



## DELIVERABLE SUMMARY SHEET

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### PROJECT DETAILS

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PROJECT COORDINATOR:	01. IES – Integrated Environmental Solutions Limited – United Kingdom
PARTICIPATING PARTNERS:	01. IES – Integrated Environmental Solutions Limited – United Kingdom 02. ABUD – ABUD Mernokiroda KFT – Hungary 03. JER – Uli Jakob – Germany 04. iiSBE IT R&D – International Initiative for a Sustainable Built Environment Italia Research and Development srl – Italy 05. REGENERA – Regenera Levante SL – Spain 06. GO – Granlund Oy – Finland 07. UCC – University College Cork, National University of Ireland, Cork – Ireland 08. NUID UCD – University College Dublin, National University of Ireland, Dublin – Ireland 09. MUAS – Hochschule fur angewandte Wissenschaften Munchen – Germany 10. LBS – London Business School – United Kingdom 11. STAM – Stam srl – Italy 12. Sant Cugat – Ajuntamento de Sant Cugat del Valles – Spain 13. UNIVPM – Università Politecnica delle Marche – Italy
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**DELIVERABLE D7.3: SHORT DESCRIPTION**

The first version of the dissemination plan outlines the strategy, activities and future steps taken in the communication and dissemination of NewTREND objectives and results.

Keywords: context; communication channels; networking; events; training; advisory teams

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## TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	1
1. STRATEGIC OVERVIEW.....	2
1.1. PROJECT FOCUS.....	2
1.2. PROJECT RELEVANCE .....	2
1.3. INNOVATION IN NEWTREND .....	3
1.4. OUTPUTS AND RESULTS .....	4
1.4.1. <i>Methodological framework</i> .....	4
1.4.2. <i>Software and design tools</i> .....	4
1.4.3. <i>Stakeholders engagement and perspective</i> .....	4
1.4.4. <i>Renewables and district energy schemes</i> .....	5
1.4.5. <i>Business models</i> .....	5
1.4.6. <i>Demonstration and validation</i> .....	5
1.5. PROJECT PARTNERS.....	5
1.6. PURPOSE OF THIS DOCUMENT .....	9
2. PROJECT CONTEXT.....	10
2.1. EU INSTITUTIONAL CONTEXT .....	10
2.2. EU POLICY FRAMEWORK.....	10
2.2.1. <i>Programmes and strategies</i> .....	10
2.2.2. <i>Directives and regulations</i> .....	11
2.3. SYNERGIES WITH EXISTING INITIATIVES AND PROJECTS .....	12
2.3.1. <i>Synergies with EU projects</i> .....	12
2.3.2. <i>Synergies with existing initiatives</i> .....	12
3. TARGET GROUPS AND AUDIENCE.....	14
3.1. TARGET AUDIENCE SEGMENTATION .....	14
3.2. TARGET GROUPS.....	14
4. KEY MESSAGES .....	17
4.1. HIGH LEVEL MESSAGES.....	17
4.2. KEY ISSUES AND MAIN MESSAGES .....	18
4.3. NEEDS, TARGET GROUPS AND MESSAGES.....	20
5. DISSEMINATION CHANNELS .....	21
5.1. COMMUNICATION ELEMENTS .....	21
5.1.1. <i>Logo</i> .....	21
5.1.2. <i>Website</i> .....	21
5.1.3. <i>Informational factsheet</i> .....	21
5.1.4. <i>Poster</i> .....	21
5.1.5. <i>Project result booklets</i> .....	22
5.2. COMMUNICATION ACTIVITIES .....	22
5.2.1. <i>Presentation on local and transnational events</i> .....	22
5.2.2. <i>Workshops</i> .....	23
5.2.3. <i>Scientific publications</i> .....	23

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5.2.4.	<i>Networking</i> .....	23
5.2.5.	<i>Media Communications</i> .....	23
5.2.6.	<i>Digital newsletter</i> .....	24
5.2.7.	<i>Social Networks</i> .....	24
5.2.8.	<i>Plan of activities</i> .....	24
6.	LOCAL ADVISORY TEAMS.....	25
6.1.	ROLE OF LATS .....	25
6.2.	SETTING UP A LAT .....	26
6.3.	LATS MEETINGS .....	26
7.	COMMUNICATION EVALUATION PLAN .....	27
7.1.	MONITORING THE WEBSITE .....	27
7.2.	TARGET GROUPS ENGAGEMENT .....	27
	ACKNOWLEDGEMENTS .....	28

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## LIST OF FIGURES

FIGURE 5.1 - GANTT CHART OF DISSEMINATION ACTIONS .....	24
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## LIST OF TABLES

TABLE 3.1 - EU LEVEL TARGET GROUPS.....	14
TABLE 3.2 - INTERNATIONAL TARGET GROUPS.....	15
TABLE 3.3 - TECHNICAL TARGET GROUPS .....	15
TABLE 3.4 - FINANCIAL TARGET GROUPS .....	15
TABLE 3.5 - ADMINISTRATIONS AND POLICY MAKERS TARGET GROUP .....	16
TABLE 3.6 - OCCUPANTS TARGET GROUP .....	16
TABLE 4.1 - KEY ISSUES AND CORRESPONDING MAIN MESSAGES.....	19
TABLE 4.2 – MAIN MESSAGES BY TARGET GROUP .....	20

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## ABBREVIATIONS AND ACRONYMS

ACRONYM	DEFINITION
AM04	Andrea Moro, iiSBE Italia R&D (partner No.04)
EeB	Energy-efficient buildings
GA	Grant Agreement
GB04	Giulia Barbano, iiSBE Italia R&D (partner No. 04)
IA	Innovation Action
LAT	Local Advisory Team
NewTREND	NEW integrated methodology and Tools for Retrofit design towards a next generation of ENergy efficient and sustainable buildings and Districts
WP	Work Package

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## EXECUTIVE SUMMARY

The main objective of WP7 is to secure the successful dissemination and exploitation through the implementation and deployment of an awareness and dissemination plan and an exploitation plan.

This document describes the dissemination plan of the project results towards target groups and all the potentially interested parties. It is the Deliverable 7.3 of WP 7 - Dissemination Plan.

The Dissemination Plan:

- gives an overview of project's objectives, main problems addressed, activities and outputs, results
- describes the EU Institutions and policies context
- define the target groups of the dissemination activities and the key messages to deliver
- schedules the dissemination actions
- identifies the communications channels and their relation with the target groups
- lists the key events to present NewTREND project
- presents the clustering and networking opportunities
- includes the guidelines to set up the Local Project Teams.

## 1. STRATEGIC OVERVIEW

NewTREND stands for “New integrated methodology and Tools for Retrofit design towards a next generation of ENergy efficient and sustainable buildings and Districts”.

### 1.1. PROJECT FOCUS

NewTREND seeks to improve the energy efficiency of the existing European building stock and to improve the current renovation rate by developing a new participatory integrated design methodology targeted to the energy retrofit of buildings and neighbourhoods, establishing energy performance as a key component of refurbishments.

The methodology will foster collaboration among stakeholders in the value chain, engaging occupants and building users and supporting all the refurbishment phases through the whole life cycle of the renovation.

The NewTREND methodology and tools will be validated in three real refurbishment projects in Hungary, Finland and Spain where the involvement of all the stakeholders in the design process, will be evaluated and specific activities will be dedicated to inhabitants and users.

### 1.2. PROJECT RELEVANCE

In order to achieve the EU directives and legislations that have been set out, by 2020 all cities must reduce emissions by 20%, raise the share of renewables by 20% and improve energy efficiency of the existing building stock by 20%. Currently the majority of cities are not reaching these targets and therefore they need to unlock the potential of existing building stock by fostering and promoting green refurbishment.

Despite the increased development of new technologies for energy efficiency, financial incentives by government to improve the building stock and new legislation to ensure better design and performance, the renovation rate is still low. It can be improved only through specific and customised design approaches to provide more energy efficient design and integrate renewable energy systems across a multitude of buildings within a neighbourhood.

NewTREND is expected to have a direct impact at a macro-level on the construction sector as a whole and especially on the refurbishment process, improving the overall life cycle of the renovation, from design to operation. Furthermore, it is expected to promote the share of renewable energy technologies and energy efficient retrofit technologies and to further facilitate the adoption of BIM based design for retrofit and operation.

NewTREND will have a positive impact in terms of:

- environmental sustainability of the European building stock, aiming at reducing the energy consumption of buildings and improving the share of renewable energies;
- social sustainability in terms of job creations, improvement of comfort and living conditions for European citizens;
- economic sustainability, through reductions in energy bills and increase in market share of Renewable Technologies and green renovation.

NewTREND will target 200 buildings in each of the partner countries (UK, Ireland, Germany, Hungary, Italy, Spain, Finland) in year 1, and 15000 in year 5, corresponding to 40 and 3000 neighbourhood retrofits projects of about 5 buildings each, in year 1 and year 5.

Between 2012 and 2015, green renovation projects are seen as the second top sector where green building activities are planned, with more than 50% of the planned energy efficient projects being renovation projects over that period in Europe. Taking into account that on average there are 200 million buildings in EU28 and the renovation rate is around 2% per year, we can estimate that each year 4 million buildings undergo renovation, and around half of them are subject to green retrofit. NewTREND methodology and tools, aiming at supporting and facilitating energy efficient and high performance retrofit design and implementation, will have huge opportunities to exploit these positive trends in the market, further contributing to increase the green renovation activities across Europe. This also does not take into account the potential if the renovation rate increases as a result of other new technologies.

Furthermore, the use of BIM for green projects is expected to grow dramatically in a relative short term, as 78% of BIM users who are not currently using BIM on green projects expect to be doing so within 3 years. NewTREND will fully exploit the above described market potential and conditions by effectively integrating energy performance evaluation into a BIM-based design from the early stages of the project, thus pushing the potential for the BIM market for green retrofit. Through an exponential knock-on effect with the other aforementioned markets, NewTREND will have a significant impact on the retrofit industry as a whole.

### 1.3. INNOVATION IN NEWTREND

NewTREND will go beyond the state of the art through an inclusive deep participatory design methodology specifically tailored to retrofit for individual buildings and districts, that will take into account the best practice of all existing methodologies but now include the adoption of optimisation and simulation tools at early design stage, ensuring energy efficiency and reducing duplication of efforts.

The main innovations are:

- recommendations for the data collection phase providing a checklist of minimum information required to create a building/district model suitable for meaningful energy efficient design;
- enabling of a range of analysis, including energy modelling, to be conducted more easily and from the very beginning of the design process;
- consideration of all the phases of refurbishment, from data collection to concept creation to operation, passing through detailed design and construction;
- consideration of energy and performance aspects as a priority already at the beginning of the design phase, to ensure that the required data are collected and that informed choices are made to meet high level energy performance;
- incorporate intensive participation by building occupants and users, adopting a collaborative approach where these act as co-producers of knowledge and having a significant impact on the design of the energy retrofit;
- be strongly inclusive, in terms both of the range of stakeholders involved and the number of individual stakeholders (building occupants and users) engaged with. The methodology would need to be capable of being adapted to building and neighbourhoods characterised by a range of socio-demographic profiles and mixtures of uses;
- possess a high level of legitimacy and generate a strong confidence on the part of participants in their ability to shape project outcomes;
- combine stakeholder participation with the actual design drafting process to transform the process from one of communication to co-design;

- incorporate a practice-led approach, which takes account of the ways in which every day social practices shape occupants levels of energy use and their interactions with EeB technologies;
- maximise benefits of the process in terms of energy savings and efficient implementation of EeB measures, in order to be widely viable in commercial and public projects.

## 1.4. OUTPUTS AND RESULTS

NewTREND will create a new methodology, linked with software tools, that will increase the uptake of renovation across the EU, exploiting the potential for refurbishment at the neighbourhood level.

For project area, the following specific technical and scientific objectives have been defined:

### 1.4.1. METHODOLOGICAL FRAMEWORK

1. Development of a new structured and standardized data collection process to ensure that energy aspects can be included in the design from the very beginning;
2. Development of a new Integrated Design Methodology (IDM) which will guide all involved stakeholders in the value chain of neighbourhood scale retrofitting projects in finding the most effective energy retrofitting solutions with regard to energy, comfort, cost efficiency and their overall sustainability performance;
3. Development of the decision process for the selection, design and optimisation of retrofitting solutions for the building in the context of the neighbourhood to create a set of optimum retrofitting variants;
4. Design of process maps for successful application of the methodology, identifying the correct stakeholder that needs to carry out an activity and the relevant outputs, along with the required data needed to inform the next stage of the methodology.

### 1.4.2. SOFTWARE AND DESIGN TOOLS

1. Development of an interoperable data exchange server (the District Information Model server) to store all information related to energy efficient design and integration with neighbourhood energy systems;
2. Development of a Collaborative Design Platform to ensure the correct implementation and management of the methodology, including a project management infrastructure and a user friendly Graphical User Interface;
3. Development of a Data Manager to assist the actors involved in the refurbishment design process in the data collection process;
4. Development of a comprehensive Library of technologies and business models for refurbishment at different scales (building in the context of the district);
5. Development of a cloud-based Simulation and Design Hub, which will:
  - a. evaluate retrofitting needs of the building and the surrounding neighbourhood;
  - b. guide the decision makers in the selection of the best energy retrofitting strategy for the building in the context of the district;
  - c. consider the building as part of the district, seen as a whole energy system to improve the efficiency of the global energy balance.

### 1.4.3. STAKEHOLDERS ENGAGEMENT AND PERSPECTIVE

1. Development of Participatory Design mechanisms to include stakeholders (including occupants i.e. inhabitants and users) in the design process;

2. Development of user behavioural models and algorithms to take into account occupant perspective into the evaluation of the different retrofit options.

#### 1.4.4. RENEWABLES AND DISTRICT ENERGY SCHEMES

1. Collection of all the relevant information related to the available retrofit technologies both at building and district level, characterising them in terms of technical parameters, suitability for different building typologies and climatic conditions, ease of application, specific installation procedures and criteria for applicability;
2. Integration of energy efficient design within the urban district through:
  - a. simulation and Optimisation of the Building and the Neighbourhood early in the design process
  - b. early exchange of information between the existing building owners and the client team;
  - c. integration of Neighbourhood Energy Systems with the proposed new or retrofit design building.
  - d. analysis of the 'infrastructure requirements', understanding how to implement various options and their implication on the district.

#### 1.4.5. BUSINESS MODELS

1. Definition of a set of general-purpose, comprehensive financial planning templates and prospective business models that may offer a synergy with savings, renewable energy initiatives, smart networks and consumers;
2. Development of new Performance based business model to support the "life cycle" perspective of the approach to refurbishment.

#### 1.4.6. DEMONSTRATION AND VALIDATION

1. Application of the NewTREND methodology and tools in 3 real refurbishment projects in Hungary, Finland and Spain.

### 1.5. PROJECT PARTNERS

The partnership is composed by 13 members from 7 countries: UK, Italy, Spain, Germany, Finland, Ireland, Hungary. The coordinator of the project is IES (Integrated Environmental Solutions).

#### INTEGRATED ENVIRONMENTAL SOLUTIONS (IES)

IES are developers of the world's leading integrated building performance modelling software system the <Virtual Environment>. As such IES have unsurpassed experience in the application of these advanced design tools to enhance building performance, and create more sustainable buildings. Founded in 1994, employing over 100 staff, and headquartered in Glasgow Scotland, IES also has offices in London England, Dublin Ireland, Cambridge MA, San Francisco CA, Melbourne Australia, Pune India and Penang Malaysia. In this time IES has provided leading edge support to the design, construction and operation of some of the largest and most challenging buildings in the world.

#### ABUD MÉRNÖKIRODA KFT.

ABUD Mérnökiroda Kft. was founded in 2012 to provide direct sustainable services to the companies involved in the building industry. It has been originated from a department of Mérték Architectural Studio, one of the leading architectural firms in Hungary. ABUD's main fields of sustainable design and consultancy are:

- integrated sustainable urban and building design, energy concept development, green and NetZero strategy development, assessment of site renewable potentials, cost reduction assessment for different sustainable solutions, green building rating, R&D, building energy simulation, design support with dynamic simulation tools, development of green project strategy, smart city concepts, holistic energy strategies in urban design;
- facade optimization, general consultancy on structures and building physics, energy controlling service for facades, optimization of double skin facades through thermal simulation, construction design of steel facade structures, 3D design and modeling of glass surfaces.

#### DR. JAKOB ENERGY RESEARCH

Dr. Jakob energy research (JER) is an international consultancy for research and product development as well as marketing, dissemination, education and training, established in 2009. Expertise in the fields of district heating/cooling, solar/thermal cooling, co-generation, tri-generation as well as energy-efficient buildings enables to strengthen the development of new methodologies and tools for retrofit design towards energy efficient and sustainable buildings and districts. JER collaborates in numerous EU funded FP7 projects named InSun, FRESH NRG and REEMAIN, the IEA SHC Programme, e.g. IEA Task 45 on Large Solar heating/Cooling Systems, Seasonal Storage, Heat Pumps and Task 53 New Generation Solar Cooling & Heating Systems (PV or solar thermally driven systems).

#### IISBE ITALIA R&D

iisBE Italia R&D is a company established to provide iisBE Italia Association with technical and operative support on research and development activities at national and international level.

The company deals with the following activities: development of assessment systems (criteria, indicators, frameworks, etc.) at building and urban scale in the field of sustainability, certification of buildings and urban areas according to the national rating system "Protocollo ITACA"; consulting services for public and private organizations on sustainable products, buildings and urban districts; training activities for professionals and construction companies; communication and dissemination activities at national and international level on issues related to sustainable building.

#### REGENERA LEVANTE SL

Established in 2007, REGENERA is a Spanish SME and ESCO focused on energy efficiency, renewable energy and the environment. Over the years REGENERA has worked on many different kinds of facilities and projects and it has gained experience that has been turned towards the industrial field, a much more competitive and complicated sector. REGENERA business focuses on the following areas:

1. Energy Efficiency (ESCO) and renewable energy. Monitoring and auditing
2. Research and Development projects
3. Market Research and Analysis
4. Electricity Market Agent
5. Automation
6. Water treatment & Waste valuation
7. Infrastructures. Building. O&M.

#### GRANLUND OY

Granlund is a Finnish building services consulting company with headquarters in Helsinki and 12 subsidiaries. Its core businesses are building services design, facility management consulting, and the

development of design and facility management software. The joint aspect in all its business areas is energy efficiency. It is the leading company in its field in Finland and has projects in several EU countries and Russia.

Granlund is a pioneer to widely implement building information models and other advanced ICT in design and facility management to generate reliable and timely information that supports clients' decision making processes throughout design, construction and management of facilities and enables informed management of energy efficiency, environmental impacts and good indoor environment throughout the facilities lifecycle.

#### UNIVERSITY COLLEGE CORK, NATIONAL UNIVERSITY OF IRELAND, CORK

The Cleaner Production Promotion Unit is a research and outreach unit of the School of Engineering in University College Cork (UCC), Ireland. UCC research-led university located in the Irish southwest, it is Ireland's first five-star University (QS University Ranking) with internationally recognised research in engineering, science, food, medicine, business, law, social sciences and the humanities. UCC is ranked in the top 2% of universities worldwide based on the quality of research output and peer esteem.

The Cleaner Production Promotion Unit (CPPU-UCC) conducts research, provides advice, education and training, to promote and enable sustainable consumption and production. CPPU-UCC carries out inter-disciplinary quantitative and qualitative research on societal, business, organisational, and technical innovation with the objective of reducing environmental impacts and/or optimise the use of resources. Inter-disciplinary expertise includes the development and promotion of novel, life cycle focused, eco-innovative approaches to business strategies and models including sustainability driven innovation in the provision of products, processes and services.

#### UNIVERSITY COLLEGE DUBLIN (UCD), DUBLIN

University College Dublin (UCD) is one of Europe's leading research-intensive universities. At UCD undergraduate education, master's and PhD training, research, innovation and community engagement form a dynamic spectrum of activity. UCD is the largest University in Ireland, with 30,000 students, 1,600 academic staff across a range of disciplines, 1,750 PhD students and 3,400 Masters students, producing 25% of Ireland's PhD graduates each year. UCD is also Ireland's leading 4th level provider with a rich offering of postgraduate programmes supported by dedicated Graduate Schools. The university runs overseas programmes in partnership with leading international universities and education providers in China, Hong Kong, Malaysia, Singapore, Spain, and Sri Lanka and is home to over 5,000 international students from over 120 countries. UCD is ranked 161st in the prestigious Times Higher Education World University Ranking; ranking in the top 200 universities worldwide, and ranked 65th in Europe.

#### HOCHSCHULE FÜR ANGEWANDTE WISSENSCHAFTEN MÜNCHEN (MUAS)

Being the second largest University of Applied Sciences in Germany with around 500 professors, 750 lecturers and 660 staff, Munich University of Applied Sciences (MUAS) provides 60 study courses in 14 departments to more than 17,000 students. The range of study programs covers natural sciences as well as social sciences, economy, architecture, arts and design. As a non-profit organization MUAS is involved in a lot of research fields, like sustainability and energy efficiency of buildings, in involved in building physics, including sustainable aspects. This means noise control, sound insulation measures, energy-efficiency, indoor climate and air quality, emissions of building materials, moisture and preservation of historical buildings including long-term analysis as well as Life Cycle Analyses (LCA), Life Cycle Costs (LCC) and sustainability assessment. On national and international levels, MUAS is involved in several

standardization bodies. MUAS is a member of the European University Association (EUA) and a main voice of the higher education community in Europe.

#### LONDON BUSINESS SCHOOL

Founded in 1965, the London Business School is an independent postgraduate institution with the status of a college of the University of London. The School's vision is to have a profound impact on the way the world does business. It aims to achieve this vision through the delivery of degree and executive education programmes and the production and dissemination of high quality research. Research is an essential component of life at London Business School. In the 2014 Research Excellence Framework (REF), London Business School maintained a strong position with 55.3% of its research output receiving the top 4\* rating (world-leading). This was the highest achieved by any department of business and management. The School is consistently ranked among the top 10 business schools worldwide.

#### STAM S.R.L.

Stam is a private engineering company, with a staff of more than 20 people, and it is based in Genoa, Italy. The main mission of the company is to provide engineering services to industries. Since its establishment in 1997, the company has been specializing in design and manufacturing of innovative mechanical systems, based on conventional and non-conventional robotics and mechatronics. STAM is a SME member of E2BA, and it has been collaborating with the European Space Agency since 1999, both as technology provider and in Technology Transfer. STAM developed a strong experience in working with the funding instruments of the European Commission under FP5, FP6, FP7, Eureka and ERA-Net frameworks, being involved in more than 50 Projects over the last 15 years, in the fields of: automation, mechatronics, adaptive production equipment, high precision manufacturing technologies, new materials and energy. STAM in the last years has expanded its services to growing markets, including: Middle East, Far East and South America. A significant part of STAM business is focused on design, prototype development, modelling and simulation, offering its services to the aerospace, industrial and energy fields, and to other high-tech sectors. Innovation, Research and Development are the core competencies of STAM.

#### CITY OF SANT CUGAT DEL VALLÈS

The city of Sant Cugat del Vallès is located in the region of Catalonia, Spain, approximately 20 km away from Barcelona. It is home to around 85,000 people, that enjoy a privileged natural environment and urban green landscape. It is the central node in the which link Sant Cugat with the rest of the region. The city council defined a vision responsible for today's city model, made up mainly by low family housing, urban parks, biking paths, new fitness and sports facilities and related environmentally sustainable projects and services.

#### UNIVERSITÀ POLITECNICA DELLE MARCHE

Università Politecnica delle Marche includes 5 Faculties: Engineering, Medicine and Surgery, Economy, Science and Agriculture. The organization is subdivided in 12 Departments for a total amount of 523 units among professors of I,II level and fixed-term researchers. Technical and Administrative personnel is composed of 578 people, 18 of which have a fixed-term contract, and support didactics, technical-scientific activities and administrative-financial activities related to the individual structures and the whole university in general.

The Department of Industrial Engineering and Mathematical Sciences (DIISM) will participate in the project with the Mechanical and Thermal Measurement Group. Main areas of research are connected with development and application of methodologies for measurement and assessment of thermal and



acoustic comfort, algorithms for data analysis and processing to evaluate energy saving projects and occupants thermal perception. The Department of Construction, Civil Engineering and Architecture (DICEA) will participate in the project. The research fields of DICEA are related to the optimization of the energy performances of building envelope, the development of new building technologies, the retrofitting on historic buildings, the development of customised methods and tools for Life Cycle Assessment, Life Cycle Costing and ecodesign, the development of innovative systems in terms of “green” product-services solutions.

## 1.6. PURPOSE OF THIS DOCUMENT

This document presents the Dissemination Strategy that will be employed over the course of implementation of the NewTREND project. It is intended to serve as a guidance document for the NewTREND consortium partners and has been developed in order to provide all partners with clear communication objectives and messages. The implementation of the Dissemination Plan will be continuously monitored and fine-tuned according to whether the foreseen impact is achieved and whether there is a need for adaptation in approach.

## 2. PROJECT CONTEXT

### 2.1. EU INSTITUTIONAL CONTEXT

Several EU institutions directly deal with the topics of project NewTREND:

1. **DG Environment:** The Directorate-General for the Environment (DG Environment) is responsible for the European Union policy area of the environment.
2. **DG Enterprise and Industry:** The European Commission's Directorate-General for Enterprise and Industry has the mission to promote a growth-friendly framework for European enterprises. It has a key role in the Europe 2020 agenda of smart, sustainable and inclusive growth.
3. **European Committee for Standardization (CEN):** The European Committee for Standardization (CEN, French: Comité Européen de Normalisation) is a non-profit organisation whose mission is to foster the European economy in global trading, the welfare of European citizens and the environment by providing an efficient infrastructure to interested parties for the development, maintenance and distribution of coherent sets of standards and specifications.
4. **EU Joint Research Centre:** The European Commission's Joint Research Centre (JRC) is a department (Directorate-General, DG) of the European Commission providing independent scientific and technological support for EU policy-making. It works closely on the development of EU legislation with the relevant Commission services, such as the Enterprise and Environment DGs.

### 2.2. EU POLICY FRAMEWORK

#### 2.2.1. PROGRAMMES AND STRATEGIES

##### THE 7<sup>TH</sup> ENVIRONMENT ACTION PROGRAMME (2013)

This action programme intends to re-enforce the 2020 objective of creating a 'low carbon and resource-efficient economy'. The Priority Objective 8 of the EAP aim to 'enhance the sustainability of the Union's cities' and to place environmental sustainability at the core of urban development strategies.

##### EU CLIMATE CHANGE POLICY

##### THE 2020 CLIMATE AND ENERGY PACKAGE (2009)

It is a set of binding legislation to ensure that the European Union meets its climate and energy targets for 2020:

- A 20% reduction in EU greenhouse gas emissions from 1990 levels;
- Raising the share of EU energy consumption produced from renewable resources to 20%;
- A 20% improvement in the EU's energy efficiency upon 1990 levels.

An additional set of targets for 40% reductions below 1990 levels have been proposed by the EU for 2030, together with the long-term objective to reduce greenhouse gas emissions by 80-95% below 1990 levels by 2050.

##### EU STRATEGY ON ADAPTATION TO CLIMATE CHANGE (2013)

The strategy was published in 2013 and it is related to the climate change adaptation to ensure resilience in the face of predicted adverse effects of future climate change. The document underlines the need for the 'climate proofing' of cities as well as physical infrastructure and assets. Major threats to buildings and constructions are also identified.

## URBAN POLICY

### THEMATIC STRATEGY FOR THE URBAN ENVIRONMENT (2006) - COM/2005/0718

The Communication indicates the importance of urban areas in reaching the objectives of the EU Sustainable Development Strategy. The document identifies a common set of inter-related environmental problems facing cities and indicate actions under four main priority themes: urban management, sustainable transport, construction and urban design.

### THE URBAN DIMENSION OF EU POLICIES (2014) – COM/2014/490

The Communication states that cities are “...ideally placed to contribute to the reduction of energy consumption and CO<sub>2</sub> emissions as the density of urban areas allows for more energy efficient forms of housing and transport”.

## RESOURCE EFFICIENCY

### THE ROADMAP TO A RESOURCE EFFICIENT EUROPE (2011) – COM/2011/571

The Communication outlines how Europe's economy can be transformed into a sustainable one by 2050. Buildings are identified as a specific sector responsible for some of the most significant environmental impacts. The document indicates how a more efficient construction and use of buildings in the EU would influence approximately 42% of final energy consumption, 35% of greenhouse gas emissions, more than 50% of all extracted materials and up to 30% of water.

### RESOURCE EFFICIENCY OPPORTUNITIES IN THE BUILDING SECTOR - COM/2014/445

The Communication indicate the need to develop of a common framework of indicators for buildings. Construction and demolition are identified as a priority area. The significant volume of waste, the wide variance in re-use and recycling rates and the role of the construction sector in influencing the performance of buildings throughout their life are underlined. The need to improvement the design of buildings in the way to increase their durability and recyclability is also underlined.

## 2.2.2. DIRECTIVES AND REGULATIONS

- **Energy Performance of Buildings Directive (2010/31/EU):** The energy performance of buildings directive obliges Member States to apply minimum requirements on the energy performance of new and existing buildings when undergoing major renovation. The directive covers both residential and the non-residential sector. It requires that all new buildings must fulfil a near zero-energy standard by the end of 2020.
- **Energy Efficiency Directive (2012/27/EU):** A key element of the Directive is the need to raise the energy efficiency of new and existing buildings. A central requirement is that EU countries must establish national plans for renovating their existing building stock which currently accounts for approximately 38% of the EU's CO<sub>2</sub> emissions.
- **The Renewable Energy Directive (2009/28/EC):** In the Directive it is stated that 'Member States shall introduce in their building regulations and codes appropriate measures in order to increase the share of all kinds of energy from renewable sources in the building sector'.
- Other important EU directives are: Ecodesign Directive, Construction Products Regulation, Energy Labelling Directive, Waste Framework Directive, Water Framework Directive.

## 2.3. SYNERGIES WITH EXISTING INITIATIVES AND PROJECTS

### 2.3.1. SYNERGIES WITH EU PROJECTS

Dedicated mechanisms to engage and interact with other existing EU projects will be put in place. The NewTREND project website will organize in cooperation with the European initiative CESBA (Common European Sustainable Built Environment Assessment) a wiki where projects can explain their activities and start discussions with respect to common language and data formats. Wiki contributors will also be asked to provide information with respect to local and national projects and to invite other projects that they are aware of, encouraging exponential growth of the forum. A Twitter feed will also be created, allowing each project to follow one another and keep abreast of developments. Social media outlets such as Facebook and LinkedIn will also be exploited.

Interactions will be activated with:

- **UMBRELLA**. The project will develop new innovative business models tailored to various different stakeholders (e.g. building owner, building occupant, management company, public authority etc.), building types, climate and policy in order to encourage the update of energy retrofit solutions at all stages of a buildings life).
- **FASUDIR**. The project will develop a new software supported methodology to evaluate the retrofitting needs of a whole urban district. Primarily focused on energy efficiency issues it will also address a district's sustainability.
- **EASEE**. The project will develop a tool-kit for envelope retrofitting of existing multi-storey and multi-owner buildings which combines novel design and assessment strategies, with scaffolding-free installation approaches, to reduce energy demand, minimising the impact on occupants while preserving the façade original appearance.
- **EnergyInTime** will develop a Smart Energy Simulation Based Control method which will reduce the energy consumption in the operational stage of existing non-residential buildings combining state of the art modelling techniques with the development of an innovative simulation-based control technique.
- **A2PBEER** will develop a cost effective, "energy efficient retrofitting" methodology for public buildings.
- **eeEmbedded** will develop a BIM-based virtual lab to help design energy efficient buildings in an already built-up environment.
- **ISES** will develop ICT building blocks to integrate, complement and empower existing tools for design and operation management (FM) to a Virtual Energy Lab.
- **CETIEB** will develop innovative solutions for better monitoring the indoor environment quality and to investigate active and passive systems for improving it. The focus lies on cost-effective solutions to ensure a wide application of the developed systems.
- **INSITER** will develop Intuitive Self-Inspection Techniques using Augmented Reality for construction, refurbishment and maintenance of energy-efficient buildings made of prefabricated components.

### 2.3.2. SYNERGIES WITH EXISTING INITIATIVES

A strategic alliance will be set up with the European initiative CESBA. CESBA stands for Common European Sustainable Built Environment Assessment and is a common initiative towards promoting a harmonization of sustainable built environment assessments throughout Europe. The inducement of CESBA is the perception of the variety of sustainable certification systems in European regions and the need to find a common framework for building assessments. The CESBA movement started in 2011 when actors from

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different EU projects found that the high number of building assessment systems in Europe were leading to proliferation, confusion among the actors and to a very fragmented sustainable construction market. The vision of CESBA is: A Europe where a high quality living in a sustainable built environment is the common standard practice. In April 2015, the CESBA Association was established. The mission of CESBA is to facilitate the diffusion and adoption of sustainable built environment principles among all the stakeholders of the building sector through the use of harmonized assessment systems in the whole life cycle of the built environment. The collaboration with CESBA will allow NewTREND to maximise the interaction with other EU projects and initiatives in the field of building assessment and support to decision tools exploiting the possible synergies.

## 3. TARGET GROUPS AND AUDIENCE

### 3.1. TARGET AUDIENCE SEGMENTATION

Actions will be implemented to secure the successful dissemination and exploitation of NewTREND project. The communication activity will be targeted towards potentially interested target groups.

The key target groups of NewTREND can be divided in five groups:

- EU level and international organizations
- Technical organizations
- Financial organizations
- Administration and policy makers
- Occupants

NewTREND will liaise directly with key actors and will cooperate closely with relevant projects and initiatives at local, regional and European levels to exploit synergies. The project will reach out to the target groups defined below through various communication channels.

### 3.2. TARGET GROUPS

EU level target group	Description
<b>European Parliament</b>	Legislative body of the EU. The Parliamentary Committee on Environment, Public Health and Food Safety deals with the topics addressed by NewTREND.
<b>DG Environment (ENV)</b>	Main body of the European Commission for the project of NewTREND. Put out a communication on Sustainable Buildings (2014)
<b>DG Enterprise and Industry (ENTR)</b>	Linked to the project NewTREND via its "Strategy for the sustainable competitiveness of the construction sector and its enterprises".
<b>DG Energy (ENER)</b>	Linked to the project NewTREND due to the actual EC objectives on improving the energy efficiency of the existing building stock
<b>European Committee for Standardization (CEN)</b>	EU standardization body. Standards on indicators for sustainable construction works. (CEN/TC 350).
<b>EU Joint Research Centre</b>	Carries out a study on "EU Ecolabel and Green Public Procurement for Buildings". The work is being developed for the DG ENV.
<b>EU networks</b>	FEDARENE (Lobby, NGO for Environmental issues), Euro Cities, CECODHAS Housing Europe, Assembly of European Regions, Covenant of Mayors, European Council for an Energy Efficient Economy, ENTP (European New Towns & Pilot Cities), Climate Alliance of European Cities, Energy Cities
<b>EU Programs and initiatives</b>	Joint Programming Initiative Urban Europe (JPI Urban Europe), European Smart Cities and Communities Initiative, European Strategic Partnership for Sustainable Energy Education, Innovation and Technology (SEEIT)
<b>EU building organs</b>	EuroACE, ICLEI, RICS

TABLE 3.1 - EU LEVEL TARGET GROUPS

International target group	Description
<b>UNEP SBCI</b>	The UNEP-SBCI is a partnership of major public and private sector stakeholders in the building sector, working to promote sustainable building policies and practices worldwide.
<b>World Green Building Council</b>	The World Green Building Council is a network of national green building councils in more than ninety countries, making it the world's largest international organisation influencing the green building marketplace.
<b>iiSBE</b>	iiSBE is an international non-profit organization whose overall aim is to actively facilitate and promote the adoption of policies, methods and tools to accelerate the movement towards a global sustainable built environment.
<b>CIB</b>	CIB is an association whose objectives are to stimulate and facilitate international cooperation and information exchange between governmental research institutes in the building and construction sector.
<b>CESBA</b>	CESBA is a common initiative towards promoting a harmonization of sustainable building assessments for public buildings throughout Europe. The inducement of CESBA was the perception of the variety of sustainable building certification systems in European regions and the need to find a common framework for building assessments.

TABLE 3.2 - INTERNATIONAL TARGET GROUPS

Target group	Description
<b>Construction companies</b>	Builders associations at national and European level
<b>Industry</b>	Products associations at European and national level, Industrial clusters
<b>Chambers of Commerce</b>	Local level SMEs associations
<b>Architects &amp; Engineers Institutes</b>	Local level and national level Architects and Engineers Institutes
<b>Energy experts</b>	Professional associations and relevant SMEs at local level
<b>Facility managers and building managers</b>	Relevant organizations at national level
<b>Owners</b>	

TABLE 3.3 - TECHNICAL TARGET GROUPS

Target group	Description
<b>Real Estate companies</b>	National relevant real estate companies
<b>Financial institutions</b>	National relevant financial institutions
<b>ESCOs</b>	National relevant ESCO
<b>Investors</b>	National relevant real estate investors
<b>Asset managers</b>	National relevant asset managers
<b>Property managers</b>	National property managers associations

TABLE 3.4 - FINANCIAL TARGET GROUPS

Target group	Description
<b>State level government</b>	Ministries of Housing
<b>Municipalities</b>	At European level: Covenant of Majors National level: associations of municipalities, municipalities
<b>Social Housing Companies</b>	At European level: CECODHAS – Housing Europe At national level: local social housing companies
<b>Energy agencies</b>	City level or regional level Energy Agencies. At European level: FEDARENE

TABLE 3.5 - ADMINISTRATIONS AND POLICY MAKERS TARGET GROUPS

Target group	Description
<b>Occupants</b>	Consumers' Associations at local level, residents' associations

TABLE 3.6 - OCCUPANTS TARGET GROUP



## 4. KEY MESSAGES

The overall goal of the NewTREND communication strategy is to identify and disseminate messages that are consistent, relevant and realistic. A message is the idea that a stakeholder shall keep in mind.

It is important that each project partner uses the same messages and wordings for communication purposes, might it be press releases and media relations activities, websites, project leaflets and brochures, events, conferences or lobbying activities. The messages for NewTREND are listed below.

### 4.1. HIGH LEVEL MESSAGES

Through the improvement of the overall retrofit process, from design to building operation, and thanks to the promotion of energy efficient and green retrofit, NewTREND will have a positive impact in terms of:

- ✓ *environmental sustainability of the European building stock, aiming at reducing the energy consumption of buildings by 30% and improving the share of renewable energies by 20%;*
- ✓ *social sustainability in terms of job creations, improvement of comfort and living conditions for European citizens;*
- ✓ *economic sustainability, through reductions in energy bills and increase in market share of Renewable Technologies and green renovation.*

Besides the benefits for the retrofit processes, NewTREND will also induce important benefits for the overall construction industry in terms of new skills, new services and new marketing opportunities towards customers.

## 4.2. KEY ISSUES AND MAIN MESSAGES

Key issue/words	Main messages
<b>1: Low renovation rate of the building stock</b>	The replacement rate of the existing building stock remains at only 1-2 % per year. Renovation projects are also very rarely tackled at a neighbourhood/district level, and do not fully exploit the potential for synergies that groups of buildings might offer.
	<b>NewTREND will create a new methodology, linked with software tools, that will increase the uptake of renovation across the EU, exploiting the potential for refurbishment at the neighbourhood level.</b>
<b>2: Inefficient communication between stakeholders</b>	The design and construction process is often inefficient and effective communication does not always occur between each stakeholder in the process. The problem grows exponentially for renovation projects, as the project increases in complexity due to the additional constraints related to existing structures and occupants.
	<b>NewTREND will develop a toolkit to support each phase from concept design to implementation and operation, fostering collaboration among stakeholders, involving inhabitants and building users and having energy efficiency and final performances as key drivers.</b>
<b>3: Buildings renovated as part of a global energy system</b>	The implementation of energy efficient measures at district level allow to reach significant and cost-effective improvements with regards to a building to building approach.
	<b>NewTREND will simulate and evaluate different design options not only at building level but also taking into account the possible interaction of the building with the surrounding neighbourhood in terms of sharing energy or resources.</b>
<b>4: Optimization of the future building's maintenance</b>	Often the "in use" phase is not taken in due account during the design process. This issue leads to inefficiencies in the maintenance of buildings.
	<b>NewTREND will focus on the detailed design of the retrofitting intervention but in a life cycle and continuous commissioning perspective, introducing the operation and maintenance phases into the methodology.</b>
<b>5: Involvement of occupants</b>	Retrofitting activities have to satisfy the users' expectations. Nevertheless, in the design process the user is often not sufficiently involved in the definition of the refurbishment concept.
	<b>NewTREND will include specific validation activities with the occupants of the buildings to be refurbished in the pilot projects, involving them in the retrofit concept creation since the early stages.</b>
<b>6: Innovative design methodologies</b>	Traditional design methodologies show to be inadequate for the optimization of the eco-efficiency and sustainability of buildings. New methodological approaches are needed.
	<b>NewTREND will develop an inclusive deep participatory design methodology specifically tailored to retrofit for individual buildings and districts, that will include the adoption of optimisation and simulation tools at early design stage, ensuring energy efficiency and reducing duplication of efforts. The methodology will be focussed on an extended 'community charrette' process comprising engagement with inhabitants and users of building before, during and after the design and implementation of energy efficiency renovation measures.</b>

<b>7: BIM and new design paradigms not sufficiently adopted.</b>	<p>Effective communication does not always occur between each stakeholder in the design process. The problem grows exponentially for renovation projects, as the project increases in complexity due to the additional constraints related to existing structures and occupants. Also, current practices tend to separately consider design and assessment activities. These concerns have fostered innovation in the construction industry, convincing its stakeholders to push forward an innovative digital and software intensive design paradigm: the Building Information Model (BIM). But BIM and innovative design paradigms are currently rarely applied to refurbishment projects due to the difficulties in retrieving the necessary information to build a BIM model and to the traditional character of the sector.</p> <p><b>NewTREND will create a new methodology, linked with software tools, that will increase the uptake of renovation across the EU, exploiting the potential for refurbishment at the neighbourhood level.</b></p> <p><b>NewTREND will effectively integrating energy performance evaluation into a BIM-based design from the early stages of the project, thus pushing the potential for the BIM market for green retrofit. Through an exponential knock-on effect with the other aforementioned markets, NewTREND will have a significant impact on the retrofit industry as a whole.</b></p>
<b>8: Realistic evaluation of risks and saving in investments</b>	<p>Not realistic evaluations of risks and savings take to a scarce investor trust in energy retrofiting activities.</p> <p><b>The new financial models and business models proposed by NewTREND, together with the proposed performance based retrofit design will foster investments in the green renovation sector, thanks to a more realistic evaluation of risks and savings.</b></p>
<b>9: Increase of building value</b>	<p>Efficiently retrofit actions can increase the value of a low energy performance building.</p> <p><b>NewTREND fully promotes and facilitates energy efficient retrofit through its toolkit, thus contributing to improve the overall value of the European built environment, an as a consequence to increase the overall European building market.</b></p>
<b>10: Improvement of health, well-being and productivity</b>	<p>Correct retrofiting actions can improve the level of indoor quality of buildings.</p> <p><b>NewTREND will have a positive impact in improving the quality of indoor comfort, for example due to a better illumination or ventilation. This will have, for example, a positive influence on productivity in the case of commercial buildings; the possibility to visualize and simulate illumination, acoustics or ventilation already at design stage may allow to have intangible benefits on employees' morale and job satisfaction, which is commonly linked to increased productivity, higher retention rates, and fewer sick days.</b></p>

TABLE 4.1 - KEY ISSUES AND CORRESPONDING MAIN MESSAGES

### 4.3. NEEDS, TARGET GROUPS AND MESSAGES

Target Group	Messages – NewTREND allows to...
<b>EU level and international organizations</b>	<ul style="list-style-type: none"> <li>• Mitigate the building sector’s impact on the environment</li> <li>• Increase of the building stock’s renovation rate</li> <li>• Contribute to reach EU energy and carbon targets</li> </ul>
<b>Technical organizations</b>	<ul style="list-style-type: none"> <li>• Improve the efficiency of the design process by means of an innovative design methodology</li> <li>• Evaluate different design options taking into account the possible interaction of the building with the surrounding neighbourhood</li> <li>• Improve the quality of design through the use of innovative software</li> <li>• Evaluate easily design scenarios</li> <li>• Implement a participatory design process</li> <li>• Better control the project budget and schedule</li> <li>• Take in account the maintenance issues during the design phase</li> </ul>
<b>Financial organizations</b>	<ul style="list-style-type: none"> <li>• Improve the productivity of users and occupants</li> <li>• Raise the value of the building</li> <li>• Improve the return of investment</li> <li>• Reduce the maintenance cost</li> <li>• Reduce the costs to operate the building</li> <li>• Evaluate objectively risks and savings of investments</li> </ul>
<b>Administration and policy makers</b>	<ul style="list-style-type: none"> <li>• Mitigate the buildings’ energy consumptions and CO<sub>2</sub> emissions at local level</li> <li>• Increase of the building stock’s renovation rate</li> <li>• Meet policy related energy objectives</li> </ul>
<b>Occupants/users</b>	<ul style="list-style-type: none"> <li>• Improvement of indoor environmental quality</li> <li>• Improvement of safety</li> <li>• Lower energy costs for heating and cooling</li> <li>• Be involved in the refurbishment process</li> </ul>

TABLE 4.2 – MAIN MESSAGES BY TARGET GROUP

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## 5. DISSEMINATION CHANNELS

### 5.1. COMMUNICATION ELEMENTS

#### 5.1.1. LOGO

Unified image of the project to ensure recognisability throughout different channels.

**Actions:** Develop fresh and friendly logo for NewTREND

**Status:** Completed

**Completed activities:** Developed logo and related usage guidelines, including color palette

#### 5.1.2. WEBSITE

Interactive environment to access latest information, content produced by the project, and get in touch.

**Actions:** Update content based on summaries of public deliverables, report on events and offer communication / interaction capabilities

**Status:** Running

**Completed activities:** Set up public and private site, including software for future activities; created first pages with kickoff information from DoW

**Next activities:** Follow content/homepage reviews every 6 months according to scheduled meetings

#### 5.1.3. INFORMATIONAL FACTSHEET

Two/four A4 page pdf files, focused on key NewTREND achievements.

**Actions:** Create one factsheet per reporting period.

**Status:** Running

**Completed activities:** Developed first factsheet within the Communication Pack.

**Next activities:** Develop 1<sup>st</sup> and 2<sup>nd</sup> period factsheets.

#### 5.1.4. POSTER

Two approx. 180x80 cm pdf file presenting a NewTREND overview, to be printed as a poster/roll-up to display at key events.

**Actions:** Create one poster per dissemination phase.

**Status:** Running

**Completed activities:** defined baseline content of first poster (general dissemination)

**Next activities:** finalize layout and distribute to PP's, adjust layout as needed according to events' requirements; develop second phase poster according to exploitation needs

### 5.1.5. PROJECT RESULT BOOKLETS

Produce publications available in print and as downloads from the website, describing all the main NewTREND results, through a minimum of 5 booklets.

**Actions:** WP and task leaders summarize results after WP/task end; LAT leaders summarize LAT results; iISBE R&D lays out booklets and produces final results booklet collecting all WPs

**Status:** In progress

**Completed activities:** Defined potential list of booklets:

- Value chain & design process analysis [T1.1+T1.2]
- KPI [T2.2]
- Collaborative design system [D2.7]
- Retrofit technologies [T4.1+T4.2]
- Sustainability design for retrofit projects [T5.4]
- Pilot projects [T6.1+T6.2+T6.3+T6.5]
- Workshop results
- LAT results
- Final results

**Next activities:**

- Start producing booklets at activities' end, choosing topics based on activity results and interest gauged from target groups

## 5.2. COMMUNICATION ACTIVITIES

### 5.2.1. PRESENTATION ON LOCAL AND TRANSNATIONAL EVENTS

Represent NewTREND in a number of international policy conferences of relevance.

**Actions:** Participation to events/seminars/conferences and workshops. In particular the SB (Sustainable Building) series of conferences at world and regional level, hosted by CIB, UNEP, iISBE and FIDIC, will be one of the major channels of dissemination. The specific research results will be discussed to receive input and comments from outside the project, as well as to trigger new research projects.

Other reference events are:

- European Commission's workshops and seminars in Brussels
- CECODHAS conference
- European Union Sustainable Energy Week (Brussels)
- WSB (World Sustainable Building)
- Sustainable Places

**Status:** In progress

**Completed activities:**

- Participated to SBE16 Torino (IES as coordinator) in EC projects workshop
- Presented NewTREND at Smart city World Congress 2015 Barcelona (Sant Cugat)

- Presented NewTREND participatory approach at Environ2016 (UCC)

**Next activities:**

- Collect event suggestions from PPs
- Organize and schedule participation to events by all PPs

### 5.2.2. WORKSHOPS

Obtain feedback on focused topics from key target groups.

**Actions:** PPs with the support of LATs organize at minimum one workshop focused on specific topics of interest to the consortium and target groups, and report on the outcome.

**Status:** Not started

**Next activities:**

- Identify possible topics for workshops
- Organize workshops (potentially within the framework of larger events)

### 5.2.3. SCIENTIFIC PUBLICATIONS

Disseminate research and key results to the scientific community.

**Actions:** PPs submit and develop publications to appropriate journals.

**Status:** Not started

**Next activities:** Identify project outcomes suitable for publication

### 5.2.4. NETWORKING

Network with similar organizations to strategize use of results and further research activities.

**Actions:** Connect with other FP7&H2020 European related projects, specially related European and National Technology Platforms (as ECTP) and related associations, and with organizations involved in standard development.

**Status:** In progress

**Completed activities:** Identification of platforms, associations, projects.

**Next activities:** Activate connections with identified projects, share and disseminate results

### 5.2.5. MEDIA COMMUNICATIONS

Overview on key project results to be disseminated to technical news outlets and larger public.

**Actions:** Prepare and distribute at least three media communications.

**Status:** Not started

**Next activities:** Identify news outlets, develop and distribute media communications

### 5.2.6. DIGITAL NEWSLETTER

Informative reports on project activity sent via e-mail to interested parties.

**Actions:** Partners will collect contacts of interested parties to feed the NewTREND mailing list.

**Status:** Running

**Completed activities:** Set up newsletter management, created layout format

**Next activities:** Distribute new content simultaneously with website updates (see below)

### 5.2.7. SOCIAL NETWORKS

Online accounts for the dissemination and resharing of content and events via a network of partners' contacts and interested third parties.

**Actions:** Create accounts and content for the main social networks

**Status:** In progress

**Completed activities:**

- Created Twitter and Facebook accounts, connected to the website for immediate publication of new content
- Created LinkedIn and Google+ page, updated manually
- Added social network resharing capabilities to website content.

**Next activities:**

- Update social networks when new content is available

### 5.2.8. PLAN OF ACTIVITIES

The Gantt chart below represent an approximate distribution of dissemination actions throughout the whole project lifecycle. Months in yellow include feature public communication.

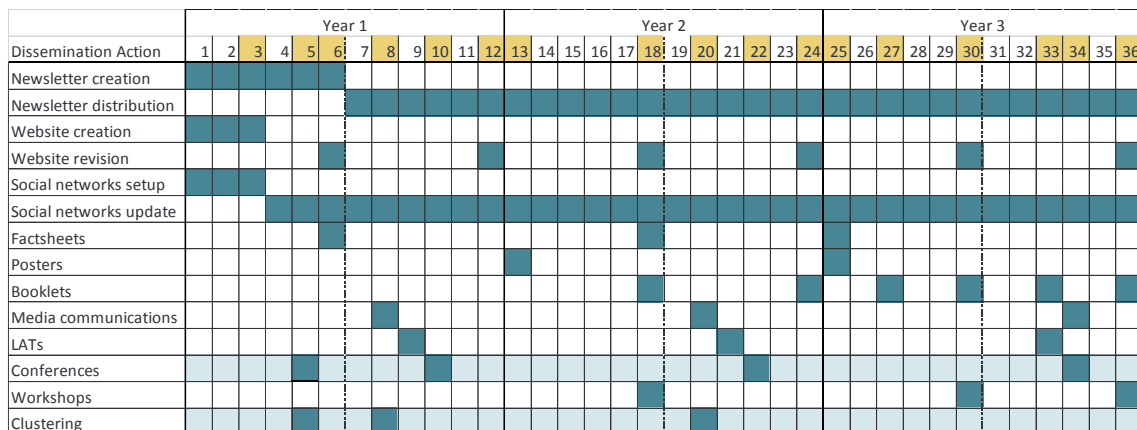


FIGURE 5.1 - GANTT CHART OF DISSEMINATION ACTIONS



## 6. LOCAL ADVISORY TEAMS

The dissemination activities of Work Package 7 are targeted to the exchange of information between the target groups and the NewTREND projects. WP7 enables the transfer of knowledge and know-how between the Target Groups and the NewTREND work packages.

Through several meetings, important market inputs are transferred into the NewTREND Project; at the same time, the collected knowledge of the project is transmitted to the local stakeholders that are the potential end users of the main NewTREND results.

To achieve this objective, in each country project partners form a Local Advisory Team (LAT), which consists of representatives of the target groups both from the public and private side. The LATs meet to assess and discuss the status of the project and offer advice. The intent is to ensure the development of project results that really meets the needs of the target groups.

This document aims to establish a common understanding of LATs and to prepare the approach for a common target achievement of all PPs. It contains the specific terminology for the LATs' issue, it defines the position of LATs within the NewTREND Project, and it describes the activities of LATs.

### 6.1. ROLE OF LATs

Project partners MUAS (Germany), ABUD (Hungary), UCC (Ireland), iiSBE Italia R&D (Italy), Sant Cugat (Spain) IES (United Kingdom), Go (Finland) will form national LATs involving local target groups. LATs will act as the link to the local market of the project partners and aim to provide professional support and monitoring for the project.

The LATs shall be formed by representatives of the target groups, the potential end users of the projects results, by introducing either expert knowledge or a market perspective. The combination of the experts shall remain constant over the project period. The stakeholders shall cover the whole spectrum of the subjects addressed in NewTREND. The LAT will be led by a member of the local PP. The local PP can also invite other experts to the meetings, according to the requirements of the current specific issues and questions. LATs are Informal but collective working group

The target groups will be reached through existing networks and direct contacts within the different LATs, meetings and regional conferences. The LATs are potentially an important multiplier and shall act as aggregation system.

The main tasks of a LAT are:

- to provide advice from the end user's point of view regarding the project results
- to support the organization of local dissemination events
- to act as multiplier and aggregation system for stakeholders
- to help the project results to reach the market
- to secure development of the project results beyond the project's lifetime

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## 6.2. SETTING UP A LAT

LATs shall be composed by a minimum of 8 members, two for each target group. All target groups have to be represented. The members of LATs shall have an advisory role only, and do not directly participate as members of the NewTREND Consortium.

The target groups are:

- Technical organizations
- Financial organizations
- Administration and policy makers
- Occupants

## 6.3. LATs MEETINGS

One LAT meeting shall take place at each critical stage of the project.

The WP7 Leader will provide the agenda for the meeting and the necessary material (slides, documents, etc.) to support it. A template for the minutes will also be provided. The material for the meeting has to be prepared by the responsible of the concerned WPs.

PPs that organize the meeting (LAT leaders) have the duty to deliver the minutes in two weeks maximum. The WP Leader will collect all the minutes and will prepare an overall report of the LATs meeting outcomes.

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## 7. COMMUNICATION EVALUATION PLAN

### 7.1. MONITORING THE WEBSITE

The WP7 Leader will monitor the website and other online dissemination outlets continuously throughout the project life, in order to understand the visitors' interest through keywords and paths of access, and to evaluate the reach across Europe through monitoring of user location.

Furthermore the website will be monitored technically to ensure continuity of service and the availability of all key information.

### 7.2. TARGET GROUPS ENGAGEMENT

The WP7 Leader will monitor the engagement of the target groups.

PPs will have to indicate periodically, in conjunction with the GA meetings, the reference target group and name of the organizations contacted.

The monitoring of target groups engagement will allow to identify critical issues concerning specific stakeholders and to study the necessary actions to solve the issue.

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