Deliverable Template



STARTUP3 Overall Document Template



STARTUP3 Social Media Template Example



Appendix 2: Events Coverage

STARTUP3 Event Report Template

Name and Surname:	Partner:	Other partners involved
Type of activity	[e.g. press release communication / press article / press interview / tv-radio interview / event (pre)announcement / event organization / conference / workshop / seminar / info day / bilateral meeting / trade fair / direct mailing / scientific publication / internet posts / social media posts / newsletter / promotional material distribution / person-to-person communication]	
Activity title, place, dates	[DD/MM/YY or DD/MM/YY- DD/MM/YY]	
Activity description, aim & purpose		
Type of Audience	[Describe briefly the type of audience]	
Size of audience	[e.g. number of people the activity has reached / people that attended the event]	
Coverage Level	[e.g. local / regional / national / European level]	
Promotional Materials used	[(if any; brochures/ posters/ AND include the number of copies disseminated)]	
Staff involved		
Brief report and feedback gathered		
Reference		
Please provide include relevant links, photos/videos, etc.		