



Dissemination and Communication Plan

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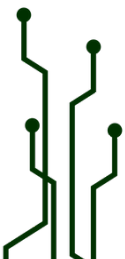


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1. Introduction

Dissemination and Communication play an extremely important role in the success of a project funded by the European Union (EU) to make external stakeholders aware of the project potential and relevant outcomes as well as to maximize project outreach by ensuring that its objectives, activities, and results are known to the relevant audience. Therefore, a clear plan must be defined for all the dissemination and communication activities to be carried out along the lifetime of the project.

This document describes the general plan for disseminating the results of AgiFlex, gives an overview about the strategy behind the dissemination and communication activities, and provides a roadmap for the upcoming actions.

The AgiFlex Consortium is committed to ensure wide dissemination and significant impact of the project results to a large audience, including the scientific and the industrial communities as well as the public society. To achieve this, a common set of dissemination materials and media will be made available, a specific strategy will be implemented, and active involvement of all project participants will be required.

In the first three months of the project, an initial set of communication material is being created, such as the document and presentation template, or other types of jointly used pieces. The project online presence is also completed with the design and development of the social media channel LinkedIn, which complements the already launched project website.

The consortium also prepared an initial list of potential events to be targeted by AgiFlex and defined the set of Key Performance Indicators (KPIs) to be continuously monitored with associated target values that must be reached to maximize the impact of the project.

1.1 Contents of the document

The remaining part of the document is divided into 6 main sections:

- Section 2 defines the general structure of the Dissemination and Communication strategy that has been defined and is being executed from the beginning of the project.
- Section 3 describes the identified main audience for the dissemination and communication strategy.
- Section 4 describes the general objectives of dissemination, the planned dissemination activities, which will be carried out to ensure that the project's results are widely distributed to the targeted audience with appropriate mechanisms in a timely manner. The associated KPIs together with their overall target values are also provided.

- Section 5 describes the objectives of communication, the planned communication activities, which will ensure that the key stakeholders for the project exploitation and market uptake are early engaged and actively participating to the various implementation phases. Moreover, this section provides the KPIs for communication activities, their overall target values as well as the developed communication material and online media presence of the project (apart from the project website, which is the object of a separate Milestone M6.1).
- Section 6 provides a preliminary list of the targeted dissemination and communication events and depicts the way it will be continuously updated throughout the project duration.
- Section 7 provides some concluding remarks for the document.

2. Dissemination and Communication strategy

The dissemination and communication activities will ensure that the project's results are widely distributed to the relevant audience with appropriate mechanisms in a timely manner, and that the key stakeholders for the project exploitation and market uptake are early engaged and actively participating to the various implementation phases.

The consortium partners aim at implementing an intensive, yet clear, strategy and conduct effective communication, dissemination, and exploitation activities from the very early stages of the project.

To enhance visibility and the impact of the project as well as of the individual partners, a global dissemination and communication strategy tailored to different stakeholders has been defined and is being executed from the "actual" start of the project, namely after the initial suspension period of 12 months. The goal is to ensure adequate dissemination and communication of the project's results to the targeted audience by leveraging their active participation, involve potential new research, development, and innovation actors for fruitful exchanges and future scale-up of the project outcomes as well as potential commercial partners which could be interested in the exploitation of some project results in the medium-long run.

The AgiFlex Dissemination and Communication strategy is illustrated in Figure 1.

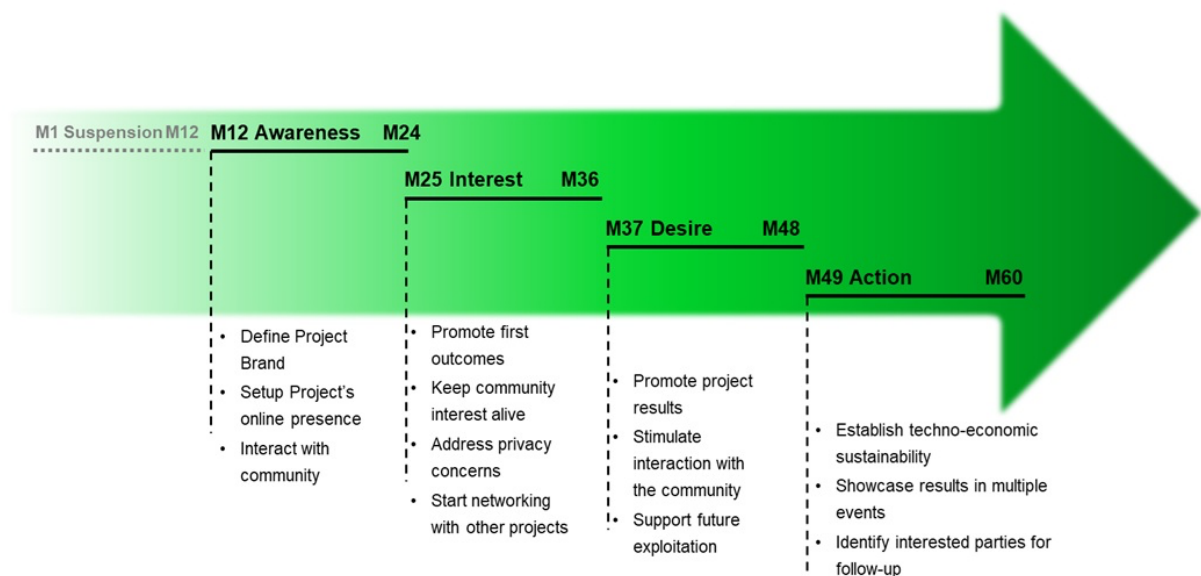


Figure 1. Overview of the AgiFlex Dissemination and Communication strategy.

The Dissemination and Communication strategy encompasses four main phases according to the AIDA model (Awareness, Interest, Desire, Action). This model is used by a wide spectrum of organizations and is suitable for attracting and building relation with stakeholders, and each

of the considered phases require different methods and activities to be carried out to achieve the specific goals:

- awareness phase;
- interest phase;
- desire phase;
- action phase.

A detailed description of each phase is proposed in the following subsections.

2.1 Awareness phase

The goal of this initial phase is to raise public, industry and research community awareness about the project and the problems it addresses. During this phase, the main tasks are the setting up of the marketing materials and awareness-raising presentations at different related events. Therefore, the following main activities are being and will be carried out:

- setting up a project brand identity, such as the logo, templates for documents and presentations, etc.
- Creating the project website, which showcases the project vision and objectives and presents the project members and any other relevant information.
- Designing dissemination material, such as flyers and posters, which will be distributed through partners' networks and project events.
- Giving introductory presentations at conferences and workshops about AgiFlex to raise awareness among the scientific and industrial community and to establish the basic brand name of AgiFlex.

2.2 Interest phase

The aim of this phase is to promote the initial project results to targeted stakeholders in the steel industry and research community. The planned activities are:

- to update the project website with publicly released deliverables and news to show the advancements and progress of the project and to keep interested parties up to date.
- To spread news on the developed activities via social media (LinkedIn) and newsletters.
- To develop publications and scientific papers on early project results journals (at least 10 papers in Open Access form), to increase the interest to researchers and scientific communities.
- Presentations at international conferences, workshops and other dissemination events introducing the scientific and technical results of the project.

In view of the ongoing and future dissemination of project results, it is crucial to start addressing privacy concerns in this stage, also based on what was established in the Consortium Agreement.

Starting actions to promote the partnership with other ongoing projects is another important activity to be started during this phase.

2.3 Desire phase

This phase focuses on further engagement of the targeted audiences with the project to create additional interest in the evolving results of the project. The planned activities are:

- to update the project website with publicly released deliverables and news to showcase the project progresses and to keep interested parties up to date.
- To spread news on the developed activities via social media (LinkedIn) and newsletters.
- To develop further publications and scientific papers to journals to increase visibility and interest to researchers and scientific communities.
- To make presentations at international conferences, workshops and other dissemination events describing the scientific and technical results of the project.
- To enforce networking with other EU-funded projects to evaluate potential synergies inside and outside the steel sector.

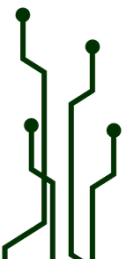
Informing target markets about the technological breakthroughs and business benefits of AgiFlex is also an important part of this phase that works as a preparatory stage for the final mature phase. To this aim, a continual interaction with the project Exploitation Plan (Deliverables D5.4 and D5.5) will be implemented to the aim of keeping the project dissemination and communication strategy fully aligned and supportive with respect to the exploitation strategy.

2.4 Action phase

This phase focuses on maximizing target market and industry awareness about AgiFlex exploitable results. All the results will be disseminated through all the available channels. Communication and dissemination efforts will support the project sustainability and its effective exploitation and market replication, in full compliance and seamless interaction with the developed Exploitation Plan (Deliverables D5.4 and D5.5). All the efforts made in the previous phases will be leveraged in this final stage through the following specific activities:

- organization of events such as workshops and seminars to build and disseminate project results.
- Publishing of project results and products to increase awareness in the research and industrial communities.

- Participation in important conferences, workshops, and sector exhibitions where the results of the project could be presented to targeted stakeholders.
- Use of project results, such as software demos and/or videos, to support contacts for future exploitation.



3. Target Audience for Dissemination and Communication activities

All partners are committed to mobilize the appropriate stakeholders to multiply the effects of dissemination and exploitation activities.

In order to maximize the impact of the dissemination and communication of the project results, some main categories of target audiences have been identified, which will be useful to particularize the Dissemination and Communication activities, as well as to customize actions within an integrated Communication and Dissemination strategy having a synergetic effect with the Exploitation strategy to be established.

The audience categories identified for AgiFlex so far are listed in the following:

- **Steel Industries (SIs)** facing the challenges by the Green Deal objectives, and thus looking for flexible, customizable tools to rapidly adapt their production process to changing by identifying the best operation strategy or the best investment scenario with respect to the transition towards carbon-neutral operation of the plant. Their awareness is critical to ensure wide deployment of the AgiFlex solutions. As industrial progress relies on valorisation of human resources, **Workers (W)** also need to be informed about the outcomes of the project, being end-users and implementers of the investigated technologies and solutions.
- **Research and Technology Organisations (RTOs), High-Education Institutions (HEI)** and, in general, the **Scientific Community (SC)**, active in the steel and metal sector are interested in the scientific developments provided by AgiFlex. This community is deeply committed to develop and prototype innovative solutions and can be a good lever for transferring some research outcomes outside the steel sector and for exchanging information.
- **Original Equipment Manufacturers (OEMs)**, namely companies that provide plants and equipment to SIs willing to exploit AgiFlex to foster the adoption of their technologies by supporting customers in Europe and Worldwide.
- **Research and Technology Organisation (RTOs), High-Education Institutions** and, in general, the **Scientific Community (SC)**, interested in the scientific developments provided by AgiFlex. This community is deeply committed to develop and prototype innovative solutions and can adapt it to different sectors by developing custom modules and exchanging information.
- **Associations, Platforms and Clusters (APCs)** as well as other kind of communities (e.g., ESTEP, EUROFER, A.SPIRE, Pact-for-Skills, SusChem), interested in deploying AgiFlex and/or in assessing its transferability to other industrial sectors.
- **Policymakers and Society (PS)**. These stakeholders of the steel sector are interested in assessing the impact of AgiFlex on the sustainability of the steel production. This includes social impact and effects on present and future workforce, for instance in terms of skill gaps to be filled for fully exploiting the potential of the developed solution, as well as the potential for attraction of young talents.

For each target group, the main specific interests in the project have been identified, to suitably address the dissemination activities targeting.

Table 1 provides an overview of the identified target groups and their main potential interests in the project.

Table 1. Target audiences for Dissemination and Communication activities.

Target Group	Interest in AgiFlex
Steel Industries (SI)	• Being regularly informed about the project and its progresses. • Testing/Deploying the developed software tool. • Providing feedback on the benefits that the steel industry can get from AgiFlex.
Workers (W)	• Being informed and actively involved in the developments of AgiFlex. • Having training and upskilling paths to exploit at best the AgiFlex tool. • Assessing the impact of the AgiFlex solution on health and safety conditions at the workplace.
Original Equipment Manufacturers (OEMs),	• Being informed about the progress of AgiFlex; • Use the AgiFlex tool to foster the adoption of their technologies by supporting customers in Europe and Worldwide
Research & Technology Organisations (RTO), High-Education Institutions (HEI), Scientific Community (SC)	• Improving knowledge on industrial application of agent-based solutions. • Exploit the AgiFlex solution to support decarbonization of the steel sector. • Exploring synergies with other research activity in the steel and metallurgical sectors. • Sharing knowledge on the project to organise new training courses/improve the existing offers
Associations, Platforms & Clusters (APC)	• Promoting the investigated technological solution, so that their members can use them. • Assessing techno-economic transferability of the project outcomes. • Establishing synergies with other research activities supporting improvement of workers' digital skills.
Polymakers & Society (PS)	• Discovering and following the progress of researchers to improve production chain flexibility and reliability in the steel sector. • Following the progress in the implementation of advanced digital solutions in the steel sector.

Furthermore, an Advisory Board (AB) will be defined in AgiFlex including members of the previous listed target groups. The AB will provide suggestions and support on development of all AgiFlex activities, including dissemination and communication, and the AB meetings themselves will contribute to spreading of AgiFlex outcomes.

The consortium elaborated specific objectives for dissemination and communication activities, which are aligned with the overall strategy defined in Section 2 and address the different target audiences identified in the present Section. Moreover, KPIs have been defined for each cluster of activities, which will be monitored throughout the whole project duration. These aspects are treated in detail in the following Sections 4 and 5.

4 Dissemination

4.1 Dissemination objectives and impacts

Dissemination is focused on the **public disclosure of the project results to specific target groups**, and has the following main Dissemination Objectives (DOs):

- DO1. to raise awareness and interest of potential users on the project results;
- DO2. to foster interaction with stakeholders and potential users to obtain key feedback and enhance exploitation opportunities;
- DO3. to transfer knowledge of the developed solution to the scientific community and exchange experiences which can support improvements and refining of the research activities;
- DO4. to foster the acceptance and deployment of the AgiFlex solution in the European steel industry;
- DO5. to ensure a broad applicability of the project results also beyond the steel sector.

According to the overall strategy, which is presented and discussed in Section 2, in the initial phase of the project, dissemination will focus on presenting the project to raise awareness among all target audiences. Following the generation of research outputs, dissemination activities will be mostly tailored to each target group. By the end of the project, especially the software simulation tools developed throughout the project will be exploited for dissemination activities, including training and knowledge transfer, to foster the wide adoption of project results in the steel sector and explore opportunities for transferability of part of the expected outcomes also to other sectors.

The following main dissemination activities are envisaged:

- Scientific and technical papers.
- Presentations, lectures, posters in conferences, congresses, and workshops and attendance to exhibitions and trade fairs.
- Webinars and seminars on AgiFlex outcomes.
- Presentations in events promoted by EU initiatives, platforms, and associations.
- Collaboration and synergies with other projects funded within the Research Fund for Coal and Steel (RFCS) and Horizon Europe (HEU) programmes, especially within the Clean Steel Partnership (CSP) calls.
- AgiFlex final dissemination and exploitation workshop.

Table 2 schematically depicts which of the different target groups identified in Section 3 are impacted by the above-listed dissemination activities.

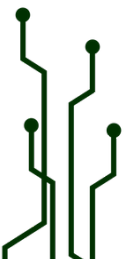


Table 2. Overview of the impacts of the planned dissemination activities on the identified target audiences.

Dissemination activity	SI	W	OEM	RTO	HEI	SC	APC	PS
Scientific and technical papers	●		●	●	●	●		
Presentations/lectures/ posters in conferences/ congresses, and exhibitions/trade fairs	●		●	●	●	●	●	
Webinars and Seminars on AgiFlex technologies	●	●	●	●		●	●	●
Presentations at events promoted by EU initiatives, platforms, and associations	●			●			●	●
Collaboration and synergies with other RFCS and HEU projects	●			●	●			
AgiFlex final dissemination and exploitation workshop	●	●	●	●	●	●	●	●

4.2 Dissemination messages and associated KPIs

Each envisaged dissemination activity conveys a specific key message, closely linked to the project development as well as to its intermediate and final outcomes. Consequently, different time schedules are identified for each activity. For instance, the consortium was committed since the very beginning of the project to disseminate the concepts and main objectives of the project in workshops and dissemination events targeting the European steel community, to stimulate curiosity and explore potential synergies with other ongoing EU-funded projects. However, the consortium will not be able to produce scientific publications until at least some partial outcomes of the project are available.

Table 3 summarizes the key dissemination message and the timeline of each dissemination activity.

Table 3. Overview of key messages and timelines of the dissemination activities.

Dissemination activity	Key Dissemination Message	Time Plan
Scientific and technical papers	Project scientific and technical outcomes related to specific technologies/solutions	>M30
Presentations/lectures/posters in conferences/congresses, and exhibitions/trade fairs	Discussion of the results and potential of AgiFlex with expert peers	>M30
Webinars and Seminars on AgiFlex technologies	Industrial challenges and technology approach. Main features and operation of the investigated solutions	>M42
Presentations at events promoted by EU initiatives, platforms, and associations	Synergy potential of AgiFlex with other activities of key stakeholders/organizations	>M30
Collaboration and synergies with other RFCS and HEU projects	Synergy potential of AgiFlex with other research initiatives.	>M36
AgiFlex final dissemination and exploitation workshop	Main results and expected benefits of their deployment for the targeted markets	>M54

Finally, some numerical targets or KPIs have been identified to assess the level of success of each dissemination action. Such KPIs will be monitored throughout the project duration to timely identify possible corrective actions, whenever needed. **Table 4** summarizes the identified targets for each dissemination activity.

Table 4. KPIs and target values identified for the dissemination activities foreseen in the project.

Dissemination activity	KPI Dissemination
Scientific and technical papers	• 10 articles in reputable scientific journals in Open Access form. • About 9000 downloads for the published papers overall.
Presentations, lectures, posters in conferences, congresses, and workshops	• 8 papers published in proceedings of international conferences and workshops. • 12 presentations/posters discussed at international scientific events. • 10,000 people in the general audience reached by the attended scientific events.
Webinars and Seminars on AgiFlex technologies	Industrial challenges and technology approach. Main features and operation of the investigated solutions
Presentations at events promoted by EU initiatives, platforms, and associations	• 2 presentations. • A total audience of at least 100 experts and industrial representatives reached by the attended events.
Collaboration and synergies with other RFCS and HEU projects	• 5 projects contacted for potential synergies in terms of knowledge exchange • 2 joint activities put in place with some of the previously identified and contacted projects
AgiFlex final dissemination and exploitation workshop	• 100 attendees

5. Communication

5.1 Communication objectives and impacts

Communication activities mostly aim at **promoting the project itself and its impacts among the identified groups**. The following main Communication Objectives (CO) have been defined:

- CO1. to raise awareness in the steel community of the benefits of AgiFlex in terms of flexibility, reliability and efficiency of the production route;
- CO2. to raise awareness and favour opportunities for deployment of the developed platform;
- CO3. to raise awareness among European Commission (EC), Public Authorities and policymakers to foster cooperation in spreading the benefits of AgiFlex;
- CO4. to involve workers and young talents in further development and deployment of the AgiFlex platform and create among them awareness on their impact by also promoting connected career opportunities;
- CO5. to promote gender equality and integrate gender dimension in research and innovation activities.

Table 5 schematically depicts which of the different target groups identified in Section 3 are impacted by the above-listed communication activities.

Table 5. Overview of the impacts of the planned communication activities on the identified target audiences.

Communication activity	SI	W	OEM	RTO	HEI	SC	APC	PS
Project website. Link to partners' website. public deliverables, reports and training material	●	●	●	●	●	●	●	●
Newsletters and bulletins, press releases to newspapers and social media	●	●	●	●	●	●	●	●
Presentations in events organized by or relevant to EU, platforms, and associations. Publications on EC's communication channels	●	●		●			●	●
Communications and seminars dedicated to students and young minds					●			●
Communications and seminars dedicated to women role		●						●

5.2 Communication material

The AgiFlex branding toolkit mainly consists of the document (**Figure 2**) and presentation templates (**Figure 3**).

Other types of material including newsletter format, banners, posters, flyer, roll-up, and stickers will be further developed throughout the project.





Figure 2. Word document template.

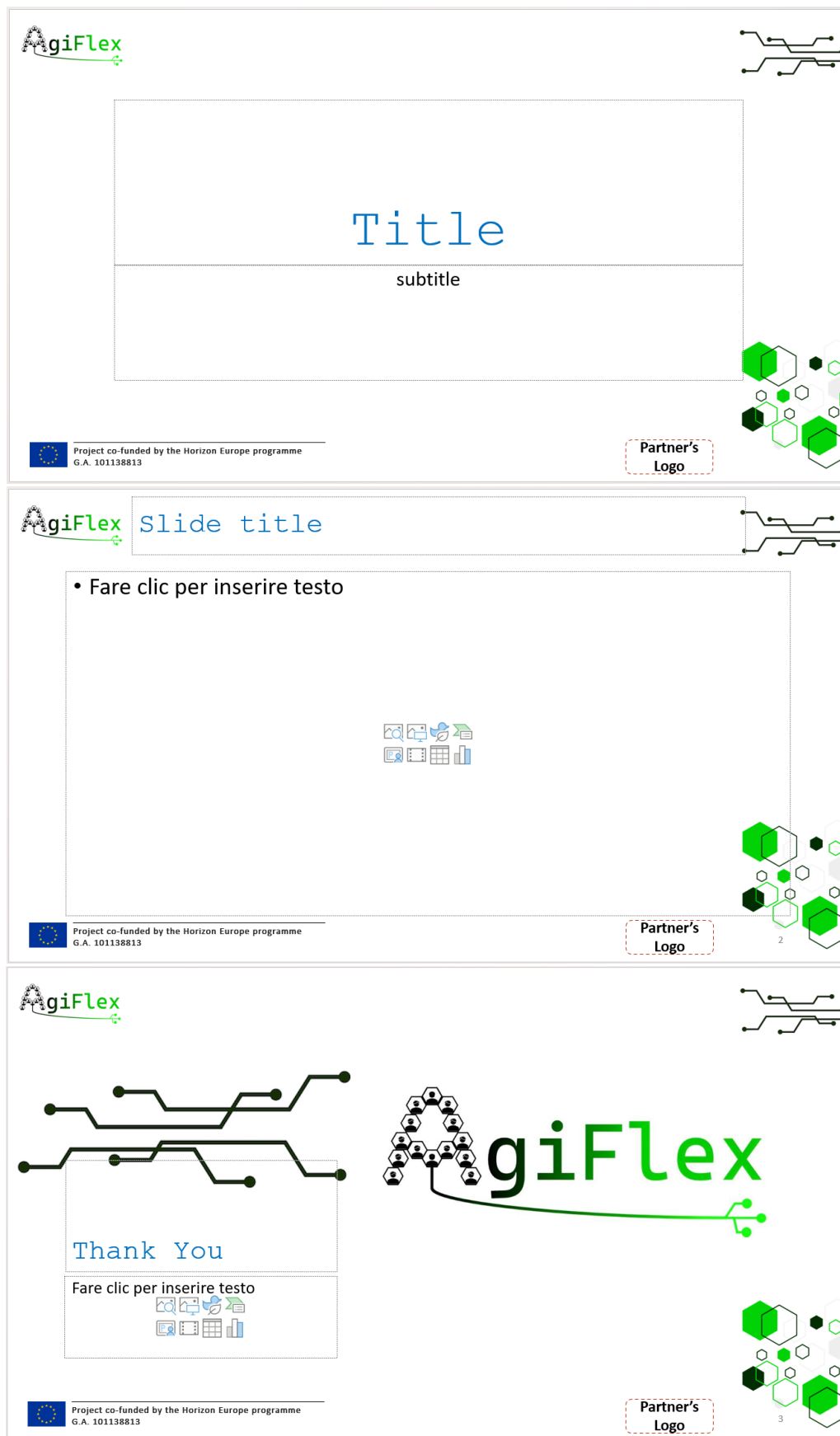


Figure 3. Powerpoint slide template.

5.3 Communication messages and associated KPIs

Each envisaged communication activity conveys a specific key message closely linked to the project development as well as to its intermediate and final outcomes. Consequently, different time schedules are identified for each activity.

Table 6 summarizes the key communication message and the timeline of each communication activity.

Table 6. Overview of key messages and timelines of the communication activities.

Communication activity	Key communication message	Time plan
Project website. Link to partners' website. public deliverables, reports and training material	Impacts and benefits of Agiflex on energy and resource efficiency, environment, sustainability, and jobs creation.	>M15
Newsletters and bulletins, press releases to newspapers and social media	Spreading main achievements and benefits of project outcomes	>M18
Presentations in events organized by or relevant to EU, platforms, and associations. Publications on EC's communication channels	Spreading benefits of the project outcomes and overcoming barriers limiting expected impacts of project results.	>M42
Communications and seminars dedicated to students and young minds	Impact of project results on daily activities. Career opportunities created or favoured by AgiFlex.	>M36
Communications and seminars dedicated to women role	Contribution of women in AgiFlex and their importance. Career opportunities for women created or favoured by AgiFlex. Participation in activities/collaboration with initiatives promoting women's role and contribution in STEM	>M36

Finally, some numerical targets or KPIs have been identified to assess the level of success of each communication action. **Table 7** summarizes the identified targets for each dissemination activity.

Table 7. KPIs and target values identified for the dissemination activities foreseen in the project.

Communication activity	Key communication message
Project website. Link to partners' website. public deliverables, reports and training material	• 70,000 people reached • 10,000 web visits
Newsletters and bulletins, press releases to newspapers and social media	• 5,000 readers • 1 press release per year and a regular online newsletter (semi-annual) with news, events, and information of interest
Presentations in events organized by or relevant to EU, platforms, and associations. Publications on EC's communication channels	• 1 clustering event at EU level • 1 publication on EC communication means
Communications and seminars dedicated to students and young minds	• A total audience of 300 students reached through these activities
Communications and seminars dedicated to women's role	• 1 presentation on women's contribution in project event • 1 session on career opportunities

SSSA will prepare and continuously update the project website (Milestone M6.1 published on Month 15) containing project overview, goals, partners, publications, and events. Certain deliverable reports, depending on the confidentiality of the information contained, will be made available in the public area after specific compliance checks.

The Consortium will also release a semestral newsletter. A procedure has been established to prepare the contents of each newsletter: 2 weeks before the established release of each newsletter, the leaders of the active technical WPs (namely WP2, WP3, WP4, WP5) will provide SSSA with a so-called "flash report" (in a format – e.g. defined number of characters and lines - that will be provided by SSSA at the beginning of this activity following the finalization of the newsletter format) summarizing the activities carried out and the outcomes achieved in each WP. Joint flash reports among two WPs could also be agreed. Moreover, a list of attended or planned dissemination and communication events will be sent by SSSA. The newsletter will be spread via the networks of all the partners.

Moreover, as far as press releases, social media and newsletters are concerned, to ensure appropriate spreading of news related to the project; One or more "focal communication points", namely persons which will be in charge to share posts and news on the social media of each company/institution involved in the project, are nominated by partners. **Table 8** reports the focal points of the beneficiaries and their e-mail addresses at the date of release of the present document. This list will be regularly revised and updated to ensure that the included persons are always active in spreading the news concerning the project.

Table 8. List of the focal points for communication for each beneficiary of the project.

Beneficiary	Focal point	Role	E-mail
1 AAU	Carl Haikarainen	D&C Manager	Carl.Haikarainen@abo.fi
2 BFI	Maximilian Bernds	D&C Manager	Maximilian.Bernds@bfi.de
3 SSSA	Valentina Colla	D&C Manager	valentina.colla@santannapisa.it
	Francesco Ceccarelli	Communication manager	francesco.ceccarelli@santannapisa.it
4 DH	Jonas Prudente	D&C Manager	jonas.prudente@dillinger.biz
5 TSN	Peter van den Broeke	D&C Manager	Peter.van-den-Broeke@tatasteleurope.com

5.4 Online media

In order to increase the project outreach, the use of online media is key to maximise the multiplier and click-through effects. To ensure dissemination across Member States, the project consortium will rely on the existing and targeted online presence of all the partners.

Social media are cost-efficient, responsive, and easy to measure communication and dissemination tools, and allow easily reaching the selected target groups. They also help increase online and offline visibility, as well as recognition from the scientific community and audiences with diverse interests. A further benefit of using social media is the ability to inform the audience on the project's progress in real time.

A project website is being developed (Milestone M6.1), which will be linked to a LinkedIn account of the project, to increase awareness of the activities carried out and to ensure stakeholder participation. The LinkedIn account will be regularly updated with posts relevant to the project and its activities, with a response rate on possible inquiries/comments, to ensure audience engagement and maximum number of followers/connections/likes.

All partners are expected to promote the project through their organization accounts and provide material for dissemination through these channels. The AgiFlex consortium and other interested and supportive parties may also use their own communication channels to enhance the dissemination of the AgiFlex project among their networks. AgiFlex will support its distribution by providing connections and relative links. However, to harmonize the use of online media, it is important to provide some guidance.

In general, all partners are requested to rely on the AgiFlex branding toolkit and logo to ensure a consistent presentation of the project across different online tools. In addition, all publications and other materials made available online will:

- display the EU emblem;
- include the following text *“This project has received funding from the European Union under Grant Agreement No — 101138813 — AgiFlex.”*

The project partners are also encouraged to use, in preference, LinkedIn, and to include the project hashtag #AgiFlex in all their posts on social media related to the project. To benefit on existing trends, the partners are also invited to use other emerging hashtags to join topic-specific conversations (such as for instance #steel #optimization #HEU #MultiAgentSystems #artificialintelligence, #modelling, #simulation etc.).

The number of followers/likes is easy to identify, however social media analytics will be of more use to the consortium, in terms of identifying the followers’ country of origin, gender, occupation and interaction with the posts. These data will help evaluating, adjusting, and refining the AgiFlex communication and dissemination strategy to better engage the target audience.

6. Targeted events

During the project execution, the AgiFlex consortium will analyze the events being planned and will keep a list of the potential targets for AgiFlex. The target events include conferences, workshops, exhibitions and other dissemination and communication opportunities, where the consortium can make presentations to share the results of the work carried out in AgiFlex, as well as trade fairs, exhibitions and dissemination and communication initiatives organized by the EU. This list will be refined and enhanced during project's lifetime to reflect relevant ongoing global developments.

Table 9 provides an initial list of events already identified by the consortium. Such list will be periodically updated during the project lifetime.

Once the contribution of the project to one of the events is confirmed, it will be preliminarily announced in a dedicated section of the project website.

If the participation to a dissemination event will generate a publication (e.g., an extended abstract or a paper), open access to such publication will be ensured and the publication or the link to the source file will also be made available through the project website.

In order to punctually track all the communication and dissemination initiatives carried out by the different partners, the Consortium elaborated a simple module to be filled and sent to the Project Coordinator and to the Dissemination and Communication Manager by each partner or group of partners for each attended dissemination and communication event. Such module is reported in **Appendix I** of the present document.

Table 9. Preliminary list of relevant events (question marks are included when the exact dates or locations are still not defined).

Event	Date	Location	Description
7 th ESTAD 2025	6-9.10.2025	Verona (IT)	AgiFlex overall concept
ESTEP Annual Event 2025	?? .10.2025	Udine (IT)	AgiFlex overall concept and first developments
DIGIMET 2025	27-28.11.2025	Bergamo (IT)	AgiFlex digital methodological concept
41 th Congress of the Italian Association of Metallurgy	?? .09.2026	??? (IT)	Results mainly related to process modelling
ESTEP Annual Event 2026	?? .10.2026	Europe	Results mainly related to process modelling
AISTech 2027	?? .05.2027	?? (USA)	Results mainly related to process modelling
METEC-ESTAD 2027	?? .06.2027	Dusseldorf (D)	The MAS-based AgiFlex tool
ESTEP Annual Event 2027	?? .10.2027	Europe	The MAS-based AgiFlex tool
AISTech 2028	?? .05.2028	?? (USA)	The MAS-based AgiFlex tool
42 th Congress of the Italian Association of Metallurgy	?? .09.2028	??? (IT)	Final project outcomes
9 th IFAC Workshop on Mining, Mineral and Metal Processing MMM 2026	?? .?? .2028	Europe	Final project outcomes
ESTEP Annual Event 2028	?? .10.2028	Europe	Final project outcomes

7. Conclusions

This deliverable presents the AgiFlex Dissemination and Communication Plan, an internal instrument to provide a consistent framework for all activities needed to disseminate and sustain the concepts, achievements, as well as technical and knowledge results developed within the project.

The Consortium recognizes that dissemination, communication, and engagement activities are an essential and pervasive activity throughout the project life and integrated within all its work packages. Therefore, the present document illustrates in clear terms the rationale behind the Dissemination and Communication strategy and clarifies all dimensions necessary to communicate the core messages and results of the project in a very effective and comprehensive way.

Various activities will be realized throughout the project's lifetime to help AgiFlex achieving its objectives. Promotion of the project using online tools and via participation in the events, workshops, several scientific publications in journals and conferences as well as high-quality promotional material constitute some of the main actions towards the afore-mentioned objectives.

The Dissemination and Communication Plan will be constantly evaluated and revised during the project lifetime. Two reports on Dissemination and Communication activity will be produced at M36 (Deliverable D6.4) and M60 (Deliverable D6.5).

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List of acronyms and abbreviations

Acronym	Full name
AAU	Åbo Akademi
AB	Advisory Board
APC	Associations, Platforms and Clusters
BFI	VDEH-BetriebsForschungsInstitut GmbH
CO	Communication objective
DH	Aktien-Gesellschaft Der Dilliger Huttenwerke
DO	Dissemination Objective
EC	European Commission
EU	European Union
HEI	High-Education Institutions
KPI	Key Performance Indicator
OEM	Original Equipment Manufacturer
PS	Policymakers and Society
RTO	Research and Technology Organisation
SC	Scientific Community
SI	Steel Industry
SSSA	Scuola Superiore Sant'Anna
TSN	Tata Steel Nederland Technology BV
WP	Work Package

Appendix I: Dissemination and Communication report template

Event information	
Event name (and acronym)	
Type of event	
Date	
Location	
Geographic coverage	
Type of audience	
Approximate size of audience	
Short description	
Information about dissemination activity	
Presentation title	
Presenter	
Other partners involved	
Hashtag(s) for Social Media	
Attachments (e.g. agenda, invitation)	