



Deliverable No. 18

DISSEMINATION PLAN DOCUMENT

Work Package 5

Project Acronym:	UNITE
Project Title:	University and Industry for the modernisation of textile manufacturing sector in Belarus
Program:	TEMPUS IV
Project Number:	544390-TEMPUS-1-2013-1-GR-TEMPUS-JPHES
Action:	Higher Education and Society
Responsible Partner:	Technological Education Institute of Piraeus (TEIPIR)
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Type:	R (Report)
Dissemination Level:	PU (Public)
Version No.:	3.00
Date:	
Status:	Initial Draft / 1st part: theoretical background for the development of the dissemination strategy
Number of Pages:	
File Name:	UNITE-WP.5.18-DISSEMINATION PLAN_v.1.0.doc

Document History			
Version	Date	Change by	Description of changes
V0.1	17.04.2014	TEIPIR	Draft 1 st part
V0.2	04.06.2014	TEIPIR	Draft 2 nd part
V1.0	24.08.2014	TEIPIR	Final version
V2.0	24.01.2015		Update Table 6 (Master Schedule of UNITE dissemination activities)
V3.0	24.09.2015		Update Table 6 (Master Schedule of UNITE dissemination activities)
V4.0	07.10.2015	TEIPIR	Some minor changes

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Executive Summary

This document has been created within the framework of the UNITE project, which is supported by the EU program Tempus IV. The main scope of the document is the definition of the dissemination strategy guidelines and the description and planning of all relevant dissemination activities.

The project UNITE aims to the modernisation of the relationships between University and Industry in the textile manufacturing sector in Belarus. Such modernization is expected to be very beneficial for both the Academic and the Industrial sectors in terms of growth and economic effectiveness. Central role in this effort will play the liaison offices of three Belarusian Academic partners.

A further target of the project is to promote the exploitation of its products and results in Academic and Industrial sectors other than textiles. The dissemination and exploitation strategy and plan will play a significant role in this. During the short time of the project it is difficult to achieve well established outcomes that could be transferred to other sectors. However, the proposed dissemination strategy and methods could and should be used as a model in the post-project period, in order to continuously maximize the exploitation of the project outcomes in other sectors as well.

Introduction

The dissemination plan of the UNITE project, which is described in the current deliverable document, has as targets:

- Share knowledge and ideas about the project dissemination strategy between the partners
- Develop a dissemination “model” which will serve effectively both during the project and after its completion
- Raise awareness of and synchronize the dissemination activities of different partners
- Describe the dissemination “tools” and activities plan in details
- Inform “stakeholders” who are willing to get involved more actively in the dissemination activities

The dissemination strategy and plan have been developed by following the commonly used dissemination “model” which answers to the next five questions:

1. WHY to disseminate (purpose and objectives)
2. WHO is the recipient (target audiences)
3. WHAT is disseminating (dissemination object and message)
4. HOW to disseminate in order to reach the recipients (place, media, channels, methods, materials, tools)
5. WHEN to disseminate (timing)

The main actions involved in the UNITE dissemination plan (WP5) are:

- **Development of dissemination plan** (current deliverable No.18). The dissemination plan of the project has been developed with inputs from all partners. The produced dissemination strategy, plan, tools, as well as all relevant templates will be used by all partners for the planning of their own dissemination activities regarding the project.

- **Development of project logotype, graphic design, web-site and brochure**

- **Publication of articles in research magazines, textile magazines and web-sites.** Each partner will publish at least three articles, during the project. Scientific articles may result from collaboration between different partners.

- **Participation in exhibitions and conferences, national seminars.** The partners will participate in major events of the textile sector during the second year of the project in order to present the project and

its outcomes to a wide audience and build new collaborations with persons and organisations of the private or public sector.

- **Organization of a transnational sector Conference.** The Belarusian partners will organize a final transnational conference in Vitebsk, to present the project results in the national textile sector and the academic community.

Regarding the structure of the document, the first part contains an overview of the principles and the theoretical background for the development of a successful dissemination strategy. For this purpose, apart from the discussions between the partners, numerous papers and dissemination plans of other EU projects have been studied, in order to extract the most effective ideas and methodologies that could successfully adopted in the UNITE project.

The second part contains the general guidelines for the dissemination strategy of the UNITE project (adaptation of the general guidelines for a successful dissemination strategy in the context of the UNITE project). It describes the project objectives, the products and the information to be disseminated, the stakeholders, the target audiences and the means for communicating with them. Moreover, it suggests methodologies and good practices for promoting the project outcomes in the aspect of long-term sustainability and growth.

The third part describes in detail the components and activities of the UNITE dissemination plan, including the project logo, the project website, various dissemination materials (brochures, leaflets, etc), events, conferences, press releases, publications in journals, and liaison activities. It also suggests methodologies and various reporting templates for the evaluation of the results of each dissemination component or activity.

The fourth section contains the overall time schedule of the project dissemination activities.

Finally, the last section of the document contains references and attachments of the project's dissemination material, like papers, publications and dissemination fact sheets.

The nature of the project does not imply any risk for the stakeholders nor for the community, thus there is no special section dedicated to potential risks.

The dissemination plan deliverable WP.5.18 is an evolving document and will be regularly updated in order to present a cumulative view of the projects' planned and accomplished dissemination activities.

1. Theoretical background for the development of a successful dissemination strategy

This chapter studies the theoretical background (definitions, principles, factors and good practices) which has been taken into consideration for the development of a successful dissemination strategy under the UNITE project.

1.1 General Principles and Definitions

1.1.1 Dissemination

Project dissemination is the process of generating awareness about a project, promoting information about its objectives, methodologies and outcomes, and creating interrelations with persons or organizations who share common interests regarding the project objectives or outcomes. In other words, dissemination aims in making the results or products of a project visible to others and especially to the potential end-users, target groups and key-actors that could implement these results or use these products. As one can easily understand the most critical function for a successful dissemination process is to raise the interest and to motivate the end-users, target groups and key-actors for exploiting the project results or products. Dissemination is a process that takes place from the early stages throughout the entire duration of the project. This process is organized and planned in the beginning of the project through the description of the project Dissemination Strategy.

1.1.2 Stakeholders

A stakeholder is a person, group or organization that has interest or concern in the project. In a more broad aspect, stakeholders are those who can affect or be affected by the project's evolution and outcomes. Stakeholders can be divided in two categories, primary and secondary stakeholders.

Primary or internal stakeholders are those that involved directly with the economic or operational transactions of the project, like the funding or grand organizations and the project partners. Secondary or external stakeholders are those that without any engagement in the economic or operational transactions of the project, can affect its performance. Examples of external stakeholders are academic departments or institutions, communities or unions, business support groups, the general public, policy makers and the media. The terms “target group” or “target audience” can also be used instead of the term “stakeholders”.

1.1.3 Strategy and Activities

Strategy can be defined in general as a method or plan of action designed to achieve a long-term goal or solution to a problem. Vladimir Kvint (2009) defines strategy as "a system of finding, formulating, and developing a doctrine that will ensure long-term success if followed faithfully". According to these definitions, dissemination strategy is a systematic method or plan of action that aims at maximizing the diffusion, acceptance and utilization of the project results or products (including services).

A dissemination plan consists by two entities, the dissemination strategy as described previously, and the dissemination activities, which could also be referred as “tactics” in order to determine them more clearly within an operational hierarchy system of “Strategy and Tactics”. In practical terms, the strategic level concerns operations of “branding” and general guidelines setting, while the tactical level concerns operations of designing and planning specific dissemination activities. More specifically, “branding” is a process of creating a unique image for an organization or product in the end-user’s mind. Thus, the project logotype, the style and design of the project web-site and the project presentations template (PowerPoint template), belong to the “branding” operation at the strategic level, whilst the decision to publish specific material in the web-site belongs to the tactical or dissemination activities level. In many cases it is difficult to characterize a decision as belonging to the dissemination strategy or the dissemination activities level. This is mainly because any activity contains a strategic core or it is strongly connected to a strategic objective. For this reason it is important in the description of every dissemination activity to include the specific strategic goals that have to be achieved.

During the evolution of the project the various planned dissemination activities may change slightly or new activities may add in order to achieve more successful dissemination results. This is particularly important today due to the fast changing reality. Today people change quickly their preferences regarding the sources or methods of information. Moreover, the dissemination strategy should be considered as a “model” with a life-cycle that exceeds the life-cycle of the project. As such, it should be aligned with the modern aspects of sustainability and “Business Agility”. Thus the dissemination Strategy should be flexible in adopting improvements and changes, but at the same time should remain solid in providing clear guidelines within the scope of the project. In any case the dissemination “model” should be carefully designed and planned along the entire project duration in order to assure its sustainability after the project’s end.

1.1.4 Exploitation

As previously discussed the outmost target of a dissemination plan is the exploitation of the project results or products. Exploitation can be defined as the use of the project’s results or products by different user groups at various levels during and after the implementation of the project, whilst

exploitation plan can be defined as the process of convincing target groups, end-users, key actors and stakeholders in general, to use the main products of the project. In order to achieve this objective, the dissemination and exploitation plan should be effective in bringing visibility of the project to the target-groups and transfer the project results/products into their professional area and scope. More specifically, a successful exploitation strategy motivates stakeholders, key-persons and end-users to get involved in the exploitation activities in order to utilize and incorporate the project products into their professional activities. A good methodology for motivating key-decision persons and end-users to participate in the exploitation of the project outcomes is to present reliable measuring data regarding the project performance and achievements.

Exploitation is characterized by two main functions: mainstreaming and multiplication. “Mainstreaming is the planned process of transferring the successful results of programs and initiatives to appropriate decision makers in regulated local, regional, national or European systems. Multiplication is the planned process of convincing individual end users to adopt and/or apply the results of programs and initiatives” (EU, Lifelong Learning Program, LLP Guide 2012. Part I: General provisions, p. 57). Each function, in a different level, aims at the utilization and generalisation of the project results/products, either by widening the geographic scope of project or by expanding to other knowledge and professional areas. Again, like in dissemination, the exploitation should provide an activity plan addressed to different level end-users.

As in the case of dissemination, the exploitation should be planned and organized at the beginning of the project, and an Exploitation Strategy document should be generated. This document should describe the exploitation strategy guidelines along with all the exploitation objectives, target groups, methods, tools, resources and activity plans of the project.

While dissemination concerns the overall promotion of the project, exploitation focuses clearly to the promotion and transfer of the project outcomes to other contexts (wider geographic regions, other target groups, organizations, sectors, etc). Consequently, exploitation is closer associated with the sustainability of the project after its conclusion, and therefore the exploitation strategy should be planned carefully in order to guarantee the continuation of the project outcomes also after the end of the project.

In the framework of the UNITE project the exploitation strategy has been incorporated in the dissemination strategy plan. The proposed dissemination strategy provides recommendations and guidelines that can be applied beyond the lifetime of the project, thus ensuring the continuous use and multiplication of its results also after the end of the project.

1.2 Dissemination Strategy Elements

A dissemination strategy is composed by the five following key elements:

- WHY to disseminate (purpose and objectives)
- WHO is the recipient (target audiences)
- WHAT to disseminate (key-messages)
- HOW to disseminate (methods and tools)
- WHEN each activity will take place (timing)

Each key element is analyzed afterwards.

1.2.1 WHY to disseminate - Purpose and objectives

The purpose of a dissemination strategy concerns the following:

- Raise awareness about the project and its results
- Disseminate the project plan activities and outcomes in a form that serves and satisfies the demands of providers (grant organizations), policy-makers, target groups, end-users and the society in general
- Inform and educate target audiences and community
- Engage target audiences and community and get feedback from them
- Promote the exploitation of project's outputs and results at all user levels

Defining the purpose of dissemination is the first step to decide the next dissemination elements. A more general purpose can be further specified by setting more precise or detailed objectives.

A good dissemination plan should explain at the level of strategy what are the expected project results and what kind of needs does the project respond to (ex-ante needs analysis), while at the level of activities it should explain what are the expected results and what kind of needs does each activity respond to.

1.2.2 WHO is the recipient - Target Audiences

The stakeholders or target audiences of a project is one of the most crucial factors in the development of the dissemination and exploitation strategy. This is because the success of any dissemination or exploitation activity depends on the particular characteristics of each audience, and more specifically how the dissemination or exploitation fulfils the needs of each target audience and how it motivates end-users to get involved with the project. Depending on the different interests of each audience,

various dissemination approaches should be followed. The dissemination strategy and activities plan must take into account the different needs of the project end-users as well as their professional/work context.

The project's stakeholders or audiences should be specified at the very beginning of the project by performing a "stakeholder analysis". In a stakeholder analysis all possible audiences are identified, listed, assessed and categorized in terms of their interest in the project and their importance for its success. Based on this "stakeholder categorization" it is decided the priority and the form of certain dissemination activities. The following questions can drive a stakeholder analysis:

- Who is affected mostly by the project results?
- Who would be interested in learning about the project and utilizing its products or results?
- Is the project of interest to a broader community?
- What can be the contribution of each audience group in the project success?
- Who affects mostly the project success?

R.E. Freeman (1984) formulated the "stakeholder theory" which describes a process of four steps:

1. **Identify** - Identifying all possible stakeholders and maintaining an up-to-date list.
2. **Classify** - Understanding the needs and interests of the stakeholders and classifying them into groups based on their commonalities and influence potentialities.
3. **Prioritise** - Prioritising the stakeholders and the interactive activities with them on the basis of their importance for the project.
4. **Integrate stakeholders** - Communicating and interacting with the stakeholders in order to integrate them in the project.

A precise stakeholder analysis maximizes the dissemination and exploitation effectiveness, by ensuring that the proper information reaches the right audiences in time. Moreover, the prioritization of the various dissemination activities facilitates the more effective planning and utilization of the available project resources.

1.2.3 WHAT to disseminate - Dissemination object and message

Since the purpose and the target audiences of the dissemination have been specified, the next strategic step is the definition of what to disseminate. This concerns the definition of specific information about the project or its products that has to be addressed to the various target audiences. The most critical part of this strategic decision is the creation of key-messages that can reach and motivate effectively each different audience group.

The following points can be used as guidelines for the creation of effective key-messages:

- Messages should be tailored to the interests and needs of each particular audience (what needs each audience to know about the project). It is possible to send the same message to different audiences, but the language and the form of the message should be adapted to the characteristics of each target audience. The previously described “stakeholder analysis” can help generating and addressing the right message to the right audience.
- Messages should be clear, simple and easy to understand.
- Information should be precise and realistic.

Messages may vary during the timeframe of the project. For example, at the start, key-messages focus on awareness of the project, while at the end on promoting its products and results. During the progress of the project or even after its accomplishment new information may have to be disseminated, like for example the results of a conference, a workshop, a survey or an expansion to another sector. At any case the same guidelines will serve in creating and communicating key-messages effectively.

Finally, the dissemination framework should provide effective quality control mechanisms to assure that information will be accurate, relevant, and representative.

1.2.4 HOW to disseminate - methods and tools

The next important element of the dissemination strategy is the selection of the methods and tools that will be used in the dissemination process. Depending upon the targeted audiences different methodologies and different combination of tools may be chosen. Methodologies concern the definition and utilization of the most appropriate communication channels, while the tools concern the specific objects that are used to contribute the chosen methodology. Some examples of communication channels are the scientific networks and events, the academic networks and events, the paper media, the electronic media, the social media, the general media and the person-to-person contact.

The most common dissemination tools are:

- newsletters
- press releases
- flyers/brochures
- programme/cluster meeting
- conference presentations
- conference posters
- web sites
- social media sites
- journal articles
- email contacts list/database
- seminars

- workshops
- demonstrations
- online discussion lists
- case studies
- reports and other documents

The project Logo and the project graphics/templates can also be considered as belonging to the dissemination tools since they serve to the easy identification and recognition of the various project materials by the target audiences.

For each audience it is important to select the most proper dissemination tools in order to ensure that the messages or information will be received. A combination of different tools should be used, even in cases of targeting a specific audience, for communicating the same message or information in different forms that may reach end-users with different personalities or preferences. Apart from the formal dissemination methods it is also very important the informal personal communication. The greatest advantage of the personal communication is the ability to interact with the target end-user and get direct feedback.

Finally, the selected methods and tools is a very critical element of the dissemination or exploitation plan since they influence the requirements in human and financial resources. Based on the selected methods and tools, the detailed dissemination or exploitation plan can provide a forecast of the required resources.

1.2.5 WHEN to disseminate - Timing

When planning the dissemination, it is important to decide the most appropriate time in which each dissemination activity will take place. The ideal timing depends on:

- the progress of the project
- the availability of the target audience

The various dissemination activities should be planned in accordance with their relevance to specific project phases. Thus for example, the dissemination activities at the beginning of the project focus mainly in raising awareness about the project, creating expectations and engaging specific audiences that can contribute during the next phases, while at the end of the project they focus in the presentation and promotion of the achievements and deliverables. In a similar way, activities that are linked with the dissemination of intermediate project results should be carefully planned in order to offer rich and accurate information and have a positive impact in the project evolution.

The availability or the “agenda” of the target audiences plays also a significant role in the dissemination activities timing. For example, an activity which aims to the academic community should take into consideration academic terms, examination schedules, bank holidays or other events that may constrain the audience participation. Another example is the case of programs and conferences that are organized in a national or international cluster level and are relevant to the project. The participation in such big events offers the possibility to reach in a more cost-effective way larger audiences which can develop interest in the project. The dissemination activities should be planned in alignment with these big events.

1.3 Dissemination Evaluation and Feedback

Dissemination and exploitation can be considered as a system which by using various resources and tools, produces meaningful and comprehensive information (message) and distributes it in various convenient forms to as many as possible end-users. Like in any other system, feedback and control are of vital importance for achieving an effective and sustainable operation. Getting feedback from partners and end-users and monitoring the results of any dissemination activity offer valuable knowledge of what is successful or what has to be improved and how. The success of the entire project depends upon the engagement and the satisfaction of the target end-users, and therefore monitoring and evaluating the influence of every dissemination activity is extremely important. Furthermore, the systematic monitoring and evaluation of the dissemination results facilitates the orientation to the most effective activities, thus enabling the optimum resources allocation.

To establish conditions for a self-sustained and growing dissemination and exploitation system, during and mostly after the project completion, all the dissemination activities should be monitored and controlled by well designed quality management procedures. These procedures should include:

- Acquiring feedback from stakeholders and end-users in a systematic way that gives measurable results. Target users should be encouraged to give feedback at any opportunity
- Evaluating the degree of fulfillment of the dissemination goals and objectives
- Evaluating the degree of satisfaction and engagement of the target-users
- Processing the feedback from the target-users to find out the dissemination’s strengths, weaknesses, opportunities, and threats (SWOT analysis)
- Redesign (improve or change) the dissemination method or activity

Due to the different nature of the various dissemination activities, different evaluation methods may be used. For example, a website can be evaluated by monitoring the usage logs, conferences or workshops can be evaluated by using questionnaires; and publications can be evaluated by the number of citations.

2. UNITE Dissemination Strategy Guidelines

2.1 Purpose and objectives

The purpose of the UNITE dissemination strategy is to raise awareness about the project and its results to all possible “stakeholders”, target audiences and end-users, and to engage them in order to multiply the project outcomes, during and after its accomplishment.

The objectives of the project’s dissemination strategy can be summarized as follows:

- Keep informed about the project results all the internal “stakeholders” (project partners)
- Promote the concept of the “textile sector modernization” through a collaborative model between universities and industry
- Promote information about the project and its achievements to any possible “stakeholder” or target audience, giving priority to the engagement of textile manufacturers in Belarus
- Disseminate messages and information in various forms corresponding to the specific needs and demands of each target group
- Coordinate effectively the dissemination activities across all the “stakeholders”
- Transfer to the Belarusian partners the “dissemination and exploitation” knowledge of EU academic institutions (Liaison offices and Textile departments) which have longer experience in the collaboration with the market
- Establish sustainable dissemination methods which will serve to the networking growth and the project outcomes exploitation, during but mostly after the project accomplishment
- Increase the potentiality for new collaborations between academic departments and private companies or organizations in the Belarusian textile sector, which can lead to innovative research and new products
- Increase the potentiality for new collaborations between academic departments in Belarus and EU
- Evaluate and improve continuously the dissemination methods and activities by getting feedback from all target audiences

2.2 Stakeholders and Target Audiences

At the beginning of the UNITE project all the important Stakeholders and Target Audiences have been identified, and their importance and potential influence have been explained. The results are presented in the following table. Internal stakeholders are presented in the yellow boxes, while the external in the blue boxes.

Table 1 - Stakeholders and Target Audiences		
Stakeholder or Target Audience		Importance / Influence to the Project
1	EACEA (Education, Audiovisual and Culture Executive Agency) - TEMPUS Program monitoring and management	According to the official procedures that govern the EU grants and programs, it is obliged to keep informed the respective program monitoring offices, agencies and committees about the progress and results of the project
2	UNITE Project committee	It is the main stakeholder of the project, having the greatest interest and responsibility for its success. The UNITE Project committee should follow and support closely all the project activities including of course dissemination and exploitation.
3	Liaison Offices of the Belarusian academic institutions that participate in the UNITE project as Partners	They will play a critical role on behalf of the academic departments in the “University-Industry” collaboration. They will promote and facilitate the delivery of the project’s final products (services) to the end-users and provide a framework for the formal communication between the collaborative partners. The liaison offices which participate in the UNITE project will gain reputation by acting as pioneers in the Belarusian academic system and as a vehicle for promoting a modernized collaboration model between academic institutions and industries.
4	Academic staff of the Belarusian academic institutions that participate in the UNITE project as Partners	The services and the networking capabilities which will be derived from the UNITE project, create new opportunities for the academic staff to initiate and participate in applied research and research and development (R&D) projects in collaboration with the Belarusian private textile sector. Thus, the Academic staff has an increased interest for the success of the UNITE project and the long-term exploitation of its outcomes. Moreover, the academic staff should be well informed in order to be able to respond to the challenges of a modern “University-Industry” collaborative model and to contribute the necessary academic reformations. Academic staff is considered as one of the three main “end-user” groups of the project.

5	BELLEGPROM	It is one of the Belarusian stakeholders which can influence the project results in long-term. BELLEGPROM can facilitate the distribution of dissemination material across a large number of Belarusian textile companies.
6	Other UNITE project Partners/teams	They perform a large volume of the project work, and their work influences directly the project's results. As a consequence, the success of the project relies significantly on their work. To some extension all the partners are involved with the design, plan and final implementation of various dissemination activities. Therefore, in order to maximize the dissemination results, they should be well informed about the dissemination strategy and their activities should be coordinated effectively.
7	Textile industries in Belarus	They can benefit from the results of the UNITE project in many ways. Through the collaboration with the academic departments and by utilizing the wide and specialized theoretical knowledge of the academic staff, they can solve actual manufacturing or quality problems, introduce innovative production methods and tools, develop new products and optimize their operations. On the other hand, the collaboration between academic departments and textile industries can indicate the required changes in the academic curriculum in order to meet the real needs of the Belarusian textile sector. Textile industries are considered as one of the three main "end-user" groups of the UNITE project.
8	Other Associations of Textile Manufacturers and Traders in Belarus	Any Association of Textile Manufacturers and Traders is important for the UNITE project due its capacity for distributing information among its members and participating in larger scale programs at national level.
9	Textile students and graduates in Belarus	Textile students and graduates are considered as one of the three main "end-user" groups of the UNITE project. They have great interest for the success of the UNITE project since it facilitates their connection with the textile industry and creates opportunities for their professional development.

10	Policy makers	Concern governmental authorities related to the Belarusian education, employment, industry and trade. Due to their capacity for promoting the UNITE project goals and achievements at national level, it is important to keep them informed and engaged in various dissemination activities. Their support is critical for the sustainability and the further development of the project outcomes in the post-project period. The “ UNITE Council ”, which will be one of the main outcomes of the UNITE project, will include members from the Belarusian Ministries of Education and Employment, thus enabling access to policy decision making centres.
11	Other Belarusian academic institutions (liaison offices and departments)	A further aim of the UNITE project is to inspire and extend a modern collaborative relation between Universities and Industries also in other production sectors of Belarus beyond textiles. The UNITE project can act as a paradigm for other Universities, while their liaison offices can use the experience gained from the UNITE project to establish their own collaborative operations. Therefore, it is important to keep informed other academic departments and liaison offices in Belarus about the UNITE project achievements.
12	Associations of Manufacturers and Traders of other sectors in Belarus	They have the capacity to distribute information among their members and to transfer the concepts of the UNITE project to other sectors of the Belarusian industry.
13	Academic institutions in EU (liaison offices and departments)	By keeping informed other academic institutions in EU about the UNITE project results it is created a potentiality for new collaborations between Belarus and EU in the academic level. Due to the content of the UNITE project priority should be given in the communication with EU textile academic departments.
14	The wider Belarusian society (general public)	Keeping informed the wider Belarusian society about the UNITE project enhances both the good reputation of the academic departments that participate in the project and the common opinion for academic reformations.

The next table presents the prioritization of the various stakeholders and target audiences for the dissemination activities -according to their importance- and the expected workload for accessing them.

Table 2 – Dissemination Priority of Stakeholders and Target Audiences

	Stakeholder or Target Audience	Dissemination Priority	Dissemination Workload
1	EACEA (Education, Audiovisual and Culture Executive Agency) - TEMPUS Program monitoring and management	1	Easy
2	UNITE Project committee	1	Easy
3	Liaison Offices of the Belarusian academic institutions that participate in the UNITE project as Partners	1	Easy
4	BELLEGPROM	1	Easy
5	Other UNITE project Partners/teams	1	Easy
6	Academic staff of the Belarusian academic institutions that participate in the UNITE project as Partners	1	Easy
7	Textile industries in Belarus	1	Hard
8	Other Associations of Textile Manufacturers and Traders in Belarus	1	Medium
9	Textile students and graduates in Belarus	1	Easy
10	Policy Makers	2	Medium
11	Other Belarusian academic institutions (liaison offices and departments)	2	Medium
12	Associations of Manufacturers and Traders of other sectors in Belarus	2	Medium
13	Academic institutions in EU (liaison offices and departments)	3	Medium
14	The wider Belarusian society	3	Medium

Key-points of the “Stakeholder Analysis”

The most critical “target groups” that have to be engaged with the outcomes of the UNITE Project are:

- Academic staff of the Belarusian Universities which participate in the project
- Textile manufacturers in Belarus
- Associations of Textile Manufacturers and Traders in Belarus
- Textile students and graduates in Belarus

The most difficult dissemination task is to reach as many as possible textile manufacturers in Belarus and motivate them to participate in the utilization of the project’s products. Associations of Textile Manufacturers and Traders can help toward this target; however more dissemination work is required for motivating individual textile manufacturers to become actively involved.

The less effort for the dissemination and exploitation of the project outcomes is required for the textile students and graduates. Students and graduates are expected to develop an immediate natural interest in the project outcomes, due to the increase of their career opportunities.

2.3 Dissemination object and message

As previously mentioned (§1.2.3) one of the most critical decision in the dissemination strategy is the creation of key-messages that can reach and motivate effectively each different audience group to get engaged with the project and its products. Key-messages should be clear, simple, easy to understand and corresponding to the interests and needs of each particular target audience.

The key-messages of the UNITE project along with the respective target audiences to which they should be addressed are presented in the following table. These key-messages are actually short descriptions of the message content and can be enriched, modified and refined during or after the project in order to achieve the maximum response and motivation of each specific audience.

Table 3 – Key Messages	
Key-message	Target Audience
Combines the theoretical background and research capacity of the textile academic departments with the manufacturing experience and business practices of the textile industries for: <ul style="list-style-type: none"> ▪ Solving actual manufacturing or quality problems ▪ Introducing innovative production methods and tools ▪ Developing new innovative products ▪ Optimizing production and quality operations ▪ Increasing the textile companies competitiveness and profits 	Textile industries Associations of Textile Manufacturers and Traders Associations of Manufacturers and Traders of other sectors in Belarus
Academic departments will produce graduates more experienced and more ready to support real needs of the textile industry	
Increases the research networking capabilities	Academic staff of the departments that participate in the project Other Belarusian academic institutions (liaison offices and departments) Academic institutions in EU (liaison offices and departments)
Creates new opportunities for innovative applied research	
Creates more opportunities to initiate and participate in advanced research and development (R&D) projects	
Increases the professional networking capabilities	Academic staff of the departments that participate in the project Textile students and graduates
Creates more opportunities for professional development	
Helps students to start their professional career	
Enhances the good reputation of the academic department	

Reinforces the Belarusian textile sector	Policy Makers <i>(governmental authorities related to Belarusian education, employment, industry and trade)</i> The wider Belarusian society (general public)
Makes the Belarusian textile sector more innovative	
Makes the Belarusian textile sector more competitive in the globalized market	
Brings the Belarusian higher education closer to the needs of the national industry	
Brings the professional skills of the textile graduates closer to the requirements of the industry	

During the progress of the UNITE project as well as after its accomplishment various information will be disseminated for raising awareness and informing the target audiences about the project and its products (services). This information should be precise and realistic.

The objects that will be disseminated during and after the finish of the UNITE project concerns:

- Project Reports and Executive reports
- Events for the presentation of the UNITE project, its products and its results (both as organizers or as participants)
- Results of conferences and workshops relative to the UNITE project or to its products (services)
- Detailed information about the products (services) that are delivered to the end-users along with the respective terms of use
- Calls for collaborations
- Announcements of collaborations
- Case studies and success stories
- Results of “university-industry” collaborative projects
- Calls for surveys
- Announcements of surveys
- Results of surveys
- Statistical results about the exploitation of the projects’ products (delivered services). For instance, number of students or textile manufacturers who used the delivered services, number of collaborations, percentage of successful cases, statistical indexes of the end-users satisfaction.

To assure the quality of the material that will be disseminated it is followed the method of peer evaluation among the project partners. During the peer evaluation the dissemination objects are verified to be accurate, relevant, and representative.

2.4 Dissemination deployment

During the project, various dissemination activities will be deployed by all the project partners. Project partners maintain their autonomy in organizing and deploying dissemination activities, according to the project scope and dissemination strategy. However, in order to maximize the dissemination effectiveness all the activities will be guided and coordinated by the UNITE project coordinator (TEI of Piraeus). The dissemination operations during the UNITE project are presented schematically in the next diagram 1.

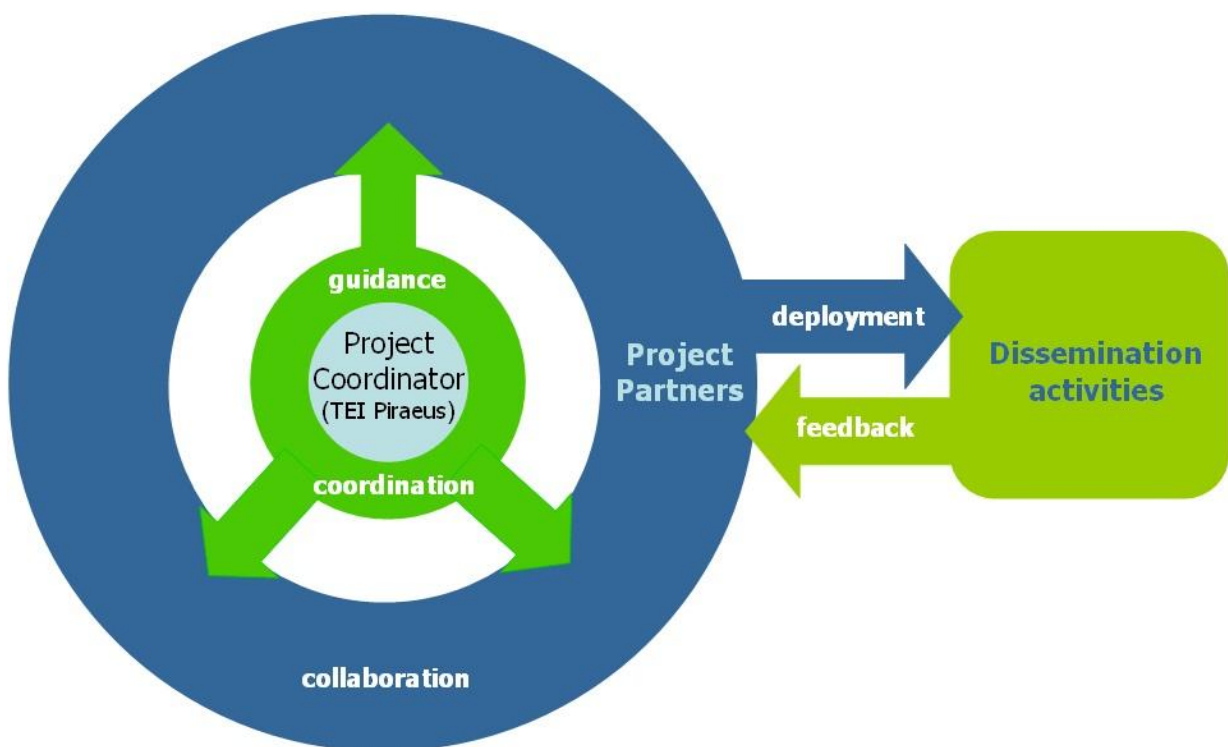


Figure 1: UNITE project Dissemination activities deployment

The partners with the most critical role in the dissemination of the UNITE project and the exploitation of its results are:

- **Academic departments of the Belarusian Universities that participate in the project:** for dissemination activities addressing the Belarusian academic community and policy makers
- **Liaison offices of the Belarusian Universities that participate in the project:** for dissemination activities addressing the Belarusian academic community, industry and policy makers
- **BELLEGPROM:** may also facilitate the distribution of dissemination material

The other UNITE project partners will organize dissemination activities having as targets:

- Raise awareness about the project in academic and business audiences across different European countries, thus increasing the potentiality of future partnerships
- Exchange information that can be valuable for the further development of the UNITE project and the exploitation of its results
- Generate rich dissemination material and experience that can serve and facilitate the post-project dissemination activities

By the end of the project as well as in the post-project phase the dissemination activities will be organized and deployed by the academic departments and liaison offices of the Universities that participate in the UNITE project. The guidance and coordination for the dissemination activities will be held by the UNITE Council. The dissemination operations in this phase are presented schematically in the next diagram 2.

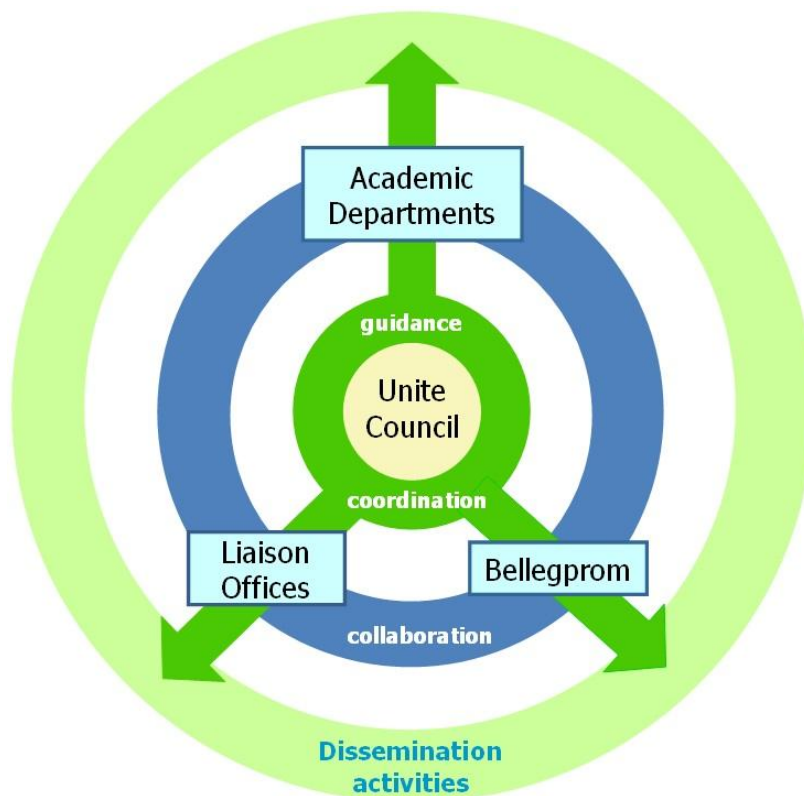


Figure 2: UNITE post-project Dissemination activities deployment model

2.5 Dissemination methods-channels and tools

For each different audience it is important to select the most appropriate dissemination methods or channels and the most effective tools in order to ensure that project messages and information will reach their target. Apart from the formal dissemination methods, anyone who is involved with the project should have always in mind that the informal person-to-person communication contributes enormously the dissemination efficacy. The personal communication gives the ability to receive immediate feedback and respond to the point.

The next table presents the dissemination methods or channels and the respective tools that have been selected for the UNITE project in relevance with the target audiences.

Table 4 – Dissemination methods-channels and tools		
Method - Channel	Tool	Target Audience
UNITE internal communication network	<ul style="list-style-type: none"> ▪ Project Reports ▪ Executive reports ▪ Emails ▪ Meetings 	EACEA UNITE Committee UNITE partners
Scientific or Technological Meetings, Conferences, Workshops	<ul style="list-style-type: none"> ▪ Presentations ▪ Posters ▪ Flyers / Brochures ▪ Demonstrations of project products (<i>online training platform</i>) ▪ Press releases 	Academic staff Textile industries Associations of Textile Manufacturers and Traders Textile professionals Textile students and graduates
Education and Lifelong Learning Meetings, Conferences and Workshops	<ul style="list-style-type: none"> ▪ Presentations ▪ Posters ▪ Flyers / Brochures ▪ Demonstrations of project products (<i>online training platform</i>) ▪ Press releases 	Academic staff Liaison offices Policy makers (<i>governmental authorities related to Belarusian education</i>)
Business Meetings, Conferences and Workshops	<ul style="list-style-type: none"> ▪ Presentations ▪ Posters ▪ Flyers / Brochures ▪ Press releases ▪ Face to face communication 	Textile industries Associations of Textile Manufacturers and Traders Textile professionals Organizations, companies and professionals of other sectors in Belarus Policy makers

Textile Business Exhibitions	<ul style="list-style-type: none"> ▪ Flyers / Brochures ▪ Posters ▪ Face to face communication ▪ If economically feasible, participation with a booth 	Textile industries Associations of Textile Manufacturers and Traders Associations of Manufacturers and Traders of other sectors in Belarus
Scientific or Technological Media	<ul style="list-style-type: none"> ▪ Articles ▪ Case studies ▪ Reports 	Academic staff Textile industries Associations of Textile Manufacturers and Traders Textile professionals Textile students and graduates Organizations, companies and professionals of other sectors in Belarus
Textile (or general) Business Media	<ul style="list-style-type: none"> ▪ Press releases (<i>announcement of events, collaborations and results</i>) ▪ Articles ▪ Case studies ▪ Reports 	Textile industries Associations of Textile Manufacturers and Traders Textile professionals Organizations, companies and professionals of other sectors in Belarus
Education and Lifelong Learning Media	<ul style="list-style-type: none"> ▪ Articles ▪ Case studies ▪ Reports 	Academic staff
Public Media	<ul style="list-style-type: none"> ▪ Press Releases in local and national newspapers (<i>announcement of events and university-industry collaborations</i>) 	General public
UNITE project web site	<ul style="list-style-type: none"> ▪ Information about the project and its results ▪ Press releases ▪ Articles ▪ Case studies ▪ Reports 	ALL audiences

Web pages of the liaison offices and academic departments that participate in the UNITE project	<ul style="list-style-type: none"> ▪ Press releases ▪ Newsletters ▪ Articles ▪ Case studies ▪ Reports 	ALL audiences
Electronic Social Media	<ul style="list-style-type: none"> ▪ Additionally to the official web-site, pages or groups can be created in the most popular social medium of Belarus, during or after the project ▪ Invitations to events ▪ Press Releases ▪ Information about the use of the project's outcomes (<i>what offer / how to use them</i>) 	Textile students and graduates
Direct communication	<ul style="list-style-type: none"> ▪ email contacts list ▪ Invitations to events ▪ Newsletters ▪ Announcements and information tailored to each target group 	Academic staff Textile industries Associations of Textile Manufacturers and Traders Textile professionals Associations of Manufacturers and Traders of other sectors in Belarus Policy makers

2.6 Dissemination timing

Due to the key-role of the academic community, the UNITE dissemination and exploitation activities should be planned taking into consideration the academic schedule. Thus, the most appropriate period for the dissemination activities is considered as starting around the 20th of September and ending around the 20th of July, with an interruption between the 20th of December and the 10th of January due to the Christmas and New Year's Eve vacations. This period is convenient also for industries or other organizations. A further attention should be paid for avoiding dissemination activities during examinations or other important academic activities. At any case, the availability of all the partners should be checked before the arrangement of any dissemination or exploitation activity.

3. Components of the UNITE dissemination plan

3.1 The UNITE project logo

The UNITE project logo has been selected among many drafts and has been refined in order to come into its final form. The collaboration between the partners who have been involved with the creation of the UNITE logo was successful, since they manage to create a simple and “clear” logo which reflects all the desired and appropriate for the project symbolisms.

The graphic of The UNITE logo consists of the word “Unite” in green colour and above the letter “i” a picture of the blue flax flower. The blue flax flower is a national emblem of Belarus and additionally it reflects the long textile tradition of Belarus which is linked with the blue flax. Under the graphic appears the sentence “**University and Industry for the modernization of textile manufacturing sector in Belarus**”.



Figure 3: The UNITE project logotype

The UNITE logo fulfils all the prerequisites of a successful logo:

- It is simple and clean, which makes it easy to remember and recognize
- It carries a short and precise verbal message which makes clear the scope of the project
- It carries sound symbolic messages
 - The blue flax flower symbolises Belarus and the same time the Belarusian Textile sector
 - The green colour symbolizes nature, fertility, growth, life, balance, renewal and rebirth
 - In the modern technological and business world the green colour symbolizes the sustainable development, also known as “green” development
- The combination of all the logo components creates a strong impression of opportunities for the modernization and sustainable development of the textile sector

3.2 The UNITE project brochure

The UNITE brochure has been designed for providing comprehensive information about the project to all target audiences. Its scope is to transfer clear messages about the project goals and to present essential information about its structure and organization, which indicate the potentiality for its success. The UNITE brochure has the form of a half-fold leaflet with four pages. Its short yet comprehensive content is structured in distinctive sections that enable the reader to obtain quickly a complete awareness about the project scope, factors and outcomes. The colours of the brochure have been selected to match the UNITE logo colours, following the concept of creating a unique, easy to recognise, visual identity for the project's dissemination material. As background colour has been selected the blue-flax flower colour which is familiar to the Belarusian audiences as symbolising the Belarusian textile heritage. The UNITE brochure will be available in Russian and English.

In the first page appear the project logo, the project's main message "University and Industry for the Modernisation of the textile manufacturing sector in Belarus", a short description of the project scope and its outcomes.

In the last page it is displayed a list of all the project partners.



Figure 4: The UNITE project brochure (pages 1 and 4)

In the second page it is explained:

- why the project is important
- what are the objectives-benefits for the Belarusian industry
- what are the objectives-benefits for the Belarusian higher education
- the concept of the project methodology

In the third page are described the project outcomes more detailed and precisely.

Textile production in Belarus is the largest one among Eastern Europe states and one of the largest in Europe. Textile industry in Belarus is in the process of large-scale modernisation, funded through the national programme "Support to the modernisation of the Belarusian textile companies". The on-going modernisation of the industry sets new challenge for higher education institutes. The main challenges imposed by the modernisation of the textile industry are: creation of new assortment of textiles, increasing of textile quality with flax and other domestic fibres, increasing of efficiency of wastes processing etc.

In parallel with the on-going modernisation process of the textile industry in Belarus, UNITE project aims at building capacity of higher education to build partnerships with the sector enterprises and engage in the modernisation process.

The project content and methodology has been designed in a way to allow on one hand transfer of know-how and good practices from EU countries to Belarus and on the other hand active engagement of Belarusian partners and ownership of the project and project results. Therefore in the whole project, the EU partners keep a consulting and supportive role, while the Belarusian partners are more actively involved in the project implementation with activities that are addressing their particular needs and are relevant to the current situation.

The specific objectives of the project are:

- To make the higher education in textile sector relevant to the needs of the textile industry.
- To enforce cooperation between higher education and industry in R&D.
- To make the higher education responsive to the needs of the labour market.

The main outcomes of the project are:

- 1. UNITE Council (University and Industry for textile sector in Belarus)**
The UNITE Council brings together Academia and all major stakeholders of textile industry. It is responsible for strategic planning in issues regarding higher education and vocational education, research and development and employment in the Belarusian textile sector. UNITE Council has representatives from Academia, Bellegprom, textile trade unions, Ministry of Education and Ministry of Employment. UNITE Council has a high level decision making function, while at operational level it is supported by the organisations that are represented and by the liaison offices. The expected result of the UNITE Council is to create the conditions under which companies will be interested to formulate proposals for reforms in education curricula, topics of students research or join research activities.
- 2. Liaison offices**
Liaison offices operate in the three Belarusian Universities that participate in the project. Liaison offices facilitate and reinforce cooperation between higher education institutes and industries in research and development activities, in employment and in continuous training of the employees in the textile sector. The liaison offices have been established as separate semi autonomous offices within the Universities.
- 3. On-line continuing professional development courses**
New e-learning courses address the needs for continuing professional development of employees in the textile sector. Indicative topics of the on-line courses are:
 - Advanced methods and instruments for evaluation of quality textiles and raw materials.
 - Trends in technical textiles manufacturing (technology and assortment).
 - Features of up-to-date textile machinery.
 - Knowledge-based system for management at textile mills.
 - CAD system for textile design.

www.unite-tempus.eu
With the support of the Tempus Programme of the European Union

Unite

Figure 5: The UNITE project brochure (pages 2 and 3)

The brochure will be printed in 2.000 copies in English language and 2.000 copies in Russian language, but it will be also available in an electronic form (PDF) to all partners for further distribution either via email or by downloading it from their web-site.

Following appears a table for the distribution of the brochure paper copies to the partners.

Table 5 – Distribution of UNITE paper brochures to the partners

Partner	Number of copies (English)	Number of copies (Russian)
Technological Education Institute of Piraeus, Department of Textile Engineers (Greece)	180	
IDEC S.A., Consultants, High Technology Applications & Training (Greece)		
Ghent University, Department of Textiles (Belgium)	120	
University of Beira Interior, Sciences Faculty (Portugal)	120	
Centro Tecnológico das Industrias Têxtil e do Vestuário (Portugal)	120	
Kauno Technologijos Universitetas, Faculty of Design and Technologies (Lithuania)	120	
Universitat Politècnica de València (Spain)	120	
Asociación de Investigación de la Industria Textil (Spain)	120	
Vitebsk State Technological University (Belarus)	400	400
Mogilev State University of Food-Stuff (Belarus)	200	300
Belarus State Economic University (Belarus)	200	300
Bellegperom: Belarusian State Concern for Production/Sale of Light Industry (Belarus)	300	1000

3.3 The UNITE project web-site

The UNITE project web-site is available in the URL link: <http://unite-tempus.eu/>

The forms and the content of the UNITE web-site will be available in English and Russian.

All the web-site pages have the same arrangement, with the UNITE logo on the top left, two small flags for language selection on the top right, and the navigation menu just below in a fixed position. This fixed arrangement throughout all the web-site pages makes the navigation very easy. The web site opens in the home page with the option “HOME” of the navigation menu highlighted in green colour (fig.6). When the user makes another selection in the navigation menu, the new selection is highlighted in green colour and the respective page appears on the screen. Thus, the user knows always which page is viewing.

The web-site home page contains an overview of the scope and the expected outcomes of the project. It contains also a reference about the project fund by the EU Tempus program.



Figure 6: UNITE web-site “HOME page”

By selecting “THE PROJECT” a new section appears containing detailed information about the project. This section contains a sub-menu which is located on the right of the screen. When “THE PROJECT” section opens, it is displayed the page with the title “Textile industry in Belarus” which corresponds to the first selection of the sub-menu (fig.7). This page contains information about the current position of the textile manufacturing in Belarus.



Figure 7: UNITE web-site “THE PROJECT – Textile industry in Belarus”

The user can move to the next page by selecting “Rationale” in the sub-menu on the right of the screen. This page explains the project’s importance taking into consideration the challenges that the Belarusian textile sector faces today (fig.8).



Figure 8: UNITE web-site “THE PROJECT – Rationale”

The user can move to the next page by selecting “Aims and Objectives” in the sub-menu on the right of the screen. This page explains the project’s scope and objectives and makes a short reference to the concept of the project methodology (fig.9).

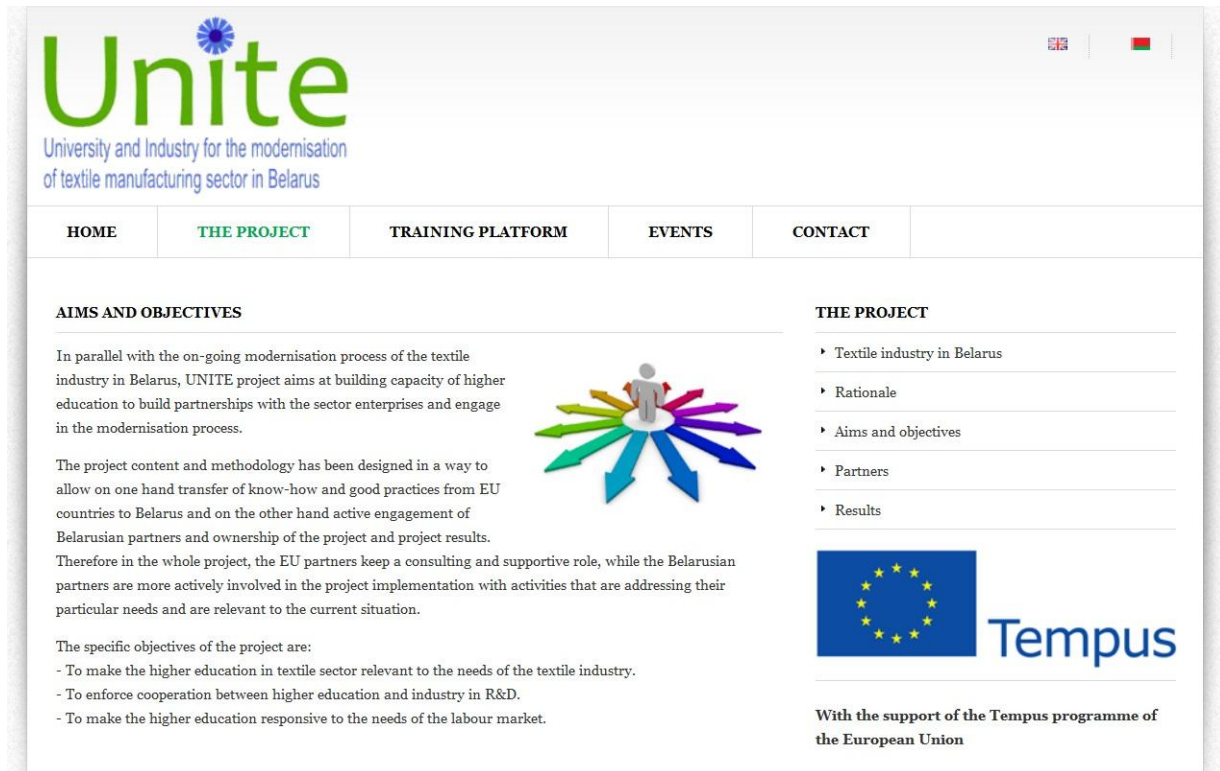


Figure 9: UNITE web-site “THE PROJECT – Aims and objectives”

The user can move to the next page by selecting “Partners” in the sub-menu on the right of the screen. This page presents the project partners, along with their contact information. Details for each partner can be found in the URL link of each one (fig.10).

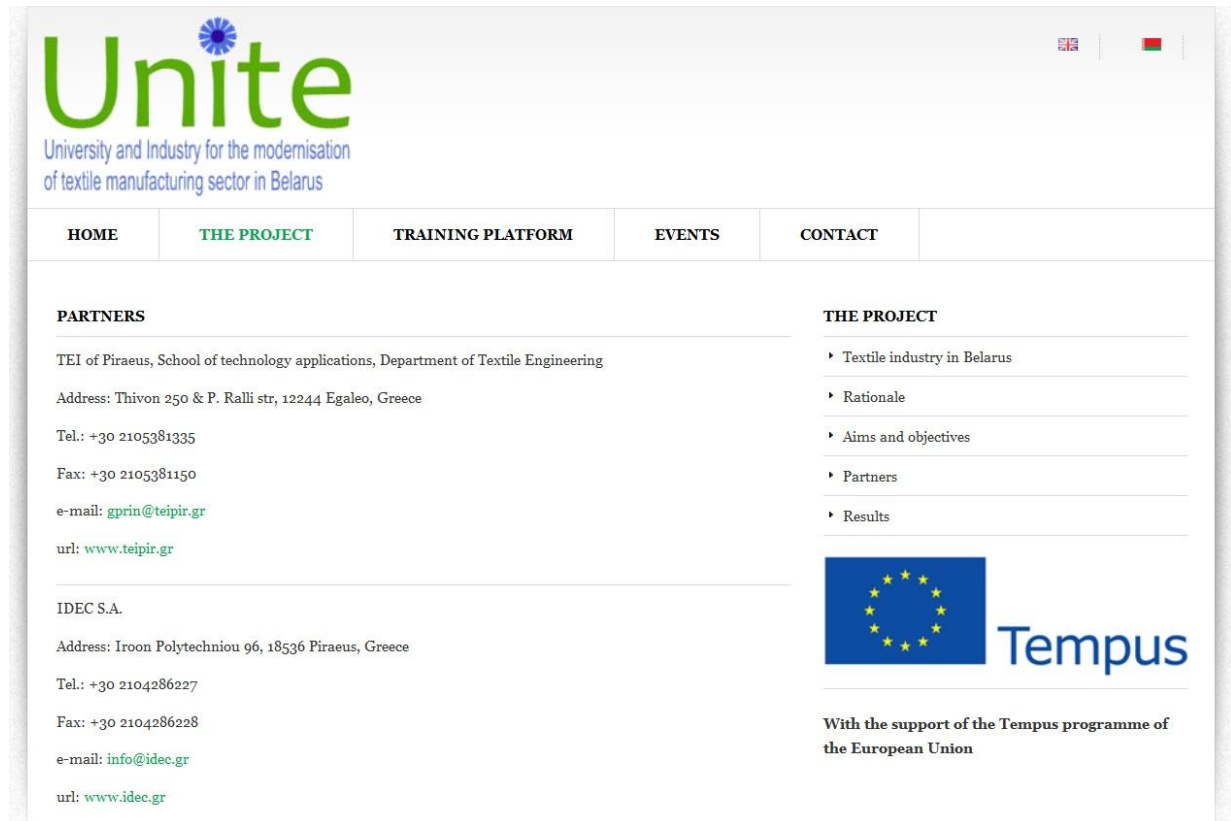


Figure 10: UNITE web-site “THE PROJECT – Partners”

The user can move to the next page by selecting “Results” in the sub-menu on the right of the screen. This page will contain articles and reports about the project results and achievements.

By selecting “TRAINING PLATFORM” in the main menu of the web-site, the user will be able to access the online training platform which is one of the main products of the UNITE project. The training platform will offer online continuing professional development courses.

By selecting “EVENTS” in the main menu, the user can access a section which presents information about all the events related to the UNITE project. The first page contains a description of the scope and the plan of the project events (fig.11). On the right side of this page under the title “MAIN EVENTS” appear the various events. By selecting an event a new page appears containing detailed information about the specific event (fig.12).



Figure 11: UNITE web-site “EVENTS”



Figure 12: UNITE web-site “EVENTS – Event information”

The section “CONTACT” contains contact information regarding the UNITE project (fig.13).

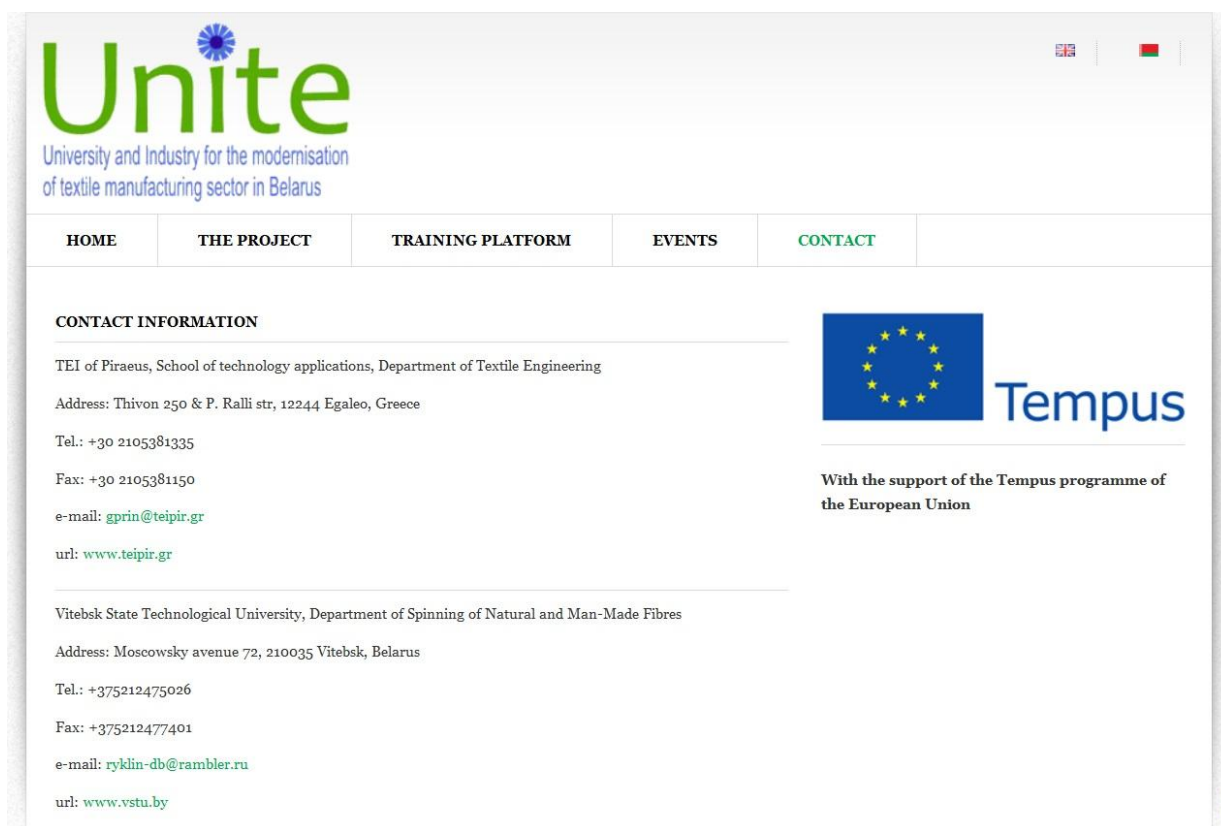


Figure 13: UNITE web-site “The UNITE project”

3.4 UNITE project presentation templates

For the presentation purposes of the UNITE project in various conferences, workshops and seminars, have been created four different presentation templates (PowerPoint). All the templates have the same simple arrangement in order to keep uniformity and to facilitate the focus of the audiences in the presentation content. The templates change only in the colours which however are close to the project logo colours, following the concept of creating a visual identity for the dissemination material. The reasons of creating four different templates are, to attract the audiences’ attention, and to distinguish optically different presentations that take place in the same event. At the end of any presentation it is strongly recommended to provide the URL link of the UNITE web-site and the presenter’s contact emails. Following are presented the four UNITE presentation templates.

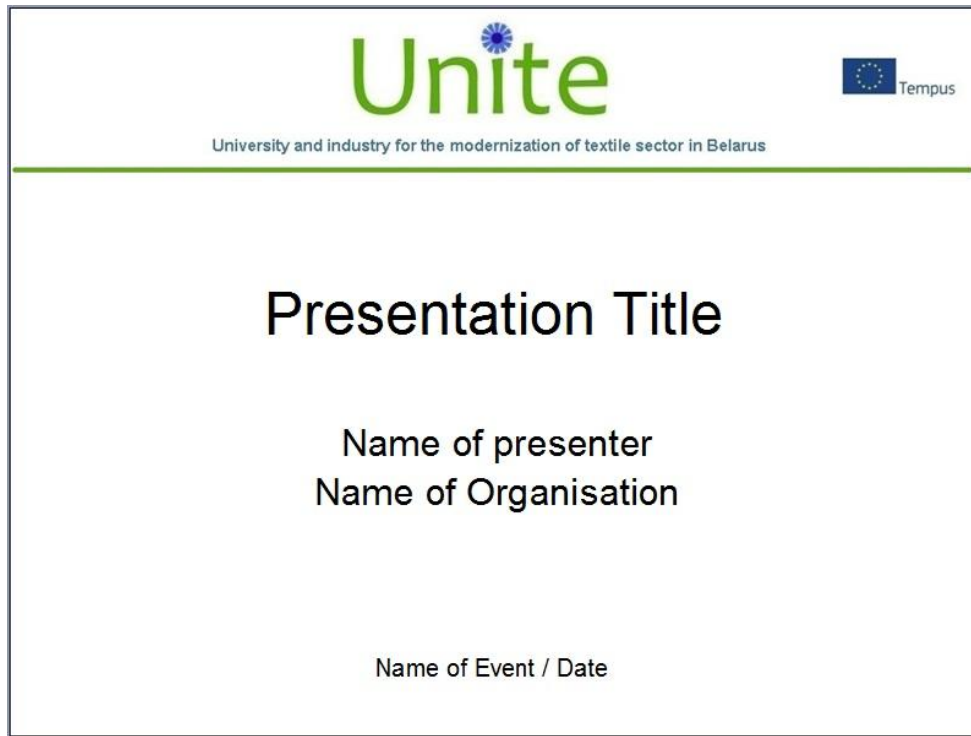


Figure 14: Plain (white) presentation template, front slide



Figure 15: Plain (white) presentation template, inner slide

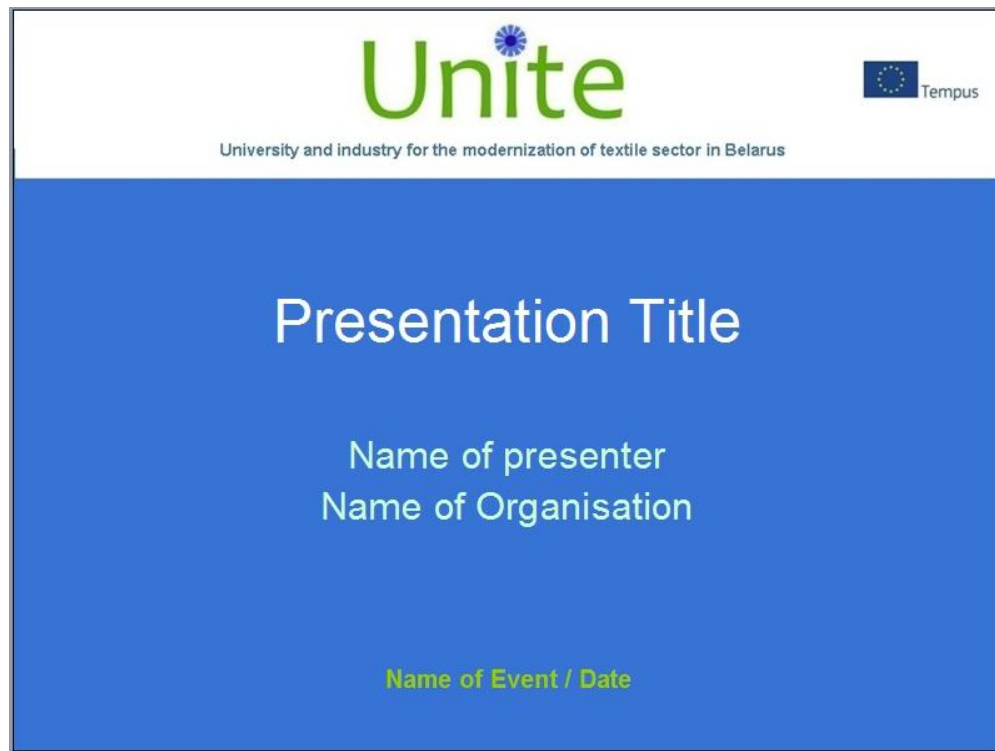


Figure 16: Blue presentation template, front slide

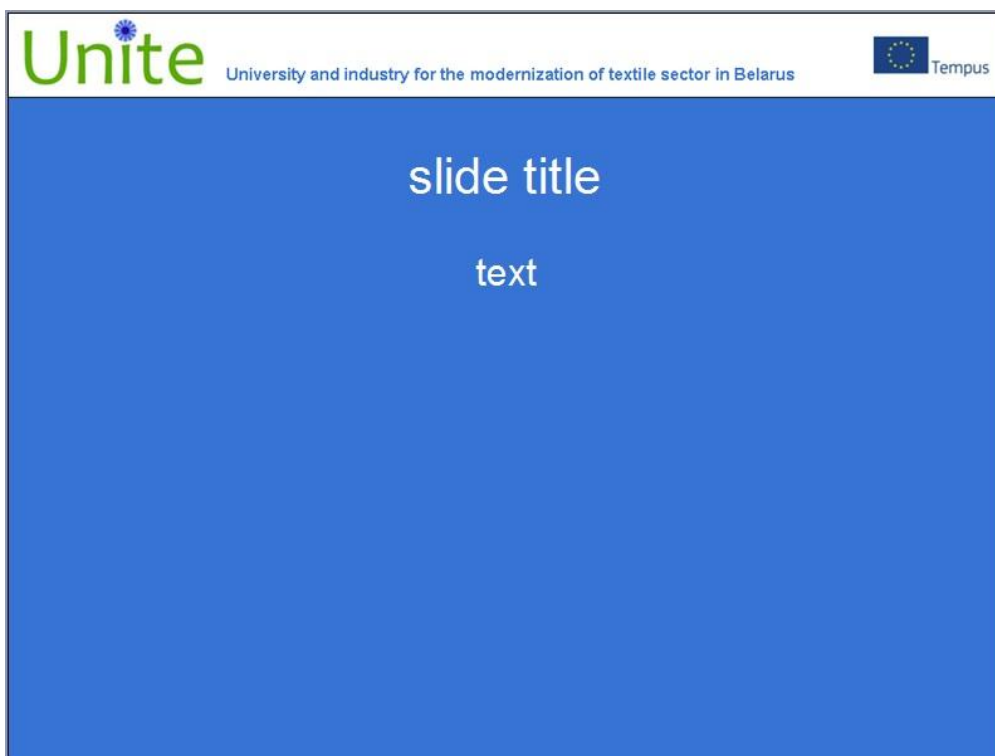


Figure 17: Blue presentation template, inner slide

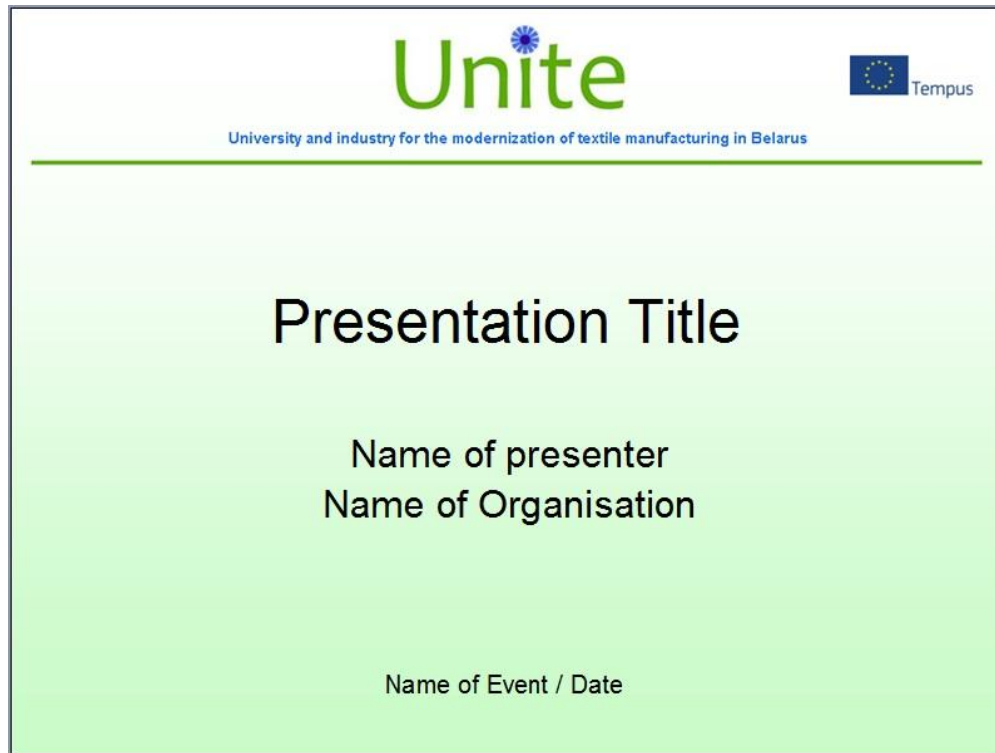


Figure 18: Degraded Green presentation template, front slide



Figure 19: Degraded Green presentation template, inner slide

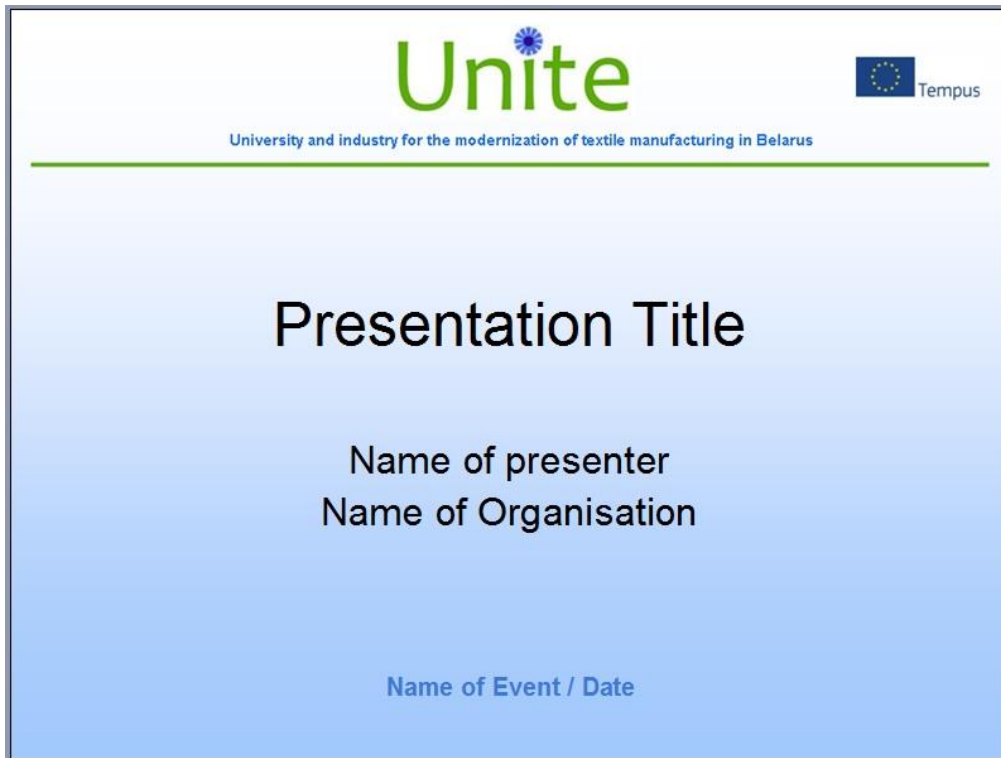


Figure 20: Degraded Blue presentation template, front slide



Figure 21: Degraded Blue presentation template, inner slide

3.5 Articles

During the UNITE project each partner (accept IDEC) will publish at least three articles. In total it will be published at least 36 articles. Most of the articles will be in Russian and English, but some of them can be in Greek, Dutch, Spanish and Portuguese. For the preparation of scientific articles it is strongly recommended to have the collaboration of two or more partners.

The articles can be published in:

- scientific journals or web-sites
- textile business magazines or web-sites
- general business magazines or web-sites
- web-site of the UNITE project
- official web-sites of the participating Belarusian Partners

After the project accomplishment, articles can be published by any of the Belarusian partners according to the “dissemination activities deployment model” which is depicted in figure 2.

3.6 Newsletters

Newsletters can be published by the Universities’ liaison offices. The newsletters will be in electronic form (e.g. PDF) in order to distribute them easily and with low cost through email and web-sites. The newsletters may contain:

- information and news about the project
- announcements and conclusions of events
- announcements of collaborations
- comprehensive information about the project achievements and results

The newsletters should always provide appropriate URL links to the UNITE web-site or to other web-pages which offer more detailed and precise information about the project, its results and its products (services).

3.7 Meetings, conferences and workshops

During the UNITE project dissemination events will organized by certain partners: TEIPIR, VSTU, and MGU. After the project accomplishment, the Belarusian partners will continue organizing similar events in alignment to the UNITE project objectives and under the UNITE Council guidance and coordination (fig.2). The material that is produced by meetings, conferences and workshops is valuable for the further

dissemination activities of the project. After the event, presentations should be available in a convenient electronic form for downloading from the web-sites of the UNITE project, the liaison offices and the academic departments. The results of the events should also further disseminated in the form of reports, articles or newsletters.

The following events are planned to take place during the UNITE project:

- One workshop with title “UNITE- University and Industry for the modernization of textile manufacturing sector in Belarus”, which will cover certain modern issues that influence the UNITE project and its outcomes. The workshop will be organized by TEIPIR (TEI of Piraeus) in Athens on 25/9/2014, with the participation of key-experts from TEIPIR and persons from the liaison offices and academic departments of the Belarusian universities.
- Participation and presentation of the UNITE project in the AUTEX conference of 2015, which is the larger annual event for Higher Education in the textile sector. AUTEX (Association of Universities for Textiles) is a European association based in Belgium but having also international members outside the EU. Participants will be the academic partners TEIPIR, VSTU, and MGU.
- A final one-day conference in Belarus for the presentation of the UNITE project final results, with the participation of 80 persons from Belarus and 20 from EU. A simultaneous translation from Russian to English and vice-versa will be available. Belarusian participants will be from the industry, academic community and governmental authorities (policy makers). European participants will be mostly from the academic community. A conference report will be prepared in both Russian and English.

Additionally to the project dissemination events, another **six exploitation workshops** will be organized in Belarusian cities by the end of the UNITE project, for the presentation of the project results to higher education institutions (HEIs) and stakeholders from industry and governmental organizations, including textile and other sectors of the Belarusian economy. The aims of the exploitation workshops are to communicate the project results, initiate the development of stakeholders’ networks in different sectors and create the potential of forming future partnerships.

3.8 Participation or visits in exhibitions

The target of participating or visiting an exhibition for dissemination purposes is to create new contacts that can lead to future beneficial collaborations. Participation or visits in exhibitions focus mainly in the

face-to-face communication, which offers the advantage to disseminate customized information and respond immediately to questions. Moreover, if properly selected, exhibitions offer the possibility to make a large number of contacts and short meetings in the same place. Therefore, participation or visits in exhibitions can be a good method for dissemination. After the exhibition all the contacts should be organized, evaluated and prioritized according to their importance and expressed interest for the project and its outcomes. A report should also be created, including any feedback from the contacts -positive or negative- and general conclusions. Based on the above, decisions can be made for the advancement of collaborations and improvements in the dissemination.

In the framework of the UNITE project it is planned the visit of partners (TEIPIR, VSTU, MGU) in:

- **“ITMA 2015”** which is the most important international technological exhibition for the textile sector and this year take place in Milan, Italy.
- **“Techtextil 2015”** which is most important European exhibition for the technical textiles sector and will take place in Frankfurt, Germany.

The primary benefit of visiting these exhibitions will be the awareness of the partners about the latest technological advancements in the textile sector, which is extremely important in the context of the UNITE project. However, this visit will also give opportunities for disseminating information about the project and making contacts which can be valuable for future R&D collaborations aligned to the scope of the UNITE project.

3.9 Direct communication

It is essential the liaison offices of the participating in the project Universities to create and share each other email contact lists of industries, practitioners, organizations, associations, policy makers and academic staff for dissemination purposes. Bellegprom can help by proving email lists of manufacturing companies in Belarus. Dissemination emails may contain:

- Newsletters
- Invitations to events
- Announcements of collaborations
- Information about the project products or results tailored to the interest of each target group

3.10 Feedback and Evaluation of the UNITE dissemination

3.10.1 Evaluation of the web-site and the overall dissemination activities

One of the easiest and more accurate measures of the project publicity and the dissemination activities effectiveness is the project web-site statistics. The number and the duration of the site-visits, as well as their distribution in time across the various dissemination events, give a clear measure of the dissemination activities effectiveness. For instance, a sudden pick in the number of the site-visits after a conference presentation of the project, indicates an increase of interest for the project, which probably is linked with this event. For this reason it is very important in any dissemination activity (meeting, presentation, newsletter, email) to impel the audience to visit the project web-site for gaining more information. The number of the site-visits indicates interest for the project, while the visits duration indicates the site attractiveness and effectiveness. Thus, the web-site statistics is a good tool for evaluating the effectiveness of the web-site and the overall dissemination activities as well.

If it will be decided, in the late stages of the project or after its completion, the creation of a page in the most favourable social network of Belarus, statistics can be utilized in a similar way.

Another method for evaluating specific dissemination components (e.g. web-site, newsletters, emails) or the overall dissemination policy is the conduction of surveys. Surveys concern the distribution of questionnaires in paper or electronic form to the target audiences and then the collection and processing of the answers, in order to detect needs or opportunities for improvements. No surveys are planned in the framework of the UNITE project. However, in the post-project phase when the project results have reached to a maturity, surveys are strongly recommended as a powerful tool for improving the dissemination components and policies.

3.10.2 Evaluation of Articles

The quality of an article is difficult to be measured and even more difficult is to evaluate its impact to the overall dissemination results. The number of citations is a scientifically accurate method to evaluate an article. However, it is meaningful only in long term and thus it can not contribute the dissemination management, which needs fast evaluation results for making quick decisions for improvements. On the other hand, if an article is available in electronic media it is easy to evaluate its publicity by the number of its views or downloads. For this purpose the articles about the UNITE project should be published also in electronic media.

3.10.3 Evaluation of Events

Events like meetings, conferences and workshops are a good opportunity to get immediate feedback from the various audiences about the effectiveness of the dissemination activity. The most appropriate and common method is to ask participants to express their opinion by filling an evaluation form in which they will evaluate the activity according to specific criteria in a Likert scale and write freely comments and suggestions. The forms are then collected and processed in order to indicate needs for improvement in the future events.

The opinions of the presenters and the participating project partners are also important for the evaluation of an event. For this reason their opinions should be recorded either in the form of a report or of a questionnaire.

As previously mentioned (§ 3.10.1) it is important during the event to motivate the audience for visiting the web-site. By checking later the web-site statistics, it is possible to evaluate the post-event interest and engagement of the audience.

3.10.4 Evaluation Forms

Evaluation forms enable the users to evaluate a dissemination activity or material according to specific criteria in a Likert scale and write freely comments and suggestions for improvements. The filled forms are collected and processed in order to calculate the mean score of each evaluation criterion (indicator). Additionally, all the written comments and suggestions should be recorded, grouped according to their similarity and finally ranked by their recurrence. The summarized results are the input of a SWOT analysis which indicates the required changes for the improvement of the dissemination activity or material. The same logic is applied in the evaluation of the project exploitation activities and material.

An evaluation form (questionnaire) should be tailored to the nature and the objectives of each specific dissemination activity or material. Thus for example, the questionnaire for a conference will differ from the questionnaire for a survey about the dissemination through the internet. However, many indicators (questions) regarding dissemination are common and can be applied to a large range of different occasions. For the purpose of the UNITE dissemination evaluation it has been created a general “evaluation form” template, which should be modified properly before its use in order to fit the dissemination and evaluation objectives of each occasion.

Project UNITE Assessment Questionnaire

Title of meeting/conference/workshop

Partner institution:

Place of the meeting:

Date of the meeting:

We kindly ask you to fill in this questionnaire. It will help us to evaluate and improve our work.

Evaluation scale: **1** unsatisfactory > **2** fair > **3** good > **4** very good

Performance indicator	Grading			
	1	2	3	4
Indicators for dissemination events or material				
Please rate your overall level of satisfaction with the <i>event, material, etc</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The objectives of the <i>event, material, etc</i> were clear?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The objectives of the <i>event, material, etc</i> were met?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How structured was the <i>event, material, etc</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How useful was the information presented <i>at the event, in the material, etc</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How was presented the information <i>at the event, in the material, etc</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How much of the information that you needed did you get?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All the important issues have been covered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The conclusions were clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was active participation from all the partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Would you recommend the <i>event, material, etc</i> to a friend or colleague?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Indicators only for events (conferences, workshops)				
How organized was the <i>event, conference, workshop</i> ?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The time allocation to the various topics was effective.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How much have your skills improved because of the training at the event? (<i>mostly for workshops</i>)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How comfortable did you feel asking questions at this event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The available time for questions and discussion was enough?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Performance indicator	Grading			
	1	2	3	4
How would you rate session 1 (content and presentation quality)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would you rate session 2 (content and presentation quality)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would you rate session 3, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How convenient was the date and time of the event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How convenient was the Location?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would you rate the Sound Quality?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would you rate the Visuals?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How easy was the registration process for this event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would you rate the staff of the event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How would you rate the services during the event?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
How likely are you to attend one of our future events?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The event was

- ☐ better than what you expected
- ☐ worse than what you expected
- ☐ about what you expected

The event length was

- ☐ too long
- ☐ too short
- ☐ about right

Is this the first time you are attending one of our events?

- ☐ Yes
- ☐ No

How did you hear about this event?

What did you like most about this event?

What did you like least about this event?

How do you think this event could have been improved?

Would you attend a similar event in the future?

☐ Yes

☐ No

If not, please explain why.

(This is similar to the above question “How likely are you to attend one of our future events?” so choose one of them)

How do you prefer to be informed for future events?

☐ E-mail _____

☐ Phone _____

☐ Mail _____

(Normally the questionnaires require anonymity to ensure the objectivity of the given answers. However, depending on the occasion you may decide to put this question)

Thank you for filling in!

4. UNITE Dissemination Plan Schedule

The next table “Master Schedule of the UNITE dissemination activities” will be used for dissemination planning and monitoring purposes. The table will be updated by the project coordinator during the entire project life-cycle.

Table 6 – Master Schedule of UNITE dissemination activities

General	Partner(s)	Description (e.g.presentation,title)	Plan date or Completion	Status	Planned Cost	Actual Cost
Logo	IDEC			Complete		
Website	IDEC			Complete		
Events	Partner(s)	Description (e.g.presentation,title)		Status		
Workshop	TEIPIR VSTU MGU	UNITE- University and Industry for the modernization of textile manufacturing sector in Belarus, TEI of Piraeus	25/09/2014	planned		
Conference	TEIPIR VSTU MGU	AUTEX 2015. annual conference of the European association of textile Universities, Iasi, Romania	2015	To be defined		
Exhibition	TEIPIR VSTU MGU	ITMA 2015, Milan, Italy	12-19/11/15	planned		
Exhibition	TEIPIR VSTU MGU	Techtextil, Messe Frankfurt, Germany	4-7/05/15	planned		
Articles	Partner(s)	Author, Title, Publisher				
Article 1	TEIPIR					
Article 2	TEIPIR					
Article 3	TEIPIR					
Article 1	UGent					
Article 2	UGent					
Article 3	UGent					
Article 1	UBI					
Article 2	UBI					
Article 3	UBI					
Article 1	CITEVE	UNITE project, <i>Published in CITEVE Website:</i> http://www.citeve.pt/artigo/UNITE	Sep.2014	complete		
Article 2	CITEVE					
Article 3	CITEVE					
Article 1	KTU					
Article 2	KTU					
Article 3	KTU					
Article 1	UPV					
Article 2	UPV					
Article 3	UPV					
Article 1	AITEX					
Article 2	AITEX					
Article 3	AITEX					
Article 1	VSTU	Университет и промышленность для модернизации сектора текстильного производства в Беларуси (UNITE), <i>Published in VSTU Website:</i> http://vstu.by/ru/article/mezhdunarodnaja-dejatel'nost/universitet-i-promyshlennost-dlja-modernizacii	23.05.14	complete		
Article 2	VSTU	Анализ системы взаимодействия университета с	May 2014	complete		

		промышленными предприятиями <i>Published in VSTU Website:</i> http://vstu.by/ftpgetfile.php?id=1023&module=files				
Article 3	VSTU	Proceeding of the International Scientific Conference eRA-9 (TEI of Piraeus), Interaction among universities and textile enterprises of Belarus	Sep.2014	planned		
Article 1	MGU					
Article 2	MGU					
Article 3	MGU					
Article 1	BSEU					
Article 2	BSEU					
Article 3	BSEU					

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