

 SPIRIT

Deliverable 6.1

Dissemination and Communication Strategy and Plan

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PROJECT PARTNERS

TNO: NEDERLANDSE ORGANISATIE VOOR TOEGEPAST NATUURWETENSCHAPPELIJK ONDERZOEK

DTI: TEKNOLOGISK INSTITUT

DLR: DEUTSCHES ZENTRUM FÜR LUFT – UND RAUMFAHRT EV

EHPA: EUROPEAN HEAT PUMP ASSOCIATION

MYK: NV MAYEKAWA EUROPE SA

SINLOC: SINLOC-SISTEMA INIZIATIVE LOCALI SPA

EURAC: ACCADEMIA EUROPEA DI BOLZANO

EHP: EUROHEAT & POWER

DTU: DANMARKS TEKNISKE UNIVERSITET

TVP: TVP Solar

TIS: TIENSE SUIKERRAFFINADERIJ N.V.

TLK: TLK ENERGY GMBH

GEA: GEA Refrigeration Germany GmbH

SPIL: Spilling Technologies GmbH

SKPS: Smurfit Kappa Paper Services B.V.

SKC: SMURFIT KAPPA CZECH SRO

SP: STELLA POLARIS AS



ABBREVIATIONS AND ACRONYMS

C&D: Communication and Dissemination

HEU: Horizon Europe

IHP: Industrial Heat Pumps

MCO: EHPA Manufacturers Committee

PUSH2HEAT: Pushing forward the market potential and business models of waste heat valorisation by full-scale demonstration of next-gen heat upgrade technologies in various industrial contexts

R&I Committee: EHPA Research and Innovation Committee

RTO(s): Research and Technological Organisation(s)

SPIRIT: Implementation of Sustainable heat uPgrade technologies foR IndusTry

WP(s): Work Package(s)



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1. INTRODUCTION

As part of the European Green Deal, the EU Commission aims to raise the 2030 climate and energy targets. In this framework, Industrial heat pumps (IHPs) will play an essential role in improving the energy efficiency of industrial processes while simultaneously electrifying the heat system.

SPIRIT is a Horizon Europe Project working to lower all technical and non-technical barriers to enable industrial heat pump technology to become the reference (climate neutral/friendly) technology for covering industrial heat demand for temperatures up to 160°C by 2030.

The project wants to implement three full-scale demonstrations of heat pump technologies integrated at three different sites: a sugar company (TIS), a shrimp processing plant (SP) and a paper mill (SKC). Three technology providers (GEA, MYK, SPIL) will design and construct the industrial heat pumps that will use waste heat and upgrade this to sink temperatures of 139°C, 143°C and 157°C. These demonstrations will provide evidence that IHPs can be integrated into existing systems without disturbing the production process. In addition, the project will ensure the technical and economic performance of IHPs in order to accelerate their market uptake. Finally, the project Consortium foresees to increase the level of awareness and knowledge of large-scale heat pumps among industrial end-users, technology providers, policy makers, consultants and students through a variety of activities, including a Summer School on IHPs.

Communication and dissemination (C&D) are two important components of the SPIRIT Project: they are essential to ensure the impact of the project results on key target audiences and to maximise the project's sustainability and transferability potential.

The C&D plan of SPIRIT intends to present the overall strategy dedicated to raising awareness, engaging stakeholders, promoting the project's results, achievements and generated knowledge. This deliverable defines the internal and external communication strategy, as well as some basic confidentiality rules for the Consortium to follow and qualitative and quantitative indicators in order to monitor the C&D strategy' implementation. Listing of the dissemination and communication actions is part of the half-year progress reporting to the EU, accompanied by reviewing of the plans to allow for corrective measures and adaptation to circumstances



A sound communication and dissemination strategy will be put in place via different networks and means providing information and ground rules about the planned C&D activities within the project. The present document is the first of the 6 deliverables of Work Package 6 - Dissemination and Raising Awareness. It is prepared at an early project stage (M3) and it will be updated one time during the project (M2I) in Deliverable 6.3, which will also include an overview of the realized communication and dissemination activities in complement to the periodic reports.

The aim of D6.1 is to give an answer to the following questions:

- What are the objectives of the communication and dissemination efforts?
- Who will be particularly affected by SPIRIT project?
- Who would be interested to know about the outcomes?
- What is the most effective way to reach the SPIRIT stakeholders?
- How should the C&D plan efficiency be measured?

1.1 Objectives of the Communication and Dissemination Plan

The communication and dissemination strategy and plan provides a clear overview on how all the communication channels, activities, tools are working together to address the relevant stakeholder groups.

This strategic document aims to develop:

- An overview of the C&D needs, stakeholder mapping, and analysis
- Shaping of the specific key messages, content strategy depending on the audience
- Selection of the proper tools to convey the messages (e.g., website, online seminars, video content, leaflets, digital visuals, learning resources, conferences, newsletters, articles, etc.) and overview of foreseen activities
- Dissemination activities foreseen
- Target indicators as well as monitoring and updating procedures
- Rules for an effective internal communication within the Consortium
- Governance and rules of the C&D strategy both internally and externally and responsibilities of the partners
- Ad hoc templates for SPIRIT deliverables and other documents



Work Package 6 is a horizontal work package, bridging in a cross-cutting way the SPIRIT activities and achievements. Although the content of this document relates directly to WP6, the strategy will not succeed without the full cooperation of the other Work Package leaders and all project partners' direct involvement and support.

The dissemination and communication strategy and plan explain how and when the Consortium will ensure that SPIRIT is visible as a project and maximises impact in terms of research, market uptake, policy and practical relevance.

The work will be divided into two areas:

- 1) the **communication activities** will focus on promoting the project's activities as a whole and raising awareness to a broad public base, informing decision makers.
- 2) the **dissemination activities** will focus on spreading the technical results of SPIRIT to target audiences and to seek collaborations with other projects in the area to continue knowledge building.

The overall aims of the strategy are:

- to create awareness of the challenges and benefits of heat upgrading technology in the industry for reducing energy costs and greenhouse gas emissions;
- to contribute to networking and exchange of information and experiences between organisations and to enable partners to receive regular process updates from the demo-sites;
- to support partners in effectively communicating and disseminating their work while facilitating a regular flow of information within the Consortium;
- to inform and raise awareness about the work in SPIRIT, so that the IHP installed in the three demo sites become models for other companies to follow, by disseminating the project' approaches and results among relevant stakeholders at EU, national and local levels;
- to disseminate widely and effectively SPIRIT outputs through various channels and to translate technical language and research findings into appropriate messages for different audiences;



- to influence and educate relevant stakeholders with the aim of positively affecting technology uptake, research and legislative framework development;
- to ensure capacity building by training and knowledge transfer between the various target groups.



2. EXTERNAL COMMUNICATION

The activities to achieve the above-mentioned aims are listed below, but this does not preclude individual planning documents being developed for any of the activities; this is particularly the case for conferences, policy briefs, scientific publications and videos.

In addition to the activities listed below, time also needs to be set aside through the project to discuss policy messages and the narrative of the project itself.

To some extent this develops organically through partnership work and research, but important differences can remain hidden and the idea is to present a coherent message and narrative by the end.

The strategy will be available to all project partners for reference and guidance. It has been developed based on: the project Grant Agreement, EHPA experience in communication and dissemination of EU project results and the general guidelines contained in the following documents:

- “Communicating research for evidence-based policy-making – A practical guide for researchers in socio-economic sciences and humanities” (European Commission, 2011)
- “Communicating EU Research & Innovation: A guide for project participants” (European Commission, 2012)
- “Are you communicating your Horizon Europe project?” (European Commission 2022)

The European Heat Pump Association is work package leader of WP6 of SPIRIT and will coordinate the implementation of the tasks and activities carried out within the work package.

EHPA is leader of all tasks under WP6, however it will be supported by EHP in T6.1 (Communication and dissemination strategy and plan) and T6.4 (Policy briefs). In addition, a special contribution will be given by TNO, DTI, DLR, DTU in the organization and completion of the Summer School on Industrial Heat Pumps. Nevertheless, all partners will be involved in the activities undertaken in WP6 and responsible for the successful dissemination of SPIRIT.



The C&D strategy and plan will represent the guide for partners towards the related activities and will outline the appropriate channels and materials.

The following key activities will be developed and undertaken:

1. Logo and visual identity creation and use for the project;
2. Conception of key messages and effective use of communication tools;
3. Development and management of the SPIRIT website;
4. Agreed and quality-controlled dissemination material (leaflets, presentations, newsletters, videos etc);
5. Collaboration with similar EU-funded projects (in particular with *sister project* PUSH2HEAT) and cross-promotion through the organisation of joint webinars;
6. Project' results dissemination through Social media (e.g. Twitter, LinkedIn, YouTube);
7. Issue of Press releases to promote SPIRIT most important achievements;
8. Published project materials;
9. Presence and presentations at onsite and online conferences, fairs and events related to renewable heating and cooling all around Europe;
10. Organisation and implementation of a Summer School on large-scale heat pumps as a way of engaging and educating the relevant target groups and advance progress;
11. Final SPIRIT conference in consultation with partners.



The activities of WP6 will be discussed with the partners on an on-going basis, to provide up-to-date information and to ensure the access to project materials for all partners and coherence of all dissemination messages.

In order to ensure consistency of all SPIRIT C&D activities, EHPA shared a spreadsheet (see Annex I) on the SPIRIT Teams internal channel with the aim of collecting inputs from all partners in terms of:

- their participation in dissemination events,
- the digital activities undertaken to disseminate the project accomplishments,
- their scientific and non-scientific publications communicating SPIRIT's objectives, activities and outcomes.

The aim of the C&D strategy is to support SPIRIT in achieving maximum impact on all identified target groups and to make sure that the project results are effectively and coherently communicated to all interested stakeholders while easing the further exploitation of SPIRIT's achievements.

The work undertaken in Work Package 6 will also contribute to ensure the sustainability and repeatability of SPIRIT's results. It will include transfer of knowledge, raising awareness and supporting partners in other processes needed for future take-up, scale-up and follow-up.

WP6 also leads on translating technical findings into more reader-friendly messages. This means it must liaise with other partners to 'bundle' and where necessary (re)frame the project outcomes so that they resonate with different types of audiences. WP6 will have a role in ensuring that outputs produced by the project are written clearly and unambiguously, avoiding jargon and technical language when possible/relevant.

2.1 Language

The language of this project is English. For purposes of consistency, we recommend adherence to British English spelling conventions where possible. In order to avoid unnecessary editorial work at later stages, we recommend reading/scanning the guidelines in the [EC English Style Guide](#).



2.2 Stakeholder Groups

The communication and dissemination strategy cannot be separated from a clear stakeholder analysis. The dissemination method will be based on a stakeholder mapping that needs to be conducted together with the Consortium Partners. The mapping process, whose rules, methods and first results are identified in this section, will determine the needs and characteristics of the audience thus allowing the use of effective messages to successfully reach the target groups.

This analysis will provide valuable insights on the “rationale to engage” and “incentives to engage” of the different stakeholder groups and will facilitate the dissemination process by using relevant and integrated communication tools aimed at ensuring SPIRIT’s success. In order to ensure that the dissemination strategy is relevant, the effectiveness of the stakeholder analysis will be monitored throughout the whole duration of the project and it will be updated in M21 (see D6.3) with potential new insights about the audiences.

2.2.1 Stakeholder Analysis

The SPIRIT project and therefore its Communication and Dissemination Strategy will be specifically aimed at reaching the following target groups:

Category	Stakeholder
End-users	Representatives of the paper and pulp Industry
	Leaders of the chemical industry
	Representatives of the food and beverage industry
	Members of the machinery industry
	Members of non-metallic mineral industry
	Members of the refining sector
	Representatives of the energy sector
	Members of other process industries/industrial sectors in need of heat at 100-160 C°



Technology Providers	Heat pumps manufacturers
	Components (of HPs) manufacturers
	Maintenance providers and installers
	Manufacturers of solar heat systems
	Providers of district heating systems
	Providers of low temperature thermal storage solutions
	Companies providing industrial heating and cooling solutions
	ESCOs and other energy service providers
Knowledge providers	Research and Technological Organisations
	Universities (also students)
	Energy consultants
Other	Public authorities (EU, national, local)
	NGOs and Associations

The categories of stakeholders to reach are very well represented by the Consortium itself, which is composed of end-users, technology providers, knowledge providers and associations. This aspect will ensure that the target groups are more effectively reached, thanks to a more thorough identification of needs carried out by the partners themselves and thanks to a richer and complete contact network for both dissemination and communication activities.

Identifying the needs of the target groups is the main pre-requisite to shape the messages in the most successful way. The collective experience of consortium partners will guarantee a qualitative audience analysis aimed at investigating: what is their knowledge on the subject, what is their motivation to become involved, what are the barriers to have them involved, who influences them and their impact on social or regulatory aspects.



The Advisory Board will further ensure that the audience of interested stakeholders is widened and enhanced by supporting and disseminating the project within their networks. The Advisory Board consists of BASF chemicals, British Petroleum (BP), Confederation of European Paper Industries (CEPI), Starch EU, Vattenfall, Solar Heat Europe and Technical Research Centre of Finland (VTT).

2.2.2 Stakeholder mapping

The actual stakeholder mapping will take place throughout the Project lifecycle based on the analysis highlighted in the previous paragraph. Interested people will be reached in three main ways:

- a) **SPIRIT Partners' network:** each partner is committed to promote SPIRIT through their own website, newsletters, social media pages and other communication means, with the final aim of informing their network and involve relevant actors that might be interested in following the project and possibly participating in its activities.
- b) **SPIRIT social media:** the project LinkedIn and Twitter page will be constantly updated with posts related to SPIRIT outcomes and will encourage the public to get more involved in the project and to subscribe to the six-month newsletter
- c) **SPIRIT website:** it will contain a section with the option to subscribe to the project newsletter and receive information on SPIRIT upcoming activities (summer school, webinars, publications, etc).

As WP6 leader, EHPA will actively disseminate the project ambition, activities and outcomes within **EHPA Research and Innovation Committee**. Having more than 115 members, the R&I Committee provides an opportunity to share information on HP Research and Innovation. The aim of the initiative is to establish a group and promote synergies between group members. SPIRIT will be effectively disseminated during one of the periodic meetings of the Committee, so to expand the base of reached audience. The presentation of the project will be carried out by EHPA, ideally in collaboration with other members of the Committee, namely TNO, DLR and EURAC, respectively as Project coordinator and WP leaders.

In addition, EHPA will present SPIRIT in **EHPA Manufacturers Committee (MCO)**. This Committee has more than 100 members and provides a platform for manufacturers in the association to discuss topics of relevance and develop manufacturer's opinion. Members of the MCO are manufacturers of heat pumps and manufacturers of HP



components. The committee serves as a sensor for developments that may affect the heat pump community: it defines and suggest areas of strategic interest to the manufacturers and prepares suggestions for future action.

Given the role of the MCO, and SPIRIT’s sphere of action, presenting the project during one of the MCO meetings could represent added value to both the project and the MCO members. On the one hand, SPIRIT would expand its stakeholder database, thus increasing the transferability and sustainability potential of its outcomes. On the other hand, MCO members would acquire knowledge on the operation of three full-scale industrial heat pumps and possible business models to adopt.

2.3 Key messages and communication tools

The main message of SPIRIT will be: “the project aims to enable industrial heat pump technology to become the reference (climate neutral/friendly) technology for covering heat demand for temperatures up to 160° C by 2030”.

Secondary messages will be developed and used, when appropriate, together with the main message. These messages will respect the specificity of each communication channel, and the profile and needs of the stakeholder groups and they will be developed upon the ones included in the following table.

Stakeholder	Needs	Contents of Key Messages
Industrial end-users of high temperature HPs	<ul style="list-style-type: none"> • Improvement of the economic performance • Reduction of manufacturing costs related to energy • Enhanced energy efficiency • Reduction of CO2 emissions linked to industrial production 	<ul style="list-style-type: none"> • IHPs can significantly reduce energy use, operational costs and emissions • Concepts for high return on investments • Concepts on the positive impact of IHPs on the environment
Component and HP manufacturers	<ul style="list-style-type: none"> • Increase HPs and components sells • Ensure a robust supply chain for a future IHP market 	<ul style="list-style-type: none"> • Communication of standard methods for heat pump benchmarking



	<ul style="list-style-type: none"> • Be aware of new technological developments that can improve the performance of IHPs 	<ul style="list-style-type: none"> • Messages containing relevant data on sectors in which IHPs can be used
Consultants	<ul style="list-style-type: none"> • Increase knowledge on options for energy efficiency improvement 	<ul style="list-style-type: none"> • Tools for standard integration of HPs • Knowledge about new business models
Maintenance providers and installers	<ul style="list-style-type: none"> • Knowledge and competences on the commissioning and the long-run operation of IHPs. 	<ul style="list-style-type: none"> • Training and information regarding new technologies
Universities	<ul style="list-style-type: none"> • Have concrete applications for the studies developed • Provide relevant training to their students 	<ul style="list-style-type: none"> • Promotion of the summer school and formative webinars • Dissemination of knowledge derived from the project
Research and technology organisations	<ul style="list-style-type: none"> • Benefit from relevant research and concrete applications useful for the studies and products developed 	<ul style="list-style-type: none"> • Dissemination of knowledge derived from the project
Public authorities	<ul style="list-style-type: none"> • Develop the regulatory framework in line with the market needs • Deciding on financial support to foster the industry 	<ul style="list-style-type: none"> • Promotion of solutions to achieve climate goals • Dissemination of figures on the reduction of CO2 emissions thanks to HP technology • Showcasing R&I priority
NGOs and Associations	<ul style="list-style-type: none"> • Influence both policy makers and the general public and raise awareness on the tools to achieve a clean energy transition 	<ul style="list-style-type: none"> • Messages focussing on environmental-friendly solutions, transparency and scientific evidence.



Based on the target group characteristics, a mix of tools will be used to communicate the project activities and disseminate its outcomes.

Apart from the material published on the project website, SPIRIT foresees to reach the public through a combination of different tools that, thanks to their variety and different features, are going to effectively reach and inform the whole range of stakeholders: from the most critical ones to the less interested parties.

The main C&D tools, to be further explored in the following sections will be: the project website, social media pages and posts, flyers, press releases, policy briefs, newsletters, webinars, promotional videos and interviews, publications, participation to conferences and the organisation of the summer school.

2.4 Visual identity (Logo/branding)

The official SPIRIT logo [see Figure 1] was the result of a thorough discussion occurred during the project Kick-off meeting, when the partners decided to work on other project branding alternatives starting from the logo that was initially included in the proposal [see Figure 2].



Figure 1 – Final SPIRIT logo



Figure 2 – Initial SPIRIT logo included in the proposal

Based on the Consortium's suggestions, EHPA took the initiative and proposed three different logo solutions. The majority of the voting partners (6 out of 11) chose Figure 1.



More information on the messages, colours and shapes used for the official logo can be found in the SPIRIT brand book to be included in Deliverable 6.2.

The logo is the visual messenger of the project and it will be reflected in all the communication materials. It will be used in all templates, reports and dissemination activities during and after the project completion.

The brand targets: the general public, industrial stakeholders, technology suppliers, maintenance providers and HP installers, energy consultants, innovation and knowledge providers, universities, NGOs, decision makers, end-users.

2.4.1 Dissemination templates

Based on the approved visual identity (logo and branding of SPIRIT), templates for Microsoft Word and Microsoft PowerPoint have been developed by EHPA. These must be used by all SPIRIT partners throughout the full duration of the project for meetings, presentations, reporting and policy papers.

The templates have been developed as per any applicable rules and regulations of the European Commission and contain the EU project disclaimer (see more below) and the project official logo.

2.4.2 EU Project Disclaimer

As per SPIRIT Grant Agreement, all the material used for the Communication and Dissemination of the SPIRIT project (including press release, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.) must contain the EU disclaimer.

For consistency reasons, all partners are invited to use the following disclaimer [Figure 3]:



This project has received funding from the European Union's Horizon Europe research and innovation programme under grant agreement No. 101069672 (SPIRIT).

Figure 3(a): SPIRIT disclaimer – editable version



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Figure 3(b): SPIRIT disclaimer – non editable version

2.5 Website (D6.2 – M6.1)

Within WP6, EHPA is leading the action on developing a new website for SPIRIT. The chosen project website's domain is: <http://www.spirit-heat.eu/>.

A beta version of the website will be ready by M4, i.e. December 2022, open for all Partners to see and comment. The final version of the website containing all the most relevant information regarding the project will be live by M6 (February 2026).

The website will be maintained by EHPA that will be responsible for content uploading throughout the whole project lifecycle and for maintaining up to date until two and a half years after its completion.

All information will be secure and follow General Data Protection Regulation and the requirements expressed in Deliverable 7.7 on the Protection of Personal Data (POPD). The website will also host the resources developed under the other Work packages and WP6 tasks, for example:

- All open access project deliverables developed under the 7 work packages.
- The training material developed for the summer school on IHPs (WP6, Task 3)
- The policy briefs produced and presented in online webinars and meetings with relevant policymakers (WP6, Task 4)
- The activities and results achieved within the three demonstration sites that will host the three large heat pumps (WP2)
- Pictures and videos taken from the demo-sites (WP2), during the Project Consortium Meetings (WP7) and Fairs and Conferences attended (WP6, Task 6.2).
- Business models developed and analysis of the contractual agreements which will encourage the commercial uptake of IHPs (WP5)



- All news articles, press releases and (scientific/non-scientific) publications concerning the project as well as the promotional material and video recordings of the organized project webinars (WP6, Task 6.2)

The dedicated website is the main communication and dissemination platform to allow stakeholders, end-users, and the media to have access to the project activities and results. It will contain an “About the project” section, where SPIRIT and its general and specific objectives will be briefly outlined. It will promote relevant contents paying particular attention to the key stakeholder groups with the aim of engaging them in the conversation. The website will be a content generation tool where partners are going to be involved in developing content thus increasing SPIRIT visibility and maximizing its impact.

In brief, the key aims of the website can be reduced to three:

- 1) **Become the primary point of contact and information for SPIRIT:** to explain about the project’s aims, provide the latest news updates, provide reports and other public deliverables for download, and redirect to social media activity related to the project.
- 2) **To act as a more general hub for outcomes relevant to SPIRIT:** to provide important updates on external policy/research developments that have an impact or are of interest to SPIRIT. This helps frame the project within a dynamic policy environment.
- 3) **To redirect to a simulation platform** (to be developed by TLK Energy, based on an existing digital web-based app) that will act as a heat pump tool, which can be freely used by interested actors to design, dimension and optimize the most relevant heat pump cycles. The platform will help evaluate HPs thermodynamic and economic performance, based on inputs for a heat source, heat sink, and additional boundary conditions.

2.6 Dissemination material: leaflets and flyers

The SPIRIT leaflets will be 'short and catchy'. They will make use of existing images such as the project diagrams developed in the project proposal and have a light and



portable format. The leaflet will be a small booklet and will be made available in English language both in printable and digital versions. The leaflet will include key information that would make readers curious about the project while providing brief information on SPIRIT's approach, objectives, Consortium and outcomes.

It will aim at attracting people's attention thus encouraging them to find out more about SPIRIT, its results and tools. The flyers will have a QR code that will redirect readers to the Project website and they will promote the project social media channels (LinkedIn, Twitter and YouTube). All Partners will need to add their input/comments on the contents of printed and digital flyers.

These will be used for dissemination and promotion purposes at external conferences, fairs, meetings and seminars. The leaflets will be circulated among all partners, they will be made available to download from the website and they will be updated during the project lifecycle.

2.7 Promotional and awareness videos

Video content will be used to increase the visibility of the project. Two types of videos will be created:

- a) 20 video interviews with relevant stakeholders
- b) 3 videos more specifically related to the demonstration sites

These will be used on all the communication channels described in the communication and dissemination strategy to make sure that all key stakeholders are exposed to the respective messages.

In addition to the communication channels, the videos will also be posted on YouTube, together with the recordings of the 10 project webinars foreseen. If necessary, infographics will be created for an easier visualisation of complex information.

2.8 E-Newsletters (D6.4)

E-newsletters will ensure both communication and dissemination at different levels – national, EU and international – and will keep the stakeholders updated with the findings of the project, inform about other relevant events, publications, key policy developments, key messages of the project partners.



At least two newsletters per project year are foreseen for a total of seven e-newsletters.

The aims of the newsletters are:

- Informing project partners and stakeholders on the key findings of the project;
- Providing information about relevant external and internal events thus encouraging participation;
- Promoting and redirecting readers to project-related scientific / non-scientific publications;
- Disseminating key messages from Work Package Leaders;
- Ensuring project partners and key stakeholders are kept up to date on key policy developments at EU level.

The e-newsletter will be distributed to the Consortium, to the SPIRIT newsletter subscribers and to new self-subscribed members via the website. The possibility to subscribe to the newsletter will also be promoted through the Project website and social media as well as shared by all partners with their networks.

The identity and formatting of the newsletter will be in-line with the pre-defined visual identity. The following is a proposed structure of each issue:

- Editorial feature – A feature article (roughly 200–350 words) item on a key topic, written by an expert.
- Supporting feature(s) – Supporting features of approx. 150–400 words on a topic related to the editorial, article sources can be external.
- SPIRIT Update – Where the project stands and what the next steps are. Provide an update of where the project stands (e.g. new milestones, deliverables, outputs and events) comprehensible to the newly subscribed.
- News & Events – Five to nine short items about relevant events and policy developments.
- Reading tips – Specially selected documents and research relevant to SPIRIT work suggested by WP leaders and all partners. Content to include title, author(s), link, and/or one-line synopsis.

The suggested schedule for the newsletter:



- M8 – April 2022
- M13 – September 2023
- M18 – February 2024
- M25 – September 2024
- M31 – March 2025
- M37 – September 2025
- M42 – February 2026

2.9 Social Media Channels

The project has three social media pages: one on LinkedIn, one on Twitter and one on Youtube. The pages have been created in M1 (September 2022) and they (LinkedIn and Twitter) have already been populated with some content.

The stakeholder analysis is going to inform the content strategy, i.e. the typologies of content to use and the means and messages used to reach different types of audience.

SPIRIT main areas – industrial heat supply, decarbonisation, energy optimization, economic performance, large-scale heat pumps, heat-pump demonstration, renewable energy, energy efficiency, energy storage – are some examples of themes that will represent the core topics to be addressed in social media.

Potential categories related to the above-mentioned themes:

- About SPIRIT
- Outcomes – produced by SPIRIT and Partners
- Technologies
- Case studies
- Business models
- Policies
- Industry news
- Innovation
- Events / Webinars
- Multimedia



Twitter (<https://twitter.com/SPIRIT29757323>) and LinkedIn (<https://www.linkedin.com/company/spiritproject/>) will be the main social media channels to be used for the dissemination of SPIRIT's work because of their complementarity in addressing the stakeholder groups.

For an effective dissemination of SPIRIT in social media, it is vital for the partners to actively contribute to the published contents. Original content will lead to incremental reach and traffic for all social media channels, as well as the website.

An Excel sheet with three tables (see Annex I) has been shared among the partners collecting all events and publications that see the partners' involvement and promote SPIRIT activities and impact. The Consortium inputs on these tables will both help to keep track of all the project dissemination activities carried out within the Consortium thus allowing such activities to be effectively and systematically promoted through SPIRIT social media.

2.10 Press releases

Each partner may issue its own press releases but should inform all partners before sending it out in order to ensure accuracy and consistency of information. For every press release made mentioning SPIRIT, the WP6 leader (EHPA) should be informed; information collected will be used for reporting purposes and to ensure that all target groups and policy areas are effectively reached.

Press releases will also be written by WP6 partners at key points in the project's development and sent to external stakeholders.

Press releases will be drafted and circulated to the relevant Work Package Leaders for review and comments. If the work of one of the partners is mentioned in the press release, the partner in question shall be informed and approve of its contents.

20 pieces of articles, press releases and news are initially foreseen to be published throughout the project, leaving the possibility for more publications open, depending on the project' progress, external events, policy developments etc.

Each press release will carry a key message about the project's work, with the aim of generating interest about the project's activities in other organisations. In order to increase the number of readers reached, the PRs will be published on the SPIRIT website as well and partners will be invited to share them on their own webpage.



2.11 Peer-reviewed publications

SPIRIT Project expects at least five publications in international scientific Journals. Examples of relevant journals and publications include:

- Energy Conversion and Management,
- Applied Energy,
- Renewable and Sustainable Energy Reviews,
- Energy, International Journal of Refrigeration,
- International Journal of Control,
- Hydrocarbon Processing Magazine.



3. DISSEMINATION ACTIVITIES

3.1 Policy briefs

Under Task 6.4, a series of Policy briefs is foreseen to be published to outline the key learning and recommendations of the project addressing specifically two main target groups: policy makers and experts.

The policy briefs will be written in a suitable format to clearly and effectively disseminate the project's messages. They will provide 'at glance' materials that outline all the learnings and recommendations of the project and will be delivered in a visually appealing format.

The policy papers will be informed by the outcomes of WP5 having the common aim of maximizing the technical and commercial impact of the heat pumps developed within SPIRIT. In particular, the results of task 5.2 on *Analysis of potential policy and regulatory barriers* will be used to inform the contents and messages of the policy briefs. These briefs will be presented during online seminars or in meetings organized with relevant policymakers.

Leaflets and Informational fact sheets will be prepared throughout the project in a digital format in English (also available on the website) and in hard copy format for distribution at workshops, events and conferences, in order to encourage the dissemination of the policy contents also among the general public.

3.2 Participation in Conferences, Forums and Events

Participation to external events, conferences and fairs will also be addressed to boost Consortium and results visibility. The Project foresees the participation in at least 10 international conferences and fairs making sure that all relevant stakeholder groups will be exposed to SPIRIT's messages.

An initial list of conferences, fairs and platforms is foreseen:

Type	Name	Audience	Coverage
Event	Sustainable Energy Investment Forums	Financial institutions, public authorities, ESCOs & other	Europe



		sustainable energy stakeholders	
Event	European Sustainable Energy Week (EUSEW)	Sustainable energy European community (public, SMEs, Research, Cooperatives etc.)	Europe
Event	EU Green Week	Sustainable energy European community (public, SMEs, Research, Cooperatives etc.)	Europe
Event	ManagEnergy (Energy Agencies leading the energy transition) networking events	Energy agencies, local and regional authorities, financial institutions, policy makers	Europe
Event	DecarbCities	Sustainable energy European community	Europe
Event	Chillventa Trade Fair	EU Community of Refrigeration, AC, ventilation and heat pump manufacturers	Europe
Event	European Heat Pump Summit	European community of experts on Heat Pumps and decision makers	Europe
Event	IEA Heat Pump Conference	Sustainable energy European community	Worldwide
Event	EHPA Heat Pump Forum	EU Community of Refrigeration, AC, ventilation and heat pump experts	Europe
Event	Industrial Efficiency Conference	Sustainable energy European community	Europe
Event	High-Temperature Heat Pump Symposium	Leading experts in the field of high-temperature heat pump systems	Europe
Event	International Conference on Energy Sustainability – ASME	Sustainable energy international community	Worldwide
Initiative, Platform & Conferences	Covenant of Mayors for Climate and Energy	Local and Regional authorities, public/private energy service facilitators	Europe



Networks and Financing Facilities	EU City Facility, EU Island Facility	Local and Regional authorities, public/private energy service facilitators	Europe
Advisory Forum	Energy Efficiency Financial Institutions Group	Financial Institutions, Energy Agencies, Research Centres, Think Thanks, European Associations	Europe
Open-source database	De-risking energy efficiency platform	Financial Institutions, Energy Agencies, Research Centres, Think Thanks, European Associations	Europe
Initiative, Platform & Conferences	Smart Specialisation Platform for Energy	Regional authorities, Energy & Development Agencies, Research institutes	Europe
Online data hub	European Energy Efficiency Platform	Energy sector stakeholders, policy makers	Europe

SPIRIT will look to align its own events with the EU Council Presidencies as well throughout the duration of the project to have a political impact as well.

All partners are encouraged to seek out opportunities to increase the impact of the project through presentations about SPIRIT at external events.

Power Point presentations should use the specially developed SPIRIT Power Point templates, unless prohibited by respective partner organisations' regulations. If this is the case, presentations should clearly show the SPIRIT logo and the EC logo and funding disclaimer (See section 2.4).

Where appropriate, presentation content will be developed in close co-operation with the Coordinator or the relevant Work package leaders to ensure accuracy and consistency across the project as a whole.

For every presentation or attendance at conferences/workshops/other external events or meetings with policy makers or other stakeholders mentioning SPIRIT, the shared Dissemination and Communication Activity Tables (Annex I) should be filled within three weeks after the event has taken place. Annex I is an online document already part of the Microsoft Teams internal working environment.



Information collected on this form will be used for reporting purposes and to ensure that all target groups are effectively reached and all dissemination activities within SPIRIT are reported to the EC.

In addition, presentations (or those parts of a presentation regarding SPIRIT), if any, must be sent to the Coordinator and should be circulated among project partners as well.

In addition, EHPA and EHP will actively seek out opportunities to disseminate information and findings of SPIRIT to key stakeholders and networks.

Records (presentations, meetings/conference agendas, etc.) of all events concerning the project that have been attended should be kept by partners, being such details required for EC reporting purposes.

3.3 Summer school (D6.5, M6.2)

The Dissemination of the project outcomes will be actively carried out also through the organisation of a Summer School on large-scale heat pumps. Nevertheless, the implementation of summer school will represent a project result itself, aimed at spreading awareness and promoting capacity building on IHPs through training.

The rationale at the basis of the Summer School relates to the need to address the more general lack of knowledge and competences that hampers the widescale roll-out of industrial heat pumps in the market.

EHPA and DTU will be the two main organisers of the initiative: EHPA will mainly work on the logistics while DTU will elaborate the contents of the course and grant credits to the participants. Other partners having an important role in informing the technical chapters of the training will be: TNO, DTI and DLR.

Based on the results obtained in the first two years of the project, the summer school will be organized between M25 and M30 with the aim of facilitating the knowledge transfer on IHP design, construction, installation and uses to interested parties. The stakeholders to be involved will be mainly reached through three databases:

- a) **DTU database:** masters and PhD students attending DTU courses and any other student coming from other universities with which DTU has a Memorandum of Understandings or other types of agreements;



- b) **EHPA database:** EHPA members (more than 170 including heat pump and component manufacturers, research institutes, universities, testing labs and energy agencies) that will be informed of the summer school and invited to participate;
- c) **SPIRIT database:** all those people (students, young professionals, end-users, consultants, etc) that during the first two years of the project have shown interest in keeping updated and possibly be involved in SPIRIT upcoming activities. It includes also people reached out through the Project/partner websites and social media posts promoting the training initiative.

The summer school will consider several modules targeting both technical and non-technical audiences. On the one side, it will present a general overview of their basic principles, the advantages to other heat supply technologies, challenges and opportunities. Other modules will dive into the technicalities of large-scale heat pumps: i.e., the designing, integration, installation, commissioning, and maintenance of these systems.

The summer school will be followed by a webinar focusing on the contents and key takeaways of the training course on Industrial Heat Pumps. The webinar will act as a booster for spreading knowledge on the main lessons learned during the summer school with the aim of also reaching those interested people that couldn't attend the training in person. The ratio behind this online seminar is to increase the impact of the summer school by reaching out to a wider audience of stakeholders throughout Europe. With the same logic, all training material used during the summer school will be uploaded on the SPIRIT website and will be freely accessible.

3.4 Collaboration with other EU Projects

Ensuring the cross-promotion and networking with other similar projects and international initiatives will increase the overall impact of SPIRIT, as well as facilitate feedback and capacity-building.

Close links will be established with other projects and the partners will contribute to creating an initial list. EHPA will coordinate the data collection from the partners and will promote the joint participation with relevant existing Horizon 2020, Horizon Europe, LIFE, and Interreg projects.



Other effective means of disseminating information at EU and national levels will be identified by all partners, e.g. one-to-one meetings, hearings or dialogue panels with Commission officials, Members of the European Parliament, Members of the Committee of the Regions or other policy makers.

The dissemination of information at EU and international level will be done mainly by EHPA, EHP and the Coordinator TNO. The dissemination of information at national and regional level will be done by all partners.

The collaboration with other EC funded projects will be established by the Coordinator and the WP6 work package leader – EHPA.

A list of relevant and ongoing EU projects will be developed throughout the project on the basis of their affinity and cross-fertilization potential with SPIRIT. Collaboration and cross-promotion with at least 10 related EU-funded initiatives by the end of the project are expected.

The following table collects an initial but not exhaustive list of similar projects funded under the same call (but different topics) of the Horizon Europe Programme “Buildings and Industrial Facilities in Energy Transition” that are ongoing and will be asked for collaboration.

Project name	Topic	Start-end dates	CORDIS page
MODERATE - Marketable Open Data Solutions for Optimized Building-Related Energy Services	HORIZON-CL5-2021-D4-01-03 - Advanced data-driven monitoring of building stock energy performance	1st June 2022 – 31st May 2026	https://cordis.europa.eu/project/id/101069834
CHRONICLE - Building Performance Digitalisation and Dynamic Logbooks for Future Value-Driven Services	HORIZON-CL5-2021-D4-01-01 - Advanced energy performance assessment and certification	1st July 2022- 31st December 2025	https://cordis.europa.eu/project/id/101069722
INPERSO - INdustrialised and PErsonalised	HORIZON-CL5-2021-D4-01-02 - Industrialisation of deep renovation	1st July 2022 – 30th June 2026	https://cordis.europa.eu/pro



Renovation for Sustainable Societies	workflows for energy-efficient buildings		ject/id/101069820
InCUBE - An INCIUsive toolBox for accElerating and smartening deep renovation	HORIZON-CL5-2021-D4-01-02 - Industrialisation of deep renovation workflows for energy-efficient buildings	1st July 2022-30th June 2026	https://cordis.europa.eu/project/id/101069610
SmartLivingEPC-Advanced Energy Performance Assessment towards Smart Living in Building and District Level	HORIZON-CL5-2021-D4-01-01 - Advanced energy performance assessment and certification	1st July 2022-30th June 2025	https://cordis.europa.eu/project/id/101069639
High-Quality Data-Driven Services for a Digital Built Environment towards a Climate-Neutral Building Stock	HORIZON-CL5-2021-D4-01-03 - Advanced data-driven monitoring of building stock energy performance	1st June 2022 - 31st May 2025	https://cordis.europa.eu/project/id/101069658

This list of projects (also available [here](#)) is not exhaustive, further collaborations will be sought with older and newer projects whose areas of action and objectives are similar to the ones addressed by SPIRIT.

Opportunities for collaborations with other EU-funded initiatives have been already foreseen at proposal level as not only covering communication and dissemination activities but also as a relevant support to the production of project outcomes.

For instance, the heat pump market analysis to be developed under Task 5.1 anticipates, as a final step, to extrapolate and evaluate the potential impact of heat pumps at global level by comparing and harmonizing it with the other projects granted under the same call.

Another example concerns Task 5.4: the drafting of recommendations for a competency framework for industrial heat pumps will have to be carried out coupling with the work being done in one or more of the following projects: BIMEET, BUSLeague, INSTRUCT, HP4ALL, the nZEB Roadshow, CraftEdu, and TRAIN4SUSTAIN.



3.4.1 Collaboration with PUSH2HEAT Project

A special cooperative relationship will be carried out with SPIRIT's *sister project* PUSH2HEAT, funded under the same HEU call and topic: HORIZON-CL5-2021-D4-01-04 - Full-scale demonstration of heat upgrade technologies with supply temperature in the range 90 - 160°C.

Having EHPA as leader of the Communication and Dissemination package of both projects will facilitate and enhance collaborative opportunities between them.

Online seminars jointly organised by SPIRIT and PUSH2HEAT Consortiums are foreseen, hosting experts on large-scale heat pumps and energy efficiency in the industrial sector. These webinars will represent important learning opportunities for interested participants for further exploring the world of IHPs, while getting familiar with the impact of both projects on their technical and economic performance and on innovative business models for IHPs uptake.

3.5 Final Conference (D6.5, M6.3)

In month 42, a high-level event will be organised to bring together stakeholders from all relevant fields and to share SPIRIT results, achieved objectives and impact. Thought leaders and experts on environmental sustainability, energy efficiency and large-scale heat-pumps, decision-makers and policy-makers at a European and national level will be invited.

The final conference will be held onsite, in Brussels, and will address experts, energy managers, researchers and policy makers wishing to be informed of the project outcomes and impact. The event will include speakers to update on emerging trends and solutions, in addition to those developed within SPIRIT.

The conference will be live streamed to increase the visibility of project results. A broad audience, focused on key target audiences identified, will be stimulated through multi-media and online tools.

The content and branding of the final conference will be developed and finalized in close collaboration with all the partners.



4. C&D MONITORING

The following table aims at defining quantitative and qualitative indicators to monitor the implementation of SPIRIT's C&D activities:

Channel	KPIs
Website	- At least 10 000 users exposed to information on the project
Short videos	- 20 video-interviews with relevant stakeholders - 3 videos regarding the demonstration sites
Leaflets/flyers	- At least 4000 distributed/downloaded during events
Social media	- At least 500 followers attracted and engaged
Articles/Press releases/ news	- At least 20 published
Webinars	- At least 10
Collaboration with other projects for webinars	- At least 5 (one of which is the sister project PUSH2HEAT)
Conferences, fairs, events	- Participation in at least 10
Scientific peer-reviewed publications	- At least 5
Newsletter	- 7 issues in total
Summer school enrolled students	- At least 20



5. INTERNAL COMMUNICATION

Internal communication within the project consortium is key to an efficient and smooth execution of the project to maximise results. Clear communication between partners and exchange of ideas and interaction between work packages will not be underestimated.

At project proposal stage, an ad-hoc channel on Microsoft Teams was created by DTI. The channel is private, which means that only pre-authorized people can access its contents. The same space will be used as main collaborative platform where to hold internal meetings, exchange information and share drafts and final documents.

Three main tools will be used by the partners for daily/periodic communication:

- **Emails:** they can be used for formal and official communication. The project mailing list, always open for new partner contacts to be added, is available in the SPIRIT Teams channel;
- **Microsoft Teams SPIRIT chat:** for informal communication directed to the whole consortium or for one-to-one messages;
- **Video-calls:** on Teams, collective or one-to-one.

A smooth communication within the Consortium will be ensured through different means:

- a) **Consortium meetings:** to be held in presence twice a year. All partners are required to participate. They are useful to update the Consortium on the whole state of progress of the project and to discuss important coming steps;
- b) **Steering Committees:** to be held online between Work Package leaders every month for the first year and a half of the project and every two months in the following time (possibility to increase/decrease the frequency based on need);
- c) **Internal Work package meetings:** based on need, each WP leader can decide to have meetings with the partners involved in the WP execution.

As main responsible party for SPIRIT C&D, EHPA recommends and requests that each WP leader coordinates and communicates to EHPA both internal and external communication needs in order to maximize the impact and effectiveness of the



project goals. The periodic steering committees will be important occasions to exchange inputs and views on the matter.

Successful dissemination requires the collaboration and involvement of all partners, therefore every partner will allocate time to dissemination and communication activities.

Partners shall support dissemination by:

- Inviting colleagues to sign up to the SPIRIT newsletter, follow SPIRIT on its website, LinkedIn, Twitter and Youtube
- Linking the SPIRIT website to their own websites by creating an ad hoc page/section that describes the SPIRIT and redirects readers to the Project website – this improves the placement of SPIRIT on Google and other search engines;
- Circulating and disseminating SPIRIT leaflets, reports and other materials to possibly interested colleagues;
- Making presentations referring to the project or making presentations about SPIRIT (displaying the logo and referring to the SPIRIT website and social media pages) and sharing them with the consortium.
- Make use of their organisation communication tools to help disseminate SPIRIT: website, newsletters, social media accounts, etc.
- Keeping records of all presentations and other kinds of dissemination activities carried out, as these will be needed for EC reporting purposes.



6. CONFIDENTIALITY RULES

During the Project Kick-off meeting, the Consortium agreed on the need to outline some basic confidentiality rules ensuring a separation between information to be considered public, therefore open to be published, and information to be considered partially sensitive, not to be shared with the general public before the approval of either all partners or only involved parties.

The Communication needs of the project will have to comply with the following guidelines that each partner has committed to follow. The guidelines are based on the Project Consortium agreement and are here below summarized for clarity reasons.

SPIRIT contents that can be shared with the general public, without the need for the whole Consortium's approval are the following: organisations involved (as Consortium partners and members of the Advisory Board), description of the objectives, foreseen activities and general overview of the technologies employed, partners' roles and budget. Infographics included in the proposal can be freely used when they give a general description of the project and partners' roles (not when used to depict the specific functioning of the technologies implemented).

The partners' approval is required for news articles regarding the specifics of the technologies developed and employed within the project. The internal quality control of the produced knowledge will ensure that all relevant information published within the project is accurate and correct.

In terms of Deliverables, the following table (Source: SPIRIT Grant Agreement, pp.89-91) highlights which documents are to be considered public (PU) therefore accessible by the SPIRIT website/social media pages, and the ones that are sensitive (SEN/SEN+PU), not to be published. Samples and summaries of the public deliverables will be used for dissemination purposes in news articles and for social media communication.

No. & WP	Deliverable name	Lead Partner	Type	Level	Due Date
D1.1	Basis of design	TNO	R	SEN	M3
D2.1	Testing program	TNO	R	PU	M3



D6.1	Communication & dissemination strategy & Plan	EHPA	R	PU	M3
D7.7	Protection of personal data (POPD) report	TNO	OTHER	EU-R	M3
D7.8	Environmental Protection and safety (EPQ) Report	TNO	OTHER	EU-R	M3
D6.2	Visual identity, logo and templates	EHPA	DEC	PU	M4
D7.9	Project Management Plan	TNO	R	SEN	M5
D1.2	Basic engineering package	DLR	R	SEN	M5
D7.1	Progress report M6	TNO	R	SEN	M6
D7.5	Risk Evaluation Strategy and Risk Evaluation Template Document	TNO	R	SEN	M6
D7.6	Data Management Plan	TNO	OTHER	SEN	M6
D1.3	Detailed engineering package	DTI	R	SEN	M7
D2.2	Testing standard for IHP	TNO	R	PU	M7
D3.2	Lubrication system design	TNO	R	SEN	M10
D1.4	Heat pump skid	GEA	DEM	SEN	M16
D3.1	Optimized compressor design portfolios	DTI	R	SEN	M17
D7.2	Progress report M18	TNO	R	SEN	M18
D4.1	Modular heat pump design	DLR	R	SEN	M20
D6.3	Communication & Dissemination strategy & plan update	EHPA	R	PU	M21
D3.3	Zeotropic working fluids	TNO	R	PU	M24
D5.1	Market analysis	EURAC	DATA	PU	M24
D4.2	Integration concepts and recommendations	DTI	R	PU	M25
D3.4	Case studies for the application of digital-twin	DTI	R	PU	M28
D2.4	Steady state and dynamic models	DLR	OTHER	PU	M30



D5.3	Business models and contractual agreements	SINLOC	R	PU	M30
D6.5	Summer school on IHP technology	EHPA	DEC	PU	M30
D7.3	Progress report M30	TNO	R	SEN	M30
D4.3	Heat pump integration tool	TLK	OTHER	PU	M33
D2.3	Demonstration & performance monitoring	DLR	R	PU	M36
D5.4	Technology transfer to district heating sector	DTU	R	PU	M36
D7.4	Progress report M36	TNO	R	SEN	M36
D1.5	Future plans of Industrial demonstrators	TNO	R	SEN	M38
D4.4	Lifecycle analysis	TNO	R	SEN	M40
D5.2	Policy, regulatory and non-technical barriers	EHPA	R	PU	M40
D5.5	Skill and competency recommendations	EHPA	R	PU	M40
D5.6	Market implementation strategy	DTI	R	SEN	M40
D1.6	Lessons learned	TNO	R	PU	M42
D6.4	Newsletters	EHPA	OTHER	PU	M42
D6.6	SPIRIT final conference	EHPA	DEC	PU	M42

According to the SPIRIT Consortium Agreement (p. 22): “prior notice of any planned publication shall be given to the other Parties at least 45 calendar days before the publication. Any objection to the planned publication shall be made in accordance with the Consortium Agreement by written notice to the Coordinator and to the Party or Parties proposing the dissemination within 30 calendar days after receipt of the notice. If no objection is made within the time limit stated above, the publication is permitted”.

For a smoother and faster communication and dissemination activity, the above rule should only apply to scientific publications.



In addition, according to the SPIRIT Consortium Agreement (p. 22): “a Party shall not include in any dissemination activity another Party’s results or background without obtaining the owning Party’s prior written approval, unless they are already published”.



