

D5.1

Dissemination and Communication plan, activities and results – First version

White Research SRL (WR)

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COORDINATOR	Aristotle University of Thessaloniki (AUTH)
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Abbreviations

RWAs	Remote Working Arrangements
DCP	Dissemination and Communication Plan
KPIs	Key Performance Indicators
WR	White Research
SMA	Social Media Accounts
SMEs	Small and medium-sized enterprises
WP	Work Package
D&C	Dissemination and Communication
EU	European Union
AC	Associated Countries

Executive Summary

This report presents the first version of the Dissemination and Communication Plan (DCP) for the Horizon Europe R-Map project. The DCP serves as a guiding framework for the consortium's communication and dissemination activities throughout the project's lifecycle. Our primary goal is to establish a robust communication strategy, engaging all consortium members to maximize our project's impact.

The report delves into our dissemination and communication strategy, detailing how we plan to manage activities and monitor their implementation. A key feature of our approach is the active involvement of the entire consortium, ensuring coordinated efforts in communication.

Central to our strategy is the aim to engage diverse stakeholders, including policymakers, industry leaders, remote workers, researchers and the general public. We seek to disseminate R-Map's outcomes, insights and messages broadly, ensuring they are accessible and relevant to our target audiences.

Moreover, transparency and accountability are paramount in our communication activities. We've developed robust monitoring processes to track the implementation of our dissemination activities, allowing us to adapt and optimize our approach as needed.

Ultimately, the success of our dissemination and communication efforts relies on the collaborative efforts of the entire consortium. By leveraging our collective expertise, networks, and resources, we are committed to amplifying the reach and influence of the R-Map project, driving meaningful change in the realm of remote working adaptation.

In summary, this document:

- ✓ Incorporates multiple objectives for communication and dissemination activities.
- ✓ Defines and assigns actions and requirements to partners in line with the project's progress.
- ✓ Identifies key target audiences.
- ✓ Displays essential project information and outlines main assets.
- ✓ Lists tools and communication channels, specifying actions and resources.
- ✓ Outlines the plan for establishing synergies with relevant projects, initiatives and networks.
- ✓ Outlines internal monitoring, evaluation, and reporting of dissemination activities.
- ✓ Provides an indicative schedule of promotional activities throughout the project's lifecycle.
- ✓ Distributes applicable guidelines and corresponding templates for optimal promotion of the project's results, extending beyond its conclusion.

Communication and dissemination activities, integral to R-Map's success, will span the project's duration, engaging stakeholders across various platforms to enhance project visibility and impact.

Disclaimer:

The methodology for the dissemination and communication plan of the R-Map project (Grant Agreement number: 101132497) draws upon established expertise, tools, and templates developed internally by White Research SRL, while also considering European Commission guidelines and best practices found in relevant literature. Elements of this methodology have been refined through previous research projects where White Research was involved, such as ROSETTA (GA:101136427) and SUSTCERT4BIOBASED (G.A: 101059785). This approach ensures efficient resource utilisation and alignment with project specifications. Customised adjustments were made to accommodate R-Map's unique requirements, EU recommendations and Grant Agreement conditions. This report outlines the adapted methodology as it was further developed and implemented within R-Map.

1. Introduction

1.1 Scope and Purpose

The DCP for the R-Map project sets out a strategy to maximise the impact of the project, to enhance its visibility and to ensure that project outputs are effectively communicated to a wide range of relevant stakeholders.

The DCP, hereafter referred to as the “DCP”, will outline the pan-European communication strategy of the project, coordinating the efforts for efficient communication and dissemination activities in order to increase awareness and facilitate the exploitation of project results. It serves as a strategic framework designed to outline all communication and dissemination activities throughout R-Map's lifecycle and facilitate their smooth execution and monitoring. By closely monitoring outcomes, we can evaluate the plan's effectiveness and make informed adjustments or updates as needed, reflecting actual progress. Furthermore, the Plan, also serves to guide partners in developing, planning, and implementing dissemination and communication activities effectively.

The Plan is essential for effectively conveying the project's vision and outcomes to relevant stakeholders.



Figure 1. Key directions of R-Map dissemination activities.

Our dissemination activities will be carried out along three main directions: (i) creating awareness about the project, its vision, and activities; (ii) disseminating the project outcomes at local, national and international levels; and (iii) demonstrating the benefits and maximising impact of R-Map in order to foster the adoption of our outcomes among interested stakeholders.

Table 1. Key points addressed in the DCP

What?	Key messages
To Whom?	Target audiences
Who?	Roles & Responsibilities
How?	Communication tools and channels, guidelines, templates
When?	Timeline

Dissemination and communication activities within R-Map will be systematically carried out under the dedicated Work Package (WP5), engaging stakeholders and leveraging their networks to extend the project's vision and results to broader audiences. This engagement fosters wider outreach and facilitates continuous feedback exchange on the project's outcomes.

The R-Map DCP, along with accompanying guidelines, templates, and Annexes, will undergo regular updates to align with project progress. More specifically, a first version of the DCP will be submitted on M3 (current stage) and will be updated on M15 to be finalised by the end of the project (M36), ensuring the continuation of the results' dissemination in the post-project phase. Lessons learned during implementation will guide strategy refinement, ensuring continued alignment with the evolving needs of R-Map's vision.

1.2 Document Structure

In particular, the report is structured as follows:

- ❖ Chapter 1: An introduction to the DCP and its goals.
- ❖ Chapter 2: A brief description of the R-Map project.
- ❖ Chapter 3: Overview of the Dissemination and Communication (D&C) Strategy and its objectives.
- ❖ Chapter 4: The target audience and the respective key messages for the identified stakeholders.
- ❖ Chapter 5: The tools and channels used to disseminate and communicate the project's activities and results to the identified targeted stakeholders.
- ❖ Chapter 6: This section describes the roles and responsibilities of the dissemination manager and the consortium partners for the successful deployment of the D&C strategy.
- ❖ Chapter 7: The importance of establishing synergies with other relevant projects and networks throughout the duration of the project is elaborated in this chapter.
- ❖ Chapter 8: This section outlines the KPIs that will be used for the evaluation of the dissemination efforts and will permit us to adopt the best practices to increase project's impact. In addition, the reporting process regarding the dissemination activities is also described.
- ❖ Chapter 9: The timeline of the four different stages for the implementation of the project's dissemination activities is briefly described in this section.

All partners are expected to actively participate and contribute to the implementation of the dissemination activities, according to the project's dissemination and communication strategy, as the project's Dissemination Manager, leading the R-Map communication and dissemination activities, will closely monitor the respective actions described in this document while providing all necessary support.

The DCP, the guidelines and templates, as well as the Annexes produced in this report will be subject to updates in line with the project's progress. The experience and lessons learnt throughout the implementation of the project will permit us to update and modify the strategy – when needed – to be tailored to the needs of our vision. The updated version of the D&C strategy is already foreseen by M15 and the final version by M36, at the end of the project.

The Annexes include the following:

- Annex I: The dissemination and communication guidelines: This is a document that was circulated to the consortium and highlights important aspects of the dissemination and communication activities.
- Annex II: Events' reporting template: The document that all partners need to fill in after the organization or their participation in an event.
- Annex III: External conferences and events identification template: This is a template that partners should send to WR when an interesting relevant event or conference is identified.
- Annex IV: The dissemination and communication reporting template: This is the template that all partners need to update in a monthly basis with information about all the dissemination and communication activities.
- Annex V: This is an excel file outlining relevant initiatives to the R-Map project.

2. About R-Map

The rise of **RWAs** presents both opportunities and challenges, particularly concerning the urban-rural divide in Europe. Existing research suggests that RWAs can have significant socio-economic, spatial and environmental impacts. However, there's a need for a more comprehensive understanding of these effects and their implications for policy development. The goal of the R-Map project is to **investigate the influence of remote work on the urban-rural disparities across the entire EU-27 and AC** through comprehensive mapping, analysis, evaluation, and forecasting. R-Map collaborates closely with stakeholders to gain a thorough understanding of the impacts of remote work and offer data-driven solutions as well as contribute to the improvement of EU policies, rural development and sustainability. With a focus on social, spatial, and economic dimensions, R-Map addresses the persistent challenge of bridging the urban-rural gap, acknowledging its multifaceted nature and the impact of remote work on each dimension.

R-Map aims to analyse the impact of RWAs on the disparities between urban and rural regions in Europe.

Expected outcomes: The R-Map project aims to provide a holistic understanding of the social, economic, spatial and environmental implications of RWAs in urban and rural areas. By using a blend of state-of-the-art research techniques, scenario building, forecasting and modelling methodologies, **R-Map will enable policymakers to monitor and assess how RWAs affect people, communities, space, economy, and environment in urban and rural regions.** R-Map will also broaden our understanding of how RWAs affect living and working conditions, including health, safety and work-life balance aspects. Furthermore, the project seeks to analyse community responses and forecast scenarios to better understand societal adaptations to RWAs, aiming to bridge the urban-rural divide and promote resilient, inclusive communities. By providing evidence-based recommendations tailored to different regional contexts, the project will empower policymakers and businesses to shape remote working trends, address challenges and seize opportunities for sustainable economic development and inclusive growth.

By delving into the intricate dynamics of RWAs and their impact on urban and rural dynamics, **R-Map aims to enhance policy development and decision-making processes in the European Union (EU).** Through a comprehensive understanding of the socio-economic, spatial and environmental effects of RWAs, the project aims to facilitate **the creation of more inclusive, resilient and sustainable communities.**

Consequently, the **main objectives** of the project are to:

- **Understand** current formats and manifestations of RWAs, as well as their potential socio-economic and spatial effects and their effects on working and living conditions.
- **Co-create an Integrated Impact Assessment Framework** to assess the individual and combined social, economic and spatial impacts of remote working (the 'R-Map' model).
- **Develop a visualisation platform** for decision makers that seek to understand how RWAs have affected people, communities, space, economy and environment in their region.



- **Forecast** the effects of RWAs, develop scenarios to combine them in plausible futures and evaluate their potential impacts in 6 regional use cases (2 cross-border).
- **Engage and empower policy makers** and other stakeholders in urban and rural areas to understand and influence the trends of remote work as well as to harness the opportunities arising.

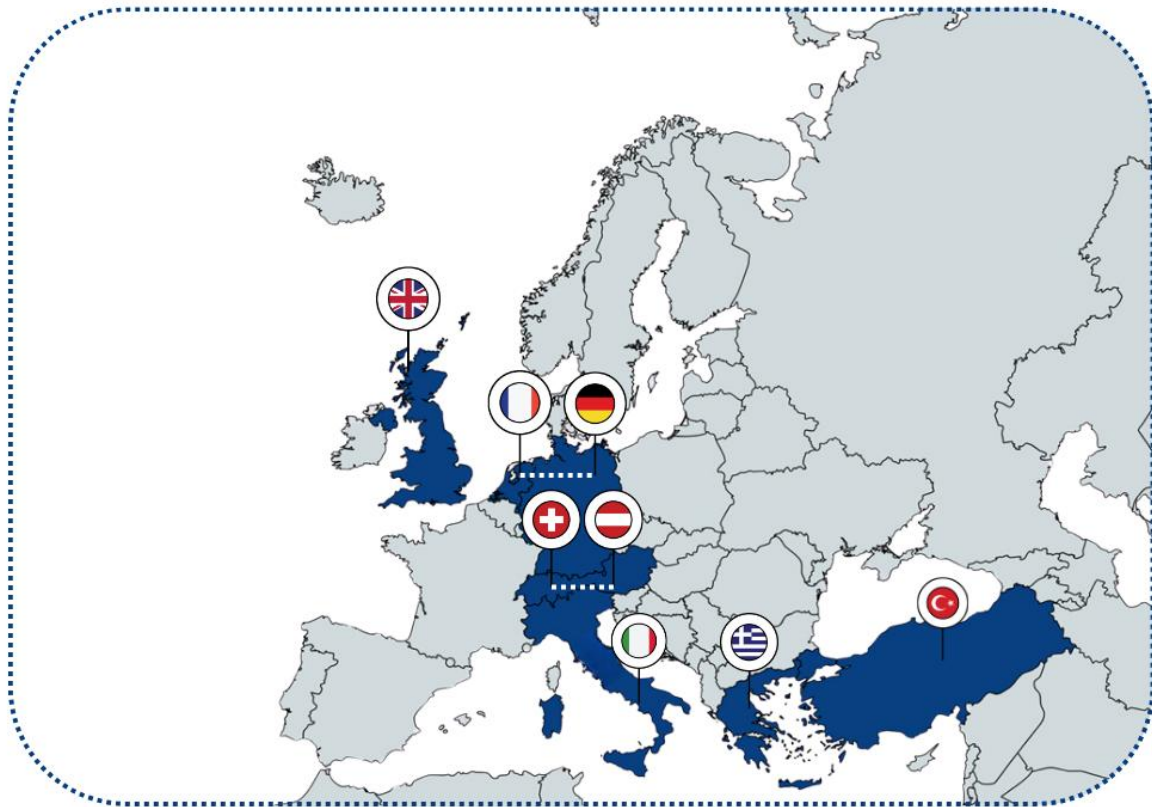


Figure 2. R-Map's use cases

3. Dissemination and Communication Strategy

3.1 Overview

R-Map's DCP describes the overall D&C strategy of the project concerning the dissemination and communication of the outcomes. The strategy is carefully designed and tailored to the approach of the project aiming to maximise its impact, transfer knowledge and the results to the targeted stakeholders, as well as to communicate its concept to wider audiences. This strategy establishes clear guidelines for all dissemination activities that will take place throughout the project, including all operational dissemination elements. These elements are illustrated in the figure below:



Figure 3. Overview of the R-Map dissemination and communication strategy.

This section presents the overview of the D&C strategy and outlines the structure of the DCP. The first sub-section presents the **objectives of the DCP** which will be used to monitor the successful implementation of the strategy. The second sub-section defines **the target audience** to whom we will disseminate the project's results. The next sub-section presents the **key messages** for each one of the targeted stakeholders, as well as the **core visions and assets**. A dedicated sub-section of the strategy will focus on the **means, channels and tools that will be used to reach the identified stakeholders**. In the following sub-sections, the allocation of **roles and responsibilities** and the **timelines** for the dissemination strategy will be clearly elaborated to ensure the smooth and effective implementation of the DCP.

Throughout the duration of the project, special attention will be given to the **cooperation with other relevant projects, initiatives and networks** at national and European level. Based on the work of a dedicated task (Task 5.3), the document presents a short introduction regarding the clustering and cooperation activities for establishing synergies with selected projects, initiatives and networks. Lastly, the final chapter presents a

robust framework for the assessment of the strategy along with a timeline for the dissemination and communication steps.

Aiming to ensure the successful dissemination and communication of results, the DCP constitutes a guidelines document that presents the tools and actions which will navigate the consortium partners to successfully engage the targeted stakeholders. **Of course, the DCP should not be seen as a static document but instead as a dynamic flexible strategy that will be reviewed and updated - if this is necessary - during the lifecycle of the project.**

3.2 Objectives of the DCP

The D&C strategy of R-Map sets a list of practical and realistic objectives that will ensure the effective monitoring and consequently the successful implementation of the dissemination and communication activities of the project. These objectives answer the question of **WHY** the DCP is needed. The dissemination and communication objectives of R-Map are briefly presented below:

- Present the **project's aim, vision, activities and events** to a wider audience
- Promote **awareness raising** among stakeholder groups
- Encourage **involvement** in the project's activities
- **Engage stakeholders** through a series of relevant activities, events and conferences
- Ensure that the **key messages are communicated** to its target audiences
- Ensure the **exploitation of the project's outcomes**.
- Introduce **scientific concepts in an easy to grasp way** to stakeholders and citizens
- **Plan, organise, run, monitor** and fine-tune the project's dissemination activities and events
- **Establish and sustain synergies** with other relevant national and European projects, initiatives and networks.
- Disseminate the project's **lessons learnt and outcomes** in an open and transparent way
- Establish an **active community exchanging ideas and knowledge** in topics relevant to the project.

To ensure the realization of the stated objectives, the dissemination and communication strategy focuses on executing a practical action plan with the aim of engaging a broad range of target audiences. It also emphasizes the provision of adaptable solutions when needed. A well-defined methodology outlining what is to be disseminated (vision, news, achievements, results), to whom (stakeholders, target groups), by what means (strategies, tools, channels), and when to disseminate constitutes crucial elements of an effective dissemination and communication (D&C) plan.

Considering these factors, the following steps for the dissemination and communication of the project are outlined:

- Establish the project's objectives and determine the communication channels and tools necessary for optimal visibility and promotion.

- Identify key messages and assets of the project.
- Associate each communication channel with the appropriate target group and define the tools and methods for project dissemination.
- Specify the roles and responsibilities of each partner to ensure active participation and effective management of the project's dissemination and communication activities.
- Monitor key dissemination indicators and make adjustments as needed.
- Define steps for the project's dissemination and communication activities and ensure their consistency with the overall timeline.

4. Target audiences and key messages

4.1 Target audience analysis

One of the primary objectives of the dissemination and communication activities of the R-Map project is to effectively **reach and engage with key stakeholders** across various sectors, ensuring the widespread circulation of information about the project's vision, outcomes, and solutions. This strategic approach is expected to maximize the project's impact and the adoption of its results.

To this extent, **identifying and defining the target audience** is crucial to tailor communication efforts effectively. The targeted stakeholders include a diverse range of professionals and entities with a significant interest in R-Map's objectives and activities. Specifically, R-Map aims to engage with Government and Policy Institutions, Business Associations and Decision Makers, Workers, Researchers & Academia, Urban Design and Development Experts and Civil Society.



Figure 4. R-Map's target audience

During the project's lifespan, it remains important to classify the stakeholders in order to better prioritise and fine-tune our engagement efforts. Towards this aim, the **Stakeholders Classification Model** will be used to classify each targeted stakeholder group based on the following parameters:

- The extent of a stakeholder's power/authority;
- The stakeholder's interest regarding the outcomes of the project;

- The extent of the stakeholder's active involvement in the project.
- The level of stakeholder's influence over the project planning and/or outcomes. The classification of the targeted stakeholders' groups will be used in order to tailor the communicated messages and adopt the optimum tools and dissemination channels for each one of the groups. The following figure depicts the parameters and the way they define different types of stakeholder engagement.

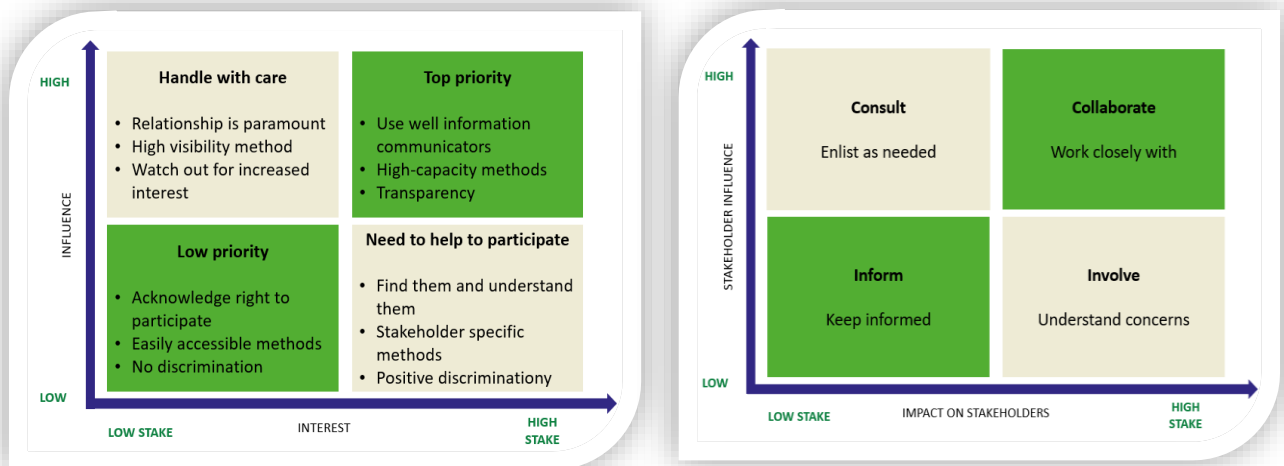


Figure 5. Stakeholders Classification Model

R-Map will use the Stakeholders Classification Model to classify the stakeholders to effectively prioritize and tailor engagement strategies.

The D&C strategy aims to reach the above-mentioned identified audiences, which were further categorised into the broader R-Map stakeholder groups. A more detailed elaboration on the targeted stakeholders and specific examples are offered in the following Table:

Table 2. R-Map stakeholder examples

Target Group	Short Description	Sub - Categories	Examples
Government and Policy Institutions	Policy makers and government entities involved in shaping and implementing policies related to regional development, infrastructure, education, public health and cross-border taxation, among others.	<ul style="list-style-type: none"> International, national, regional, and local policy makers in EU & AC Policy advisors in regional and local development, infrastructure, education, public health, and cross-border taxation Agencies, projects Government and Policy Institutions, JRC, CEDEFOP, ELA, EIGE 	<ul style="list-style-type: none"> European Commission (EC) - Directorate-General for Regional and Urban Policy (DG REGIO): National Ministry of Regional Development European Parliament - Committee on Employment and Social Affairs (EMPL) Academic and Research Institution - Spatial Economics Research Centre (SERC), London School of Economics

Target Group	Short Description	Sub - Categories	Examples
Business Associations and Decision Makers	They play a crucial role in shaping economic policies and implementing innovative practices in sustainable resource management.	<ul style="list-style-type: none"> Industry associations Employers' unions Chambers of commerce SMEs Business decision-makers 	<ul style="list-style-type: none"> Business Europe European Association of Chambers of Commerce and Industry (EUROCHAMBERS) European Round Table for Industry (ERT) European Banking Federation (EBF)
Workers	Individuals that represent the workforce affected by regional transformations and play a vital role in shaping discussions on RWAs and their impacts.	<ul style="list-style-type: none"> Remote and non-remote workers, Labour unions Digital nomads Remote worker communities 	<ul style="list-style-type: none"> European Trade Union Confederation (ETUC) Digital Nomads Hub Global Workers Network Remote Work Association (RWA) National Association of Virtual Workers (NAVW)
Researchers & Academia	A group which offers valuable insights and knowledge to R-Map's research endeavours, facilitating a deeper understanding of regional transformations and their implications.	<ul style="list-style-type: none"> Professors Researchers, experts in spatial, socioeconomic, environmental analysis, infrastructure and technology 	<ul style="list-style-type: none"> European Research Council (ERC): European Association of Geographers (EUROGEO): European Urban Research Association (EURA) European Spatial Planning Observation Network (ESPON) Association of European Schools of Planning for Researchers and Academia (AESOP)
Urban Design and Development Experts	This group plays a vital role in shaping urban landscapes and infrastructure, offering expertise on how to adapt spaces to accommodate the consequences of regional transformations.	<ul style="list-style-type: none"> Urban planners Real Estate Agents Architects 	<ul style="list-style-type: none"> European Urban Knowledge Network (EUKN) European Council of Spatial Planners (ECTP-CEU) European Network of Architects' Competent Authorities (ENACA) International Federation for Housing and Planning (IFHP)
Civil Society	A group that contributes to social change and community development, aiming to address societal	<ul style="list-style-type: none"> Citizens Advocacy officers NGOs CSOs Local communities 	<ul style="list-style-type: none"> European Federation of National Organisations Working with the Homeless (FEANTSA) European Public Health Alliance (EPHA) European Federation of Ethical and Alternative Banks (FEBEA)

Target Group	Short Description	Sub - Categories	Examples
	challenges and promote sustainable practices.		<ul style="list-style-type: none"> European Women's Lobby (EWL)

4.2 R-Map Key-messages

In formulating an effective Dissemination and Communication strategy for R-Map, a fundamental aspect lies in effectively conveying key messages in a way that resonates with diverse stakeholder groups. As emphasized in the previous section, identifying and understanding these stakeholders is essential for crafting messages that address their unique needs and interests. Given the dynamic nature of the project, continuous refinement of these messages is essential, informed by ongoing activities and feedback loops. Moreover, R-Map benefits from the collective expertise and networks of its consortium partners, enabling robust engagement across various sectors. While the table below provides an initial framework for tailored messages, the evolution of key messages throughout R-Map's lifecycle will be guided by real-world insights and project outcomes.

Table 3. R-Map's target audience needs and messages

Target	Needs	Messages
Government and Policy Institutions	<ul style="list-style-type: none"> •To understand the effects of RWAs: •To develop tailored Policy Strategies •To gain access to updated data and tools •To address the Urban-Rural Divides: 	<ul style="list-style-type: none"> •Emphasise the importance of understanding. •Promote tailored Policy Solutions: •Stress the need for data and tools. •Address Urban-Rural disparities.
Business Associations and Decision Makers	<ul style="list-style-type: none"> •To understand the implications of RWAs: •To advocate for clear government regulations. •To foster collaboration and knowledge exchange •To access tailored support mechanisms 	<ul style="list-style-type: none"> •Emphasize the economic benefits of embracing remote work. •Advocate for policy frameworks that support remote work adaptation. •Provide guidance on implementing remote work solutions.
Workers	<ul style="list-style-type: none"> •To understand the implications of RWAs. •To access support for transitioning to remote work. •To advocate for fair and equitable treatment. •To foster a sense of community and belonging. 	<ul style="list-style-type: none"> •Empowering workers with knowledge about the impacts of RWAs. •Providing insights into how RWAs affect personal and professional lives. •Offering valuable information on the opportunities and challenges associated with RWAs. •Encouraging active participation in discussions on RWAs.

Target	Needs	Messages
Researchers & Academia	<ul style="list-style-type: none"> •To access updated methodologies and data to effectively analyse phenomena related to RWAs. •To advance research in scientific fields related to the project. •To understand the effects of RWAs on various socio-economic and environmental factors. 	<ul style="list-style-type: none"> •Access updated methodologies and comprehensive datasets through collaboration with interdisciplinary teams, •Foster collaboration and knowledge exchange among researchers, academia, and policymakers. •Encourage active engagement in research activities related to RWAs •Support the generation of evidence-based insights into the effects of RWAs.
Urban Design and Development Experts	<ul style="list-style-type: none"> •To access innovative urban planning strategies and tools that accommodate the consequences of regional transformations. •To collaborate with stakeholders and experts across various disciplines. •To gain insights into best practices and case studies related to urban design and development in the context of RWAs. •To contribute expertise and innovative solutions. 	<ul style="list-style-type: none"> •Emphasise the importance of integrating remote working considerations into urban planning and development processes. •Highlight the role of urban design and development experts in shaping sustainable and inclusive urban landscapes. •Showcase innovative approaches and case studies that demonstrate successful integration of remote working considerations into urban planning strategies.
Civil Society	<ul style="list-style-type: none"> •Emphasize the importance of integrating remote working considerations into urban planning and development processes. •Highlight the role of urban design and development experts in shaping sustainable and inclusive urban landscapes. •Showcase innovative approaches and case studies that demonstrate successful integration of remote working considerations into urban planning strategies. 	<ul style="list-style-type: none"> •Raise awareness among civil society about the socioeconomic opportunities and risks associated with RWAs. •Foster collaboration between civil society organizations and policymakers to address rural development challenges and promote inclusive growth through remote working initiatives.

5. Dissemination and Communication Tools and Channels

Aligned with the core goals of Project R-Map, our DCP embraces a versatile approach, utilizing different tools and channels to spread awareness about our activities and achievements. Through this strategic use of communication methods, R-Map aims to encourage the adoption of responsible remote work practices. Below, is provided an overview of the tools, channels, and planned activities, shedding light on how our D&C strategy will unfold to meet our project objectives.

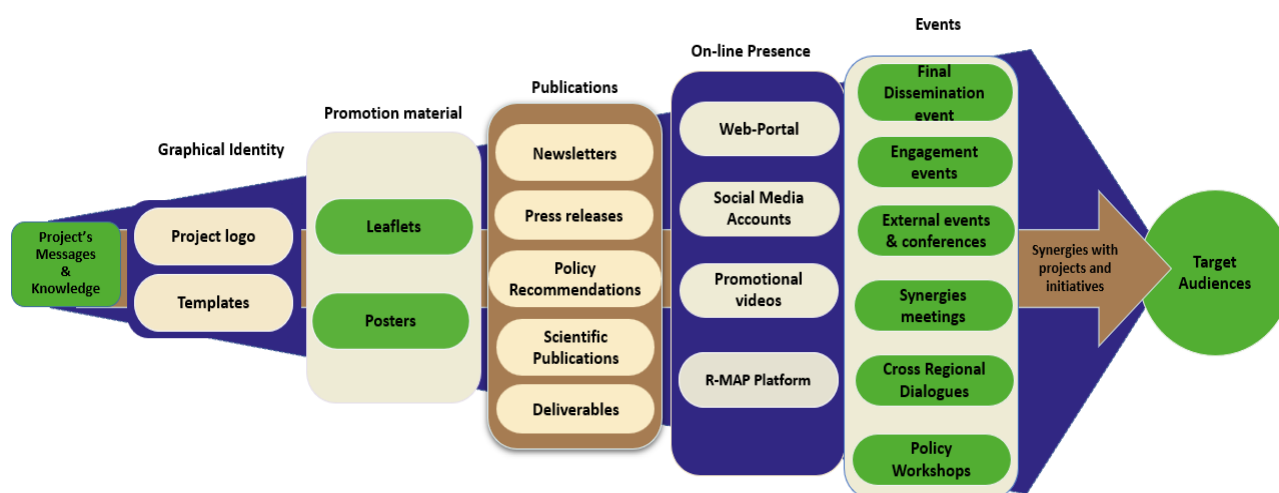


Figure 6. R-Map Dissemination and Communication Channels.

The R-Map promotional material and graphical identity includes:

- Project's logo
- Project's visual and graphical identity
- Trifold leaflet
- Poster
- Presentation template
- Promotional videos
- Ad hoc promotional material (tailored to the project's activities and needs – if required)

The R-Map online presence includes:

- Web portal
- R-Map Platform
- Facebook page
- X account (former Twitter)

- LinkedIn profile
- YouTube channel

The R-Map events include:

- Cross- regional dialogues
- Policy Workshops
- Final dissemination event
- Engagements events
- External events & conferences
- Clustering & Synergy meeting

The R-Map publications include:

- Project's deliverables
- Scientific Publications
- Newsletters
- Press releases
- Policy briefs & Recommendations
- Other publications in different media.

Specific tools and channels will be used for communicating and disseminating the project's activities and outcomes to the identified target groups. They are presented below in a summarised way:

Table 4. Tools and channels used for the identified target groups

Target Groups	Tools and Channels
Government and Policy Institutions	Policy workshops, Cross- regional dialogues, Website, platform, Project tools, Synergies with EU initiatives
Business Associations and Decision Makers	Web portal, platform, promotional material, SMAs, audio-visuals, Cross-regional dialogues
Workers	Cross-regional dialogues, Website, platform, SMAs
Researchers & Academia	Website and platform, Cross-regional dialogues, Promotional Material, SMAs, conferences

Urban Design and Development Experts	Web portal, platform, Promotional material, SMAs, audio-visuals, Cross-regional dialogues
Civil Society	Website and platform, SMAs, audio-visuals, Cross-regional dialogues

5.1 Promotional material

The promotional material for R-Map was prepared during the early stages of the project. WR was responsible for the graphic design and the content, while the consortium partners offered feedback throughout the development process. The material will be freely available to the public through the project's website (online for download) and the partners will print it when needed. The material will be used during physical activities (including external and project events) to attract and engage relevant stakeholders and give more information on the project's mission and objectives.

The project logo, in conjunction with the general graphic elements and the aesthetic concept, is what distinguishes the project and serves as the foundation for the further development of the entire promotion package (e.g. leaflets, posters, infographics, newsletters, deliverables, social media, web-portal, publications, publicity for internal and external events, etc.) that will be used in all dissemination and communications activities. During M1, the project partners were invited to participate in an online voting for the project's logo, where a variety of logo options were presented to them. The below figure illustrates the final logo of the project:

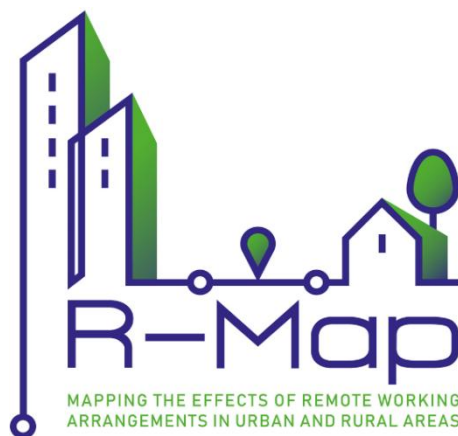


Figure 7. R-Map logo

R-Map's Logo clearly reflects the contrast between urban and rural settings.

The chosen colour palette for R-Map's promotional materials is a reflection of the project's core values and objectives. Each colour was meticulously chosen to convey distinct qualities that resonate with our mission. Collectively, they symbolise our commitment to innovation, sustainability, reliability and inclusivity. This palette serves as a visual representation of our dedication to advancing research and innovation in our field while fostering collaboration and inclusiveness among stakeholders.

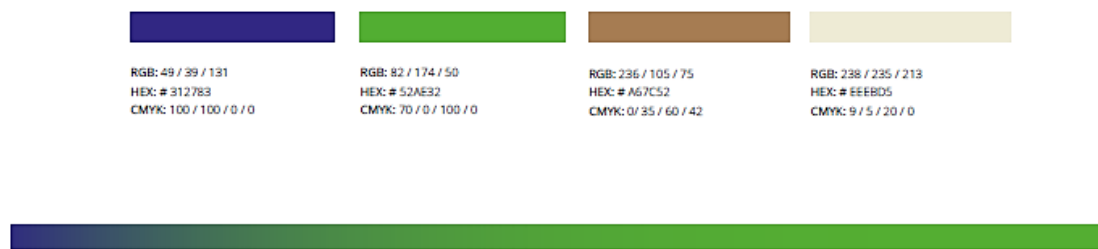


Figure 8. The colour palette of R-Map's logo

The R-Map logo should be visible to all the communication material produced in the framework of the project (presentation, deliverables etc.). Similarly, the EU funding should be properly acknowledged, and the EU emblem should also be properly depicted in all communication material.



Figure 9. The emblem of the European Union

All the promotional material is designed based on the project's unique identity.

5.1.1 Leaflet and Poster

The promotional material for R-Map was meticulously crafted during the project's initial stages, with WR overseeing graphic design and content creation, incorporating feedback from consortium partners. These materials, comprising leaflets, posters, infographics, and newsletters, encapsulate the essence of R-Map's mission and objectives. Available for download on the project website and printable upon request, they will be deployed during physical events to engage stakeholders. Central to the promotional package is the project logo, chosen through a collaborative online voting process among partners during M1. The logo's colour palette, featuring carefully chosen hues, reflects R-Map's dedication to research and innovation, offering a visually compelling representation of our values and aspirations.

CURRENT SITUATION

Remember when the pandemic struck in 2020 and many of us suddenly found ourselves in the world's largest remote work experiment? Nowadays, while many companies adopt return to office policies, a significant number of employees continue to work remotely. This shift has significantly changed the way we work and live, affecting the divide between cities and rural areas. Our leaders and policymakers need to act fast; they need to embrace the positive aspects of remote work and find solutions for the challenges it brings to meet the changing demands of the future workforce.

THE CHALLENGE

Despite the widespread adoption of remote work, there's still much we don't know about its impact on our communities and the relationship between urban and rural areas. This lack of knowledge leaves policymakers and businesses without crucial insights needed to make informed decisions. How does remote work affect various demographic groups? What are the long-term social, spatial and economic effects? What are the most suitable strategies to address the growing urban-rural divide? These are some of the key questions R-MAP is going to tackle.

OUR TEAM:



























HAPPENING THE EFFECTS OF REMOTE WORKING ARRANGEMENTS IN URBAN AND RURAL AREAS

Urban-rural unity, through digital opportunity



CONTACT DETAILS:

Programme:	Horizon Europe
Type of action:	RIA
Duration:	36 months (01/02/2024 – 31/01/2027)
Budget (EU contribution):	2.798.323.75
Grant Agreement:	101132497
Project Coordinator:	Aristotle University of Thessaloniki Prof. Efstratios Stylianidis: sstyli@auth.gr

FOLLOW US:






RMAP Project EU

CONTACT US:


www.rmap-project.eu

info@rmap-project.eu



Funded by the European Union

Figure 10. R-MAP leaflet exterior part

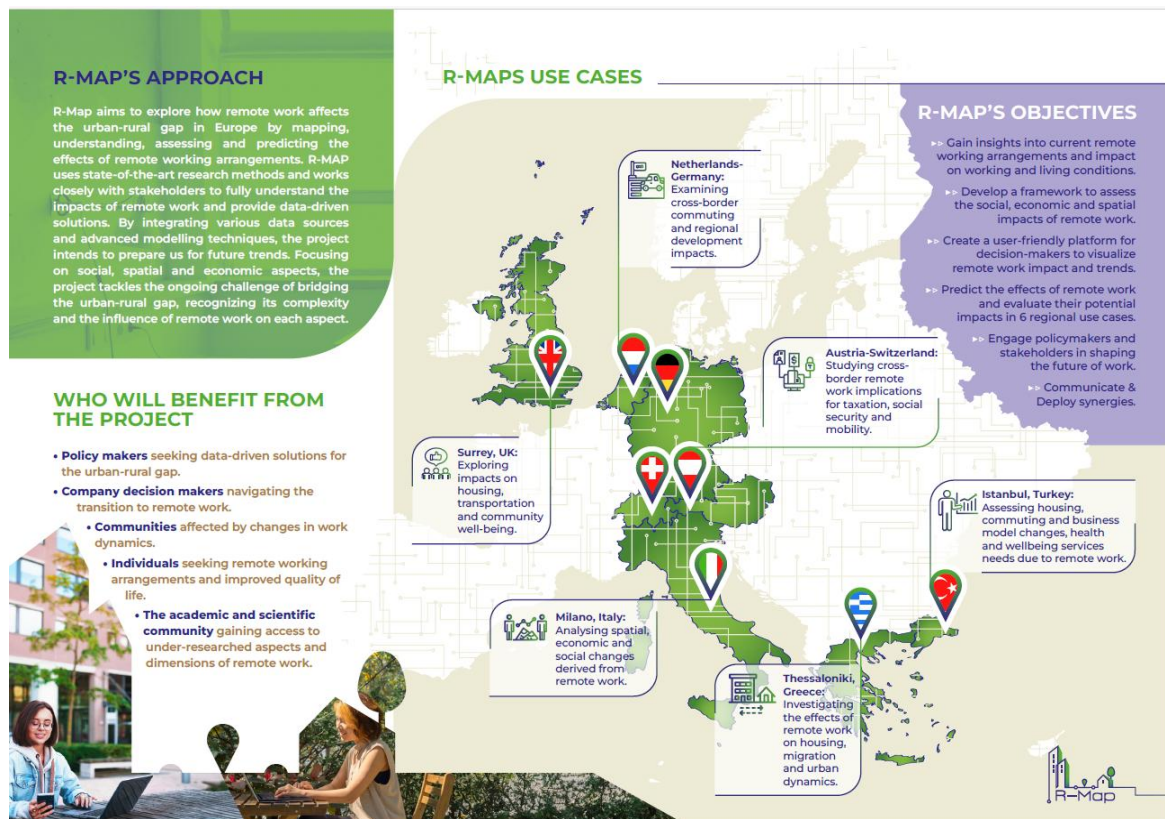


Figure 11. R-Map leaflet interior part

IN A NUTSHELL

R-Map aims to explore how remote work affects the urban-rural gap in Europe by mapping, understanding, assessing and predicting the social, spatial and economic effects of remote working arrangements. We use state-of-the-art research methods and work closely with stakeholders to fully understand the impacts of remote work and provide solutions. Our aim is to provide practical insights and strategies empowering policymakers and communities to better shape the trends of remote working in their territory. Join us in shaping the future of work across Europe!



Urban-rural unity,
through digital opportunity

CORE ELEMENTS OF THE PROJECT

- 6 Regional Use Cases
- Large-scale survey and impact assessments
- R-Map Model for impact assessment
- Regional typology & taxonomy of RWAs
- Forecasting Scenarios
- Policy workshops & recommendations

R-MAPS USE CASES



R-MAP'S OBJECTIVES


- Understand current remote work practices.
- Assess social, economic, and spatial impacts.
- Visualize remote work trends for decision-makers.
- Forecast future effects of remote work.
- Engage stakeholders in policy dialogue.
- Communicate research findings effectively.

OUR TEAM














[Visit: www.r-map.eu](http://www.r-map.eu)

[Contact us: info@r-map.eu](mailto:info@r-map.eu)

[Follow us: R-MAP Project EU](#)



Figure 12. R-MAP poster

5.1.2 Publication Templates

In managing project documents and communication, the R-Map initiative has put together a set of templates to keep a consistent and easily recognizable look during dissemination activities. The developed templates include:

- **R-Map Presentation Template:** Designed for consortium partners, this template finds utility in various events and meetings, ensuring a unified visual representation.
- **Reports Template:** Tailored for project deliverables and publications, this template adheres to the project's graphical identity, fostering consistency in documentation.
- **Letterheads** (to be used for official invitation to events)

The strategic integration of these templates not only upholds visual uniformity but also contributes to the overall recognisability of the R-Map project. As a crucial part of the DCP, these templates go through continuous refinement.



Figure 15. R-Map's Power Point Template



Figure 16. R-Map's Report Template and Letterheads

5.1.3 Promotional Videos

As part of R-Map's dissemination and communication strategy, we will produce two professional-grade promotional videos tailored to our project's needs. The first video, a 45-second promo scheduled for release in M6, will succinctly outline our project's objectives, while the second, a 60-second promo scheduled for M36, will highlight key research findings and policy recommendations.

However, it has been recognized that 45 seconds for the first promo video would not be sufficient to convey the breadth and depth of our objectives effectively. Therefore, an initiative taken by WR has led to the decision to extend the duration of the first promo video to 60 seconds. This adjustment allows for adequate time during the video in order to clearly convey the project's objectives, ensuring that our message is effectively communicated to our audience.

These videos will be strategically disseminated through R-Map's YouTube channel, website and various social media platforms, including Facebook, X (former Twitter) and LinkedIn.

5.2 Digital Presence

Gradually, more people choose to get informed through digital communication channels. To better communicate its messages, R-Map will focus on building a strong online presence in multiple digital platforms aiming to reach as many and diverse stakeholders as possible. R-Map will create:

- (i) a website;
- (ii) a bi-annual newsletter;
- (iii) SMAs

5.2.1 R-Map's Website

The development of the R-Map's website, scheduled for launch by Month 3 (M3), is a fundamental component of our communication and dissemination strategy. Serving as the primary online hub for both public and consortium-level interaction, the website will ensure convenient access to project information and updates. Drawing inspiration from effective models, the website will boast a user-friendly interface, catering to a diverse audience. It will offer comprehensive insights into the project's objectives, methodology, and team members. Project deliverables, such as reports, dissemination materials, and newsletters, will be readily downloadable free of charge. Continuously active throughout the project's lifecycle, the website will provide regular updates on progress, upcoming events, relevant projects, and industry news.

Sitemap

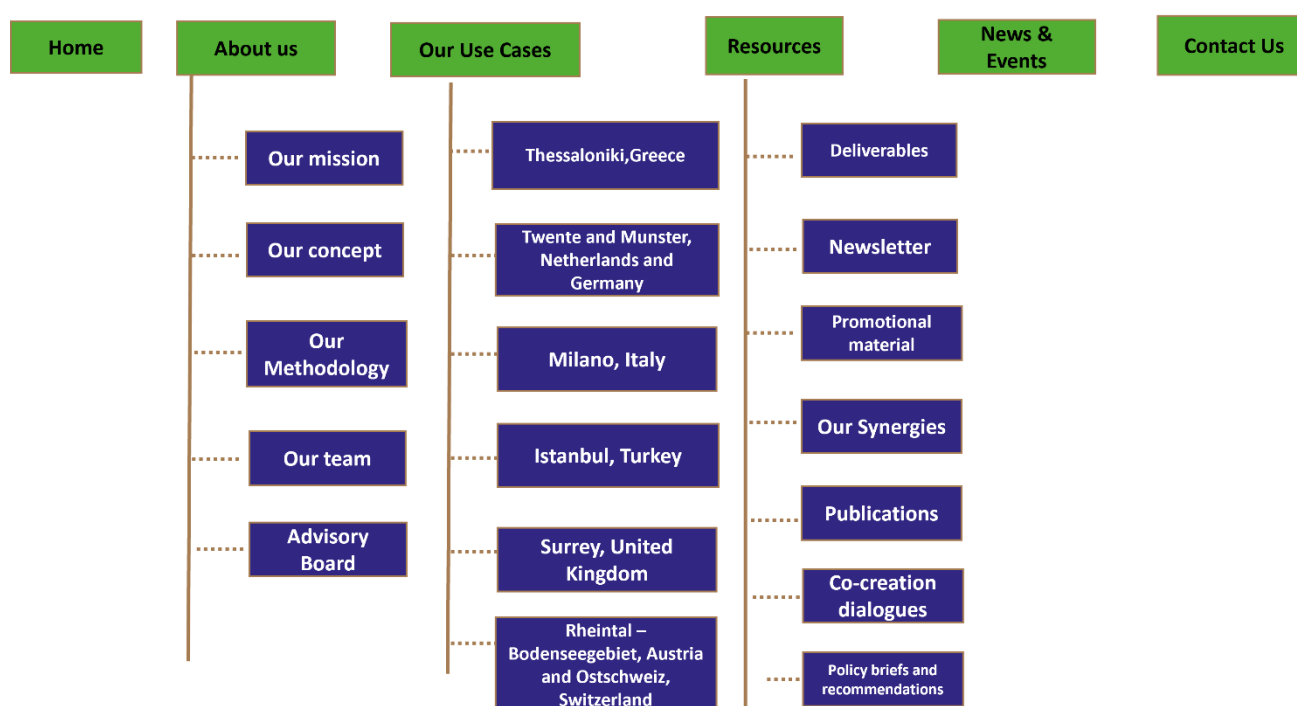


Figure 17. R-Map's website proposed structure

5.2.2 Newsletter

R-Map will implement a bi-annual newsletter to effectively communicate with its community. This newsletter aims to engage a diverse audience, including those not active on social media, providing a regular update on the project's developments. While WR takes charge of newsletter release, all partners will contribute content as requested by the dissemination manager. Utilizing Mailchimp for development and distribution, each issue's content will be collaboratively agreed upon by the partners.

Although the content of each issue will be agreed upon by the partners, in general, will indicatively include the following sections:

- ❖ **Introduction:** A brief overview of the R-Map project
- ❖ **Progress Updates:** Highlights on project advancements, important milestones, and meeting summaries
- ❖ **Current Activities:** Insights into ongoing or recently implemented project activities.
- ❖ **Future Developments:** A sneak peek into upcoming events, significant activities, and milestones
- ❖ **Synergies:** Presentation of relevant projects, news from other initiatives, and collaborative efforts
- ❖ **Sector News:** Updates from the broader sector.

This newsletter serves as a valuable tool to maintain stakeholder engagement, share project updates, and foster connections within the R-Map community.




The Newsletter will be sent to all the subscribers and recipients upon its release while each issue will be also uploaded on the project's website.


5.2.3 Social Media Platforms

Besides the R-Map website, various SMAs were established to promote the project and its vision. Nowadays, SMAs offer the ability to build digital communities and attract followers that could transfer and multiply the project's vision even after the completion of the project. Therefore, a large pool of interested stakeholders will be actively engaged on a regular basis through R-Map's SMAs. In particular, the [Facebook](#), X, [LinkedIn](#), and [YouTube](#) accounts have been established by M2 of the project. Four different social media platforms have been selected to ensure the maximum dissemination of the results in media addressing different types of stakeholders.

The target audiences addressed by each social media channel and the specific objectives are presented in the following table:

Table 5. The target audiences addressed by each social media channel.

SMA	Target Audience	Objectives
Facebook 	<ul style="list-style-type: none"> Policy makers, public administration, EU institutions Business & industry: employers Workers Researchers and academia Civil society 	<ul style="list-style-type: none"> Disseminate project updates, policy recommendations and research findings to policymakers and government entities. Engage with businesses and industry stakeholders to promote sustainable practices and innovation. Provide resources and information on regional transformations and their impacts to workers. Share research insights and academic publications with the research community. Raise awareness among civil society groups about regional development and sustainability issues.
X (former Twitter) 	<ul style="list-style-type: none"> Policy makers, public administration, EU institutions Business & industry: employers Workers Researchers and academia Civil society 	<ul style="list-style-type: none"> Share concise updates, news and insights related to R-Map's objectives and outcomes. Foster dialogue and networking opportunities among diverse stakeholders. Amplify key messages and research findings to a broader audience. Engage with policymakers and industry leaders to solicit feedback and support. Promote community engagement and participation in regional sustainability initiatives.
LinkedIn 	<ul style="list-style-type: none"> Policy makers, public administration, EU institutions Business & industry: employers Researchers and academia Business and industry: urban planners, real estate agents, architects Civil society 	<ul style="list-style-type: none"> Cultivate professional relationships and discussions on sustainable regional development. Share in-depth analysis, reports, and articles relevant to R-Map's objectives. Connect with decision-makers and influencers to advocate for policy changes and implementation. Showcase projects, case studies, and best practices in urban planning and development. Engage with civil society organizations to collaborate on community-based initiatives.

SMA	Target Audience	Objectives
YouTube 	<ul style="list-style-type: none"> Policy makers, public administration, EU institutions Business & industry: employers Workers Researchers and academia Business and industry: urban planners, real estate agents, architects Civil society 	<ul style="list-style-type: none"> Produce informative and visually engaging videos on R-Map's research findings and solutions. Showcase success stories, interviews, and project highlights to inspire action and awareness. Educate diverse audiences on the importance of sustainable regional development. Reach a wider audience through multimedia storytelling and visual communication. Foster collaboration and knowledge sharing among stakeholders through video content.

The management and operation of SMAs are overseen by WR, with active engagement and support expected from consortium partners. Partners are encouraged to:

- **Become Followers:** Actively engage by following or liking R-Map's social media profiles.
- **Promote in Networks:** Share and promote R-Map's SMAs within their respective networks.
- **Suggest Connections:** Provide recommendations for relevant profiles that R-Map's should connect with to expand its reach.
- **Share Content:** Actively share interesting articles, news, and updates related to R-Map's goals and achievements.
- **Promote Own Content:** Boost the visibility of R-Map by promoting posts and news through the SMAs of their own organizations.

Facebook

R-Map's Facebook page serves as a central hub for news and discussions related to the project and topics of RWAs and potential impact. The page will deliver updates about project developments, including reports, publications, key events, and important achievements. It also acts as a platform to connect with other groups and pages associated with relevant topics.



Figure 18. Screenshot of R-Map's Facebook page

LinkedIn

The LinkedIn platform was chosen to reach a more professional audience, with the profile established in **M1** R-Map partners are expected to support the project's LinkedIn profile, inviting followers, and participating in professional discussions. The LinkedIn page takes an institutional approach, fostering expert conversations on shared interests. Metrics and insights from LinkedIn will be used to assess project performance.



Figure 19. Screenshot of R-Map's LinkedIn Page

X (Former Twitter)

Similarly, the R-Map X account is a crucial dissemination tool, keeping stakeholders updated on sector news and outcomes from related projects. It enables the project to establish synergies with similar initiatives and directs attention towards its concept. The X account serves as a general dissemination platform, a newsfeed for updates from relevant projects and organizations, and a tool to engage a community of followers interested in the topic.



Figure 20. Screenshot of R-Map's X page

YouTube

R-Map's YouTube channel aims to increase project visibility through video content. The promotional videos will be featured on the channel to raise awareness. The channel focuses on presenting project actions and results and aims to build a strong online community by connecting with other EU-funded project channels.



Figure 21. Screenshot of R-Map's YouTube page

5.3 Events

5.3.1 R-Map's Internal events and conferences

In the context of R-Map, several events will be organised to serve the project's objectives and promote the project and its outcomes. As such are defined the events, which are organized as part of the GA agreement. In more detail, the following types of events are scheduled as part of the project's plan:

Table 6. R-Map's internal events

Event	WP, Task, Responsible partner	Short description	Approx. Date
1 Full Day Physical Model Validation Workshop (Netherlands)	WP2, T.2.1, UT	The technical workshops aim to consolidate insights from WP1, establishing a shared understanding of the urban-rural divide within R-Map's context. They focus on defining key dimensions and factors affected by RWAs across regions, facilitating expert assessment and semi-quantification to inform project strategies.	M10
3-5 online technical workshops	WP2, T.2.1, UT	The technical workshops aim to consolidate insights from WP1, establishing a shared understanding of the urban-rural divide within R-Map's context. They focus on defining key dimensions and factors affected by RWAs across regions, facilitating expert assessment and semi-quantification to inform project strategies.	M5
1 Technical Workshop R-Map visualization platform	WP3, T3.1, ARX.NET	The workshop will be held between ARX.NET, UT, AUTH, SEERC, KU, SURREY, UB, METREX and Q-PLAN in order to conclude on the most useful types of data to be visualised through the R-Map platform along with their format.	M11
1 Dedicated digital workshop	WP3, T3.1, ARX.NET	The dedicated workshop aims to discuss and improve the platform's architecture with the help of the Advisory Board	M11
Regional Delphi Workshops	WP4, T.4.2, Q-PLAN	Aims to implement the Delphi method for the qualitative forecasting	M26

Event	WP, Task, Responsible partner	Short description	Approx. Date
Meeting with sister projects	WP5, T5.3, Q-PLAN	A half-a-day (virtual) cluster meeting and/or policy roundtable with the sister projects will be organized.	M26
6 Regional Policy (co-creation) Workshops	WP4, T.4.3, UB	The 6 policy workshops will be held physically and will be hosted by the local partners UT, AUTH, KU, SURREY, RIM and UB in their regions in order to facilitate collaborative discussions and decision-making among stakeholders to address regional challenges arising from RWAs.	M27-M31
6 Cross Regional Dialogues	WP4, T.4.4, WR	The cross-regional dialogues aim to present and discuss the scenarios and their impacts, with each session focusing on the results of a specific use case	M31-M35
Policy Roundtable	WP5, T.5.4, METREX	Aims to foster discussions on how taxation, social security, labour, economic and other relevant regulatory and social aspects could or should change in order to keep pace with the remote working arrangement and their effects (and trade-offs).	M30-M34
Final Conference	WP5, T.5.1, WR	Final Conference aims at showcasing research findings, policy insights and fostering collaborative discussions on remote work's impact and urban-rural dynamics. (The event will be combined with a Policy Roundtable).	M36

5.3.2 External events and conferences

Besides organising events in the framework of the project, the consortium partners will also attend external events and conferences with the aim of reaching a wide audience relevant to the sector. During these events the partners will:

- ❖ Present the project (concept, approach etc.).
- ❖ Promote the project's results.
- ❖ Promote R-Map actions and events.
- ❖ Establish synergies and contacts with relevant projects and initiatives.
- ❖ Engage relevant stakeholders in project activities.
- ❖ Promote the project's dissemination channels (website, SMAs etc.).

The partners participating in external events should always follow the visual identity of the project and use the official promotional material (leaflet, poster, ppt template etc.). In case of participation in an external event to present R-Map, partners should send the final presentation to WR at least 5 working days prior to the event. In addition, the partners should always inform WR in advance regarding their participation in an external event to be appropriately disseminated through the project's dissemination accounts. Finally, after the implementation of the event, the partners should fill in the reporting template (Annex II) and send it back to WR. An indicative list of identified conferences and events is provided below:

Table 7. R-Map external events and conferences

Event/ Conference	Short description	Link
International Conference on “Changing Cities”	A multidisciplinary conference focused on cities.	link
Conference on Urban, Regional Planning and Transportation (ICURPT)	A multidisciplinary approach to territorial and environmental risk, assessment and management Urban Planning & Design.	link
Regional Studies Association Annual Conference (RSA)	The RSA conference brings together academics and policymakers to exchange news, views and research findings from the fields of regional studies and science, regional and economic development, policy and planning.	link
Urban Economics Association- European Meetings (UEA)	The Urban Economics Association seeks to promote participation and excellence in academic research in urban and regional economics.	link
AESOP Annual Congress	AESOP holds its Annual Congress, hosted by one of its member universities. The 2024 congress is held in Paris “Game changer? Planning for Just and Sustainable urban regions”.	link
Women in Mobility Luncheon	The aim of the congress is to network female role models in order to increase visibility and thus promote innovation through diversity.	link
European Conference on Sustainable Urban Mobility Plans (SUMP)	A conference dedicated to sustainable urban mobility planning, providing insights into innovative practices and policies aimed at promoting environmentally friendly and efficient transportation solutions in urban areas.	link
European Conference on Sustainable Cities and Towns 2024 (ESCT)	The conference will demonstrate the urgent need for local governments to assume responsibility for urban transformation and lead the way in guiding Europe towards a secure and sustainable future.	link

Annual Future of Work Europe event 2024	Offers a comprehensive exploration of the future workplace, with a focus on HR transformation, employee engagement, digital workplace solutions, communication strategies, talent development, organizational culture, and Diversity, Equity & Inclusion (DE&I).	link
International Research Society of Public Management (IRSPM)	The IRSPM develops and supports research about public management and public policy implementation amongst the international research community. It aims to facilitate the creation and dissemination of new knowledge and understanding across this community and into policy and practice.	link
European Group of Public Administration (EGPA)	The EGPA facilitates dialogue between the European Commission and Member States on public administration and governance challenges. Representatives from each Member State participate, focusing on horizontal issues, policy coordination, and modernisation.	link

5.4 Publications

5.4.1 Scientific Publications

Scientific publications play a pivotal role in disseminating R-Map's findings and insights to academic, research, and industrial communities. By sharing project outcomes through peer-reviewed journals, R-Map aims to foster lasting impact and empower researchers and stakeholders to incorporate these discoveries into their endeavours. Active involvement from academic partners is anticipated in crafting and producing scientific articles to amplify the wider dissemination of R-Map's contributions. Below is a list of indicative journals where R-Map's research may be featured:

Table 8. Indicative list of pre-selected journals for R-Map publications

Journal	Impact Factor
International Journal on Working Conditions	1.98
Journal of Business Research	10.969
Technological Forecasting and Social Change	10.88
Travel Behaviour and Society	5.85
Sustainability Journal (section of Sustainable Urban and Rural Development)	3.889
Work, Employment and Society	4.249
Journal of Transport & Health	3.613
Journal of Transport and Geography	5.899
Journal of Regional Science	2.589
Urban Studies	3.764
Environmental Science and Policy	4.128
Public Administration Review	8.3

Journal	Impact Factor
Public Management Review	4.9
Public Money and Management Review	4.221

5.4.2 Non-scientific publications

Throughout the R-Map project's timeline, all consortium partners will receive invitations to generate press and media releases, contribute articles to mainstream media, participate in TV or radio presentations, or engage with other media outlets. The primary objective of these efforts is to enhance the project's visibility and public recognition, extending its reach to stakeholders beyond the consortium. Each partner bears the responsibility of identifying suitable publishing opportunities and taking necessary actions to ensure the effective promotion of the project's assets and results. While there is no specified minimum for non-scientific publications, a record of published material will be kept through the Dissemination Reporting Template (Annex IV) based on actual progress.

6. Roles and responsibilities

In the R-MAP project, each consortium member will play a pivotal role in communication activities to meet the goals and objectives outlined in the D&C plan, ensuring optimal project functionality. Partner participation and contributions will directly influence the project's development, including activities, outcomes and overall progress, which will be communicated through dissemination efforts and various communication tools.

Partners are expected to actively contribute to the project's online presence, providing suitable material for social media and website posts and promoting these posts to expand the project's followership. Additionally, partners are encouraged to support broader project promotion by participating in relevant events and conferences and contributing to online and offline publications.

At the end of each project month, all partners will be reminded to update the Dissemination Reporting template (online in the project's repository) (Annex IV), detailing the main dissemination and communication actions undertaken within the month (if any). Examples of dissemination activities include event organization, participation, informal gatherings, interviews, communication campaigns, publishing, training and more.

Responsibilities are allocated to determine who will execute the DCP. The dissemination and communication strategy's implementation will be a collective effort among all consortium partners. The dissemination and communication manager (WR) oversees the activities' implementation and progress toward achieving DCP objectives. Partners' contributions will naturally align with project development, involving stakeholder engagement, communication and the promotion of project assets.

All partners must report their dissemination and communication activities to the dissemination manager, following the outlined process in the respective chapter. All partners' responsibilities and expected activities are summarized in the following table:

Table 9. Partners' responsibilities.

Activity	Partner's responsibility
Online	<ul style="list-style-type: none"> Provide content for the website, SMAs and the newsletter. The goals are to ensure a constant flow of content around the project's actions and keep our online presence active and useful for the relevant stakeholders. Promote the website, SMAs and the newsletter through their network. Inform the dissemination manager about relevant events or news in the sector that could be used for content creation.
Offline	<ul style="list-style-type: none"> Organise events and raise awareness on the project results main topics. Disseminate the promotional material of the project (leaflet, poster, etc) All partners through their participation in the external events and conferences and through publications for online/offline sources (website, newspapers, magazines, etc.) should ensure the widest exposure and dissemination of the project.

Activity	Partner's responsibility
Reporting	<ul style="list-style-type: none"> All partners must report the carried-out dissemination and communication activities to the dissemination manager (WR). All partners must also report their synergies with other relevant projects, networks, initiatives, and research efforts to the clustering task leader (Q-PLAN). More information for the process will follow in the respective chapter.

7. Networks and Synergies

The establishment of synergies and coordination of our actions with relevant complementary projects, initiatives, and networks, leveraging the already established collaborations and extensive networks of our partners, is pivotal for the successful implementation of our project, sharing of experiences and lessons learnt with our stakeholders and planting the seeds for the successful dissemination and replication of our project results. This need has been identified since the proposal stage and therefore a dedicated task (T5.3), led by Q-PLAN coordinates the clustering and cooperation with relevant projects, initiatives, and networks to establish synergies and exchange knowledge with them.

This section presents a short introduction regarding the clustering and cooperation activities, with the objective of establishing two-way communication pathways and joint communication, dissemination, and other collaboration activities with selected projects, initiatives and network at either international or national level, in order to:

- Align with, benefit from, and provide input to other relevant projects, initiatives, and networks.
- Foster information and knowledge exchange between projects, initiatives, and networks.
- Coordinate efforts and optimize impact.
- Promote each other's activities and events, fostering participation.

To fulfil the above objectives, a number of strategic steps have been defined to develop and implement the clustering and cooperation activities, namely:

- Mapping and screening of relevant projects, initiatives, and networks.
- Establishment of two-way communication pathways with selected projects, initiatives, and networks.
- Identification of potential synergies.
- Cooperation for implementation of joint actions.

To that end the clustering leader (Q-PLAN) will provide partners with guidelines on how to report information covering the synergies they establish.

The cooperation may take various forms. Indicatively:

- Mutual dissemination of events in our SMAs and the website
- Mutual reference of projects on respective websites
- Organisation of joint activities (e.g., workshops, dissemination events, etc.)
- Participation in the project's events
- Exchange of news, experiences
- Co-participate in conferences

The table below provides a list of indicative initiatives and projects, with which R-Map could cluster, based on the synergies outlined in the G.A. The initial list will be constantly updated during the duration of the project in order to identify new opportunities for collaboration. To that end, Q-PLAN has created a dedicated "Relevant initiatives" excel file (see also Annex IV). All partners have already provided a first round of suggestions and will continue to update this file in frequent intervals.

Table 10. List of projects and initiatives for Synergies.

No	Acronym	Title	Description	Website	Period
1	MOBI-TWIN	Twin Transition and changing patterns of spatial mobility: a regional approach	The EU-funded MOBI-TWIN initiative delves into evolving regional appeal, capturing shifts in mobility dynamics across Europe. Employing agent-based modelling and extensive data analysis, it evaluates the repercussions of changing mobility patterns on demographics, societal structures, welfare frameworks, and labour markets.	https://mobi-twin-project.eu/	2023-2025
2	INCENTIVE	Building citizen science hubs across Europe	INCENTIVE is set on empowering Europe's Research Performing and Funding Organisations to establish sustainable place-based transdisciplinary Citizen Science Hubs to stimulate and support excellent citizen science with engaged roles for all local and regional R&I stakeholders.	https://incentive-project.eu/	2021-2024
3	Ageing@work	-	Ageing@Work develops a novel ICT-based, personalized system to support workers to design fit-for-purpose work environments and managing flexibly their evolving needs.	https://www.vv.r.ece.up.atras.gr/projects/ageingwork/	2019-2022
4	SMURBS	Smart Urban Solutions for air quality, disasters and city growth	SMURBS aims to enhance urban resilience by addressing various challenges related to air quality, urban expansion, natural and man-made disasters, as well as interconnected issues like the migrant crisis and the health effects of environmental stressors.	http://www.era-planet.eu/index.php/the-projects	2017-2020

8. Monitoring, Evaluation and Reporting Framework

8.1 Monitoring and evaluation

In the context of the R-Map project, monitoring and evaluation mechanisms are fundamental for ensuring the successful execution of the Dissemination and Communication (D&C) strategy, which is essential for achieving the project's objectives as outlined in the DCP. To this end, a comprehensive monitoring process has been established from the early stages of the project, aimed at identifying any potential gaps, addressing emerging issues and adapting to the evolving needs of stakeholders. This ongoing monitoring will enable the project team to incorporate best practices, adjust strategies as needed and ensure the effective dissemination of project outcomes to targeted stakeholders and the broader audience.

To measure the impact of DCP activities, KPIs have been carefully selected. These KPIs will be tailored to project results and integrated into updated deliverables, allowing for the systematic tracking of quantitative metrics throughout reporting periods. Additionally, qualitative feedback will be sought from all consortium partners following events, providing valuable insights for a comprehensive evaluation of the strategy's effectiveness and facilitating necessary adjustments. Below is a list of KPIs identified for monitoring the dissemination and communication activities of R-Map

Table 11. R-Map Key performance indicators.

KPI	M18 Target	M36 Target
Project workshops and events / participants	N/A	12 / ≥ 100
Scientific publications	N/A	5
External events/conferences attended	≥ 5	≥ 15
Synergies with initiatives & networks	≥ 3	≥ 10
Unique visits to project website	$\geq 3,000$	$\geq 10,000$
Followers in social media	≥ 300	$\geq 1,000$
Views of promotional video	≥ 100	≥ 500
Number of newsletters released	≥ 3	6
Participants to final dissemination event	N/A	≥ 100
Total number of stakeholders engaged	20,000	50,000

Additional metrics may be considered and added in the frame of the project's DCP in its updated versions. These additional metrics can be discussed and agreed with the R-Map research team in order to define what

is important to be measured (and how), which metrics fall under the research activities and WPs (WP1-WP4) of the project and which KPIs fall under WP5 “Dissemination, communication, exploitation and policy feedback”.

8.2 Reporting

Keeping track of the dissemination, communication and engagement activities that were carried out by all partners in the framework of the project is fundamental for its successful implementation. Therefore, reporting and documentation is very important for the DCP. Throughout the duration of the project, all consortium partners should report their dissemination and communication activities (if any) on a monthly basis by filling in the template shared by WR (online in the project’s repository). Each semester (M6, M12, M18, M24, M30, M36) WR will consolidate the results and will develop the semestrial technical reporting of WP5.

To keep track of the activities performed by the consortium partners, three documents have been designed and shared (see Annexes).

Table 12. List with Annexes for Dissemination

Dissemination Tool	Annex	Coverage	When
Event’s reporting template	Annex II	Each single event organised by the partners or where the partners participated.	Within 30 days after the implementation of the event
External conferences and Events identification template	Annex III	Any external event/conference that it is relevant to our project and with potential benefit to attend.	Throughout the project (ad- hoc basis)
Dissemination reporting template	Annex IV	All the dissemination activities carried out by the partners every month.	Every month

Event reporting template: This template should be filled by all partners whenever they organise or participate in an event (e.g., workshop, conference, meeting etc.). The template should be sent to WR no later than 30 days after the implementation of the event. Moreover, the events should be always communicated to WR in advance for promotional purposes.

The external conferences and Events template: This is a template that facilitates the identification of events (workshops, conferences, webinars) with topics relevant to the R-Map vision. Each partner should fill in this template and send the information to WR when identifying any event or conference that could be useful for the consortium (e.g., attend, present etc.).

Dissemination reporting template: This template will record all the dissemination and communication activities of the project. The online template (online in the project’s repository) will be updated by all partners on a monthly basis (if needed). Keeping track of the activities will ensure that any problems or gaps will be observed early, and mitigation measures will be put in place in order to be solved.



Each project partner should immediately contact WR, should any risks be identified concerning communication and dissemination activities, or in case problems arise during the implementation of publicity actions.

Furthermore, a dedicated Clustering reporting excel file will be created by Q-PLAN within the first semester of the project, requesting partners to report their synergies with relevant initiatives, projects and networks. The file will be held online in the project's repository and will be updated by all partners on a monthly basis (if needed). The information collected there will be aggregated by the clustering leader at the end of each semester into a short report describing the activities performed and will be incorporated in the semester progress reports.

9. Timeline and implementation plan

Early in the project (M1-M6): In the initial phase of R-Map, our focus lies on developing a comprehensive Dissemination & Communication (D&C) strategy tailored to our unique objectives and target audience. During this period, we meticulously identify key stakeholder groups and delineate essential project messages to guide our outreach efforts. Metrics for monitoring D&C success are carefully selected, and consortium partners are briefed on their roles and contributions to dissemination efforts.

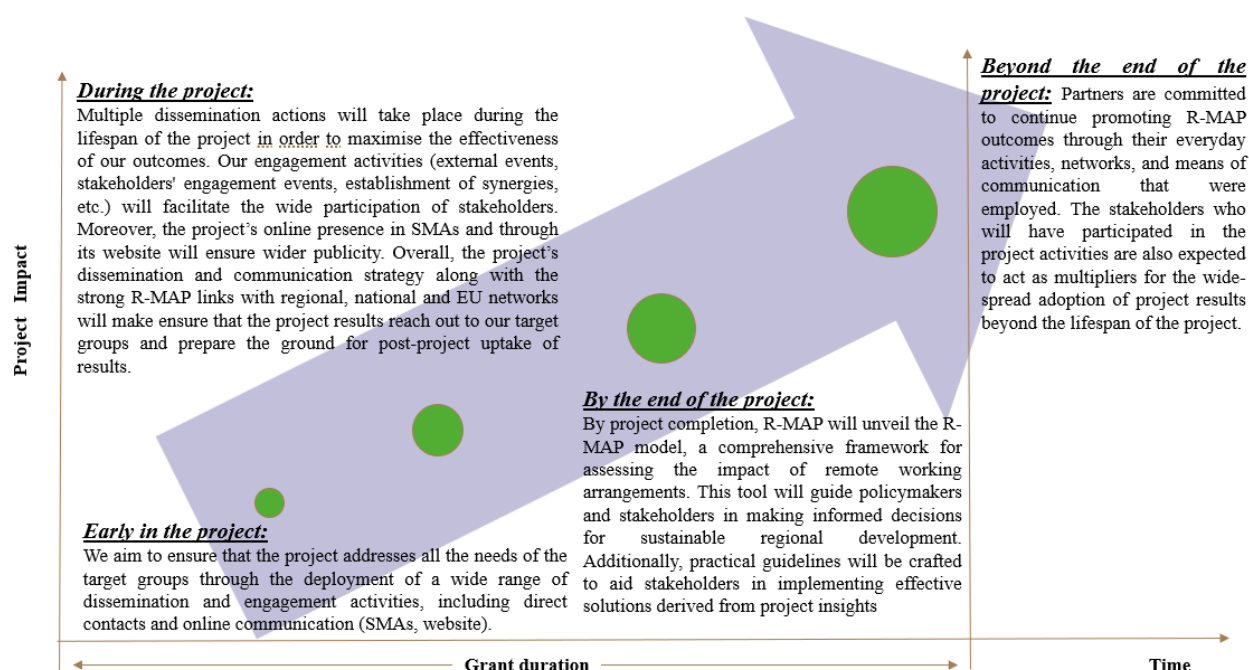


Figure 22. Summary of R-Map's dissemination and communication timeline

Our foremost objective in the early months is to raise awareness about the project's mission and objectives. Within the first months, we developed **the project's visual identity**, including **the design of our logo** and the accompanying **colour palette**. Additionally, the SMAs were launched in M2 and the project website is set to launch by M4. Collaborating with professional graphic designers, we have developed vital dissemination materials, such as **leaflet, poster and templates**. While our initial focus is on broad promotion, we anticipate enriching our promotional materials with evidence and success stories as the project progresses, effectively showcasing its tangible benefits.

By the end of the sixth month, all project tools and communication channels will be fully operational. Additionally, we will establish initial synergies with other relevant projects and initiatives to amplify our impact. It is noteworthy that by month 6, we will have launched **the first of our two project videos**, which will outline the aims of the project and draw attention to its significance. This video content will enrich our promotional efforts and contribute to the broader dissemination of R-Map's objectives and activities. This strategic approach ensures that R-Map gains widespread visibility and sets the stage for meaningful collaborations in the project's early stages.

During the project (M7-M25): Throughout this phase, R-Map will prioritize **establishing continuous and meaningful interaction channels** among project partners and relevant stakeholders. A vibrant and engaged community centred around the project's objectives will be cultivated and sustained through Social Media Activities, ensuring ongoing engagement and dissemination of project activities.

Our focus during this period includes **fostering synergies** with other projects and initiatives aligned with the realms of regional development, remote working and sustainable urban and rural development. Key activities planned for this project phase encompass technical and model validation workshops.

To ensure wide-reaching impact, we will regularly publish and promote the project's results through the official website and a **bi-annual newsletters**, keeping our stakeholders informed about the progress and achievements of R-Map. Moreover, consortium partners will actively **participate in external events** and conferences related to regional development, remote working, and sustainability, leveraging their connections to key networks within these sectors. By doing so, we aim to amplify the visibility of the project and its outcomes to a broader audience, contributing to the broader discourse on regional transformations and remote working impacts.

At the end of the project (M26-M36): In the final phase of R-Map, our focus will be on **disseminating the tangible results and impactful outcomes** achieved throughout the project. As we near the conclusion, the wealth of data and insights gathered will empower consortium partners to formulate key recommendations that can pave the way for addressing regional transformation challenges and remote working impacts effectively.

The key activities of this phase include **policy workshops, cross-regional dialogues and policy roundtables** organized within the ongoing dissemination and communication efforts (M25-M36). These events will primarily disseminate the insights and findings from the completed pilot experiments, fostering knowledge exchange and collaboration among stakeholders. Additionally, policy recommendations will be developed based on these insights to guide future actions and policies in the realm of regional development and remote working adaptation.

Moreover, an event will be organized to showcase the comprehensive results of R-Map. This event will serve as a platform to engage relevant stakeholders and spark discussions on the post-project utilization of our findings, aiming for sustained impact in the realm of regional development and remote working adaptation.

Finally, **our second promo video** will be launched in M36 communicating and disseminating key research results and key policy recommendations.

Beyond the project (post-M36): Following the conclusion of R-Map, efforts will continue to ensure the sustained impact and utilization of project outcomes. The project's legacy will be preserved through the dissemination of practical guidelines and recommendations derived from the project's findings. These resources will empower stakeholders to implement innovative approaches addressing regional transformation challenges and remote working impacts effectively. Furthermore, **ongoing engagement with stakeholders** will be maintained through various communication channels, including social media platforms and publication of relevant materials. Partnerships forged during the project will be nurtured, fostering continued collaboration and knowledge exchange in the realms of regional development and remote working adaptation.

In addition, the visualization platform developed during the project will remain accessible, providing decision-makers with interactive tools to monitor and assess the effects of RWAs on various aspects of urban and rural

regions. Continued utilization of this platform will enable informed decision-making and contribute to the long-term sustainability of regional development efforts. Overall, the legacy of R-Map will endure through ongoing dissemination, collaboration and utilization of project outcomes to drive positive change in regional development and remote working practices. R-Map's implementation plan is presented in the following table:

Table 13. R-Map's dissemination and communication timeline and objectives

Phase	Objectives	Dissemination tools to be used
1st Phase (M1-M6)	<ol style="list-style-type: none"> 1. Design the D&C strategy 2. Identify target stakeholder groups and key messages. 3. Prepare the promotional package (leaflet, poster, templates). 4. Brief consortium partners on roles in dissemination efforts. 5. Launch project's website, SMAs and the first promo video. 6. Prepare for technical workshops. 7. Promote widespread awareness of the project. 8. Establish initial synergies with relevant projects, initiatives and networks. 	<ul style="list-style-type: none"> - Project's DCP - Project's visual identity - Project's logo and colour palette. - Project's website - Project's SMAs - Project's poster, leaflet, presentation and report templates. - Project's promo video. - Project's newsletter - Contact other projects, initiatives and networks - Participation in external events
2nd Phase (M7-M25)	<ol style="list-style-type: none"> 1. Widely disseminate and communicate the project's concept and progress. 2. Establish continuous interaction channels with partners and stakeholders. 3. Forge synergies with projects, initiatives and networks aligned with regional development, remote working and sustainability. 4. Build an active community to exchange knowledge and updates on the project and the sector. 5. Cultivate and sustain a vibrant community through SMAs. 6. Promote the adoption of effective strategies and practices to address regional transformation challenges and optimize RWAs, fostering sustainability and resilience across urban and rural areas. 7. Prepare and execute technical workshops, policy roundtables and co-creation workshops. 8. Development of R-Map visualization platform. 	<ul style="list-style-type: none"> - Project's logo - Project's website - Project's SMAs - Project's poster, leaflet, presentation and report templates, Letterheads - Project press release and publications - Project's Newsletter - Project's internal events and workshops - Project's synergies with other relevant projects, initiatives and networks - Participation in external events and conferences
3rd Phase (M26-M36)	<ol style="list-style-type: none"> 1. Disseminate tangible results and impactful outcomes. 2. Formulate key recommendations for potential outcomes of R-Map. 3. Plan and execute cross-regional dialogues, policy workshops and roundtables. 	<ul style="list-style-type: none"> - Project's logo - Project's website - Project's SMAs - Project's poster, leaflet, presentation and report templates, Letterheads - Project press release and publications

Phase	Objectives	Dissemination tools to be used
		<ul style="list-style-type: none"> - Project's Newsletter - CoP - Project's video - Project's final dissemination event - Project's synergies with other relevant projects, initiatives and networks - Participation in external events and conferences
4th Phase (Beyond the project)	1. Continue promoting the project's vision and results. 2. Ensure project's outcomes reach relevant stakeholders. 3. Disseminate project's legacy through relevant publications.	<ul style="list-style-type: none"> - Consortium partners' networks and means of communications - Engaged stakeholders

10. Conclusions

The D&C strategy will serve as a guide and will assist the project partners to the dissemination and communication activities carried out during the R-Map project.

This document presents a tailored Dissemination and Communication Strategy and Plan designed to effectively convey the key messages and actions of R-Map to its target audience while enhancing its overall visibility. The DCP encapsulates all planned communication and dissemination activities throughout the project's lifecycle, including clustering activities with other projects, initiatives and networks, details the communication channels employed for dissemination, and highlights key messages crucial for project understanding.

Acknowledging the dynamic nature of the project, the DCP remains open to feedback and will undergo regular updates in alignment with the evolving progress, needs and perspectives of stakeholders. An updated version will be produced by M15, while the final revised version will be prepared by M36, fortifying the project's vision and extending its impact to the wider European community.

11. Annexes

Annex I – Dissemination and communication guidelines.

Overview

→ Actively contribute to the dissemination of project results and key messages.

→ Please use the wording “R-Map” to refer to the project.

→ Please don't forget to **always include the EU logo** and the disclaimer.

In practice, it should look like this:



When displayed with another logo, the EU emblem must have appropriate prominence. The EU emblem, and the funding statement, must be featured on all communication material such as printed, digital products, websites and their mobile version, for the public or the partners.

- More information on how to display the EU logo in publications and products can be found [here](#)
- You can download the EU emblem in the desired resolution following this link: https://europa.eu/european-union/about-eu/symbols/flag_en.

- ✓ Partners are requested to carefully follow the above instructions, as they are a contractual obligation, (Article 17 of the GA).
- ✓ In compliance with the GA (Article 17), any dissemination of results must indicate that it reflects only the author's view, and that the EC Agency is not responsible for any use that may be made of the information it contains.
- ✓ If possible, follow the style guide concerning writing style, formatting options, numbers and currency, abbreviations and acronyms, captions, electronic cross-references, naming conventions, citation style.

In general:

- ❖ Make sure to use the logo colour scheme for documents in order to ensure consistency and to reinforce the visual identity of the project.
- ❖ Always use the same style for references, both for in-text citations and in the bibliography/footnotes.
- ❖ Be consistent in using currency references (for example, use EUR instead of € throughout).
- ❖ Be consistent in the numbering format; comply with the British usage (e.g., 75,000,239.23), unless differently indicated.
- ❖ If you abbreviate a word, use the correct abbreviation (for instance, 'm' for million, not 'mn').

- ❖ Make sure to introduce each abbreviation and acronym the first time you use it and create an abbreviation/acronym list at the beginning of the document.
- ❖ Review the language and the coherence of the structure of the text you drafted.
- ✓ Whenever possible, use the templates that will be provided to you, e.g., letterhead, presentation, publication. A leaflet and a poster will be prepared for you to use throughout the project. Other communication materials (e.g., infographics) will be prepared ad-hoc if needed.
- ✓ **Always** inform WR regarding every dissemination and communication activity that you plan to carry out (e.g., organisation of an event, articles on websites or magazines, participation in an external event, etc.). This will enable us to publicise it through the project's communication channels in a timely manner.
- ✓ You will have to report in detail all the dissemination actions you undertook (please see **R-Map Dissemination Reporting Template** for instructions).
- ✓ Always report about meetings and events you organised and/or participated in (please see **R-Map Event Reporting Template** for an explanation on how to report about events).
- ✓ Inform WR about relevant events (e.g., conferences, workshops, seminars etc.) in which R-MAP partners may be interested in participating to promote or present the project. An Excel (.xls) file named "**R-Map External Conferences and Events**" has been uploaded in the project repository. All partners are kindly requested to fill in this specific Excel file, each time they identify an event relevant to project and share it with WR.
- ✓ In compliance with GDPR requirements, always gather stakeholders' consent, when collecting, using and storing personal data during events/conferences. Please consider that pictures which make individuals identifiable are also considered personal data. Partners are responsible to gather participants' consent for the activities they undertake.

The above-mentioned points will be updated, when necessary, in order to be in line with the project's requirements and progress. The R-Map report "Dissemination and Communication Plan" (First version due in M3) includes these guidelines and will also outline the overall project's dissemination strategy and plan.

Dissemination Monitoring Tools

1. R-Map Dissemination reporting template

The Dissemination reporting template is an Excel file (online in the project's repository) that has to be updated in a monthly basis by all consortium partners. All the information required must be provided; the European Commission collects all these data from the Dissemination Manager. Therefore, for each activity please indicate:

- Date
- Place
- Short description
- Type of activity
- Online/physical
- Title

- If the activity is part of the project
- Role and description of the organisation's involvement
- Other project partners involved
- Type of audience
- Size of audience per type of stakeholder group
- Countries addressed
- Gender of audience
- Type of material used and quantity (e.g. number of flyers distributed)
- Other partners or external organisation involved
- Short description of action and dissemination activities
- Other comments
- Relevant contacts made (if consent was given)

2. R-Map internal events and Reporting Template

The event report (online in the project's repository) has to be sent after every event within 30 days to WR. It is a structured file that includes:

- Event data (title, date, venue, organisers, type and number of attendants, duration).
- Goals and relevance within the project.
- Organisation.
- Dissemination activities.
- Short minutes of the events (structure).
- Outcomes of the event.
- Evaluation.
- Appendixes (list of participants and scanned copy of the list signed by all participants– if possible, in compliance with the GDPR, agenda, photos, presentations).

3. External Conferences and Events

This is an Excel file (online in the project's repository), that you can fill in each time you identify an event (e.g. conferences, workshops, seminars etc.) relevant to R-Map and in which R-Map partners may be interested in participating to promote or present the project. Please share it with White Research.

4. Clustering reporting excel file

This is an Excel file (will be available online in the project's repository), that all partners can fill at the end of each month or each time they deploy a collaborative action with a relevant project, initiative or network. More information and guidelines will be provided by the clustering leader by M6.

Guidelines for enhancing online presence of R-Map

This section provides you with some key initial guidelines regarding your expected contribution and use of the R-Map website and SMAs.

Website

1. Collect photos and videos for all R-Map activities and share them with White Research, so as to make them usable on the website and on the R-Map SMAs.
2. Actively contribute (if possible, with 1 news item per month per partner) to the news section of the website. Please send each news item to White Research.
3. A news item can be anything, like a link to other similar projects/activities, an article about a new regulation, a notice regarding a new policy or initiative, an article about an event etc.
4. Inform White Research regarding every event you organise or take part to for the purposes of the project (e.g., conferences, workshops, seminars etc.) and provide White Research with a link to the event, so that it can be posted online in the dedicated section of the website.
5. Inform White Research about news articles (e.g., newspaper article, blogpost, TV interview etc.) mentioning the R-MAP project and provide White Research with a link/scan for giving it more visibility online.

Social Media Accounts

1. Register for all R-MAP SMAs (e.g., Facebook, X, LinkedIn and YouTube) and use them: monitor announcements and posts, comment, like and retweet.
2. Do make your own posts to foster discussion and keep the page alive.
3. Promote the R-MAP SMAs within your network of contacts.
4. Signal to White Research relevant profiles that we could follow (on Facebook, X, LinkedIn).
5. If you make a short video edit it so as to enhance the project identity (add the name of the project, the logo, the EU emblem and the disclaimer "This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101136427"). White Research will upload it on YouTube.

The above-mentioned points will be updates, when necessary, in order to be in line with the project's requirements and progress.

R-Map social media accounts	
X	@R-Map Project EU
Facebook	R-Map Project EU
LinkedIn	R-Map Project EU
YouTube	R-Map Project EU

- What steps were taken to set up the activity/event?
- What was the location of the event and why was this area selected?

Dissemination activities

How was the event/activity promoted? Was project material used for promotion? Was the R-Map project promoted during the event?

Structure of the event (short minutes)

Description of the event's sessions.

- What did the event/activity consist of?
- What tools were used? Why were these selected?

For participation in external events, please report what you did at the event.

Annex II - Event's reporting template

Event's Aggregate Data

Title	
Date	
Venue	
Organisers	
Audience (number and type)	
Duration	

Stakeholders reached

What type of stakeholders were engaged?

- Define the type(s) of stakeholders reached (policy, SMEs, general public etc.)
- How many people attended?

Event's goals, objectives and relevance with R-Map

What were the key objectives of this event/activity? (e.g. to gather ideas, gather data, find new stakeholders, etc.). Was the event relevant to R-Map?

Organization of the event

In case of organizing a project's event. For participation in external events do not complete this section.

How was the event/activity organized?

Outcomes of the event

What information or data was gathered as part of this activity? (a brief summary of the information/data gathered is sufficient)

What ideas were generated? (brief explanations are sufficient)

Evaluation of the event

What are the main impressions and observations that you made?

- Were there any challenges with this event/activity?
- What were the key successes of this activity?
- If re-deploying this event/activity how will/would you do it differently?

ANNEX: Attachments

- The list of participants (if consent to store and share data was given)
- A scanned copy of the list of participants signed by each participant (if possible)
- The agenda of the event
- Photos (please make sure to have the consent of participants to use them)
- Presentations (if applicable)
- Copies of materials used to promote the event (e.g., links to press releases, videos, posts, leaflets etc.)

Annex III- External conferences and events identification template


									
NO	Event's name	Date	Location (City/Country)	Registration fees (if applicable)	Registration Deadline	Organiser(s)	Link	Partner participating	Specific requirements for participation (e.g. abstract submission,...)
1	International Conference on "Changing Cities" Conference on Urban, Regional Planning and	24-28/06/24	Rhodos Island, Greece				https://changingcities.prd.uth.gr/cc/	TBD	

Figure 23. External conferences and events identification template

Annex IV- Dissemination Reporting Template

		Basic Info			Activity details				
No. of Action	Partner	Date of activity	Place of activity	Short description of the action	Type of activity (Choose one of the activity categories listed in the drop-down menu)	Was the activity online?	Title of conference, workshop, publication, website article, etc.	Is the activity part of the R-MAP project?	Role and description of your organisation's involvement (e.g. organiser, facilitator, interviewer, speaker, discussant, author, participant, etc.)

Audience of the event /activity									
Other R-MAP partners involved (use N/A if not applicable)	Government and Policy Institutions	Business Associations and Decision Makers	Workers	Researchers & Academia	Urban Design and Development Experts	Civil Society	Media	Investors	Customers

					Material used		Other	
Customers	Other	Overall No of participants	Gender of Audience (no of women)	Countries addressed	Type of R-MAP material used	Quantity of project material used (no. of copies distributed per type of project material)	Other comments (IF RELEVANT)	Significant contacts made IF RELEVANT (name, position, organisation; add also address, tel, e-mail)

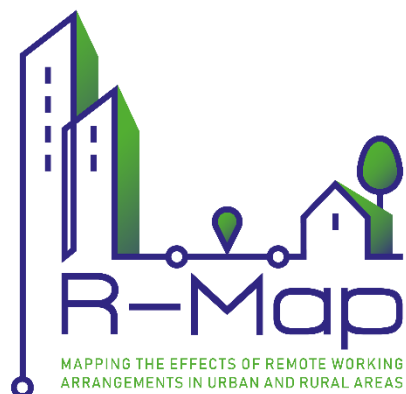
Figure 24. Dissemination Reporting Template

Annex V- Relevant Initiatives Mapping excel file

No	Name of Initiative, project, network	Suggested by	Type of initiative, project, network (Horizon Europe project, network, etc.)	Short description	Website
1	REMAKING	Q-PLAN	Sister project - Horizon Europe project	policies balancing the opportunities and risks of RW and sharing practices to foster mutual learning on RW in the novel scenario of megatrends and shocks. These objectives will be achieved through participatory research activities across 4 case studies, each addressing a different form of RW (digital nomadism, post-pandemic, high-skilled in hi-tech sectors and enforced remote workers), encompassing overall 7 countries (Italy, Greece, Portugal, Germany, Czech	funding-tenders/opportunities/portal/screen/how-to-participate/org-details/99999999/project/101132685/program/43108390/de

Country	Geographic scope (Regional, National, European, International)	Type of stakeholders / target group (e.g remote workers, advisors, academia, public authorities, etc.)	Contact details: Name	Contact details: Role	Contact details: E-mail	Any previous contact? (Yes/No)	How can this initiative feed into our activities?	Comments
-	European	remote workers, advisors, academia, public authorities	tba	tba	tba	No	1. Clustering event with sister projects 2. participation in workshops? 3. present themselves in following semester meeting 4. common social media posts	During RW and they communicate with the PO first and ask him to initiate the first communication among

Figure 25. R-Map's Relevant Initiatives excel file



GA 101132497

Partners



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