



ECCA PROJECT - 690364

Adopting Circular Economy for internationalization and
global competitiveness of European SMEs in Building and Construction



D1.2: Communication plan

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Executive summary

Effective communication of the project actions is essential since it ensures reaching potential actors; it motivates them to join the alliance as well as it helps them to collaborate to find synergies apart from helping internal project development.

This deliverable 1.2 “Communication Plan” is the communication framework for ECCA project. This document is structured in six main parts. First, it defines communication strategy and objectives. Secondly, it identifies pertinent communication channels and relevant target audiences. Next, it organizes planning of the communication actions. Then, it describes basic messages as introduction of the project to potential members, as well as methodology and activities. Afterwards, it treats monitorization for the activities carried out including indicators and monitoring tools. Finally, the document makes the conclusion of the communication activities to be carried out.

Communication actions are not a milestone but, on the contrary, it is a set of actions, which stretch along the whole project duration (24 months). This document will be updated in months 13, 19 (Progress report) and 24 (Final report).

1. Communication strategy

A sound communication strategy needs to be previously planned in order to maximize its benefits. A communication planning should start at the beginning of the activities.

Communication for ECCA is the purposeful activity of information exchange among ECCA participants, as well as between them and relevant stakeholders related with circular economy in construction in order to convey the importance of circular economy in construction and the benefits of participating in a related European Alliance.

ECCA communication approach is the process of making the results and deliverables of ECCA project available to the stakeholders and to the wider audience, considering other ongoing EC projects.

The ECCA communication strategy takes part in two different levels.

1. Internal.
2. External living organization communication

1.1. Internal communication

In order to develop a coordinated work during the project, ECCA Partners (SGG, SEAD, CCS-SBC) must communicate effective and regularly. A shared set of work packages and its tasks require agile communication.

Coordination meetings such as KOM, as well as the planned meetings (M6, M12, M19 and M24) are the pillars of this fluent internal communication.

In between these on-site meetings, ECCA communication strategy settles four other communication channels for direct communication. The first one is e-mail. This mean will be used for regular follow up of the project, standard communication among partners and non-urgent issues. The second canal is skype (chats and videoconferences). An alternative tool for this goal will be Hangouts from Google. Chats will be used for agile and fast communication avoiding e-mail procedures when simple issues in communication. On the other hand, videoconferences will celebrated in a regular pattern (each 15-21 days accordingly with agenda availability of three partners). The goal of this is project follow-up, detecting project's deviations, resolve doubts and putting in common partners developments. The forth channel is telephone in case of necessity for solving any issue directly among partners. This is expected to be occasional but a useful mean.

Regarding coordinating communication and documents development, during KOM it was decided to use Dropbox. Deliverables will be stored in this shared folder as well as databases of potential partners and other relevant information regarding ECCA project.

Doodle is the tool selected for coordinating agendas among ECCA partners. For instance, to select right days for steering committee meetings, skype regular meetings or others.

1.2. External living organization communication.

External living organization communication is the most crucial activity during the implementation of the communication plan since ECCA project would be an empty initiative without participant members.

Therefore, this is the focus of the communication means chapter, where a set of channels are selected in order to cover the optimal range of ways to attain success in having direct communication and potential participation from external stakeholders.

ECCA international conferences as well as other external international conferences are important milestones regarding reaching relevant stakeholders' interest. On the other hand, subcontracting pertinent and proactive organizations will help getting to know potential participants of the proposed European Alliance. In this regard, the European Enterprise Network could play a role facilitating direct access to specific professionals leading targeted organizations.

The message must be clear, based on quality data or surveys and attractive in terms of benefits.

ECCA Communication process:

1. **Define a clear expression of the communication goals;** to avoid the dispersion of efforts, the communication goals will determine the different communication activities to be held. The communication goals of the ECCA project concurs with the focus presented in the ECCA communication strategy.
2. **Address the right target audience;** the most relevant audiences for the ECCA communication activities are identified. The objective of ECCA communication activities will be to assure that ECCA project's knowledge successes to reach this audience. This audience is defined in section [relevant target audiences](#).
3. **Identify the relevant communication channels, communication activities and tools.** Once stated the goals of the communication activities and the target audience, this next step concerns the definition of the way in ECCA message will be delivered to the target audience to meet the communication goals. This communication channels, activities and tools are in [section communication means](#).
4. **Evaluate and adapt;** Measurable criteria to rate the success of the communication efforts should be carefully selected in order to effectively evaluate each communication activity. Thus, an appropriate selection of tools and methodologies for evaluation should be carried out (such us the communication activity report). These issues are in section [performance indicators](#).

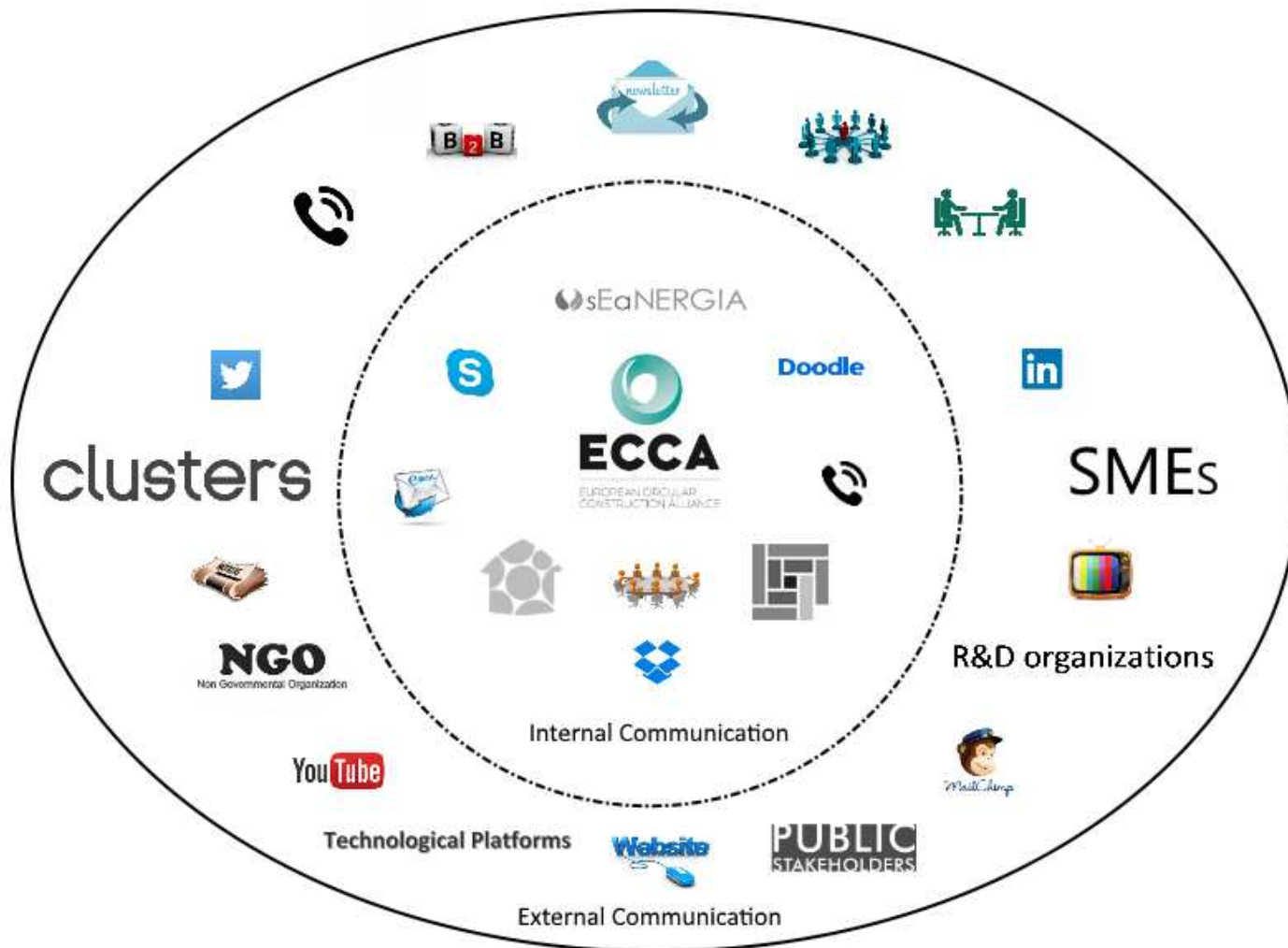


Figure 1. Communication actors and tools.

1.3. Objectives

The general objective of ECCA communication plan is establishing a two-way communication among ECCA consortium and other potential participants in order to accomplish a partnership agreement and internationalization plan.

The specific objectives are the following:

- **Internal communication:** improve and support the optimal internal communication between ECCA partners and collaborating organizations, and enable them to communicate beyond project community.
- **Project branding/design:** Develop and deploy a common logo and visual identity of the Partnership.
- **Project presentation:** Bring research project to the attention of different audiences, which are direct or indirectly affected by ECCA results or can contribute to ECCA implementation and overall ECCA project goodwill.
- **CC promotion:** Communicate how CC is important for sector, SMEs, economy and society, for competitiveness and growth. Create market awareness and demand for circular construction products and services.
- **Outcomes presentation:** Present the result of project activities. Highlight and promote the benefits and achievements, for example related to energy efficiency, resource efficiency and improvement of people lives.
- **Invitations/inquiries:** Invitations to events, to prepare contributions, reviews, to attend the meetings, missions
- **Partnership building:** Attracting new members and partners to ECCA initiated activities and projects. (Brokerage events).

1.4. Communication design and material

For the proper and effective dissemination of the project, it is necessary to develop attractive material and distribute it effectively within the communication channels. For this purpose, the following dissemination material is planned to be develop and released within the project's lifetime.

Logo

A logo is crucial to communicate since it represents the main and basic way of presenting the project.



Logo positive

Logo negative

Figure 2. Logos positive and negative



Figure 3. Logo horizontal positive & negative



Figure 4. Logos Spot Color



Figure 5. Logos Black & White Negative



Figure 6. Logos special applications such as e-mail firms

Leaflet

A leaflet have been identified as necessary items for the effective communication of the project. Digital versions of the leaflet can be distributed according to needs and opportunities. The leaflet structure should contain the following information:

- Project title
- ESCP4i logo
- COSME logo
- ECCA logo
- Consortium partners logo
- Project problematic to be solved
- Project objectives
- Project's Website link

HOW?

- Subscribe to the ECCA newsletter.
- Follow our social networks:
[LINKED IN](#) [FACEBOOK](#) [TWITTER](#)
- Join the Alliance (no fees).
- Collaborate in workgroups.
- Participate in Internationalization activities.

WHEN?

- Alliance set-up, vision, strategy & action plan: 2016-2017.
- Implementation and Internationalization 2018 onwards.

WHERE?

International Conferences

- LJUBLJANA / Slovenia > January 2017
- KOŁOBRZEG / Poland > December 2017

www.circularconstruction.eu

Coordinator:
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ECCA
 EUROPEAN CIRCULAR
 CONSTRUCTION ALLIANCE

Co-funded by the COSME programme of the European Union

ESCP4i

Figure 7. Leaflet pages 1 & 4.

ECCA project pursues the creation of a *meta-cluster*, ranging: clusters, business network organizations, and their SMEs and other cluster members; in order to collaborate for innovation, market-uptake, and marketing of competitive products, services and technologies in the field of circular construction and support SMEs in global competition.

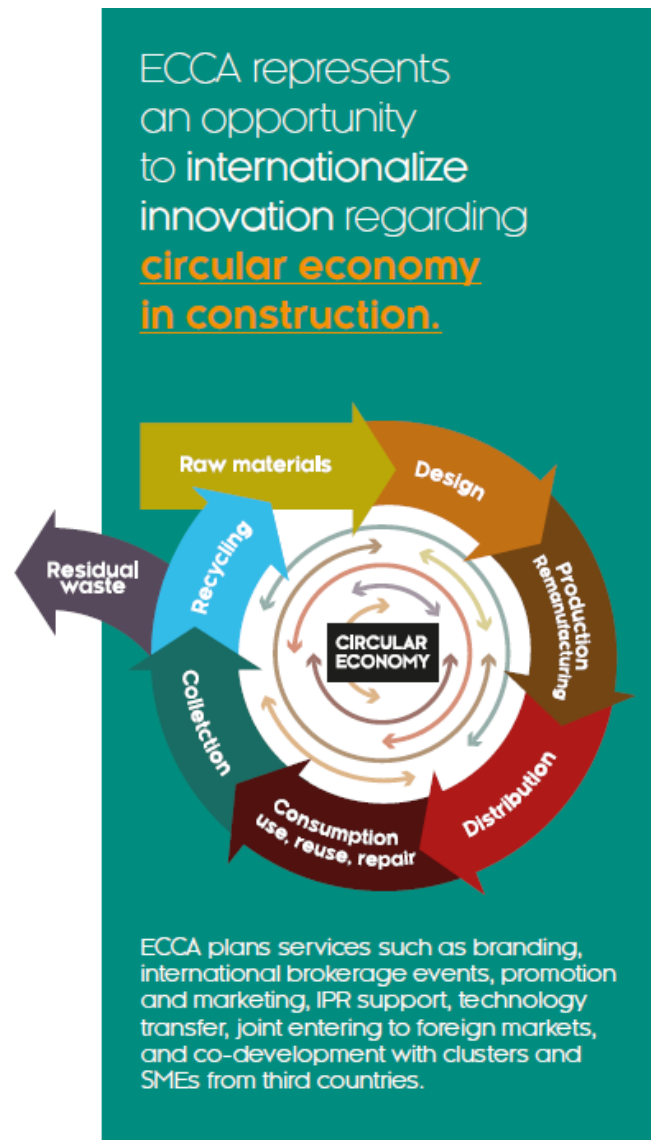


Figure 8. Leaflet pages 2 & 3.

Project Cards

Project cards are very useful for professionals from consortium clusters in order to provide contact references as well as ECCA website link, during events.

The information for the cards will be the following.

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Figure 9. Example of card design side A.



Figure 10. Example of card design side B

Videos

Lately, with the increase of the Internet technologies use and the socialization of the information, it is important to adapt communication actions to the new media forms that are attracting attention. In this sense, a new wave that is being used is the creation of explicative videos. These explicative videos are usually animated sequences alternating images and text that expose the message in an entertaining and easy understandable way. ECCA project will work in the storyline and development of a video to be distributed in the webpage with the objective of increasing project's acknowledgement by broad public.

1.5. General obligations in regard EU funding references

All members of the consortium will contribute to the communication of ECCA project by participating and giving presentations at conferences, holding press, conferences, networking and similar activities.

Since face-to-face information is highly effective it is important that everybody involved in the project has good general knowledge of all the aspects of ECCA project, in order to be a good "ambassador" for the project.

All communication activities must comply with article 22 of the Gran Agreement regarding promoting the action-visibility of EU funding.

As ECCA Partners are the beneficiaries of EU funding, the European Union emblem shall be used in all project communication and dissemination materials/press releases/media contacts to acknowledge the support received under EU programme (High-resolution emblems can be found here: <http://europa.eu/about-eu/basic-information/symbols/flag/>).

The name of the programme (COSME) shall be used as verbal brand, i.e. references to it will be made without a regulated visual mark or logo.

Basic rules:

- The minimum height of the EU emblem shall be 1 cm.
- The name of the European Union shall be used in conjunction with the name of the programme or fund and it shall be spelled out in full.
- The typeface to be used in conjunction with the EU emblem can be any of the following: Arial, Calibri, Garamond, Trebuchet, Tahoma, Verdana. Italic and underlined variations and the use of font effects are not allowed.
- The positioning of the text in relation to the EU emblem is not prescribed in any particular way but the text should not interfere with the emblem in any way.
- The font size used should be proportionate to the size of the emblem. The colour of the font should be reflex blue (same blue colour as the EU flag), black or white depending on the background.

The following ECCA statement about EU financing shall be used throughout the whole project duration when communicating about the project:

This project has received funding from the European Union's COSME research and innovation programme under grant agreement No 690364.

Both elements: (1) the statement above and (2) EU emblem should be used according to the rules when communicating about the project (in promotional materials, project templates, project deliverables, project website, social media etc.).

If it would not be possible to include both elements e.g. when publishing articles in magazines (due to lack of space or especially in cases where we have no control of the final publication format or contents) please make sure to at least include the phrase: "the project is co-founded by the European Union".

Where possible (LinkedIn, Twitter, Web and other communication types) the ECCP/ESCP-4i should be mentioned, referred to or described (link).

Within the ECCA Power Point presentation (where possible in regard the number of possible slides), 1 page presenting ECCP should be included.

1.6. Relevant target audiences

ECCA project mainly addresses creating a European alliance of stakeholders related to circular economy in the construction sector. Hence, the main target audience will be the following players:

ID	Target audience	Description of interest
1	Clusters in building	This type of organization are the most interesting stakeholders for ECCA goals, because they represent the building sector in different regions of the European Union
2	SMEs from the construction sector	These companies are the second most interesting stakeholders for ECCA goals, because they are the final players regarding circular economy in the building sector
3	Cluster related associations	These companies are as interesting stakeholders as Cluster for ECCA goals, when they play a similar role than clusters, but they do not have the same legal embodiment.
4	Cluster from other industrial sectors	This type of organization are also interesting stakeholders for ECCA goals, because they contribute from its respective sectors to the circularity of the construction economy. Some examples are from the following sectors: Environmental technologies, Renewable energy sources, Production of materials, ICT, Tourism, Wood sector & Waste management
5	SMEs from this other clusters	Particular SMEs, which play relevant roles in the circularity of any step of the construction value chain.
6	R&D organizations	This type of organization are very interesting stakeholders for ECCA goals, because they might be researching related to circular economy in the building sector, or at least they might be interested in doing so in the short term
7	Public stakeholders	Public bodies: governmental bodies, municipalities, regional government that have incorporate the principles of circular economy in their policies or if they are willing to do so in the short term.
8	Other non-lucrative organization	NGOs, associations, networks and technological platform, which in their statutory goals there are principles close to circular economy.
9	Schools and High schools	Educational centers than might help to disseminate the importance of circular economy in the construction sector.
10	Social enterprises	Potential actors in the circular construction
11	EU directorates	See table 2.

12	Media	Social media, TV, radio, electronic print media actors, information portals such as ECCP portal, BUILDUP, ECTP...
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Table 1. Target audiences

Table of EU Directorates.

Directorate	description and notes
<p>DG GROW</p> <p>The Directorate-General (DG) for Internal Market, Industry, Entrepreneurship and SMEs</p> <p>http://ec.europa.eu/growth/about-us/index_en.htm</p>	<p>The Directorate-General (DG) for Internal Market, Industry, Entrepreneurship and SMEs is the European Commission service responsible for:</p> <p>completing the Internal Market for goods and services;</p> <p>helping turn the EU into a smart, sustainable, and inclusive economy by implementing the industrial and sectorial policies of the flagship Europe 2020 initiative;</p> <p>fostering entrepreneurship and growth by reducing the administrative burden on small businesses; facilitating access to funding for small and medium-sized enterprises (SMEs); and supporting access to global markets for EU companies. All of these actions are encapsulated in the Small Business Act; generating policy on the protection and enforcement of industrial property rights, coordinating the EU position and negotiations in the international intellectual property rights (IPR) system, and assisting innovators on how to effectively use IP rights;</p> <p>delivering the EU's space policy via the two large-scale programmes Copernicus (European Earth observation satellite system) and Galileo (European global navigation satellite system), as well research actions to spur technological innovation and economic growth.</p> <p>http://ec.europa.eu/growth/industry/sustainability/circular-economy/index_en.htm</p> <p>http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_id=8838&lang=en</p>
<p>DG CLIMA</p> <p>The Directorate-General for Climate Action (DG CLIMA) leads the European Commission's efforts to fight climate change at EU and international level.</p>	<p>Mission:</p> <p>formulate and implement climate policies and strategies</p> <p>take a leading role in international negotiations on climate</p> <p>implement the EU's Emissions Trading System (EU ETS)</p> <p>monitor national emissions by EU member countries</p> <p>promote low-carbon technologies & adaptation measures</p> <p>Policies:</p>

<p>http://ec.europa.eu/clima/about-us/mission/index_en.htm</p>	<p>We formulate and implement cost-effective policies for the EU to meet its climate targets for 2020, 2030 and beyond, especially on:</p> <p><u>greenhouse gas emissions</u> the <u>ozone layer</u></p> <p>We also ensure climate change is taken into account in all other EU policies and that <u>adaptation measures</u> will reduce the EU's vulnerability to the <u>impacts of climate change</u>.</p> <p>http://ec.europa.eu/clima/policies/budget/life/index_en.htm</p>
<p>DG ECFIN</p> <p>Directorate General for Economic and Financial Affairs (DG ECFIN)</p> <p>http://ec.europa.eu/dgs/economy_finance/index_en.htm</p>	<p>The Directorate-General for Economic and Financial Affairs (DG ECFIN) reports to the Commissioner for Economic and Financial Affairs, Taxation and Customs, Pierre Moscovici. It strives to improve the economic wellbeing of the citizens of the EU - through policies designed to promote sustainable economic growth, a high level of employment, stable public finances and financial stability.</p> <p>Our current priority is to ensure the European economy emerges quickly and strongly from the economic and financial crisis.</p>
<p>ENV</p> <p>Environment Directorate-General</p> <p>http://ec.europa.eu/dgs/environment/index_en.htm</p>	<p>The Directorate-General for Environment is the European Commission department responsible for EU policy on the environment. It aims to protect, preserve and improve the environment for present and future generations, proposing and implementing policies that ensure a high level of environmental protection and preserve the quality of life of EU citizens. It also makes sure that Member States apply EU environmental law correctly and represents the European Union in environmental matters at international meetings.</p> <p>http://ec.europa.eu/environment/circular-economy/index_en.htm</p>
<p>REGIO</p> <p>Directorate-General for Regional and Urban Policy</p> <p>http://ec.europa.eu/dgs/regional_policy/index_en.htm</p>	<p>Our vision is a European Union where people in all our regions and cities can realise their full potential. We aim for lasting improvement in the economy and quality of life for everybody, wherever they live.</p> <p>http://ec.europa.eu/commission/2014-2019/vella/announcements/committee-regions-environment-debate-advancing-circular-economy-and-ambitious-waste-management_en</p>

	http://ec.europa.eu/atwork/synthesis/amp/doc/regio_sp_2016-2020_en.pdf
TRADE The Directorate-General for Trade http://ec.europa.eu/trade/trade-policy-and-you/contacts/	The Directorate-General for Trade conducts the EU's common policy on trade with countries beyond the EU borders. This covers, among other things, Trade negotiations with countries outside the EU, improving market access for exporters and importers, ensuring that fair practices are applied to international trade and assessing the environmental and social impacts of trade. http://ec.europa.eu/growth/tools-databases/newsroom/cf/itemdetail.cfm?item_type=250&lang=en&item_id=8612

Table 2. EU Directorates

However, regarding dissemination strategy, other targeted audiences might be addressed, in order to contribute for more general society awareness.

Each partner will prepare a list of “targeted” organizations accordingly with the list of countries assigned in 2.3.3 W.P.3 of Gran Agreement.

1.7. Messages

General messages for broad communication

The main objective of the **European Circular Construction Alliance (ECCA) project**, is to establish a meta-cluster ranging clusters, business network organizations, and their SMEs and other cluster members; in order to collaborate for innovation, market-uptake, and marketing of competitive products, services and technologies in the field of circular construction and support SMEs in global competition.

Circular construction solutions, products, services, technologies – are systematically integrating already competitive and globally valuable solutions in the fields of energy efficiency, sustainable building, and eco-innovation with aim to reduce use of natural and other resources contributing to solving the global issue. This needs collaborative approach beyond individual cluster in order to cope with current challenges.

Specific messages.

Benefits of the alliance & importance of circular economy in construction

SMEs that want to overcome limited geographical issues are joining innovation clusters and business networks. ECCA represents an opportunity to internationalize innovation regarding circular economy in construction.

ECCA will build on services and activities of the clusters already successfully supporting SMEs` internationalization.

ECCA plans services such as branding, international brokerage events, promotion and marketing, IPR support, technology transfer, joint entering to foreign markets, and co-development with clusters and SMEs from third countries.

ECCA partnership will be an open alliance for different SMEs to support their ideas, planned innovation projects or developed technologies in circular construction.

A special attention will be on planning of financing options such as funding provides by EU programs or national funds .

Innovative solutions based on interdisciplinary knowledge and competences of different sectors solving the global challenges (a »must« of circular economy) with high replication potential and enabling different options for exploitation (consulting service, licenses, co-development...) represent important potential for SMEs to become leaders in these thematic areas on global scale

Information for Leaflet development.

Please, read the leaflet in pages 29 & 30.

1.8. Communications means and channels

Web 2.0 communication channels

Web 2.0 communication channels will be intensively used to reach the target audiences in active manner. Web 2.0 is the natural evolution of the Web towards a system that multiplies the tools and possibilities of the internet. It represents the evolution of the traditional applications towards applications focused on final users.

In contrast to the Web 1.0 concept, where a user accessed passively to a network of contents closed to any type of collaboration, Web 2.0 is exactly the contrary. It defines as a combination of information, socialization, interaction and online collaboration. Web 2.0 feeds from the knowledge of each user and enhances its sharing as a way of enrichment. "Users are valuable", as stated Tim O'Reilly, considered the father of the concept Web 2.0 and strong promoter of open source software.

A special part of this deliverable deals with good practices for Web 2.0 use.

LinkedIn (C1)

"ECCA – European Circular Construction Alliance" was established by project coordinator. Link to this group is: <https://www.linkedin.com/groups/8509966>. The main aim of this action is to create a professional network of practitioners and interested stakeholders in circular economy in building sectors and related industrial areas. Additionally, partners will use their own personal LinkedIn accounts for communication to their LinkedIn partners.

Twitter (C2)

ECCA consortium has decided to create a twitter profile as one of the next steps for dissemination. A Twitter account is expected to provide the following advantages for the project dissemination:

- To be permanently connected with partners, clients, potential clients and other members of the scientific community.
- To answer doubts about the project and its results and applications.
- To promote the viral dissemination of the project results
- To communicate news and events
- To derive traffic towards the ECCA web page
- To know what others think about us

The consortium has defined some guidelines about what we can tweet:

- Our results, developments and progress in the project
- Our consortium meetings (GA, workshops, etc.) before happening (announcing them) and after (commenting the results)
- Our attendance to conferences, congresses... relevant to ECCA (with a link to the website)
- Posters and leaflets that have been created
- Leaflets and newsletters
- Public deliverables that have been submitted
- What other projects/organizations do in our area that is interesting for ECCA

- Any news/interesting facts/investigations in the areas of the project (control Access mechanisms, Technologies for user identification, Wireless multimedia systems, services and applications, Mobile communications...)
 - User: ECCAeu

Additionally, partners will use their own personal Twitter accounts for communication to their Twitter followers. All these tweets will be re-tweeted on ECCA twitter account and vice-versa.

Web channels of communication:

ECCA website (C3)

A creation of a website of the project is basic for communication activities. The website will act, as a central stone of all the activities realized in the Internet, so as every initiative carried out in the rest of the dissemination channels defined will point to the website for the stakeholders to get more information. WordPress content manager will be used for the maintenance of the web page.

ECCA website will be the main interface between the project and the public. Furthermore, ECCP web-based platform will be nourish by ECCA project in order to make the best of this platform.

As it can be appreciated, the ECCA website, located at the direction: <http://circularconstruction.eu>. It comprises the following menu points:

- **Home:** This tab contains a brief introduction about the project (problematic that it intends to solve, technologies involved, etc.), objective, main fields of activities and project partners.
- **Events:** information on different events related to circular construction, circular economy and ECCA events (workshops, communication events etc.)
- **News** brings the latest news about activities done, documents created, other circular economy related news that had been published during the project lifetime.
- **Partners:** This tab contains a description of the consortium so far, including a brief description of each partner involved in the project and a link to their web page.
- **Download/documents** all public ECCA deliverables and others important documents or links to these documents (EU policies and similar) will be publish in this folder.

The website will evolve throughout the project and will be maintained regularly to give up-to-date information about the project and it will grow as the project progresses. Indeed, the following materials will be kept regularly updated in the project website:

- Journal and magazine Publications
- Project e-Newsletters and Leaflets
- Press Releases
- Public Access Deliverables
- Other Relevant Project News and Events

The ECCA website will use Google analytics system in order to monitor web activity.

ECCP platform (C4)

ECCP web-based platform (www.clustercollaboration.eu) will be used as the main European cluster ecosystem online dissemination platform to promote activities and results of the ECCA as "European Strategic Cluster Partnerships". A regular updates and contributions will be provide the ECCP web-platform.

ECCA partners websites (C5)

SGG, sEaENERGIA and CCS, will publish news own their own websites using their native language in order to increase the impact on their countries. On average, it will be 6 news per year and partners. It makes 36 news.

Direct channels of communication:

Direct channels of communication are when there is a person or a representative of the organization, including other cluster (C2C communication) identified as a target receiver of the message.

E-mail (C6)

E-mail is the most used tool to communicate either among ECCA partners either with ECCA alliance participants. Partner will use this mean as a traditional tool of electronic communication when there is possible to communicate with stakeholders in this direct, P2P communication. When they use their personal email accounts there should be clear reference of the email content with the ECCA project.

E-newsletter (C7)

Based on the previous communication activities and confirmation of the interest for being informed about the ECCA project activities, a group email via Mail Chimp will be done. MailChip is and easy to use and powerful tool to count on for ECCA communication.

ECCA project will use Mail Chimp for broad communication, and professional e-mails accounts for specific communication actions, like distribution of ECCA E-news and invitations to different events. E-mail associated with MailChimp: circularconstruction@gmail.com, User ECCA.

Person to person (C8)

Personal communication is essential for communication activity. Different events (matchmaking, workshops, and meetings of other projects, networking activities...) are good opportunities to communicate to different type of stakeholders, providing leaflets or to oral communication, interviews, discussions etc. Face to face or electronic communication (Skype, webconferences) is possible.

Group communication:

Fairs, matchmaking (C9)

Participating in B2B events such as matchmaking, brokerage events, trade fairs are an easy way to interact with representatives of potential interested stakeholders. Posters, booths at the fairs, distribution of leaflets and similar activities are possible. Virtual attendance can be done too.

Conferences and workshops (C10)

ECCA project partners will be attentive to attractive events (national and international conferences and workshops) where both industrial and academia will be involved. Presenting an article, presentation (slides), poster, speech or taking active part in discussion are activities to be considered under this topic. Two conferences organized by ECCA consortium are planned. Virtual participation via Skype can be done, too.

Clustering activities (C11)

With other European projects, and the related European (ECTP, E2B, Renovate Europe) and national technological platforms and similar organizations. Distribution of electronic or printed material, presentation at events, meeting, and contribution for websites can be done within this communication channel. Virtual participation via Skype can be done, too.

Direct communications to EC (C12)

SGG will communicate to the European Commission and its directorate, associations, offices in the field of retrofitting, sustainable building and innovation whatever is necessary by ECCA project coordinator.

Mass media / general society communication

TV/Press /Radio (C13)

According to ECCA actions and their knowhow, as well as to the incoming information from new partner's adhesion, ECCA partners will write press releases to be published by means if accepted in the local, regional and national press (mass media, on TV and by means of radio interviews.

Publications (C14)

Articles in professional, industrial media and magazines, printed or electronic, will be prepared.

Video clips (C15)

Short video clips will be created by ECCA project partners, enabling them to communicate not only to cluster community, but also to individual SMEs, RTD organization, different social groups, public actors, and to the general public. These will be published by different Web 2.0 channels or by other means.

YouTube ECCA channel has been opened. This is dissemination for general and professional public. Video materials will be published on this platform. Account: ECCA Circular Construction, E-mail access: circularconstruction@gmail.com

1.9. Good practices for communication 2.0

It is important to note that it is as necessary to “be on the Web” as it is to “know how to be on it”. Managing properly the communication in social media is not an easy thing, but a complex task. It is not just about updating the status in a social network; it is also important to have a wide knowledge about social networks, how to interact with users, how to behave in conflict situations and have interest about what is happening everyday on the web. In the following sections, we will address some of the most important aspects that should be considered in order to manage properly the ECCA presence in Web 2.0.

Necessary Abilities to Manage Communication 2.0

In this section, there are listed some of the necessary abilities and competences that are necessary in order to manage the 2.0 communication properly:

- **Communication field knowledge:** it is recommended to have some previous training in fields such as communication, marketing, media or sales.
- **Knowledge about the sector in which we operate:** it is necessary to have some knowledge about the areas or sector to which the project addresses. In order to do it, members of ECCA project are having specific circular economy training course. <https://www.edx.org/course/circular-economy-introduction-delftx-circularx-0>
- **Good writing and social media communication skills:** communicate in the right social media and social groups, speak in the right tone, write attractive messages, and, although it seems obvious, writing without mistakes and with correct expressions is fundamental.
- **Ability to listen:** the networks puts at our disposal lots of tools to see what it is said out there about us. It is important to communicate our actions, results, events, etc., but it is even more important to listen to what other customers or organizations say about us. Forums, blogs, opinion communities and social networks are perfect speakers of the public voice.
- **Responsibility and pacific character:** it is important to be a responsible person, peacemaker and able to resolve conflicts and difficulties.
- **Solving capacity:** it is important to solve the problems, helping users when necessary, as soon as possible. Acting quickly will minimize possible negative impacts.
- **Versatility:** it is recommended to be versatile, in terms of knowledge and functions. Having knowledge about marketing, media, publicity and business will help to be more focused. The functions can be related either with communication or with business opportunities detection.

Relevant Tasks to Manage Communication 2.0

There are four pillars on which 2.0 communications should be always based: **listen, answer, communicate** and **interact**. Regarding these four pillars, a series of tasks should be developed, always being aware that nothing fails:

- **Monitoring what it is said about us:** managing our communication implies the utilization of tools that analyze the repercussion of our messages and the perception that the public has about us. The monitoring should allow us to know the good and the bad things that are said about us. A very appropriate tool to monitor everything that is being said about us is by using Google Alerts. This means that when a situation arises that needs to be addressed; you are able to quickly mobilize and formulate a response. Another key benefit of monitoring is that it tells you **where** you need to respond. If there is a potential crisis developing on Twitter, then that is where you need to respond. If it is on a single message board or forum, then you need to find a way to respond there. The point is that you need to go to the source of the complaints, and interact with people there.
- **Knowing the sector** to which the project is addressed and being aware about the competence and what they develop. It is essential that before communicating we know what we want to communicate. That is why it is essential to know the context of the project and its results. In the same way, we have to learn from what the competence does and their errors in order to improve our own developments.
- **Establish the most adequate communication channels:** depending on where the target audience is, a different communication strategy should be developed, choosing the channels that will reach our audience in a more effective way.
- **Maintain a fluid communication**, both with the target audience and between the consortium partners.
- **Identify and interact with the opinion leaders:** there are some people more proactive than others and in every sector there are specialists and “gurus” that have a better diffusion, they are the drivers of the sector. Therefore, it is important to establish relationships with these drivers and become a source of information that they will want to consult.

Errors that Should Not Be Committed by Communication 2.0 Manager

Mediating in conversation and managing the communication of the project’s results is not an easy task and sometimes we make common errors that should be avoided at all costs. These are a list of ECCA’s identified errors to be avoided when managing Communications 2.0:

- **Remain silent when problems arise:** this is the worst thing that we can do and will only derive in many other problems. There are many examples of companies that have had important losses for not communicating and for hiding the criticism.
- **Not responding to what is said about us:** it is essential to maintain a dialog, either after a criticism or praises. Thanking praise or calming a criticism makes the user be aware that we are present. It is important to remember that we are not just a profile with a photo and automated status. Opinions are always made, and we should not passively act to them, especially if they are potentially damaging, a single bad opinion can become into a negative wave that ruins all the work previously made.

- **The network never sleeps:** fortunately or unfortunately, Internet is a world that never stops and the professionals linked to it should follow its rhythm. **Making updates periodically and being active** is essential. In these sense, there are some tools like Hootsuite or TweetDeck that allow to program and automate part of the work that can help us deal with the Internet's rhythm. For ECCA project it has been selected Hootsuite.
- **Argue because “we are right”:** the attitude towards the audience should be always positive. Although we are right, we should be able to listen. Solid arguments should be exposed, always politely, a too aggressive or intolerant answer can be as damaging as remaining silence
- **Remove and delete conversations or opinions that “we do not like”:** a negative opinion is not the same as an insult. If someone is leaving comments that personally attack you or your customers, or that contain profanity or inflammatory language, you should delete them. However, if they do not speak well of us, the opinion should never be removed. Deleting these types of comments will tend to draw more of the same. It is important to mediate trying to change a negative opinion if possible, always with good arguments, instead of removing and giving the impression that they were right and we couldn't reply them.
- **Do not know how to manage a crisis situation:** dealing with negative comments is quite usual and we should be ready for this.

Crisis Management

It takes a lot of effort to gain a good reputation, but this good reputation is extremely fragile, and just a small mistake can ruin all the work carried out. The negative comments spread through the Web exponentially so we must act quickly so that it will have the least possible impact. We must tackle problems at an early stage, before they become intractable.

It is important to assume that problems may rise and they should be solved. Given that prevention is the best way to solve a Social Media crisis, in some cases in which we react a late, it is necessary to have a **crisis management plan**.

You cannot plan everything that could go wrong, but you should establish ground rules that allow for rapid response and the right response. This should be part of the social media policy as well as part of the consortium's communications strategy. Here are some guidelines that will be taken into account by the ECCA dissemination responsible when willing to manage online criticism and responding properly to a social media crisis:

- **Analysis of the criticism and estimation of the impact:** estimate the degree of the complaint and investigate about its origin. Analyze the influence capability of that user so as to calculate the impact that this criticism may have. All the complaints should be answered, but it is essential to know its importance.
- **Cause investigation and justification:** we should know the basis over which the complaint is sustained, in order to know if the user is right or not.
- **Quick response:** we should intervene as soon as possible. Internet is a very viral media and the criticisms expand amazingly quickly.
- **Information and mistake recognition:** transparency and humility are essential. The two most magical words in putting out a social media crisis are 'We're sorry'.

- **Communication through our own channels:** we should open conversation ways in everywhere we are present: Twitter, Facebook, blogs, etc.
- **Offline communication:** we should not only focus on talking against public opinion. The direct and offline communication with the complaining users is highly recommended. Moreover, it is usual that he later communicates in the Web what has happened offline.
- **Ask for feedback:** it is possible to make a complaint become an opportunity. Talking directly to the user, asking them what they would improve and which are their needs is like making a direct “market study”.
- **Subsequent monitoring:** Maintaining communication with that user after the conflict is a way of assuring that everything goes correctly. After the conflict, it will be necessary to introduce new words in the conversation monitoring.
- **Crisis analysis and improvement implementation:** we always learn from mistakes. Analyse what has happened, our reaction and the final result can serve us as a way to introduce improvements in the procedure. Next time, we will probably manage the situation in a more quick and effective way.

2. Planning and timing of communication activities

2.1. Deployment of communication- overall targets

ID	Type	Targets	Implementations or inputs by partners		
			SGG	SEAD	CCS
C1	LinkedIn	100 members of the LinkedIn group	30	10	10
C2	Twitter	3 twits/month During events: 5 twits	25	25	50
C3	ECCA website	Set-up in March 2016 (M3) Update monthly, incorporating the ECCA project results. E-news – continuous publications, extra publication for events	20	10	10
C4	ECCP platform	Two news/ESCP-4i/month (total: 24/year) One event/ESCP-4i/month (total: 12/year) One document/ESCP-4i/month (total 12/year)	24	12	12
C5	ECCA clusters websites	ECCA news in native languages of the ECCA partners.	12	12	12
C6	E-mail	Continuous communication with potential stakeholders and target audiences according to list of countries partners are responsible for and within partners` existing networks of organizations and experts. 700 persons or organizations will be contacted via email (app. 2 persons contacted per email).	150	100	100
C7	E-newsletter:	Mail Chimp Newsletter, min. 4 per year. Partners will prepare contributions from WPs they lead, at least one input per Newsletter.	0	0	8
C8	Person to person	200 contacts and communication made on different occasions.	80	60	60
C9	Fairs, matchmaking	30attendances with poster, leaflets, presentations	4	4	4
C10	Conferences and workshops	ECCA project partners will be attentive to attractive events where both industrial and academia will be involved. 12 attendances with article, presentation, poster, speech or taking active part in discussion	3	3	3
C11	Clustering activities	With other European projects, and the related European (ECTP, E2B, Renovate Europe) and national technological platforms	6	6	6
C12	Direct communications to EC	Comm. to European Commission and its directorates, associations, offices in the field of retrofitting, sustainable building and innovation	12	0	0
C13	TV/Press /Radio	12 interviews or other communication products for TV/press/Radio	4	4	4
C14	Publications	12 written communication actions in professional, industrial magazines or newspapers	4	4	4
C15	Video clips	6 videos recorded by Smartphone or video camera and edited, published on YouTube and shared via other communication means.	2	2	2
SUM			376	252	285
TOTAL			913		

Table 3. Communication actions

International conferences and workshops

ECCA project partners will be attentive to attractive events where both industrial and academia will be involved. These are a good means to spread the ideas behind the project. Some of the most interesting events identified so far are:

COSME KOM, March 2016 (attendance of SGG and SEAD)
Resource event, London, March 2016 (attendance of CCS)
Embracing Circular Change, Ljubljana, May 2016 (attendance of SGG)
Congress of Innovation on Sustainable Construction (CINCOS'16), Lisbon, November 2016, Planned for SGG to attend, http://cincos16.talkb2b.net/
ECCA conference, Ljubljana, January 2017
ECCA conference, Warsaw, December 2017

Table 4. International conferences and workshop. Work in progress

- Partners will search more related events during 2016 and 2017
- Sources for searches:
 - http://ec.europa.eu/research/index.cfm?pg=events&lg=en&period=2016&theme=0&selectmonth=06&future_epage=2
 - http://ec.europa.eu/environment/agenda/agenda_en.htm

3. Performance and impact monitoring

3.1. Monitoring and performance indicators

Communication activities report is essential to create a backup register of the communication actions (ECCA DATABASE Communication register). This will be made using an excel file saved in Dropbox using different fields in order to consider all relevant information with the intention of registering all communication actions taken as well as having a strong analysis capacity. **Each of the partners will continuously update the plan of the communication activities and report on the activities done** within separated excel sheet to avoid duplication or errors when editing join document.

The information fields are the following:

- Cluster involved: SGG / SEAD / CCS
- Date of the action (actual, or planned)
- Type of communication action (see Table 3):
- Place of communication action
 - Country, the same list as table 5 (below) and including No applicable when it takes place on line.
 - Name of the place. Free text regarding the name of the place, for instance it could be trade fair, magazine, website etc.
- Type of target stakeholder or audience (see Table 3)
 - Countries of the targets.

Country	Country	Country	Country
Belgium	Greece	Luxembourg	Slovenia
	Spain	Hungary	Slovakia
Bulgaria	France	Malta	Finland
Czech Republic	Croatia	Netherlands	
Denmark	Italy	Austria	Sweden
Germany	Cyprus	Poland	
Estonia	Latvia	Portugal	United Kingdom
Ireland	Lithuania	Romania	

Table 5. Codes of countries

- Name of the organization(s), person(s), e-mail(s) and telephone contact(s) where possible or other description of targeted audiences
- Communication objectives:
 - Internal communication
 - Project branding/design
 - Project presentation
 - CC promotion
 - Outcomes presentation
 - Invitations/inquiries
 - Partnership building
- Feedback received
 - Feedback scope
 - 1- No answer / no feedback
 - 2- Low: interest / continuity of communication
 - 3- High: high interest: contributions, follow-up activities
 - Comments: Free text to note observations.

These communication actions registrations must be done by every single action taken during the project in order to be able to analyze results according to efforts as well as to show it as indicator of communication activities.

3.2. Impact evaluation system

All project activities are subject to monitoring and evaluation as part of an ongoing quality control. The principal purpose of this process in the case of communication activities is to assess the impact of the project on targeted stakeholders in order to determine future sustainability. Communication activities as mentioned in the beginning of the report will last throughout the whole project duration (24 months). The main tool to manage communication monitoring is the Communication monitoring excel file, which is shared in the Dropbox folder with the following name: *DATABASE_Communication actions monitoring.xlsx*. See an extract in the Annex I of this document. There is one sheet per partner to facilitate the follow up. Furthermore, there are several fields with dropdown lists made accordingly with the tables and goals of this document.

The objective of the performance monitoring of communication is to ensure that the project achieves the goals defined in the communication plan, and if necessary, update and change the communication strategy. Tables 6 & 7 present the list of quantitative indicators based on which we will evaluate the communication impact of the project.

For this reason, a monthly monitoring of these KPI's will be made to reinforce and improve respective communication activities. Individual monitoring for each KPI's related with one activity would help ECCA communication plan to detect its errors, evaluate its success of a particular activity and achieve the final goals. The results of the monitoring will be included in the future dissemination plans within Progress Report (M13, M19 and M12).

When the Communication Leader (CCS) notice any risks hindering to meet the target KPI within given timeframe all Partners will be notified about this in order to boost communication activities.

Each ECCA project partner will deliver a report of all communication activities that have been implemented (M7, M13, M19 and M24) and all activities planned for the next period. This report will be summarized the communication activity reports.

Key Performances Indicators and impact evaluation

It is essential to know *what* and *how* about communications tasks, and the extent to which target audiences were reached, and if they found the messages to be of high quality, relevant to their professional, and potentially useful.

KPIs, also known as Key Success Indicators, will help ECCA define and measure progress towards fixed goals for communication activities.

ID	General Indicator	Value	Impact evaluation
G1	N. of communication actions	800+	% of actions with feedback and/or outcome
G2	N. of directly reached stakeholders	1000+	% of actions with feedback and/or outcome
G3	N. of reached stakeholders	2000+	% of actions with feedback and/or outcome

Table 6. General KPIs.

ID	Type	Indicators	Units/ number of results attained	Impact evaluation
C1	LinkedIn	N. of LinkedIn members	100	Growth rate of members, replays, comments
C2	Twitter	N. of Twits	500	Growth rate of followers and likes, N./% of retweets, N. of mentions
C3	ECCA website	N. of ECCA website news	40	N./% of ECCA Website visits and of repeating visits, follow-up actions
C4	ECCP platform	N. of published news, events, documents	48	N./% of ECCP Website visits and of repeating visits, follow-up actions
C5	ECCA Clusters Web	N. of published news, events, documents	36	N./% of ECCA Clusters websites visits and of repeating visits, follow-up actions
C6	E-mail	N. of emails sent with CC reference	350	N./% of feedbacks, follow-up actions and contacts
C7	E-newsletter:	N. of ECCA E-Newsletters	8	N./% of feedbacks, follow-up actions and contacts
C8	Person to person	N. of face to face or electronic direct communication made	200	N./% of feedbacks, follow-up actions and contacts
C9	Fairs, matchmaking	N. of attendances with poster, leaflets, presentations	12	N./% of feedbacks, follow-up actions and contacts
C10	Conferences and workshops	N. of attendances with article, presentation, poster, speech	9	N./% of feedbacks, follow-up actions and contacts
C11	Clustering activities	N. of action done	18	N./% of feedbacks, follow-up actions and contacts
C12	Direct communications to EC	N. of actions	12	N./% of feedbacks, follow-up actions and contacts
C13	TV/Press /Radio	N. of actions/products for general media channels	12	N./% of feedbacks, follow-up actions and contacts
C14	Publications	N. of written communication actions in professional, industrial magazines or newspapers	12	N./% of feedbacks, follow-up actions and contacts
C15	Video clips	N. of YouTube videos	6	N./% of people watched the video or downloading it

Table 7. Specific KPIs.

Media Monitoring Methods

Media monitoring measures the visibility and impact of our project in Web 2.0. It can be an indication of levels of awareness amongst the public and help us know if we are reaching the expected impact levels.

We will compile all this data periodically on a **three-monthly** basis by listening and monitoring across all our channels. Some of this work will be done manually by reporting in excel (ECCA DATABASE Communication register) and some other data will be compiled by using Website analytics and Social media analytics. Some of the most widely used tools to monitor web 2.0 impact are Google Analytics, Hootsuite, Klout, Twittrific, MailChimp We will use Google Analytics to monitor *ECCA* website and Hootsuite in order to evaluate the twitter impact.



Figure 111. Google analytic example screenshot.

By means of these analysis tools, we will be able to know how many people have accessed our published contents, from what country and what types of contents are the ones that interest people most.

4. Conclusion

Effective communication of the project actions is essential since it ensures reaching potential actors; it motivates them to join the alliance as well as it helps them to collaborate to find synergies apart from helping internal project development.

This deliverable presents the communication framework for ECCA project. This document is structured in six main parts. First, it defines communication strategy and objectives. Secondly, it identifies pertinent communication channels and relevant target audiences. Next, it organizes planning of the communication actions. Then, it describes basic messages as introduction of the project to potential members, as well as methodology and activities. Afterwards, it treats monitorization for the activities carried out including indicators and monitoring tools. Finally, the document makes the conclusion of the communication activities to be carried out.

Communication actions are not a milestone but, on the contrary, it is a set of actions, which stretch along the whole project duration (24 months). This document will be updated in months 13, 19 (Progress reports) and 24 (Final report).

Acknowledgements

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ANNEX I. Extract of the monitoring communication file.

Number of action	Cluster	Date of the action	Type of communication action	Place of communication action		Communication target						Communication Objective	Feedback received	
						Type of target	Country	Name of the Cluster/Organization	Name of person	E-mail	Telephone		Assessment	Comments
1	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	Finland	ECOBUILD	SMEs from the construction sector	Europe outside EU	My Fair Shop	MIRIAMA KOVACOVA	miriama@fairshop.me	+421915388693	Project presentation	High interest	
2	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	Sweden	Suomenlampopuu	JUHA PALONEN	juha.palonen@suomenlampopuu.com	+35862673541	Project presentation	High interest	
3	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	United Kingdom	TETRASHED	David Ajasa-Adekule	info@tetra-shed.co.uk		Project presentation	High interest	
4	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	Spain	NATURALSUN	FRANCESC TORT	naturalsun.es@hotmail.com	+3467205921	Project presentation	High interest	
5	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	United Kingdom	VELOCITYRDT	SIMON POYSER	simon.poyser@velocityrdt.com	+44 (0) 207 193 38 41	Project presentation	High interest	
6	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	United Kingdom	RECONOMY	RAJ DHOKIA	rajdhokia@reconomy.com	+44 01952 292000	Project presentation	High interest	
7	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	Netherlands	SEMPERGREEN	ROBBERT VAN DE WATER	robbert@sempergreen.com	+31 (0) 343 539 699	Project presentation	High interest	
8	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	Cluster related associations	Portugal	PORTAL DA CONSTRUÇÃO SUSTENTAVEL	RUI MARTINS	rm@csustentavel.com	+351 914 914 090	Project presentation	High interest	
9	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	Italy	MEDITARRANEA ENGINEERING	SALVATORE DI FISCO	s.difisco@mediten.it	+39 3408241491	Project presentation	High interest	
10	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	R&D organizations	United Kingdom	SCOTTISH INSTITUTE FOR REMANUFACTURE	DR. JACQUELINE BALFOUR	jaqueline.balfour@strath.ac.uk	+44 (0) 141 548 2640	Project presentation	High interest	
11	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	United Kingdom	CIRCULAR ECONOMY	CRAIG JONES	craig.jones@circularecology.com	+44 (0) 7788645706	Project presentation	High interest	
12	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	SMEs from the construction sector	Italy	CIMBERIO VALVE	Roberto Cimberio	robcm@cimberio.it	+39 335 56 31 089	Project presentation	High interest	
13	Sustainable Building Cluster	07/03/2016	Fairs, matchmaking (C9)	United Kingdom	ECOBUILD	Cluster related associations	United Kingdom	EUROFER	Nicholas Walters	walters@worldsteel.org	+44 (0) 7900 824 444	Project presentation	High interest	