

D14.6

Dissemination, Exploitation & Communication Plan (update M18)

WHITE RESEARCH

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Project Information

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“The methodology for the Dissemination and Communication Plan of the JOULIA project (Grant Agreement number: **101192555**) leverages the extensive expertise, tools, and templates developed internally by White Research SRL. It incorporates European Commission guidelines and established best practices from relevant literature. This methodology builds on knowledge and approaches refined through White Research's involvement in previous projects, such as ALCHEMHY (GA: **101177996**), TealHelix (GA: **101136955**) and DE-CONSPIRATOR (GA:**101132671**). These elements have been tailored to meet the specific needs of JOULIA while ensuring compliance with EU recommendations and the conditions outlined in the Grant Agreement. This report outlines the adapted methodology as it was further developed and implemented within the JOULIA project.”

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Abbreviations

Table 1: Abbreviations.

CEFIC	European Chemical Industry Council
CEPI	Confederation of European Paper Industries
D&C	Dissemination and Communication
DCP	Dissemination and Communication Plan
EC	European Commission
EEA	European Environment Agency
EII	Energy Intensive Industry
ENTSO-E	European Network of Transmission System Operators for Electricity
EU	European Union
EuMC	European Microwave Conference
EuMIC	European Microwave Integrated Circuits Conference
EuMW	European Microwave Week
EuRAD	European Radar Conference
GA	Grant Agreement
HEU	Horizon Europe
ICSET	International Conference on Sustainable Energy
KPIs	Key Performance Indicators
LCA	Life-Cycle Assessment
MI	Mission Innovation
MX	Month X
NGOs	Non-Governmental Organisations
PGEP	Project Gender Equality Plan
PI	Process Industry
R&D	Research & Development
RES	Renewable Energy Sources
SMAs	Social Media Accounts
SMEs	Small Medium Enterprises
TRL	Technology Readiness Level
WP	Work Package

Executive Summary

This document is the deliverable “**D14.6 – Dissemination and Communication Plan**” of the JOULIA project (Electrification of industrial processes using induction and microwave technologies). The Dissemination and Communication Plan (DCP) provides a strategic framework for communicating and disseminating the project’s vision, activities, and results. This version builds on Deliverable 14.1 and reflects progress achieved, lessons learned, and refinements to the dissemination and communication strategy.

The DCP supports the effective communication of JOULIA’s innovations and research outcomes to key audiences, contributing to their uptake and maximising the project’s overall impact. In doing so, it supports the project’s wider objective of advancing the energy transition within the industrial sector.

To support effective implementation and visibility, the DCP outlines the strategies, channels, and tools used to engage a wide range of stakeholders, including process and energy-intensive industry professionals, manufacturers, policymakers, researchers, and the general public. The plan has been implemented to engage audiences at regional, national, and international levels, fostering collaboration through a combination of online and offline activities.

The JOULIA project’s mission to advance industrial electrification through innovative heating technologies is underpinned by a commitment to sharing research outcomes with diverse stakeholder groups. This document contributes to that objective by aligning dissemination and communication activities with contractual obligations, ensuring compliance with European Commission requirements, and promoting the assets developed throughout the project.

Dissemination and communication activities are coordinated by **White Research (WR)** and implemented collaboratively by all project partners, supporting stakeholder awareness and engagement. The strategy is aligned with project milestones and has been refined to remain adaptable and responsive to emerging opportunities and project developments. It also defines the management, implementation, and monitoring of activities to ensure their effectiveness.

The DCP is structured around the following components:

- Integration of dissemination and communication objectives aligned with JOULIA’s mission and Horizon Europe priorities.
- Definition of roles and responsibilities within the consortium to ensure coordinated implementation.
- Identification of key target audiences and tailoring of messages to maximise engagement and impact.
- Description of communication channels and tools, including digital platforms such as the website, social media, and newsletters, as well as traditional media including publications, conferences, and industry events.
- Exploration of collaboration opportunities with related projects, networks, and initiatives.
- Definition of monitoring, evaluation, and reporting mechanisms to track performance and impact.
- Provision of a structured timeline of dissemination and communication activities throughout the project lifecycle.

In addition, this deliverable provides updated guidance for enhancing the visibility and supporting the future exploitation of JOULIA’s results beyond the project’s duration. Dissemination and

communication activities continue throughout the project, engaging stakeholders across multiple channels to extend the project's reach and impact.

This deliverable has been prepared in accordance with the description provided in Annex 1 (Part A) of the Grant Agreement, with no deviations from the planned timeline or scope.

In line with the description provided in Annex 1 of the Grant Agreement, this deliverable focuses exclusively on the dissemination and communication dimension of WP14. Exploitation, IPR and innovation management activities — although referenced in the title of the deliverable — are addressed in the dedicated deliverable D14.4 (Exploitation strategy, Knowledge management and IPR protection plan) and its subsequent updates.

1. Introduction

1.1 Scope and purpose

The Dissemination and Communication Plan (DCP) for JOULIA provides a comprehensive yet agile framework guiding all dissemination and communication activities. It aligns these activities with the project's target groups and objectives while establishing Key Performance Indicators (KPIs) to support the achievement of the project's aims and overall impact.

The updated DCP (D14.6) builds on D14.1 – Dissemination and Communication Plan and reflects progress achieved, lessons learned, and refinements to the strategy. Its objectives are to:

- Effectively convey the key messages of JOULIA to its target audiences at regional, national, and international levels.
- Engage a diverse range of stakeholders and increase the visibility of the project, its activities, and its results.
- Facilitate post-project deployment, uptake, and replication of JOULIA's innovations.

1.2 Methodology

To develop a solid Dissemination and Communication (D&C) strategy, the DCP recommends implementing a practical action plan combining several methods and insights. This approach is structured around the following steps:

- Reviewing the **materials from the European Commission** to gain a thorough understanding of the Horizon Europe framework. The materials consist of key documents¹ and a variety of resources, including informative videos² and dedicated websites³ that summarise HEU guiding notions and objectives.
- Conducting a thorough review of **communication and marketing materials** to understand current strategies, concepts, stakeholder engagement practices, and tools used in research projects.
- **Leveraging established strategies from earlier EU-funded projects**, especially in communication, dissemination, and exploitation⁴. This approach involves following EC standards, reaching target audiences, using diverse communication channels, and establishing a feedback-based evaluation process to ensure continuous improvement, drawing on extensive experience in D&C management.

1 Scherer, J. et al., (2022) Successful valorisation of knowledge and research results in Horizon Europe. Boosting the impact of your project through effective communication, dissemination and exploitation, European IP Helpdesk. Available here (Accessed: 27 February 2024). & Joint Research Centre. (2020). Science for policy handbook. European Commission. Retrieved March 13, 2024, available here.

2 EU Science & Innovation, (2021, June 9). Dissemination & Exploitation in Horizon Europe [Video]. [YouTube](#).

3 European Research Executive Agency. (n.d.). Dissemination and exploitation. European Commission. Retrieved March 13, 2024, available [here](#)

4 Sotiriou et al. (2024). Dissemination and communication plan. First version (Deliverable 8.1). Brussels: DE-CONSPIRATOR project 101132671 – HEurope

- Collaborating with the **project consortium** to ensure all ideas and inputs are included in the DCP. This involves consulting to thoroughly analyse the project's target audiences, key stakeholders, and the most effective national and international dissemination channels.
- Establishing an **ongoing monitoring process** to continuously assess the effectiveness of the D&C strategy and ensure its ability to achieve the objectives tailored to the project.

Effective D&C management in a Horizon Europe project requires flexibility and responsiveness to feedback. This involves establishing a system in which input from communication activities informs continuous improvement. Regular meetings with consortium partners ensure that strategies remain aligned with project goals and stakeholder needs. Digital tools are used to monitor the effectiveness of different approaches, providing insights to guide adjustments. This approach ensures communication efforts are well-planned, adaptable, and impactful, reaching a wide audience effectively.

The active involvement of all partners is essential to a successful dissemination strategy. Partners are expected to dedicate time and resources to raising awareness and engaging stakeholders. D&C activities are ongoing throughout the project's duration (M1–M48) to enhance visibility of progress and outcomes. These activities also serve as a feedback mechanism to support the consortium's initiatives. Partners are expected to share JOULIA's key messages and findings through a variety of online and offline tools and channels.

WR has developed a set of D&C guidelines, included in this report as [Annex I: Dissemination Guidelines](#). These guidelines are designed to be flexible and adaptable, evolving in response to the project's progress and lessons learned from its activities. Consequently, the D&C strategy is dynamic and will be reviewed regularly to address emerging challenges or opportunities.

This deliverable (D14.6) represents the first update of the DCP, building on the initial version (D14.1) and reflecting insights gained during the early implementation phase of the project. A further update will be prepared by M36 (D15.1), with the final version delivered at M48 (D16.1), coinciding with the project's completion.

1.3 Contribution from partners

Table 2: Contribution table.

Partner	Contribution
15. White Research	WP leader. Deliverable writing
1. CIRCE	Project Coordinator. Deliverable review

1.4 Relation to other project activity

Table 3: Relation to other project activities.

Task	Relation to other project activities
T14.1 - Development of the communication and dissemination plan	Horizontal task

2. About the JOULIA project

2.1 Addressing a global challenge

The industrial sector is heavily dependent on fossil fuels for heating, accounting for 40% of global CO₂ emissions. This reliance, coupled with inefficient heating systems, leads to substantial energy losses and hinders progress toward climate neutrality. Medium-to high-temperature processes, essential in industries like rubber and plastics, offer significant potential for electrification, enabling both emissions reduction and improved energy efficiency.

To meet the EU's ambitious climate targets, such as the *Fit for 55* package, the REPowerEU Plan, and the Net-Zero Industry Act, a shift to cleaner, more efficient, and flexible heating technologies is essential for the industrial sector. However, challenges such as diverse process and material requirements, along with international competition create barriers to the adoption of clean heating technologies.

JOULIA aims to accelerate the energy transition in the industrial sector by demonstrating two innovative electric heating processes that enhance flexibility, energy efficiency, and renewable energy integration.

By leveraging induction and microwave heating, JOULIA aims to decarbonise process and energy-intensive industries, significantly improve energy efficiency, enhance sustainability, strengthen the sector's resilience and competitiveness and contribute to the EU's climate objectives.

2.2 Project goals, objectives and expected impact

The JOULIA project aims to revolutionise industrial heating processes by transitioning from fossil fuel-based methods to innovative electric technologies. Its overarching objective is to design, implement, and demonstrate highly efficient electromagnetic heating systems (using induction and microwave technologies) for medium-to-high temperature processes (100-500°C), ensuring flexibility to adapt to fluctuating renewable energy supplies. The specific goals that will enable the achievement of JOULIA's main objective are described below:

1. Development of electric heating systems

JOULIA will develop safe, efficient electric heating technologies to replace fossil fuel systems in the rubber and plastic industries. Two specific processes, rubber vulcanisation and multilayer pipe gluing, will employ induction and microwave technologies. These systems will undergo rigorous testing to ensure scalability, safety, and economic viability.

2. Integration of digital tools for flexibility and safety

The project will create digital tools to enhance the flexibility, reliability, and safety of the heating systems. These tools will optimise energy consumption by aligning with fluctuating renewable energy supplies and market prices. Additionally, predictive maintenance systems will monitor performance, ensuring safety and minimising risks, while real-time life cycle assessments (LCA) will evaluate environmental and economic impacts.

3. Validation and demonstration of technologies

The project will conduct demonstrations at two industrial sites to validate the technologies up to Technology Readiness Level (TRL) 7. The systems will undergo long-term trials in real industrial settings,

including a retrofitted induction heating system for rubber vulcanisation and a microwave-based pipe gluing process. Performance, safety, and sustainability benchmarks will be assessed to ensure industrial applicability.

4. Roadmap for replication and scale-up

JOULIA will develop a comprehensive roadmap to replicate and scale up these technologies across sectors such as food and ceramics. This includes cost assessments, regulatory reviews, and identifying barriers to adoption. Training materials will be developed, and the project will provide recommendations for stakeholders to promote sustainable electrification.

5. Strategic communication and exploitation

To maximise impact, JOULIA will engage with industry, SMEs, public bodies, and other stakeholders, ensuring widespread dissemination of results. It will establish business-oriented commercialisation plans, connect with related EU and global initiatives, and contribute to policy recommendations, fostering a sustainable transition to electrified heating processes.

By advancing decarbonised heating systems and promoting renewable energy integration, JOULIA aims to lead the way towards a more sustainable and energy-efficient future for European industries. The expected impact of the JOULIA project aligns with European energy and climate goals, focusing on sustainability, efficiency, and competitiveness. Key impacts include:

1. **Scientific impact:** The JOULIA project will contribute to advancing knowledge in the field of induction and microwave heating systems, fostering the development of new research and development (R&D) lines and opportunities. By enhancing the understanding of the performance and applicability of these heating technologies in industrial processes, the project will facilitate the emergence of new multidisciplinary research areas, activities, and projects, driving innovation in this field.
2. **Societal impact:** The project is expected to have a significant positive impact on climate change mitigation by enabling the cost-effective decarbonisation of various industrial sectors within the European Union. Additionally, JOULIA will contribute to the creation of new professional career pathways and employment opportunities in a highly specialised and technologically advanced sector, supporting talent retention and attraction in a strategically important field.
3. **Economic and technological impact:** JOULIA will play a crucial role in sustaining the competitiveness of European industry in the context of evolving regulatory frameworks, while ensuring continued economic growth. By fostering a more resilient and energy-independent industrial landscape, the project will reduce exposure to price volatility and resource shortages. Furthermore, it will accelerate the green and digital transition, contributing to the overarching goal of decarbonising European industry.

The JOULIA project represents a transformative step towards sustainable industrial heating, combining innovative technologies, renewable energy integration, and strategic collaboration to drive Europe's transition to a decarbonised, energy-efficient, and independent future.

3. Dissemination and communication strategy

3.1 Overview of the D&C Strategy

The DCP for the JOULIA project serves as a **comprehensive yet flexible framework, designed to support the effective communication of the project and maximise its visibility**. A tailored DCP was developed as early as M4 and has been updated at M18 (D14.6), with further updates planned at M36 and M48. The plan aligns with JOULIA's overarching objectives, facilitating the transfer of knowledge and results to targeted stakeholders while communicating its vision and achievements to wider audiences. It establishes clear and practical guidelines for all dissemination activities, by specifying the D&C elements illustrated in **Figure 1**. To ensure effective implementation, these elements are reviewed at regular intervals.



Figure 1. Overview of the JOULIA dissemination and communication strategy.

The D&C strategy of JOULIA is structured around several key components, starting with well-defined objectives and an updated analysis of the project's target audiences and their evolving needs. Central to the strategy is the delivery of **tailored messages** using a variety of **communication channels**, including digital platforms such as social media, newsletters, and a dynamic project website, as well as traditional methods, such as scientific publications, participation in industry events, and the production of promotional materials. Emphasis is placed on maintaining a consistent visual identity, ensuring cohesive messaging across all outputs.

The plan also delineates the **roles and responsibilities** of the consortium partners **to support coordinated and effective implementation**. A dedicated focus is placed on building **synergies** with other national, European and international initiatives, fostering collaboration and enhancing the impact of JOULIA's outcomes across sectors.

Acknowledging the dynamic nature of dissemination and communication activities, the DCP is a living strategy, regularly reviewed and updated throughout the project's lifecycle. By incorporating feedback

from ongoing communication activities and employing monitoring tools to assess effectiveness, the strategy ensures continuous improvement. This adaptable approach allows the JOULIA project to remain responsive to emerging opportunities and evolving audience needs, ensuring its efforts are impactful and aligned with its vision for supporting the electrification of medium- to high-temperature industrial processes.

3.2 Objectives

What do we aim to achieve?

Horizon Research Objectives

The first step in designing a successful D&C strategy is to align it with European Commission guidelines, distinguishing clearly between dissemination and communication to ensure all stakeholders understand the objectives and scope of these activities. Dissemination focuses on sharing project results and technical findings, enabling stakeholders to use or reuse the knowledge and thus maximise research impact. Communication, by contrast, highlights the project's significance and benefits, reaching out to society and demonstrating the value of EU funding in addressing societal and industrial challenges.

Dissemination and communication activities are implemented throughout the project's lifecycle, with communication beginning early to raise awareness and engagement, and dissemination taking place as tangible scientific results become available. Integrating these activities during the project's implementation and beyond enhances overall impact. **Table 4** highlights the main objectives, focus and target audiences of Horizon Europe D&C activities.

Table 4. Horizon Europe Dissemination and Communication activities.

	Dissemination	Communication
Objectives	Transfer knowledge and results to enable others to use or reuse and take up the results, thus maximising the impact of the research	Reach out to society and demonstrate the importance and impact of the project
Focus	Describe and ensure results are available for others to use or reuse	Informing and promoting the project's results/milestones in a non-technical manner through strategically planned actions
Target Audience	Audiences that may have an interest in the potential use or reuse of the results	Multiple audiences

JOULIA D&C Objectives

Building on the Horizon Europe objectives, the JOULIA D&C strategy has been updated to reflect lessons learned and early implementation experiences. It is designed to maximise the project's impact by sharing knowledge and outcomes with key stakeholders while conveying its vision to a broader audience.

Communication efforts focus on raising awareness, translating scientific and technical insights into clear messages, and fostering engagement to enhance visibility and long-term sustainability. Meanwhile, dissemination ensures stakeholders remain informed about JOULIA's value propositions, encouraging adoption, replication, and reuse of findings and tools. Through scientific publications, conference participation, and collaboration with related initiatives, JOULIA facilitates knowledge transfer and maximises its reach.

The primary goals of the JOULIA D&C activities are summarised in **Table 5**.

Table 5. Main objective of dissemination and communication activities.

JOULIA D&C Objectives	
#1	Enhance visibility of the project and its network of experts, support partners' reputations, and foster understanding and support among the scientific community, policymakers, and society.
#2	Attract potential end-users of the project results , including researchers, experts, policymakers, etc.
#3	Ensure co-creation of knowledge and results with all relevant communities involved.
#4	Ensure adoption of research outputs , solutions and policy recommendations and uptake of the results by decision makers, community of citizens and the scientific community.
#5	Spread knowledge and raise awareness by making the project results openly available and searchable under fair conditions.
#6	Provide stakeholders with transparent and up-to-date information about JOULIA's research goals and progress.
#7	Demonstrate the added value of JOULIA's findings and tools.
#8	Foster collaboration and synergies with similar research initiatives to extend the reach and impact of the project.
#9	Facilitate the adoption, replication, and use of JOULIA's results and tools by targeted stakeholders.

4. Target audiences and key messages

4.1 Target audiences

Whom are we addressing?

Identifying and understanding target audiences remains a critical component in the ongoing refinement of JOULIA's D&C strategy. Conducting a thorough analysis of these audiences offers significant advantages, ensuring that JOULIA's core messages are both relevant and compelling, thereby enhancing the effectiveness of D&C efforts. This section outlines JOULIA's approach to identifying and analysing its target audiences to ensure the effective delivery of messages and results throughout the engagement process.

An initial analysis has identified **six (6) key target audience groups**, classified according to their expertise and relevance to the project's objectives and thematic focus:

- Process industries (PIs) & Energy-Intensive Industries (EIs)
- Technology providers and manufacturers
- Renewable energy companies
- Grid system operators
- Technical & scientific community
- Public authorities and policymakers

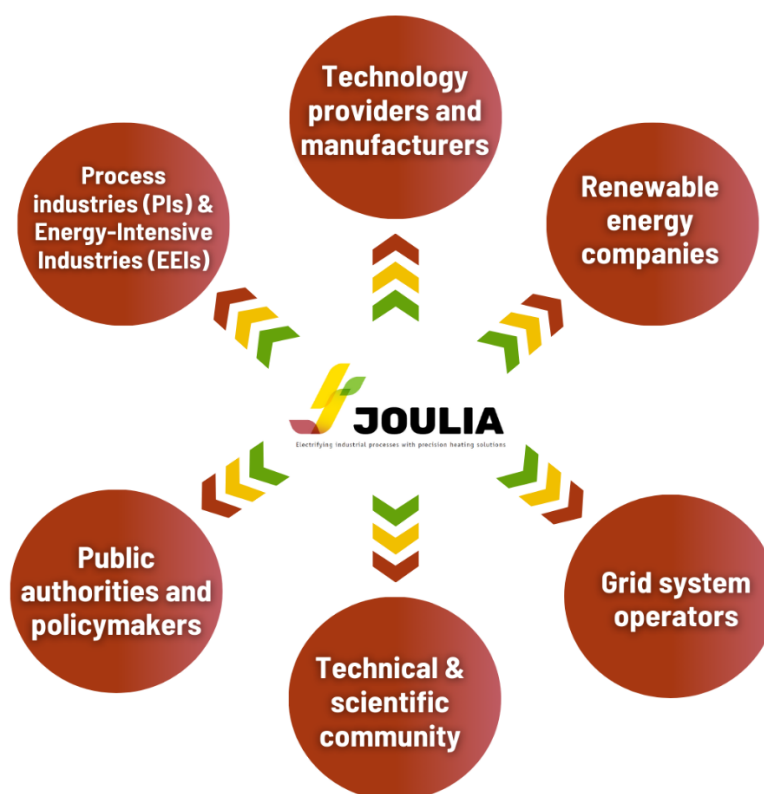


Figure 2. JOULIA's target audiences.

Following that, a description of each audience group is provided in **Table 6**.

Table 6: Description of JOULIA's target audiences.

Target Audiences	Sub - Target Groups	Description	Indicative Examples
Process Industries (PIs) & Energy-Intensive Industries (EIs)	Rubber, plastic, food, ceramics industries; other energy-intensive sectors;	Industries that transform raw materials into finished products or intermediates through continuous and batch processing methods, such as the rubber, plastic, food, and ceramics industries. These industries consume significant amounts of energy in their production processes, making them increasingly focused on sustainability initiatives, including reducing greenhouse gas emissions and integrating renewable energy sources.	Alliance of Energy Intensive Industries CEFIC CEMBUREAU CEPI CERAME-UNIE
Technology providers and manufacturers	Developers, equipment manufacturers (e.g., rotocure manufacturers and microwave providers);	Companies or organisations that develop, supply, and produce the technologies, equipment, or systems facilitating industrial electrification.	European Microwave Association
Renewable energy companies	Providers of solar, wind, and other renewable energy sources;	Companies that specialise in the development, production, and distribution of energy derived from renewable sources.	SolarPower Europe Wind Europe
Grid system operators	Transmission System Operators (TSOs) and Distribution System Operators (DSOs);	Entities responsible for managing and operating the electricity transmission or distribution systems that deliver power from producers to consumers. Their role is critical in ensuring the reliable and efficient functioning of the electrical grid.	European Network of Transmission System Operators for Electricity (ENTSO-E) Eurelectric
Technical & scientific community	Researchers, scientists, technical experts;	Researchers, scientists, and technical experts specialising in energy sector, sustainable process engineering, and renewable energy systems.	European Energy Research Alliance

Public authorities and policymakers	Government agencies, EU policymakers, local authorities;	Government agencies, policy makers, and regulatory authorities committed to advancing sustainability and decarbonisation within industry, particularly through initiatives aligned with the EU Green Deal.	Process4Planet
			Mission Innovation (MI) 2.0 Directorate-General for Energy (DG ENER) European Environment Agency (EEA) Directorate-General for Climate Action (DG CLIMA)

The JOULIA project has carefully divided its stakeholders into distinct groups to better understand and engage with its target audiences. This segmentation is essential for prioritising outreach efforts and customising communication strategies to ensure maximum impact. For that reason, the project employs a **Stakeholder Classification Model**⁵ to define each audience and stakeholder group based on the following parameters:

- **Power/Authority:** The stakeholder’s ability to influence project decisions or outcomes.
- **Interest:** The level of the stakeholder’s engagement or concern with the project’s objectives and results.
- **Active involvement:** The stakeholder’s direct participation in project activities.
- **Influence:** The stakeholder’s impact on project planning and success.

These parameters allow JOULIA to create targeted messages and select the most suitable tools and channels for each stakeholder group, ensuring engagement efforts are aligned with influence, interest, and how stakeholders are affected by project outcomes.

Stakeholder engagement activities are structured across four levels:

- **Inform:** Provide stakeholders with consistent and transparent updates on project decisions, progress, and outcomes to build awareness and maintain trust (*e.g., groups like renewable energy companies and the general public*)
- **Consult:** Actively seek stakeholder feedback on analyses, proposed options, and decisions, ensuring their insights are considered in shaping outcomes, even if not decisive (*e.g., groups like public authorities and policymakers*)
- **Involve:** Engage stakeholders in a participatory manner throughout the project lifecycle, ensuring their concerns, insights, and feedback are integrated into the development and execution process (*e.g., groups like grid systems operators, technology providers/manufacturers and the technical and scientific community*)
- **Collaborate:** Establish close partnerships with stakeholders to co-create solutions and make joint decisions, involving them in all key phases, from identifying issues to implementing

⁵ Emerson Wagner Mainardes, Helena Alves, Mário Raposo, (2012). “A model for stakeholder classification and stakeholder relationships”, Management Decision, Vol. 50 Issue: 10, pp. 1861-1879.

strategies. This level of engagement is critical for key players like process industries and energy-intensive industries.

The methodological framework, illustrated in **Figure 3**, employs an interest/influence matrix to categorise stakeholders into four quadrants. This approach, initiated early in the project, ensures that JOULIA partners can deliver focused, effective engagement tailored to the specific needs and roles of each audience.

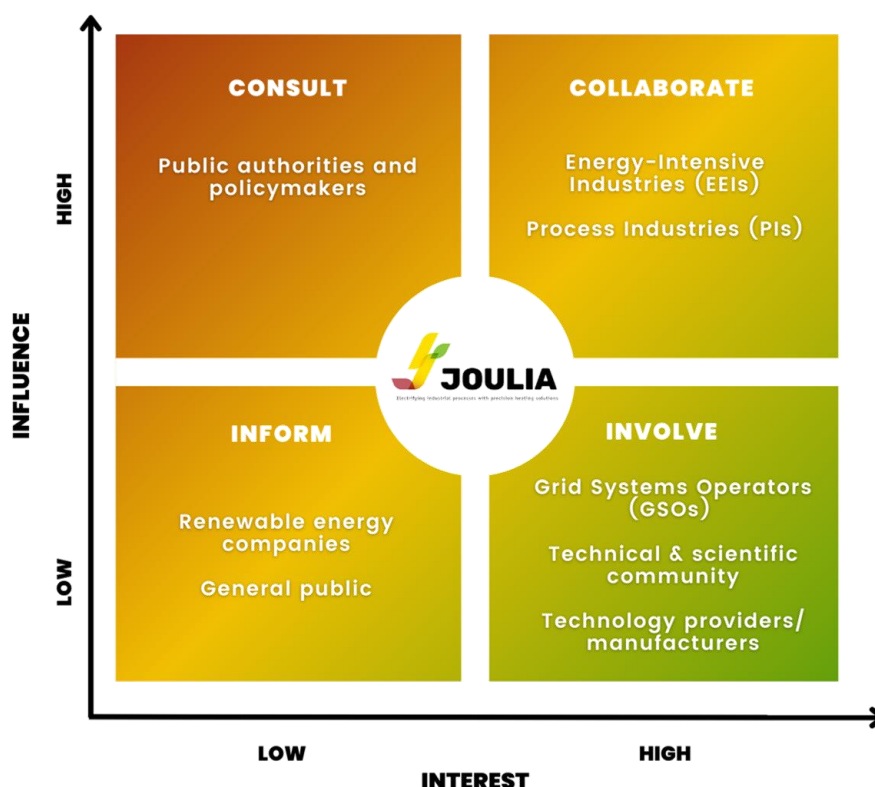


Figure 3. Stakeholder mapping and types of stakeholder engagement.

4.2 Key messages

Why is it important?

A key component of an effective D&C strategy is the identification and tailoring of key messages for each target audience. JOULIA acknowledges that its stakeholders have diverse levels of knowledge, interests, and concerns about its objectives and outcomes. Messages are therefore crafted to be clear, concise, and impactful, ensuring they resonate with each group while highlighting the value of the project.

The primary goal of these key messages is to highlight the added value of JOULIA's research initiatives to various audiences. In essence, these messages convey the importance of JOULIA and the benefits it offers, making the project's vision accessible to a broad range of stakeholders.

4.3 Core message

The **overall and core message** of JOULIA can be formulated as follows:

“JOULIA project is driving the energy transition in the industrial sector by demonstrating the effectiveness of electrifying medium-high temperature processes using innovative induction and microwave technologies. By focusing on the rubber and plastics industries, JOULIA aims to significantly improve energy efficiency, reduce carbon emissions, and integrate renewable energy sources into key manufacturing processes, such as rubber vulcanisation and thermal activation of adhesives. Through these advancements, the project seeks to contribute to EU climate neutrality goals, enhance sustainability, and increase industrial competitiveness, all while fostering market adoption and expanding to other energy-intensive sectors.”

4.4 Key Messages and needs

Effective communication is an ongoing, two-way process. JOULIA actively considers stakeholder feedback to refine and adapt messages over time, ensuring they remain relevant and aligned with project developments. **Table 7** outlines the project’s key messages for each target group.

Table 7: Target groups, assumed needs and key messages

Target Group	Needs	Key Messages
Process Industries (PIs) & Energy-Intensive Industries (EIs)	Achieve industrial decarbonisation, reduce energy costs, improve process efficiency, adopt sustainable technologies	- JOULIA supports decarbonisation in Energy-Intensive Industries (EIs) and Process Industries (PIs) by demonstrating electrified heating technologies, such as induction and microwave heating, which replace fossil-fuel systems. These solutions reduce energy consumption, costs, and CO₂ emissions, helping PIs and EIs achieve their sustainability goals while staying competitive.
Technology providers and Manufacturers	- Insights into innovative technologies for process improvement - Develop scalable, market-ready clean technologies, improve competitiveness, enhance manufacturing processes - Expansion of product and service portfolios with innovative, market-ready technologies and access to new market opportunities	- JOULIA offers a clear path to scaling up clean heating technologies. By testing and demonstrating induction and microwave heating at TRL 7, JOULIA provides valuable data to advance these technologies and enhance competitiveness. - JOULIA’s work with advanced heating solutions ensures that manufacturers can meet industry demands for efficiency, cost savings, and decarbonisation, while maintaining high performance and quality. This enables the development of scalable, market-ready technologies that improve manufacturing processes and open new market opportunities.

Renewable energy companies	Maximise renewable energy adoption in industrial processes, reduce dependency on fossil fuels, facilitate energy transition	- JOULIA's electrified heating solutions integrate with renewable energy sources, reducing reliance on fossil fuels. By enabling industries to incorporate renewable energy into their processes, JOULIA drives the transition towards a more sustainable, competitive European industry, while significantly cutting the carbon footprint of industrial operations.
Grid system operators	- Understanding the infrastructure and local grid requirements for scaling electrified process, thus improving energy system efficiency and stability - Reduction in peak loads and better demand-side management - Collaboration opportunities to exploit industrial process flexibility for improved renewable energy integration	- JOULIA's energy flexibility tool enables industries to shift production schedules based on real-time energy availability, enhancing grid efficiency and reducing pressure on the energy system.
Technical & Scientific community	- Validation and demonstration of new technologies - Data for research and development - Collaboration for knowledge-sharing	- JOULIA provides detailed data and case studies on the application of induction and microwave heating in industrial processes, contributing to the scientific understanding of energy-efficient heating solutions. - JOULIA's findings and innovations serve as a foundation for future research in sustainable industrial heating technologies and their wider applications in various sectors.
Public authorities and Policymakers	- Insights into how JOULIA supports EU policy objectives and decarbonisation goals - Policy alignment with industry needs. - Understanding the market potential and regulatory impact of JOULIA's solutions - Evidence-based solutions for regulations	- JOULIA supports policymakers by providing evidence-based solutions and policy recommendations for industrial decarbonisation through clean, electrified heating technologies that align with EU sustainability goals. - JOULIA's work in replicating and scaling these technologies across multiple industries demonstrates their effectiveness and provides the data needed to inform policy decisions on energy efficiency and decarbonisation.

These messages guide engagement efforts, ensuring JOULIA's value is effectively communicated and its impact maximised across all stakeholder groups.

5. Dissemination and communication tools and channels

5.1 Overall strategy

How?

The JOULIA D&C strategy now adopts a refined hybrid approach, integrating digital and traditional tools to maintain impactful engagement with stakeholders while reflecting lessons learned during the first 18 months of project implementation. **Guided by the identified target audiences, key messages, and campaign objectives, JOULIA's D&C activities aim to sustain visibility, foster actionable engagement, and enhance the adoption of project results across Europe and beyond.** Below is an overview of the tools, channels, and planned dissemination activities showcasing how JOULIA's D&C strategy will be implemented:

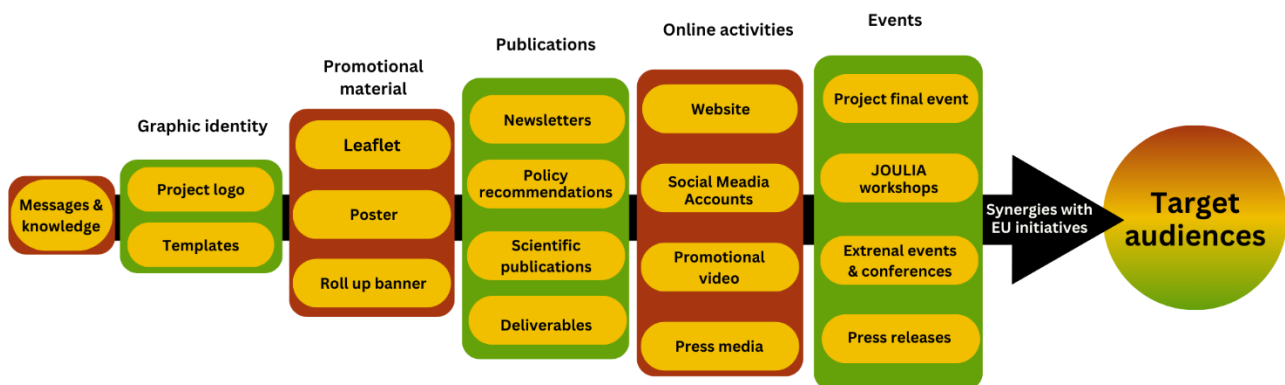


Figure 4. JOULIA's communication activities.

Graphic identity and promotional package

- **Graphic identity:**
A strong graphic identity was established early in the project, including a project logo (M1) and a standardised design for templates.
- **Promotional package:**
Materials such as leaflets, templates, posters, and roll-ups were made available by M4.

Publications:

- **Newsletter:**
Regular newsletters (at least biannual) continue to inform stakeholders about JOULIA's progress, key achievements, and outputs. Content now includes early results from project's public deliverables.
- **Policy recommendations:**
Policy and health and safety recommendations as well as training materials will be openly shared with key stakeholders, facilitating the replication and aiming to boost the uptake of the overall project approach.
- **Scientific publications:**

JOULIA will explore open access to research outputs and encourage participation in open peer-review processes. Scientific and technical publications will be featured in peer-reviewed scientific journals and conference proceedings. An accessible version of public deliverables remains available via the project website.

- **Deliverables:**

JOULIA is disseminating the knowledge contained in all public deliverables, ensuring broad accessibility and promoting the uptake of project findings by relevant stakeholders.

Online activities

- **Website:**

The JOULIA website, launched in M4, serves as a central hub for information and stakeholder engagement. Since launch, the website has been continuously updated with new content, case studies, and multimedia materials reflecting the first 18 months of work.

- **Social media:**

Active profiles on LinkedIn, X, Facebook, Bluesky, and YouTube were established from M2. Recent campaigns have highlighted project outcomes and early results to increase engagement and visibility.

- **Press media:**

JOULIA engages with general and specialised media across Europe and internationally. Press communications have been updated to reflect project progress, early results, and demonstration activities.

- **Promotional video:**

A promotional video was launched by M13.

Events and stakeholder engagement

- **Project final event:**

A major JOULIA Final Dissemination Event is scheduled towards the end of the project to showcase results to an international audience and lay the groundwork for subsequent deployment and uptake.

- **JOULIA workshops:**

Dedicated presentations and workshops will be organised by the local demo site teams. Additionally, a final dissemination event is planned near the project's conclusion to present the results to an international audience and pave the way for further deployment and adoption.

- **External events and conferences:**

JOULIA continues to actively participate in external conferences, industry exhibitions, and policy forums to disseminate project findings and establish connections.

Synergies with other initiatives

- WR, with input from all partners, continues to establish communication pathways and explore synergies with related projects. Actions include joint dissemination, cross-participation, and stakeholder collaboration. Progress and emerging partnerships are tracked, with outcomes

reported in the Project Synergies Report (M18, M36 and M48) and integrated into the final D&C report.

This multi-channel approach ensures that JOULIA's objectives, early results, and accumulated experience from the first 18 months are effectively disseminated to target audiences, supporting the project's vision and long-term legacy.

5.2 Dissemination and communication channels and activities

The **JOULIA DCP** continues to leverage a comprehensive set of channels to promote project activities and results, incorporating updates from the first 18 months. Below is a summary of JOULIA's D&C channels and activities per target group:

Table 8: JOULIA's Target Groups and communication channels

Target Group	Communication channels
TG1. Process Industries (PIs) and Energy Intensive Industries (EIs)	- Invitations to JOULIA workshops
	- Networking on platforms (e.g., Processes4Planet, Alliance of Energy Intensive Industries, Mission Innovation 2.0)
	- Attendance at sector conferences (e.g., International Conference on Sustainable Energy Technologies)
	- Synergies with other projects
TG2. Technology Providers and Manufacturers	- Invitations to project workshops
	- Networking on relevant platforms
	- Synergies with other projects
	- Attendance at sector conferences
TG3. Renewable Energy Companies	- Invitations to project workshops
	- Networking on relevant platforms
	- Synergies with other projects
	- Attendance at sector conferences
TG4. Grid System Operators (DSOs and TSOs)	- Invitations to project workshops
	- Networking on platforms (e.g., ETIP-SNET, Entso-e)
	- Synergies with other projects

	- Attendance at sector conferences
TG5. Technical & Scientific Community	- Scientific publications
	- Conference papers
	- Participation in conferences and symposia
	- Policy briefs
TG6. Public Authorities and Policy Makers	- Participation in policy roundtables
	- Joint white book with other projects

5.3 Promotional material

In the first four months of the JOULIA project, **WR coordinated the creation of the project's promotional material, managing both graphic design and content development.** Consortium partners actively participated by providing feedback to ensure alignment with the project's goals and vision. These materials, accessible through the project's website, are continuously disseminated across JOULIA's social media channels to maximise visibility and engagement with diverse audiences. Additionally, printed versions of the leaflet and poster have been distributed and continue to be used during in-person events, workshops, and conferences to reach key stakeholders and offer insights into the project's mission, objectives, and progress. Each partner is responsible for disseminating these materials in their respective networks and events.

Project logo and visual identity

The JOULIA logo and visual identity were established during the project's first month to ensure a unified and professional appearance across all dissemination and communication materials. This includes materials such as leaflets, posters, templates, social media banners, and the project website.

The logo design process followed a collaborative, single-stage selection procedure. Four distinct design options were presented to the coordinators (CIRCE), who selected the logo that best represented the project's vision and core values. This process ensured that the chosen logo resonated with JOULIA's mission of advancing innovative and sustainable solutions leveraging electrified heating technologies for energy-intensive industries. The visual identity continues to be consistently applied across all materials and has supported the recognition of the project during its first dissemination activities.

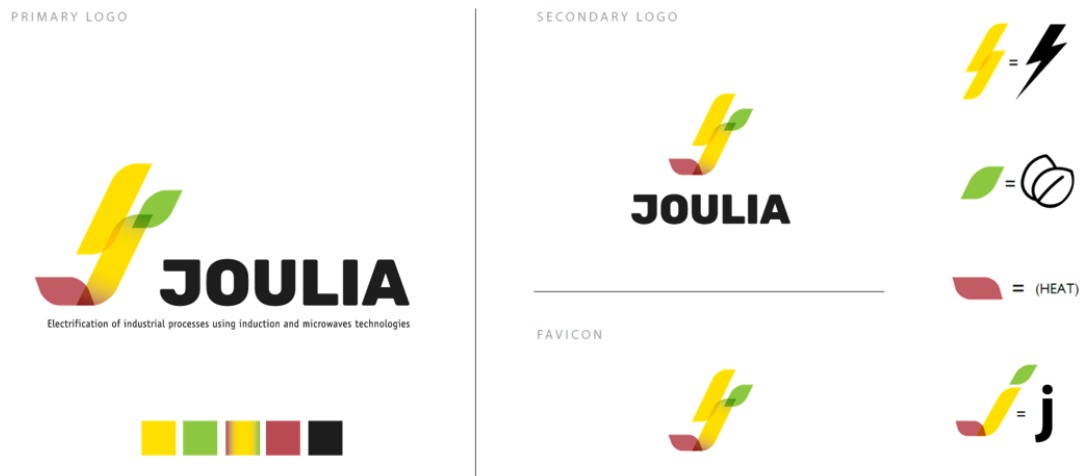
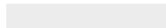


Figure 5. Elements of JOULIA's logo.

The JOULIA logo captures the essence of the project's vision and objectives through a carefully considered synthesis of elements. The yellow lightning bolt symbolises **electricity**, underscoring the project's focus on electrifying industrial heating processes. The green leaf represents **sustainability** and the integration of **renewable energy**, reflecting JOULIA's commitment to environmentally friendly technologies. The red element conveys **heat**, relating to the temperature processes that the project seeks to revolutionise using induction and microwave technologies.

BASIC COLORS

				
RGB: 29 / 29 / 29 HEX: # 000000 CMYK: 0 / 0 / 0 / 100	RGB: 140 / 199 / 64 HEX: # 8CC740 CMYK: 53 / 0 / 88 / 0	RGB: 186 / 74 / 82 HEX: # B4A552 CMYK: 20 / 80 / 55 / 10	RGB: 255 / 223 / 0 HEX: # FFD900 CMYK: 0 / 9 / 90 / 0	RGB: 236 / 236 / 236 HEX: # ECECEC CMYK: 9 / 6 / 7 / 0

SECONDARY COLORS

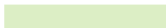
		
RGB: 220 / 238 / 197 HEX: # DCEEC5 CMYK: 20 / 0 / 30 / 0	RGB: 234 / 200 / 203 HEX: # EACBCB CMYK: 8 / 25 / 15 / 0	RGB: 255 / 245 / 173 HEX: # FFF5AD CMYK: 0 / 0 / 40 / 0
		
RGB: 98 / 135 / 49 HEX: # 628731 CMYK: 65 / 27 / 100 / 10	RGB: 134 / 54 / 58 HEX: # 86363A CMYK: 30 / 80 / 60 / 35	RGB: 176 / 157 / 14 HEX: # B09D0E CMYK: 30 / 27 / 100 / 10

Figure 6. JOULIA's colour palette

The colour palette has been thoughtfully selected to enhance the logo's meaning. Yellow evokes energy and innovation, green reflects sustainability and renewable energy, red signifies heat and industrial processes, and black adds professionalism and balance.

Different variations of the logo ensure flexibility and adaptability across various platforms. The primary logo integrates all key elements, providing a comprehensive visual identity. The secondary logo

maintains recognisability while offering versatility in usage, and the favicon simplifies the design for digital applications, ensuring consistency in smaller formats.



Figure 7. Black & White variation of JOULIA's logo.

JOULIA / TYPOGRAPHY STYLE GUIDE

FOR TITLES AND QUOTES:

CF OFFICE BOLD

FOR SUBTITLES:

RUBIK MEDIUM

FOR MAIN TEXT:

Rubik Light or Regular

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FOR DELIVERABLES AND PRESENTATIONS:

APTOS REGULAR / BOLD

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Figure 8. JOULIA's typography style guide.

Leaflet, Poster and Roll-up banner

Leaflet, poster, and roll-up banners serve as essential tools for sharing information about the JOULIA project. By M4, a trifold leaflet poster, and roll-up banner were developed to capture stakeholder interest and provide concise project information. Consortium partners are encouraged to print and distribute these materials during physical events and activities, while digital versions are also available on the project's website.

The leaflet provides an overview of JOULIA's objectives, outcomes, impacts, and contact information. The poster and banner incorporate visual elements to attract attention and present key project information and stakeholder groups. Both include partner information and acknowledge Horizon Europe funding.



THE CHALLENGE

The industrial sector is heavily dependent on fossil fuels for heating, accounting for 40% of global CO₂ emissions. This reliance, coupled with inefficient heating systems, leads to substantial energy losses and hinders progress toward climate neutrality. Medium-to high-temperature processes, essential in industries like rubber and plastics, offer significant potential for electrification, enabling both emissions reduction and improved energy efficiency. However, challenges such as diverse process and material requirements, along with international competition create barriers to the adoption of clean heating technologies.

THE SOLUTION

JOULIA aims to accelerate the energy transition in the industrial sector by demonstrating two innovative electric heating processes that enhance flexibility, energy efficiency, and renewable energy integration. The project will showcase **induction and microwave heating technologies** for rubber vulcanisation and glue activation in multilayer pipe production, optimised through advanced digital models and process simulations. Key focus areas include health and safety, predictive maintenance, scalability, and replicability, while the project also aims to foster awareness, develop business models, and provide tailored training to support industry adoption.

Through collaboration with **16 partners** across 7 EU countries, JOULIA will drive decarbonisation in energy-intensive industries, enhance sustainability, and strengthen the sector's resilience and competitiveness.

CONSORTIUM

Logos of consortium partners: circe, artigo, SIMAC, STAM, K-FLEX, ceinnmat, KTH, NEW, Finançor, TORRECID, TPG, CERTH, ISQ, CORE, WHITE.

QR CODE

VISIT US
www.jouliaproject.eu

CONTACT US
info@jouliaproject.eu

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- @JouliaProjectEU
- @jouliaproject.bsky.social
- @JouliaProject

PROJECT ID

Project name: JOULIA
Grant Agreement: 101192555
Programme: Horizon Europe
Type of Action: HORIZON-Innovation Actions
Start date: 1 December 2024
Duration: 48 months
EU contribution: € 5,298,114.39
Coordinator: Fundación Circe Centro De Investigación De Recursos Y Consumos Energéticos

Funded by the European Union

JOULIA

Electrification of industrial processes using induction and microwaves technologies

Figure 9. JOULIA's leaflet (1)

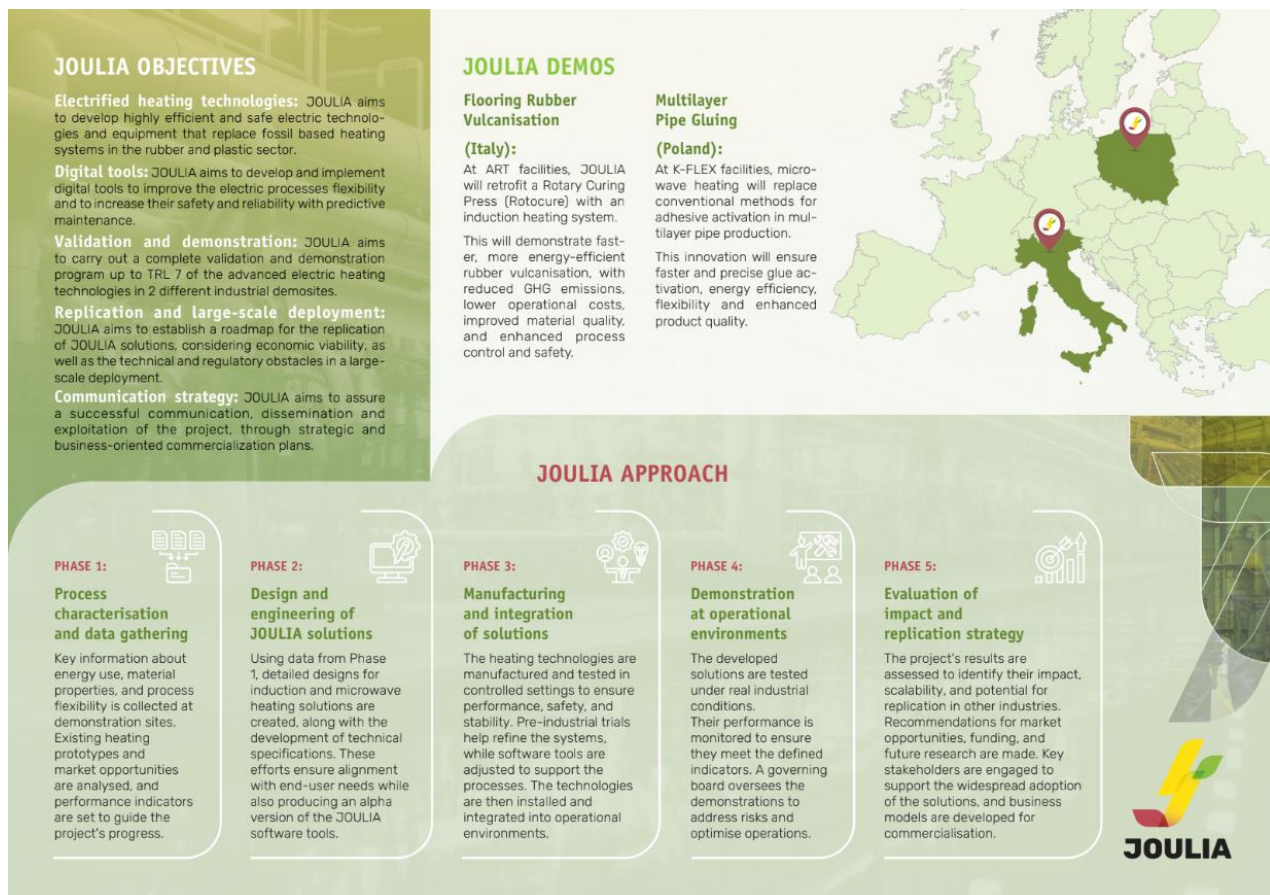


Figure 10. JOULIA's leaflet (2)

Templates

In addition to the leaflet and poster, templates have been developed for presentations and reports, aligned with the project's graphical identity. These templates have been widely used across

dissemination activities and updated where necessary to reflect evolving project content and communication needs.



JOULIA
Electrification of industrial processes using induction and microwaves technologies

Title

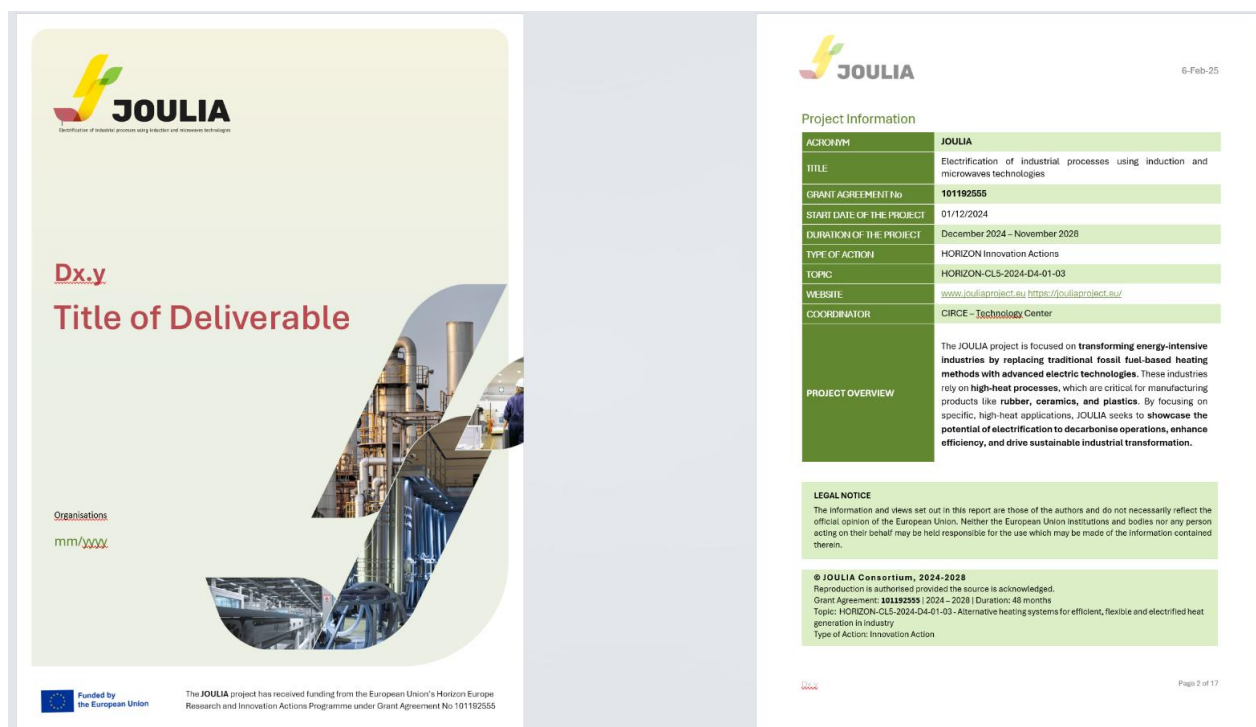
EVENT - Subtitle

Presenter (Company Name)

DD/MM/YYYY

Funded by
the European Union

Figure 11. Power Point template



JOULIA
Electrification of industrial processes using induction and microwaves technologies

Dx.y
Title of Deliverable

Organisations
mm/yyyy

Funded by
the European Union

The JOULIA project has received funding from the European Union's Horizon Europe Research and Innovation Actions Programme under Grant Agreement No 101192555

JOULIA

6-Feb-25

Project Information

ACRONYM	JOULIA
TITLE	Electrification of industrial processes using induction and microwaves technologies
GRANT AGREEMENT No	101192555
START DATE OF THE PROJECT	01/12/2024
DURATION OF THE PROJECT	December 2024 – November 2026
TYPE OF ACTION	HORIZON Innovation Actions
TOPIC	HORIZON-CLS-2024-D4-01-03
WEBSITE	www.joulia-project.eu https://joulia-project.eu/
COORDINATOR	CIRCE – Technology Center

PROJECT OVERVIEW

The JOULIA project is focused on transforming energy-intensive industries by replacing traditional fossil fuel-based heating methods with advanced electric technologies. These industries rely on high-heat processes, which are critical for manufacturing products like rubber, ceramics, and plastics. By focusing on specific, high-heat applications, JOULIA seeks to showcase the potential of electrification to decarbonise operations, enhance efficiency, and drive sustainable industrial transformation.

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Grant Agreement: 101192555 | 2024 – 2026 | Duration: 48 months
Topic: HORIZON-CLS-2024-D4-01-03- Alternative heating systems for efficient, flexible and electrified heat generation in industry
Type of Action: Innovation Action

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Figure 12. Report template

Promotional video

As part of JOULIA's D&C efforts, a [promotional video](#) was successfully developed and released in M13 to increase public awareness and highlight key project elements. The video has been shared across the project's YouTube channel, website, and various social media platforms to reach a broad audience. The primary goal of the video is to offer a clear and engaging overview of the project's scope and objectives, presenting the information in an accessible manner to encourage viewer interaction and active involvement in the project.



Figure 13. JOULIA's promotional video.

5.4 Digital presence

JOULIA Website

The [JOULIA project website](#), launched in M4, serves as the central digital platform for disseminating project results. Designed to be user-friendly, it provides information on objectives, methodologies, consortium members, and advisory board participants.

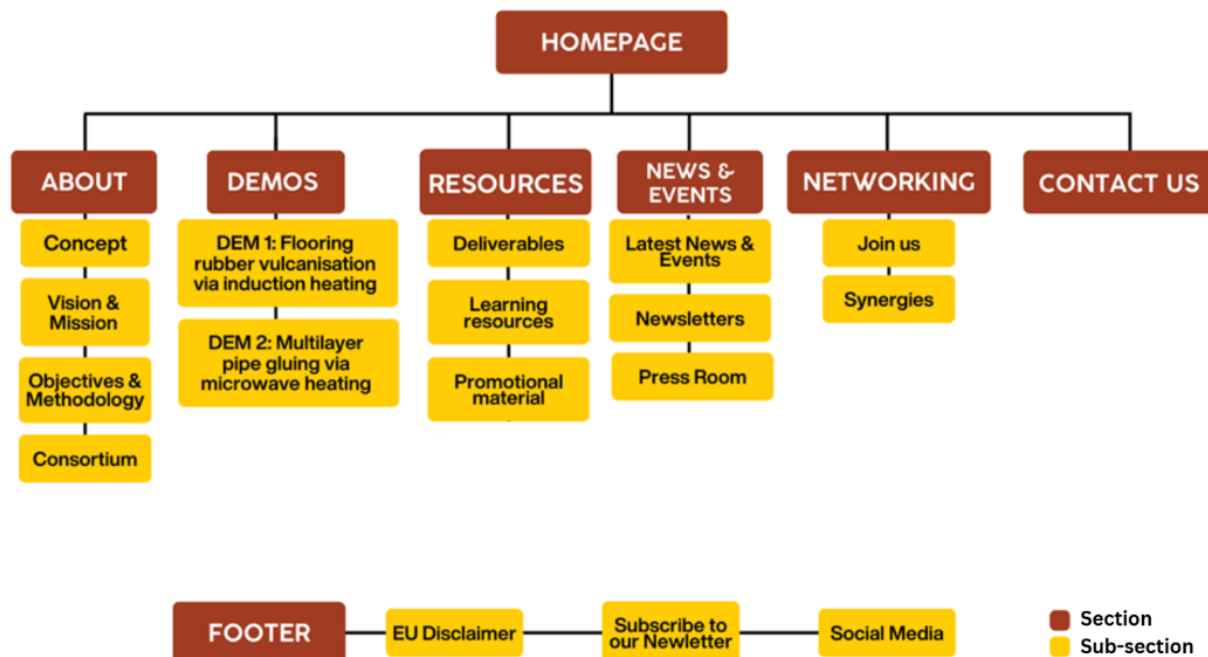


Figure 14. JOULIA's website sitemap.

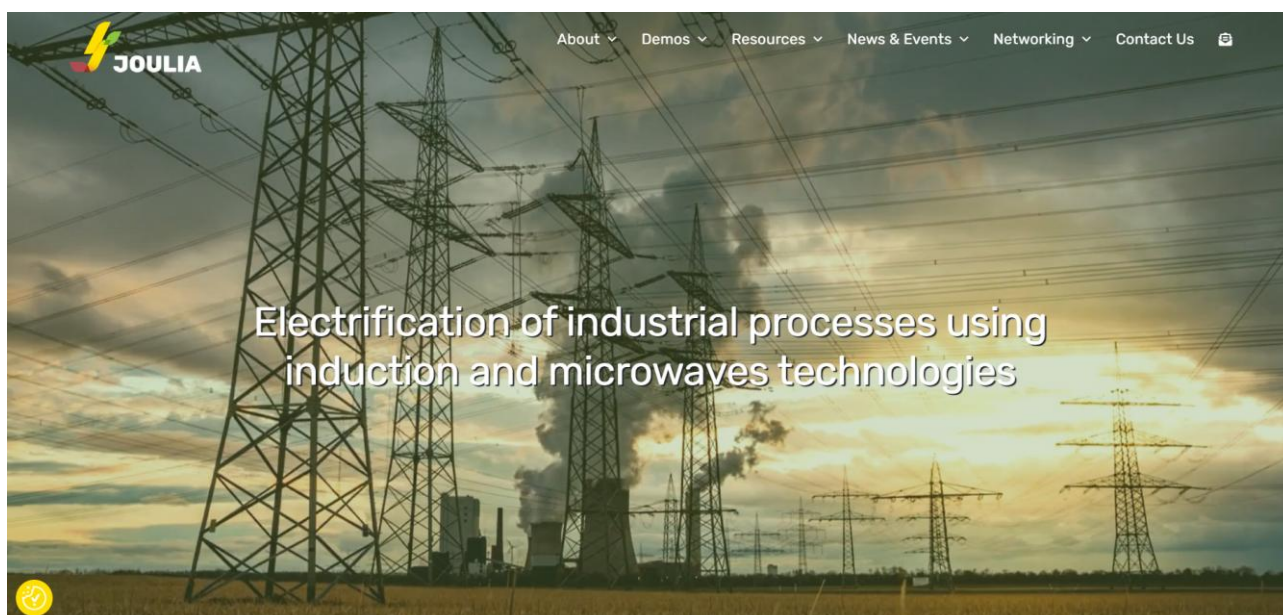


Figure 15. Homepage of JOULIA's website.

All public deliverables, promotional materials, and newsletters are available for download. Partners contribute content to ensure regular updates. WR, as D&C manager, oversees website management.

Since its launch, the website has been continuously updated with news, results, multimedia content, and event information, reflecting the project's progress during the first 18 months.

The website will remain active throughout the project and for at least two years after completion. It includes updates on progress, events, results, and relevant initiatives. To date, contributions from partners have supported the development of a dynamic and regularly updated platform.

Partners are continuously encouraged by the D&C manager to actively provide fresh content for the website, including news items and advance notice of events they organise or attend, which will be featured in the dedicated events section. Each partner is expected to contribute at least one significant news item to ensure the website remains dynamic and engaging.

Newsletter

A biannual newsletter has been established and is regularly published to keep JOULIA's stakeholders informed about the project's progress. The newsletter is shared with target audiences and made available on the JOULIA website. Its primary goal is to provide updates on the project's developments and activities, particularly for audiences who may not actively follow social media or initially engage with the project. To date, the newsletter has contributed to increasing stakeholder engagement and strengthening connections with the audience.

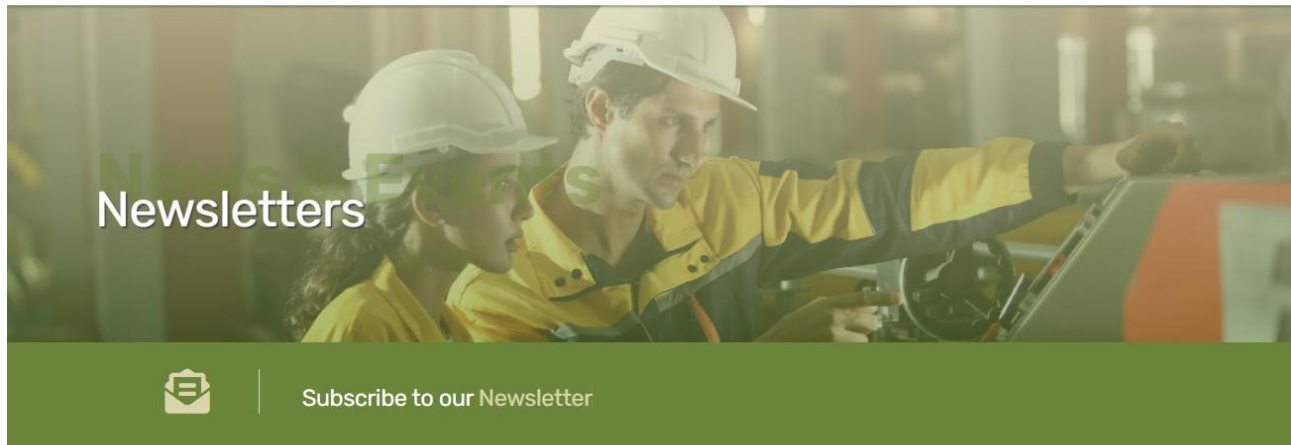
The preparation of each newsletter is coordinated by WR, with input requested from all partners at least fifteen days (15) prior to the planned release date. This process has ensured the inclusion of diverse and relevant content across published editions.

To ensure GDPR compliance, the newsletters are created and distributed using secure platforms such as Mailchimp. Each edition follows a consistent structure, including:

- **Introduction to JOULIA:** A brief summary of the project for new readers or as a refresher for returning ones.
- **Progress updates:** Highlights of key achievements and milestones since the previous issue.
- **News:** Summaries of recent project activities, events, and developments.
- **Upcoming events:** Announcements about future events in related fields, publications, or important updates.

All consortium partners are expected to actively contribute to increasing newsletter subscriptions and to provide timely content for each edition. This collaborative effort will ensure that the newsletter effectively communicates JOULIA's impact and vision.

To date, two newsletters have been successfully published, providing stakeholders with updates on the project's progress, key achievements, and dissemination activities. A third edition is scheduled for publication in early June, continuing this regular communication effort. Past newsletters are available in the [newsletter section](#) of the project's website.



Newsletter #1	
Newsletter #2	



The newsletters are currently created and distributed using Mailchimp, which has proven to be an effective tool for managing subscriptions and ensuring GDPR compliance. Should Mailchimp no longer meet the project's needs, alternative platforms, such as LinkedIn, may be explored to further enhance outreach and engagement. At present, however, the existing approach is considered appropriate and effective.

Social Media Accounts (SMAs)

Social media platforms are among the most cost-effective and impactful tools for engaging with diverse external audiences. They have played a central role in JOULIA's dissemination activities during the first 18 months, enabling the project to reach a broad range of stakeholders while tailoring content to different needs. Dedicated JOULIA accounts were established by M2 on LinkedIn, X (formerly Twitter), Facebook, Bluesky, and YouTube. These platforms were strategically selected to enhance dissemination across diverse audiences and media formats.



Figure 16. Example of JOULIA's video posted on LinkedIn.

The responsibility for managing JOULIA's social media accounts, including content creation and engagement, lies with WR, ensuring a coordinated and professional approach. Content has evolved to include visuals, videos, and updates from projects activities, increasing engagement across channels. The table below outlines the key target audiences addressed through JOULIA's social media channels, along with the corresponding platforms used and the specific communication objectives for each group.

Table 9: The target audiences addressed by each social media channel.

Target Group	Social Media Channel	Objectives
TG1. Process Industries (PIs) and Energy Intensive Industries (EIs)	LinkedIn, YouTube, Facebook	Share technical results and business models
		Showcase implementation success stories
		Facilitate knowledge sharing and networking opportunities
	LinkedIn, YouTube, Facebook	Highlight market potential for replication
		Present technical advancements and case studies

TG2. Technology providers and Manufacturers

Foster collaboration with JOULIA consortium and stakeholders

TG3. Renewable energy companies	LinkedIn, YouTube, Facebook	Present new market opportunities for renewable energy
		Share insights on operational needs of electrified processes
		Promote collaborations with PIs & EEs
TG4. Grid System Operators (DSOs and TSOs)	LinkedIn, YouTube, Facebook	Showcase flexibility and auxiliary services of PIs & EEs
		Discuss grid upgrading requirements
		Highlight potential for enhanced RES integration
TG5. Technical & Scientific community	LinkedIn, YouTube, X/Bluesky	Disseminate technical innovations
		Encourage discussions on future challenges
		Increase visibility of peer-reviewed publications
TG6. Public authorities and Policy makers	LinkedIn, Facebook, X/Bluesky	Advocate for regulatory support of JOULIA technologies
		Share lessons learned and policy briefs
		Promote alignment with EU directives and goals

Partners are expected to actively contribute to the social media strategy. To date, partner engagement has supported the growth of JOULIA's online presence and audience reach. This includes following project accounts, promoting them within networks, recommending relevant connections, and sharing aligned content.

5.4.1.1 LinkedIn

LinkedIn has been selected as a key platform to enhance visibility within professional networks and facilitate knowledge exchange among industry and energy experts. Launched in M2, the account promotes the project's objectives and serves as a hub for partners.

Since its launch, LinkedIn has become the primary communication channel, regularly used to share project updates, early results, partner activities, and event participation. It supports discussions and acts as a knowledge-sharing platform for developments related to industrial electrification and sustainability.

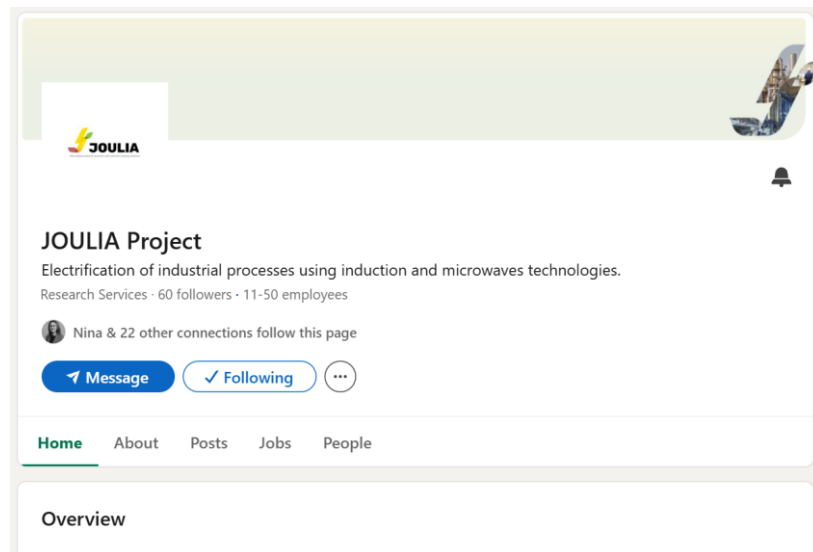


Figure 17. JOULIA's LinkedIn account.

5.4.1.2 X (formerly Twitter)

The X account was established in M2 to target a broad spectrum of stakeholders and increase visibility. It has been actively used to disseminate project updates, connect with related initiatives, and engage with relevant communities through hashtags and interactions. The platform also supports monitoring developments in similar projects and organisations.

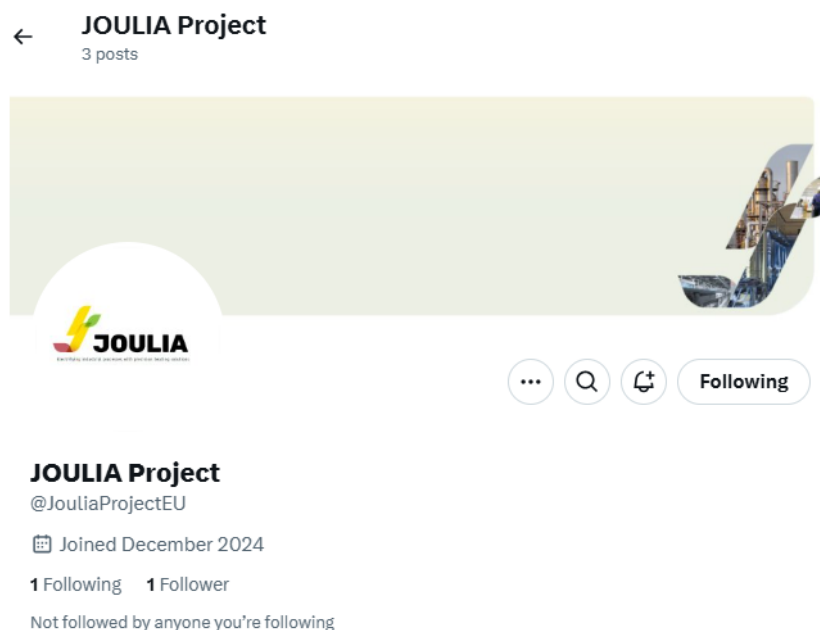


Figure 18. JOULIA's X account.

5.4.1.3 Bluesky

The Bluesky account was created in M2 to engage with a tech-oriented audience and emerging digital communities. It has contributed to expanding JOULIA's presence among innovation-focused stakeholders and complementary initiatives, supporting visibility and engagement.



Figure 19. JOULIA's Bluesky account.

5.4.1.4 Facebook

Facebook serves as a platform to engage a broader audience, including the general public.

It has been used to share accessible content, including project updates, videos, and simplified explanations of technical developments, helping bridge the gap between research and public understanding.

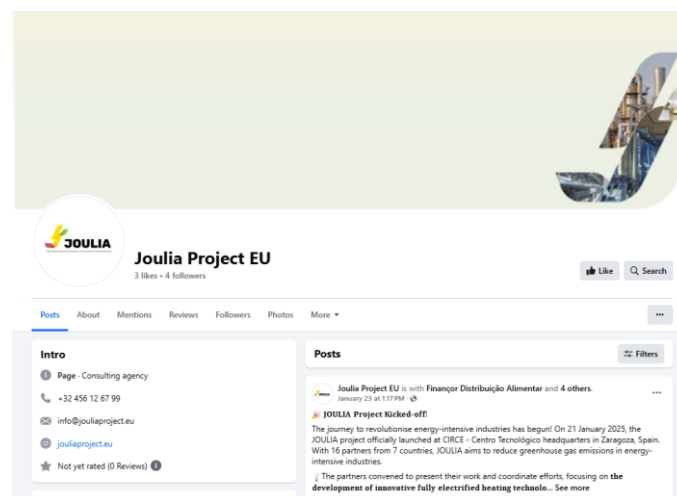


Figure 20. JOULIA's Facebook account

5.4.1.5 YouTube

A dedicated YouTube channel was launched in M2 to complement written communication with visual content.

The channel currently hosts the [project's promotional video](#) (released in M13) and additional audiovisual materials, with further content planned as results become available. This platform provides an engaging way to showcase activities and results through visual storytelling.

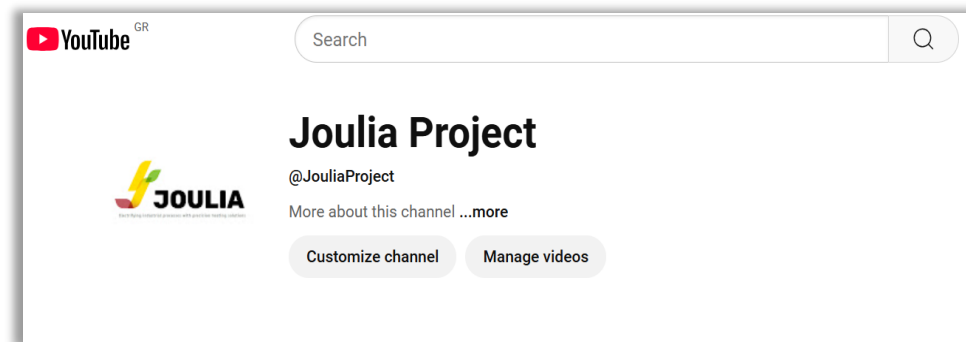


Figure 21. JOULIA's YouTube account.

5.5 Traditional channels

JOULIA events

A diverse range of events has been scheduled within the framework of the JOULIA project to effectively support its objectives, promote its innovative solutions, and raise awareness about its outcomes across sectors. Dedicated **JOULIA workshops** will be conducted at the project's demonstration sites, offering a hands-on platform to showcase the innovative solutions developed during the project. These workshops will serve multiple purposes, including providing stakeholders, policymakers, industry professionals, and local communities with practical insights into the project's advancements and their real-world applications.

To conclude the project, a **JOULIA Final Dissemination Event** will be organised, targeting a broad international audience. This event will serve as a culmination of the project's efforts, showcasing key results, achievements, and lessons learnt.

Table 10: JOULIA Workshops

Workshop	No of workshops	When	Who
Local demo workshops ⁶	2	From M7	ART, K-FLEX (as demo-site partners)
Final technical workshop	1	Final year	ISQ

⁶ WR as a D&C manager will provide communication support to the demo-partners with regards to the organisation of these workshops.

External events

In addition to organising dedicated JOULIA events, consortium partners are strongly encouraged to actively participate in external conferences, industry events, and outreach activities throughout the project's lifecycle. During the first 18 months, JOULIA partners have participated to high-level external events, strengthening the project's visibility and engagement with key stakeholders across Europe. This participation provided opportunities to engage with wider audiences, extend the project's reach, and disseminate key findings. With a target of participating in **over 20 external events** and conferences, this ongoing engagement continues to play a vital role in strengthening JOULIA's presence in the sustainability and energy transition landscape.

Notably, JOULIA partners have participated in the following key events:

Table 11: JOULIA indicative external events and conferences.

Event	Description	Partner	When
Clustering Event CINEA (Efficient, sustainable energy use in industry: Unlocking potential in heat conversion and storage)	A European Commission/CINEA clustering event bringing together projects focused on industrial energy efficiency, with a particular emphasis on heat conversion, storage solutions, and synergies across EU-funded initiatives. JOULIA was represented by CIRCE, which participated as a speaker, contributing to discussions on scaling innovative solutions for industrial decarbonisation, fostering synergies, and exchanging best practices with other EU-funded projects.	CIRCE	May 2025
KTH Symposium on Heat and Power Technologies for Industrial Decarbonisation	A major symposium co-organised by KTH, gathering approximately 250 participants from industry, academia, and policy sectors to bridge knowledge and awareness gaps in industrial decarbonisation. JOULIA was actively promoted within a broad portfolio of EU and national projects. KTH acted as organiser, with support from K-FLEX, while JOULIA materials (including 50 leaflets) were distributed, ensuring strong visibility among key target groups such as process industries, technology providers, and policymakers.	KTH, K-FLEX	April 2025
EU Hydrogen Week	A leading European event dedicated to hydrogen technologies, bringing together industry leaders, policymakers, and researchers. JOULIA partners (WR and CIRCE) participated in the event, engaging with key stakeholders, exploring collaboration opportunities, and increasing the project's visibility within the broader clean energy and industrial decarbonisation ecosystem.	WR, CIRCE	October 2025
EERA High-Level Policy Conference	A high-level conference organised by the European Energy Research Alliance, focusing on research and policy dialogue supporting the energy transition. JOULIA was represented by WR as a participant, enabling engagement with research communities and policymakers, fostering synergies, and staying aligned with policy developments relevant to industrial electrification and decarbonisation.	WR	December 2025

Warsaw Expo	HVAC	A major industry exhibition bringing together experts and companies in heating, ventilation, and air conditioning technologies. JOULIA was represented by K-FLEX, which participated as an exhibitor, showcasing technologies developed within the project and engaging directly with industry stakeholders. The event attracted around 3,000 participants from across Europe, and JOULIA dissemination materials (30 leaflets) were distributed to enhance project visibility.	K-FLEX	February 2026
SET Plan Industry Annual Event & Networking Reception	IWG-2026	An annual event bringing together key stakeholders from industry, research, and policymaking communities working towards industrial decarbonisation and electrification. During the event, 15 JOULIA project leaflets were distributed to increase the project's visibility and promote its objectives and innovative solutions.	WR	May 2026

Scientific Publications

Scientific publications remain a cornerstone of JOULIA's dissemination strategy, enabling the project to share its research outcomes with the academic and wider research community. Through these outputs, JOULIA aims to contribute meaningful insights to the existing body of knowledge, supporting further research, innovation, and practical application. In line with its Key Performance Indicators, the project targets **at least eight (8) peer-reviewed scientific and technical publications and/or conference proceedings** and has identified relevant journals and conferences to guide this effort.

At the current stage (M18), initial steps towards scientific dissemination have already been taken. Two publications are currently in preparation. The first, led by ISQ, focuses on the methodological procedures and results of Tasks 14.5 and 15.5, contributing to the integration of Social Sciences and Humanities (SSH) within the project, particularly in relation to education, skills, and knowledge transfer. The second, led by WR, is expected to build on the results of Deliverable 4.4, which analyses stakeholder needs and barriers related to the adoption of induction and microwave heating technologies, providing a strong basis for a scientific contribution on industrial electrification and stakeholder-driven innovation.

To maximise the impact and accessibility of these outputs, JOULIA actively promotes open-access publication practices. This includes sharing methodologies and results in open repositories and ensuring that research outputs are accessible in line with Horizon Europe requirements. A dedicated budget supports open-access publishing, enabling outputs to be freely available within a short timeframe after publication. In parallel, preliminary findings are disseminated through conferences and scientific events to encourage dialogue and collaboration within the research community.

To better coordinate and monitor progress, JOULIA has established a **publication tracker**, serving as a living tool where partners can record planned, ongoing, and completed scientific outputs. From M18 onwards, partners are encouraged to actively update this tracker to ensure a clear overview of the publication pipeline. WR, in collaboration with the project coordination team, oversees this process,

ensuring alignment with the project’s overall dissemination objectives and supporting the timely delivery of scientific publications.

											
No.	Working Title / Topic	Lead Partner	Supporting Partner(s)	WP / Task Link	Target Journal / Publisher	Initial Draft Date	Draft Due Date	Submission Date	Status	DOI / Link (when available)	Notes / Next Steps
1	Example	WR	WR	WP4 / Task 4.4	Energy	May-26	Jun-26	Oct-26	Drafting		Draft structure ready
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											
Recommended by Partners											
1											
2											
3											

Figure 22. Publication tracker.

Academic partners will lead the preparation of publications, supported by relevant consortium members to ensure a comprehensive approach to content development. Task leaders and deliverable managers are responsible for finalising work and confirming readiness for public release according to the planned schedule. All consortium members are expected to maintain the academic publications matrix and promptly notify WR of significant developments, such as manuscript acceptance, to facilitate effective monitoring and coordination.

Non-scientific publications

Throughout the JOULIA project, all partners are encouraged to produce and share non-scientific publications, such as press releases, media articles, and appearances on television or radio. These efforts aim to boost the project’s visibility and engage stakeholders beyond the immediate scientific and technical audience. **So far, JOULIA has published two press releases: the first introducing the project and the second presenting results from Work Package 4 (WP4).** Press releases will be prepared as needed, particularly to announce significant milestones, achievements, or upcoming events, ensuring timely and effective communication with the wider public. They will be tailored to target both local media outlets, to draw attention to project activities at a regional level, and EU-level platforms, to showcase JOULIA’s overall progress and outcomes. Where relevant, press releases will also feature stories from specific pilot cases to highlight their contributions.

Table 12. Indicative plan for press releases.

No	Topic	Timing	Focus / Notes
1	Project Kick-off	Feb 2025	Project launch, objectives, consortium, expected impact
2	WP4 Deliverables	Mar 2026	Key validated concepts and methodological progress from WP4

3	WP5–WP7 Deliverables (grouped)	End of May 2026	High-level outcomes from WP5–WP7; grouped due to simultaneous release and sensitivity of content
4	Demo Sites	Late 2027 (indicative)	Demo site implementation, early results, practical insights
5	Replication Sites	Close to project end	Progress, lessons learned, replication potential
6	Final Project Impact	End of project	JOULIA’s overall achievements, impact, and contribution to the sector

Each partner is responsible for actively identifying opportunities to publish non-scientific content that promotes the project’s achievements and impacts. While no fixed quota for such publications is set, the consortium is committed to delivering **at least six (6) press releases and at least five (5) articles in local or industry-specific media**, as per the project’s Key Performance Indicators.

All non-scientific dissemination activities must be recorded using the **Dissemination Reporting Template** available in [Annex IV](#). Partners are expected to report any published materials promptly to maintain an accurate and up-to-date record of the project’s communication efforts. This collective, ongoing effort is vital to ensuring JOULIA’s advancements are widely recognised, maximising the project’s impact across diverse audiences.

6. Synergies with other projects and initiatives

JOULIA recognises the importance of leveraging networks and collaborating with initiatives in similar thematic areas to maximise its impact. By connecting with relevant projects and scientific communities at local, national, and EU levels, JOULIA aims to strengthen its reach, facilitate knowledge exchange, and enhance its outcomes through strategic synergies.

Under Tasks 14.3, 15.3, and 16.3 (Networking and synergies with former and ongoing projects and initiatives, coordinated by WR and supported by all partners), JOULIA will establish continuous communication with related EU-funded projects and similar initiatives.

So far, JOULIA has already established synergies with the following projects: CARBOWAVE, FLEXHYON, METAWAVE, eLITHE, ModHEATech and eeethos. More information about the projects can be found in the [synergies section](#) of the JOULIA website. Moreover, a formal cluster has been created with CARBOWAVE, FLEXHYON, METAWAVE, eLITHE, and ModHEATech under the common goal of decarbonising industrial heating.

Table 13. Established synergies.

Project	Description	Duration
CARBOWAVE	Introduces plasma and microwave heating to replace energy-intensive industrial processes, reducing energy use, emissions, and costs, particularly in carbon fiber production.	Jan 2025 – Dec 2028

FLEXHYON	Develops fully electrified heating systems (microwave, heat pumps, ultrasound) to improve energy efficiency and reduce emissions in industrial processes.	Jan 2025 – Jun 2028
METAWAVE	Integrates microwave-based heating systems to improve energy efficiency and reduce emissions in industries like ceramics, asphalt, and aluminum.	Jan 2024 – Dec 2027
ModHEATech	Aims to decarbonise steel production by developing hybrid heating technologies combining electrification, renewable energy, and gas systems to improve energy efficiency and reduce CO ₂ emissions.	Mar 2023 – Feb 2027
eLITHE	Develops sustainable electrification pathways for high-temperature heating in ceramics, including electric kilns and energy management tools.	Jan 2024 – Dec 2027
eeethos	Develops technologies like high-temperature heat pumps and digital twins to decarbonize industrial heating across multiple sectors.	Nov 2024 – Oct 2028

Key activities include:

- Promoting visibility and networking by featuring related projects on the JOULIA website and encouraging reciprocal promotion on partner platforms.
- Leveraging social media to share updates, posts, and event promotions from aligned initiatives, fostering mutual support across networks.
- Exchanging press releases, newsletters, and event invitations to broaden dissemination efforts for all involved projects.
- Actively participating in external events hosted by related initiatives, creating opportunities for knowledge sharing and networking.
- Exploring the possibility of co-organising joint events such as workshops, seminars, or conferences to advance shared objectives.
- Encouraging cross-participation at JOULIA-led events by inviting representatives from aligned projects, ensuring collaborative efforts remain central to JOULIA’s dissemination strategy.

While detailed information can be found in **D14.3 “Project Synergies Report”**, the plan for the future is to set strict criteria for project synergies, focusing more on technical development and the exchange of lessons learnt. By strengthening the cluster’s coordination and ensuring a more unified approach, efforts will be made to maximise the effective use of these channels for disseminating results, including through the organisation of joint press releases and webinars.

Through these actions, JOULIA will build meaningful collaborations that enhance its impact and contribute to the broader goals of the European research landscape. In total, JOULIA aims to establish formal synergies with at least **12 EU-related projects** over its lifetime.

In addition to these synergies, JOULIA will actively engage in social and professional networking with key sector associations, platforms, and initiatives for the dissemination and exploitation of results. This will include exploring collaborations with well-established networks such as the [European Microwave Association](#) and the [Alliance of Energy Intensive Industries](#), among others. The project aims to establish

collaboration agreements with at least **six (6) relevant networks**, contributing significantly to the dissemination and exploitation of its outcomes⁷.

The consortium will report the progress and outcomes of these efforts in the project synergies reports at M18, M36 and M48, ensuring accountability and continuous improvement.

From M18 and onwards, partners are expected to have (preliminary) findings and results to disseminate, and are therefore encouraged to participate in a greater number of events and joint activities to maximise the visibility and impact of these outcomes.

⁷ Collaboration agreements are high-level partnerships in specific technical fields, different from synergies in T14-16.3.

Technical partners are the primary contact point for these collaborations.

7. Roles and responsibilities

Whose?

All consortium members play a crucial role in the implementation of the **DCP**, ensuring that the project's objectives, activities, and results are effectively communicated to relevant audiences. WR as the D&C manager, leads the dissemination, exploitation, and communication work packages, overseeing the execution of these activities. WR will provide comprehensive support to consortium partners throughout the process, but **active engagement from all partners** in both digital and traditional communication efforts is essential to maximise awareness and effectively promote the project. The specific roles and responsibilities of each partner are detailed in **Table 14**.

Table 14: Partners' responsibilities per type of dissemination activity.

Type of dissemination activity	Dissemination channels	Partners' Responsibilities
Online	Social Media Accounts (SMAs)	➤ Support and promote the social media accounts within their networks ➤ Occasionally provide content for social media to ensure continuous flow of information
	JOULIA's newsletter	➤ Support and promote the newsletter within their networks ➤ Occasionally provide content for the newsletter
	Project's website	➤ Support and promote the website within their networks ➤ Occasionally provide content for the website's news section
Offline	Events	➤ Organise events and raise awareness about the project's results and main topics ➤ Disseminate promotional material, including the roll-up banner and project leaflet, when available ➤ Participate in external events, conferences and publications to maximise exposure to the project
Reporting		➤ Report sector-related events or news for potential content creation ➤ Report all dissemination and communication activities to the dissemination manager via the dedicated reporting templates

Partners should inform WR of their communication and dissemination activities using the dedicated reporting templates provided in the Annexes of this DCP. A detailed overview of partners' reporting responsibilities is outlined in [Chapter 8](#).

Gender issues

In alignment with the European Union's **Gender Equality Strategy 2020–2025** and **Sustainable Development Goal 5 (Achieve Gender Equality)**, JOULIA has been designed with a strong commitment to gender equality. **Project partners will ensure that tasks and responsibilities are distributed equitably between genders, promoting balance and avoiding any form of discrimination.**

Daily project activities will be structured to support compatibility between professional and personal commitments, creating an inclusive working environment. The principles of gender and racial equality will also be embedded in the research process. To this end, a **Project Gender Equality Plan (PGE)** will be elaborated under Task 1.4, led by CIRCE. This plan will outline the framework and necessary actions to ensure that gender considerations are fully integrated into the project.

8. Monitoring, evaluating and reporting

8.1 Monitoring and evaluation

An ongoing monitoring process is crucial for the successful execution of JOULIA's DCP. This process is integral to evaluating the effectiveness of the strategy in achieving its goals. It encompasses the regular review of activities to determine their relevance and identify areas for optimisation, such as enhancing engagement on more effective social media platforms or refocusing efforts away from less impactful dissemination channels.

This section presents an overview of the monitoring process and outlines the KPIs that are being employed to track the project's progress and success. The KPIs that have been selected to measure the impact of D&C activities serve as key indicators of performance and achievement. All metrics, whether digital or traditional, are collected and analysed through various methods and tools.

For the JOULIA project, data collection has included web and social media analytics tools, enabling an impact-driven assessment of the project's outreach. At M18, the monitoring framework has been implemented, and initial results have been collected, allowing for a more informed evaluation of dissemination performance. The KPIs and related metrics have been reviewed and refined as part of this updated version of the DCP. The D&C manager is responsible for overseeing the monitoring and evaluation framework for JOULIA, with all consortium partners actively contributing to the assessment process. This approach ensures that diverse perspectives are considered, leading to a thorough monitoring process.

A detailed analysis of the D&C activities and their associated KPIs is provided in the table below.

Table 15: JOULIA Key Performance Indicators and deadlines.

Tool/Activity	Evaluation & Target Value	Progress (M18)
Project Website	Total visits to the website $\geq 20,000$	5,338
Social Media (LinkedIn, X, Facebook, etc.)	Social media followers $\geq 1,000$	334
	Impressions $\geq 30,000$	27,452
Newsletters	Number of newsletters/subscribers ≥ 250	59
Promotional Package (Leaflets, Videos, Posters, etc.)	Number of brochures/leaflets distributed > 600	95
Promotional Video	Views of the promotional video > 800	174
Scientific & Technical Publications (Peer-reviewed Journals & Conferences)	Number of papers published ≥ 8	N/A
	Downloads of technical publications ≥ 70	342
Cooperation with Other Projects	Synergies established with EU-related projects ≥ 12	6

Social & Professional Networking (Sector Associations & Platforms)	Collaboration agreements with relevant networks $\geq 6^8$	N/A
Press Media Contacts (TV, Newspapers, Radio, Websites)	Number of press releases > 6	2
	Articles in local press and/or industry magazines > 5	N/A
JOULIA Workshops (Dedicated Presentations & Workshops) ⁹	Number of local workshops ≥ 2 (at least 1 per demo site)	N/A
External Conferences	External events and conferences > 20	6
Project Final Event (Strategy, Exploitation Measures)	Number of final dissemination event participants > 100	N/A
Learning Resources in JOULIA Learning Space	Number of visits to learning resources > 200	N/A

8.2 Reporting

To ensure the successful implementation and impact of the JOULIA project, it is essential to monitor and systematically track the dissemination, communication, and engagement activities undertaken by all partners. Consequently, the reporting and documentation process for the DCP remains a critical component of the project's overall management and continuous improvement approach.

Throughout the project, partners have been actively contributing to the tracking of dissemination and communication activities using specific templates and guidelines. [Annex I](#) provides general guidance on best practices for sharing JOULIA's objectives and results effectively. For events, partners are requested to continue using [Annex II](#) to report on any they organise or attend, ideally within 30 days. [Annex III](#) remains available for identifying relevant external conferences and events on an ad hoc basis. To maintain a regular overview of outreach efforts, partners are required to submit updates every three months using [Annex IV](#), which captures all dissemination activities. Lastly, scientific and technical publications, including conference papers, are systematically recorded in [Annex V](#) whenever they are produced.

These tools are in place to help streamline communication and ensure project activities are well-documented.

The following table provides an overview of the dissemination monitoring tools and the corresponding reporting frequency to ensure comprehensive tracking of all D&C efforts throughout the project's lifetime.

⁸ Collaboration agreements are high-level partnerships in specific technical fields, different from synergies in T14-16.3.

Technical partners are the primary contact point for these collaborations.

⁹ WR as D&C manager will offer communication support to the demo-site partners with regards to the organisation of these workshops.

Table 16: List of Annexes for Dissemination.

Annex	Dissemination Tool	Coverage	When
<u>Annex I</u>	Dissemination and communication guidelines	Detailing the strategies, tools, and best practices for effectively disseminating and communicating JOULIA's objectives, activities, and results to target audiences.	Throughout the project
<u>Annex II</u>	Event's reporting template	Each single event organised by the partners or where the partners participated.	Within 30 days after the implementation of the event
<u>Annex III</u>	External conferences and Events template	Any external event/conference that it is relevant to our project and with potential benefit to attend	Throughout the project (ad- hoc basis)
<u>Annex IV</u>	Dissemination reporting template	All the dissemination activities carried out by the partners every month.	Every 3 months
<u>Annex V</u>	Publications matrix	All scientific, technical publications and conference papers produced by the partners.	Throughout the project (ad- hoc basis)

The scope of each reporting template is described below:

- **Dissemination Reporting Template:** This template will record all the dissemination and communication activities of the project. The online template (available in the project's repository) should be updated by all partners **every three months**. Keeping track of the activities will ensure that any problems or gaps are observed early, and mitigation measures are implemented promptly to resolve them.
- **Event Reporting Template:** This template should be filled in by all partners whenever they organise or participate in an event (e.g., workshop, conference, meeting, etc.). The template should be sent to WR **no later than 30 days after the event's implementation**. Moreover, events should always be communicated to WR in advance for promotional purposes.
- **External Conferences and Events Template:** This template facilitates the identification of events (workshops, conferences, webinars) with topics relevant to JOULIA's vision. Each partner should fill in this template and send the information to WR when identifying any event or conference that could be useful for the consortium (e.g., for attendance, presentation, etc.).
- **Publications Matrix:** This file tracks all **scientific and technical publications** related to JOULIA. Keeping it updated is crucial for transparency, compliance, and visibility of project results. Each entry should include author details, affiliated partners, publication title, related JOULIA

deliverables, journal or conference details, publication status (in preparation, submitted, accepted, or published), DOI (if available), open-access status, peer review status, etc.

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

9. Timeline and implementation plan

The DCP for JOULIA is structured into **five (5) distinct phases**, ensuring broad engagement and outreach throughout the project's lifecycle and extending into the post-project phase. At M18, the project is concluding **Phase 2** and progressively transitioning into **Phase 3**, where dissemination of concrete results becomes a central priority.

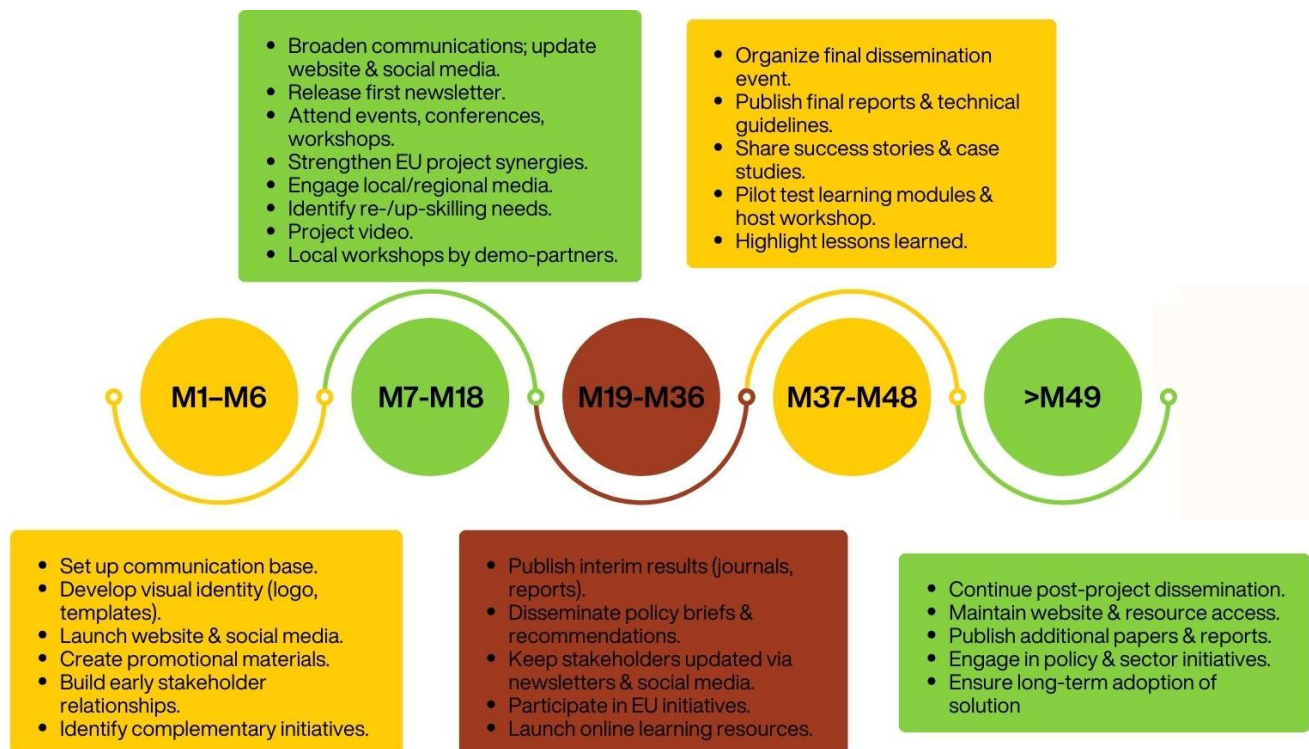


Figure 23. JOULIA's timeline for implementation

1st Phase (M1–M6): Laying the foundation

In the first phase of JOULIA, the project focused on establishing a strong communication foundation. This period was dedicated to developing essential tools and raising early awareness of the project among key stakeholders.

Key activities included the definition and implementation of the project's visual identity, encompassing the logo, graphical assets, and templates for presentations, reports, and official documents. The project successfully launched its website and established social media profiles to support early communication and outreach. To introduce JOULIA to a broader audience, promotional materials such as leaflets, posters, and banners were developed and made available. Engagement with stakeholders, including policymakers, industry professionals, and research networks, was initiated. Additionally, complementary initiatives and EU-funded projects were identified, with initial efforts undertaken to foster collaboration and synergies.

2nd Phase (M7–M18): Expanding awareness and engagement

In this phase, the JOULIA project has significantly broadened its communication efforts, actively engaging stakeholders and promoting the project's early progress. The goal has been to increase visibility and build strong connections with key groups across the European landscape.

Activities have included regular updates on the project's website and social media accounts to share milestones, events, and key insights. The release of the first project newsletter and the subsequent publication of additional editions has informed a wider audience about the progress and objectives of JOULIA. Active participation in external events, conferences, and workshops has enabled the project to present its initial findings and strengthen its presence. Strengthening synergies with complementary EU-funded projects and initiatives has already resulted in six (6) collaborations, enhancing the project's impact. Engagement with local and regional media has also been initiated, further establishing JOULIA's relevance and value within its target sectors.

In parallel, the project has initiated the assessment of current workforce competencies by identifying re-skilling and up-skilling needs to support the transition from conventional fuel-based processes to electrified industrial solutions.

This phase has successfully contributed to engaging key stakeholders through continuous communication channels, positioning JOULIA as a recognised and emerging contributor in its field.

3rd Phase (M19–M36): Disseminating results and building impact

As JOULIA moves into its next phase, the focus will progressively shift towards the dissemination of validated results and the showcasing of the project's technical achievements. The goal is to further strengthen the project's presence and impact within the target sectors, particularly by sharing research outputs, pilot results, and policy recommendations.

During this period, the project will publish interim results through peer-reviewed journals, industry reports, and conference presentations. The project will continue engaging stakeholders through newsletters and social media campaigns, ensuring regular updates and fostering ongoing dialogue. Policy briefs and recommendations will be released to inform decision-makers at both EU and national levels. Active participation in EU-wide initiatives will ensure alignment with broader objectives and enhance visibility.

Building on the progress achieved up to M18, partners will be increasingly encouraged to participate in external events and conferences, as more concrete and exploitable results become available for dissemination. Additionally, JOULIA will launch online learning resources in its dedicated learning space to facilitate continuous capacity building and knowledge sharing among all partners and stakeholders.

This phase will see a marked increase in the project's outreach, with a focus on engaging policymakers, industry stakeholders, and the scientific community.

4th Phase (M37–M48): Showcasing final results and ensuring legacy

As the project draws to a close, focus will shift towards sharing its final results, demonstrating the transformative potential of its solutions, and ensuring the long-term impact of its findings.

Key activities will include organising a final dissemination event to showcase the project's outcomes, including research findings, policy recommendations, and practical solutions. Reports, technical guidelines, and recommendations for the adoption and scalability of JOULIA's results will be published. Stakeholders will be engaged through media campaigns, case studies, and success stories that highlight the tangible impact of the project. Additionally, lessons learned and best practices will be shared

through targeted dissemination activities to ensure the project's legacy. This phase will also feature the pilot testing and assessment of the newly developed learning modules, accompanied by a technical online workshop (conducted in a hybrid format) to refine these competence units and further enhance stakeholder engagement.

The goal during this phase is to provide a clear pathway for the continued uptake and application of JOULIA's solutions across relevant sectors.

5th Phase (M49 and Beyond): Beyond the project

Once JOULIA concludes, the project's dissemination and communication activities will continue to ensure lasting impact and broad adoption of its results. Ongoing promotion of JOULIA's findings and outcomes will occur through partners' networks and activities. The project's website and other key resources will remain accessible for at least two years post-project, ensuring continued access to project outputs. Scientific papers, technical reports, and further dissemination materials will be published in journals and industry publications. Active participation in relevant policy discussions and sectoral initiatives will ensure the lasting relevance of JOULIA's findings.

The long-term focus will be on ensuring that the project's solutions are widely adopted and integrated into relevant industries, contributing to ongoing innovation and sustainability efforts.

Table 17: JOULIA's dissemination and communication timeline and objectives.

Phase	Objectives	Dissemination Tools to be Used
1st Phase (M1–M6)	Develop D&C strategy, launch communication tools, raise early awareness, build synergies.	Project logo, website, social media, promotional materials, participation in external events, synergies with complementary projects.
2nd Phase (M7–M18)	Expand visibility, actively engage stakeholders, share early progress and results, publish newsletters, and establish initial EU collaborations and synergies	Website updates, social media activity, newsletter, workshops, conference presentations, participation in external events.
3rd Phase (M19–M36)	Disseminate validated and interim results, intensify technical engagement, release policy briefs, and expand stakeholder base based on concrete outputs.	Research publications, webinars, policy briefs, technical recommendations, social media updates, learning resources.
4th Phase (M37–M48)	Showcase final results, share key findings, organise final event, publish final recommendations.	Final dissemination event, policy recommendations, technical guidelines, media campaigns, social media updates.
5th Phase (M49 and Beyond)	Continue dissemination activities post-project, ensure lasting impact, promote sustainability.	Project website (active for at least 2 years), technical recommendations, business models, participation in conferences.

Conclusions

Developing a tailored DCP remains essential for effectively conveying the key messages, activities, and outcomes of the JOULIA project to its target audiences, while enhancing its overall visibility and impact. The DCP outlines the activities implemented under WP14–16 (Dissemination, Exploitation and Communication I–III), along with practical guidelines that support project partners in planning and delivering effective dissemination and communication actions.

The initial version of the DCP has proven to be a robust and effective framework during the first phase of the project. Drawing on the long-standing experience and established methodologies of WR, it has successfully supported the project in building its communication foundations, raising early awareness, and initiating stakeholder engagement. As a result, this updated version introduces only targeted and relatively minor adaptations, ensuring better alignment with the specific needs of the consortium and the natural evolution of the project.

It is important to note that, during the first year, project activities were primarily focused on preparatory and foundational work. Consequently, results of interest to external stakeholders began to emerge after approximately M10. These early outcomes have already generated encouraging levels of engagement and interest among key stakeholder groups, confirming the relevance of JOULIA's approach and its potential impact. This interest is expected to grow progressively as the project advances and more mature results become available in the upcoming phases.

The DCP continues to be structured around three core elements: clearly defined key messages and target audiences, the use of effective dissemination and communication tools and channels, and a dynamic planning approach supported by regular monitoring and updates. These tools include the JOULIA website, social media platforms, newsletters, press releases, internal and external events, workshops, and scientific publications, all carefully selected to maximise outreach and stakeholder engagement.

As a living document, the DCP will continue to be reviewed and updated at key milestones (M36, and M48), incorporating feedback from project partners and stakeholders, as well as insights gained through ongoing activities. This ensures that the strategy remains responsive to both internal project developments and external conditions, allowing for continuous refinement and optimisation of dissemination and communication efforts.

Overall, the project remains firmly on track, and the DCP is effectively supporting JOULIA in increasing its visibility, fostering meaningful engagement, and building strategic synergies. Its continued success relies on the active involvement of all consortium partners and stakeholders, ensuring a flexible, coordinated, and impact-driven approach as the project moves into its next phases.

Further details on the progression and performance of KPIs, including a quantitative and qualitative analysis of dissemination and communication activities, are provided in **Deliverable 14.2 (Dissemination and Communication Report)**. In addition, more detailed information on established synergies and the specific actions undertaken can be found in **Deliverable 14.3 (Project Synergies Report)**.

Annexes

Annex I – Dissemination and communication guidelines

General Principles

- Actively contribute to the dissemination of project results and key messages.
- For all your communications related to the project please include in your email signature the project logo, linked to the project's website.
- Do not forget to include the EU-emblem and the EU-funding disclaimer:



Funded by
the European Union



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When displayed with another logo, the **EU emblem** must have appropriate prominence.

You can download the needed EU emblem in the desired resolution following this link:
https://ec.europa.eu/regional_policy/en/information/logos_downloadcenter/.

- Whenever possible, use the templates provided to you, i.e., presentation, report. A leaflet and a poster are under development and will be provided to you for dissemination and communication purposes. Other communication materials (e.g., infographics) will be prepared ad-hoc, if needed.
- Always inform **WR** and **CIRCE** regarding every dissemination and communication activity that you plan to carry out (e.g., organisation of an event, articles on websites or magazines, participation in an external event, etc.). This will enable us to publicise it through the project's communication channels in a timely manner.
- All dissemination and communication activities, including participation in external events and identification of relevant upcoming external events (e.g., conferences, workshops, seminars etc.), should be reported in the “JOULIA External Conferences and Events_template”. This information will be compiled within Task 14-16.2 reports to ensure comprehensive tracking and assessment of relevant KPIs, as well as opportunities for further dissemination of the project through participation in external events.

- **All partners are kindly requested to inform WR and CIRCE in advance** about their participation in relevant events in which JOULIA partners may be interested in participating to promote or present JOULIA.

In compliance with GDPR requirements, always gather stakeholders' consent when collecting, using and storing personal data during events/conferences. Please consider that photos, which make individuals identifiable, are also considered personal data. Partners are responsible for gathering and store participants' consent for the activities they undertake. You will not need to send these personal data and consent forms to us.

The points outlined above will be revised as needed to align with the project's evolving requirements and progress.

The JOULIA reports ***“Dissemination and Communication Plan (M1-M48)”*** (First version due in M4; Updated in M18 and M36; Final version M48) will include these guidelines and also outline the overall project's dissemination strategy and plan.

Dissemination Monitoring Tools

JOULIA Dissemination reporting template

JOULIA' DC Reporting sheet is available in [the project's repository](#). This is an Excel file that **must be updated every three months by all consortium partners**. All the information required must be provided – the European Commission collects all these data from the Dissemination Manager. Therefore, for each activity please indicate:

- Date
- Place
- Short description
- Reason for participation
- Type of activity
- Online/physical
- Title
- If the activity is part of the project
- Role and description of the organisation's involvement
- Other project partners involved
- Type of audience
- Size of audience per type of stakeholder group
- Countries addressed
- Gender of audience
- Type of material used and quantity (e.g. Number of flyers distributed)
- Other partners or external organisation involved

- Short description of action and dissemination activities
- Other comments
- Relevant contacts made (if consent was given)
- Evidence of participation (in the occasion of event, conference etc)

JOULIA internal events and Reporting Template

The event report has to be sent after every event within 30 days to WR. It is a structured file that includes:

- event data (title, date, venue, organisers, type and number of attendants, duration)
- goals and relevance within the project
- organisation
- dissemination activities
- short minutes of the events (structure
- outcomes of the event
- evaluation
- appendixes (list of participants and scanned copy of the list signed by all participants– if possible, in compliance with the GDPR, agenda, photos, presentations).

External Conferences and Events

This is an Excel file (available in the [project's repository](#)), that you can fill in each time you identify an event (e.g. conferences, workshops, seminars etc.) relevant to JOULIA and in which JOULIA partners may be interested in participating in promoting or present the project.

Guidelines for enhancing JOULIA's online presence

This section provides you with some key initial guidelines regarding your expected contribution and use of the JOULIA website and social media accounts (SMAs).

WEBSITE

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

SOCIAL MEDIA ACCOUNTS

1. Register for all JOULIA SMAs (e.g., Facebook, Twitter, LinkedIn and YouTube) and use them to monitor announcements and posts, comment, like and retweet.
2. Do make your own posts to foster discussion and keep the page alive.
3. Promote the JOULIA SMAs within your network of contacts.
4. Signal to WR relevant profiles that we could follow (on Facebook, Twitter, LinkedIn).
5. If you make a short video edit it to enhance the project identity (add the name of the project, the logo, the EU emblem and the disclaimer “This project has received funding from the European Union’s Horizon Europe research and innovation programme under grant agreement No. 101192555”). White Research will upload it on YouTube.

JOULIA’s Social Media Accounts	
LinkedIn	JOULIA Project
X	@JouliaProjectEU
Facebook	Joulia Project EU
Bluesky	@jouliaproject.bsky.social
YouTube	@JouliaProject

Annex II – Events’ reporting template

Event’s Aggregate Data

Title	
Date	
Venue	
Organisers	
Audience (number and type)	
Duration	

Stakeholders Reached

What type of stakeholders were engaged?

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

Event’s goals, objectives and relevance with JOULIA

What were the key objectives of this event/activity? (e.g. to gather ideas, gather data, find new stakeholders, etc.). Was the event relevant to JOULIA? To what extent?

Organisation of the event

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

How was the event/activity organized?

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

Dissemination activities

How was the event/activity promoted? Was project material used for promotion? Was the JOULIA project promoted during the event?

Structure of the event (short minutes)

Description of the event's sessions.

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

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

Outcomes of the event

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

What ideas were generated? (brief explanations are sufficient)

Evaluation of the event

What are the main impressions and observations that you made?

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

ANNEX: Attachments

- The list of participants (if consent to store and share data was given)
- A scanned copy of the list of participants signed by each participant (if possible)

- The agenda of the event
- Photos (please make sure to have the consent of participants to use them)
- Presentations (if applicable)
- Copies of materials used to promote the event (e.g., links to press releases, videos, posts, leaflets etc.)

Annex III – External conferences and events identification template

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14									
15									
16									
17									

Figure 24. Eternal Conferences and Events Template

Annex IV- Dissemination Reporting Template

The form below has been designed to help you keep track of any kind of awareness and dissemination activities. Just to remind you, dissemination activities include, but are not limited to: meetings, workshops, interviews, press releases, publications, e-mails, presentations, informal discussions, seminars, etc.

Important: Specify the type of activity as well as the type of the audience(s) addressed using the categories provided in the drop-down menu.

		ACTIVITY INFORMATION				ACTIVITY DETAILS							
No. of Action	Partner	Date of activity	Place of activity	What? Short description of the action	WHY (Explain why it was important to participate in this activity. For example, how it aligns with the project's goals, its relevance to target audiences, the visibility it provided to the project, or any strategic benefits such as building partnerships or disseminating key messages)	Type of activity (Choose one of the activity categories listed in the drop-down menu)	Was the activity online?	STATUS of activity	URL	CHANNEL (Facebook, X, LinkedIn, Instagram, website, etc.)	Title of conference, workshop, publication, website article, etc.	Is the activity part of the JOULIA project?	Role and description of your organisation's involvement (e.g. organizer, facilitator, interviewer, speaker, discussant, author, participant, etc.)
2 (Example)	VRI	Example 15/08/2024	Greece	Participation to a conference organised by Organisation X focusing on decarbonization. We participated as main presenters in a dedicated session. The JOULIA logo and poster were also used during the event. Moreover, important contacts were made with relevant stakeholders.		Organization of a conference	Physical	Completed			"Title of Conference"	NO	Organizer

Figure 25. Dissemination Reporting Template

Annex V – Publications Matrix

 JOULIA															
Relevant KPIs: Number of scientific/technical publications submitted: >8															
#	Author(s)	Partner(s)	Title of paper	Related JOULIA deliverable or result (if any)	Title of the Journal/Proceedings/Books series/Book (for book chapters)	Status of paper	DOI	Type of publication	Repository Link	Year of Publication	Is this publication available in Open Access, or will it be made available?	If Green Open Access, length of the embargo (in months)	If Gold Access, processing charges for Gold Open Access	Is this a joint public/private publication?	Comments (e.g., does any type of CC or other license apply? Are the underlying datasets accessible in an open repository?)
1															
2															
3															
4															
5															
6															
7															
8															

Figure 26. JOULIA Publications matrix.



Electrification of industrial processes using induction and microwaves technologies



JOULIA Project



@JouliaProject



Joulia Project EU



@JouliaProjectEU



@jouliaproject.bsky.social



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Partners



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