



Horizon 2020
Programme

CICERONE

Coordination and Support Action (CSA)

This project has received funding from the European
Union's Horizon 2020 research and innovation programme
under grant agreement No 820707

Start date : 2018-11-01 Duration : 24 Months
<http://cicerone-h2020.eu>



Online engagement and cascading plan

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CICERONE - Contract Number: 820707

Project officer: Eleni Magklara

Document title	Online engagement and cascading plan
Author(s)	Mrs. Natacha DUFOUR, Adina Tatar (bluenove), Frank Escoubès (bluenove)
Number of pages	16
Document type	Deliverable
Work Package	WP4
Document number	D4.3
Issued by	Bluenove
Date of completion	2019-11-19 17:05:49
Dissemination level	Public

Summary

The Circular Economy Platform for European Priorities Strategic Agenda (CICERONE) is a project that aims to build a joint platform and strategic agenda for making circular economy research and innovation programs more efficient. CICERONE works in close cooperation with a variety of practitioners including government bodies, research & technology organisations, civil society, industry, innovative SMEs, startups, cities and investors. The goal is to enhance alignment between EU member states on where research and innovation efforts should be focused to accelerate the transition to a circular economy. The objectives and innovation fields are categorized under 12 areas (8 themes, 4 challenges). All 24 stakeholders of the consortium are invited to share their point of view and knowledge to challenge or enrich them through an open consultation from June to October 2019. This consultation is thought in 3 phases: a first conversation on objectives and innovation fields open to the 24 partners in June 2019, an open consultation to all EU stakeholders from June to August 2019, and an evaluation phase of innovation fields open to the 24 partners in September 2019. This document presents the means deployed for this consultation engagement strategy.

Approval

Date	By
2019-12-03 11:23:00	Mr. Thomas WAGNER (CKIC)

WP4 - CICERONE OPEN CONSULTATION

THE MOBILIZATION STRATEGY AND CASCADING PLAN FOR CICERONE OPEN ONLINE CONSULTATION

TABLE OF CONTENTS

WP4 - CICERONE OPEN CONSULTATION	1
TABLE OF CONTENTS	1
Tables	1
Figures	1
EXECUTIVE SUMMARY	3
KEYWORDS	3
1 MOBILIZING CONTRIBUTORS FOR LARGE SCALE CONSULTATIONS	4
1.1 Mobilization definition and levers	4
1.2 The roles of the different stakeholders	5
1.3 Mobilization principles	7
2 CICERONE OPEN CONSULTATION ENGAGEMENT STRATEGY	9
2.1 The stakeholder mapping for CICERONE open online consultation	9
2.2 The online engagement planning	11
2.3 The weekly actions to mobilize partners and external stakeholders for the online consultation	12
3 CONCLUSION	16

Tables

Table 1: Typology of external stakeholders to be invited to the consultation	6
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Figures

Figure 1: The steps of CICERONE online open consultation	3
Figure 2: Invitation to participate to the consultation in the CICERONE newsletter	8
Figure 3: The stakeholder mapping for CICERONE open online consultation	9
Figure 4: A view of the platform of the consultation, structured around 8 themes and 4 challenges ..	10
Figure 5: Theme and Challenges leaders	11
Figure 6: Allocation of Themes and Challenges per partner	12
Figure 7: An example of promotion email for the consultation sent by the sponsor Climate-KIC to the CICERONE partners	14

Figure 8: View of a presentation during a drop-in help session	14
Figure 9: Extracts of the weekly consultation reporting sent to WP2.1 and WP4 leaders.....	15

EXECUTIVE SUMMARY

The Circular Economy Platform for European Priorities Strategic Agenda (CICERONE) is a project that aims to build a joint platform and strategic agenda for making circular economy research and innovation programs more efficient. CICERONE works in close cooperation with a variety of practitioners including government bodies, research & technology organisations, civil society, industry, innovative SMEs, startups, cities and investors. The goal is to enhance alignment between EU member states on where research and innovation efforts should be focused to accelerate the transition to a circular economy. **The objectives and innovation fields are categorized under 12 areas (8 themes, 4 challenges). All 24 stakeholders of the consortium are invited to share their point of view and knowledge to challenge or enrich them through an open consultation from June to October 2019.** This consultation is thought in 3 phases: a first conversation on objectives and innovation fields open to the 24 partners in June 2019, an open consultation to all EU stakeholders from June to August 2019, and an evaluation phase of innovation fields open to the 24 partners in September 2019.

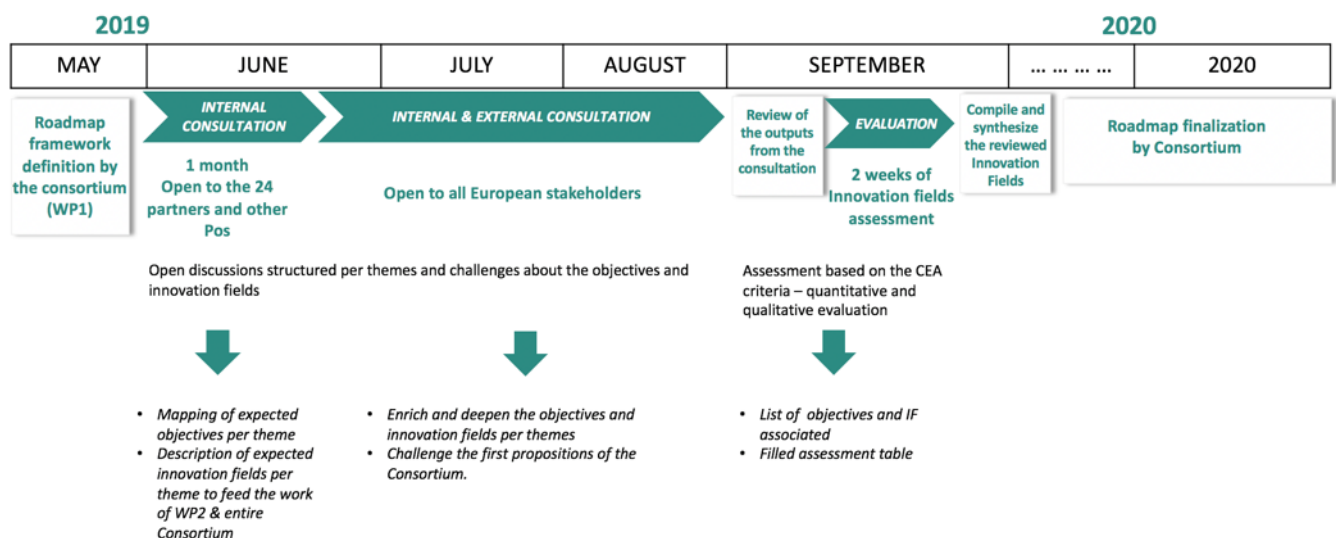


Figure 1: The steps of CICERONE online open consultation

This document presents the engagement strategy deployed for this consultation. It contains the following deliverable: D4.3: **Online engagement and cascading plan** This report details the strategy for engaging contributors in the online collective intelligence phase. Three concentric circles of contributors will be identified (“cascading plan”): 1. The core community 2. The clusters of stakeholders 3. The final contributors (all stakeholder communities). This deliverable is linked to Task 4.1.

KEYWORDS

Consultation, partners engagement, programme owners and ecosystem, objectives and innovation fields, circular economy agenda

1 MOBILIZING CONTRIBUTORS FOR LARGE SCALE CONSULTATIONS

1.1 Mobilization definition and levers

The international and massive consultation lead by CICERONE implied the mobilization of a variety of targeted contributors based on specific methodologies. A proposed definition of the concept “mobilization” was used for CICERONE open online consultation: it is **the act and know-how of soliciting potential participants and transforming them into active contributors to enrich knowledge and commitment around the CICERONE project.**

A mobilization strategy and cascading plan were created for CICERONE online consultation, based on a specific process:

1. mapping the stakeholders,
2. defining their role in the consultation,
3. precising their incentives to become active participants,
4. choosing the channels and ways to interact with them,
5. and finally planning precise actions and messages in time to communicate with the mapped stakeholders.

In order to mobilize massive contributors related to a variety of organizations in a consultation aiming to tackle a complex issue, bluenove methodology is based on three natures of levers. A mobilization plan is usually based on a combination of these natures of levers, the combination being defined by the mapping and the culture of the targeted participants, the participation ambition of the organizer of the consultation and the available means to organize and operate the mobilization.

- **Direct mobilization:** it is a series of levers, which are based on direct contact with the targeted participants. It includes for example direct oral communication, emailing, newsletter, public social networks such as Twitter or LinkedIn, private social networks such as intranet banners or articles, push notifications, web conferences, events, calls, posters, flyers or stickers, screen display, gamification levers.

For CICERONE online open consultation, oral communication, emailing, newsletter, public social networks such as Twitter or LinkedIn, push notifications and web conferences were organized (see section 2.3).

- **Hierarchical mobilization:** this type of levers uses organigram links between people to operate the mobilization of the targeted participants. In this category of mobilization, a few examples of mobilization levers are: the common link between all participants (head of the consortium or President for example) promotes the consultation and asks the participants to contribute actively, meetings or online contribution sessions are organized by managers with their teams, the head of a department officially sets

objectives of participation to their employees, or a function is mobilized through dedicated events to contribute officially.

For CICERONE online open consultation, the head of the consortium has played an active role to promote the consultation and ask all partners to contribute themselves and mobilize their networks (see sections 1.2 and 2.3).

- **Community and network levers:** these levers are based on peer-to-peer mobilization actions targeting existing networks or communities. They use the role of existing community managers or relays to activate the participation of the targeted participants, belonging to their community or network. This type of levers requires specific training and recurring interactions between the consultation team and the community managers or relays.

For CICERONE online open consultation, the mobilization of Program owners, experts and practitioners outside CICERONE consortium was based on network levers mobilizing the 24 partners as relays (see sections 1.2 and 2.3).

1.2 The roles of the different stakeholders

The targeted participants to the CICERONE open online consultation were the 24 partners of the consortium and external experts and practitioners, in particular Program owners. A typology of experts and practitioners to be mobilized and invited to participate to the consultation was developed for the consultation:

STAKEHOLDER CATEGORY	SUB-CATEGORY
1. National Program Owners	Ministry National Program National Agency
2. Regional Program Owners	Region City Inter Region
3. SMEs	National association of SMEs European association of SMEs Consortium Specific SME Start-up
4. Civil society & NGOs	Non-Profit Organization NPO Non-Governmental Organization NGO Coop
5. Research & Academia	Public research lab Private research lab R&D program University Technology Transfer Organization TTO

6. Industry	Multinational OEM Industry representative Industry lobby
7. Investors & Finance	Venture capital fund Institutional investor Innovation agency fund Foundation & philanthropy Public private impact fund
8. Clusters	Industry cluster Transnational R&D initiative Multi-country cluster
9. R&D Ecosystems	R&D science network Regional R&D network

Table 1: Typology of external stakeholders to be invited to the consultation

In order to organize and operate the mobilization of the targeted participants, different roles were created:

- **The sponsor:** it is the incarnation of the consortium and a unique common link between all 24 partners. Its role was to inform about the consultation and invite all 24 partners to participate actively at each step of the consultation process: participate themselves online to share their point of view on the priorities to be included in the EU circular economy roadmap, invite their network of Program owners, experts and practitioners to participate from June to August, 2019, and finally participate to the evaluation of the priorities in September. The sponsor is also informed about the key stakes and achievements of consultation, to promote coherently the approach. The head of the consortium, Climate-Kic, was mobilized to play this role, in particular Cliona Howie, a known figure for all partners.
- **The online animators in the platform:** they animated the online conversations by commenting the posts of contributors, inviting them to deepen their arguments or precise their point of view. Their role is to maximize the online contributions quality and interactions between participants to generate a collective experience and data quality.
 - The first type of animator was a **collective intelligence specialist and online community manager**, bluenove, in charge of reading the entire consultation and participants' contents and interacting with all contributors on a day-to-day basis, whether they were active in the platform or readers. The online community managers also shared inspirational contents for participants to maximize the quality of their contributions.
 - The second type of online animators in the platform were the **theme and challenge leaders** of the CICERONE consortium (see section 2.1). Each of them was in charge of animating directly their attributed theme or challenge in the platform of the consultation. Chosen by the consortium to lead this theme in the global roadmap elaboration of CICERONE, these partners of the consortium

were in charge of generating the first contributions in their themes or challenges in the platform and react to the most promising contributions to deepen or clarify them with the contributors.

- **The relays: The relays chosen to mobilize the external stakeholders to be invited to the consultation were the 24 partners of the CICERONE consortium.** Each partner had the role to invite their network of Program owners, experts and practitioners to participate to the conversations on the appropriate topics according to their field of intervention. **The relays chosen to mobilize the 24 partners of the consortium** were Climate-KIC, IVL and bluenove. Their role was to inform each week about the consultation priorities and results for them to participate actively and wisely, as well as to provide the right material and tools for the partners to mobilize their own network to participate.

1.3 Mobilization principles

Throughout the mobilization organization and planning, some transverse principles were applied for the consultation. They were defined to manage the specificity of CICERONE online consultation: the need to mobilize the 24 international partners as participants and relays, the variety of targeted stakeholders to transform as active participants, the international dimension of the consultation, the complexity of the topic to be discussed and needed level of expertise or understanding to contribute qualitatively.

The following **principles** were defined to mobilize contributors:

- **Communicate widely on the ambition** of the consultation, the “WHY”, and the **expected deliverable**
- **Use the content of the consultation as the main communication and mobilization material** by promoting the top contributions, the most valuable posted contents, the synthesis, the expert point of view on the posted contents. Concretely, each newsletter or email should include mainly content elements
- **Be transparent and explain how the posted contents will be analysed** and processed to produce the expected deliverable
- **Recognize the personal value of the top contributors** by interacting directly with them through notifications, thank emails and weekly mention in conference calls open to all partners.
- **Interact each week about the contribution dynamics and the quality of the collected content** with the team in charge of the consultation to adjust the animation in the objective of maximizing quality.

Some operational principles were also defined and applied to create the mobilization plan:

- **Capitalize on the existing channels** to communicate: CICERONE newsletter (see Figure 2) for the external targeted participants, the project management emailing platform dedicated to CICERONE 24 partners' communication and the direct emailing, meeting or phoning for all known or personal contacts.
- **Use new oral and written adapted channels** to make the consultation more accessible to all
- **Communicate to all participants on a regular basis about the consultation intermediary results and remaining topics to address** or priorities to tackle. Every week, an update was shared with the 24 partners per email or via an open web conference, and every 2 weeks on average, the subscribers to the CICERONE consultation were updated about the evolution of the consultation. Once to twice a month, an open communication to all types of stakeholders was made to inform them about the consultation and let them know about its key topics, inviting them to participate.
- **Communicate in the most individualized way:** the animators of the consultation have been interacting directly with the active contributors in the platform, communicating about the topics of interest in specific emails and posts to partners, identified potential highly valuable contributors on LinkedIn and contacted them directly, and finally developed specific messages for each general email and newsletter to mobilize the different types of stakeholders on the themes and challenges of the consultation.

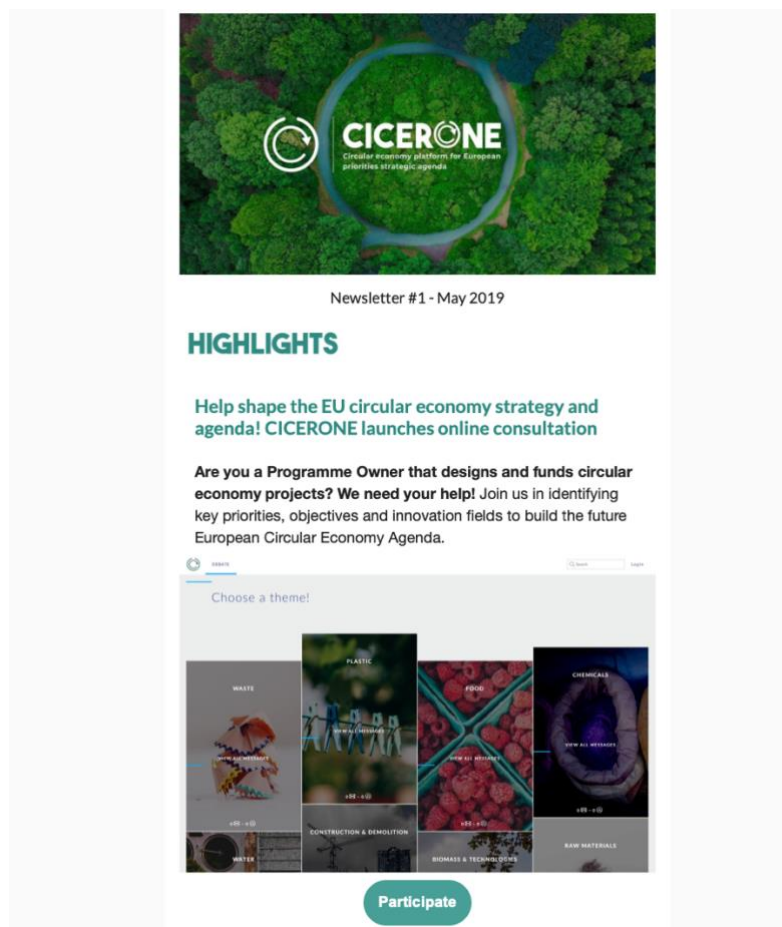


Figure 2: Invitation to participate to the consultation in the CICERONE newsletter

2 CICERONE OPEN CONSULTATION ENGAGEMENT STRATEGY

2.1 The stakeholder mapping for CICERONE open online consultation

A mapping of the stakeholders to be involved in the consultation was defined to animate the roles of each contributor in time. It is built in 3 concentric circles of contributors, going from the core of the community dynamics, providing quality and engagement, to the final participants, using diverse and voluntary tones of expression in the platform. The three circles were animated specifically to produce qualitative and quantitative results for the consultation.

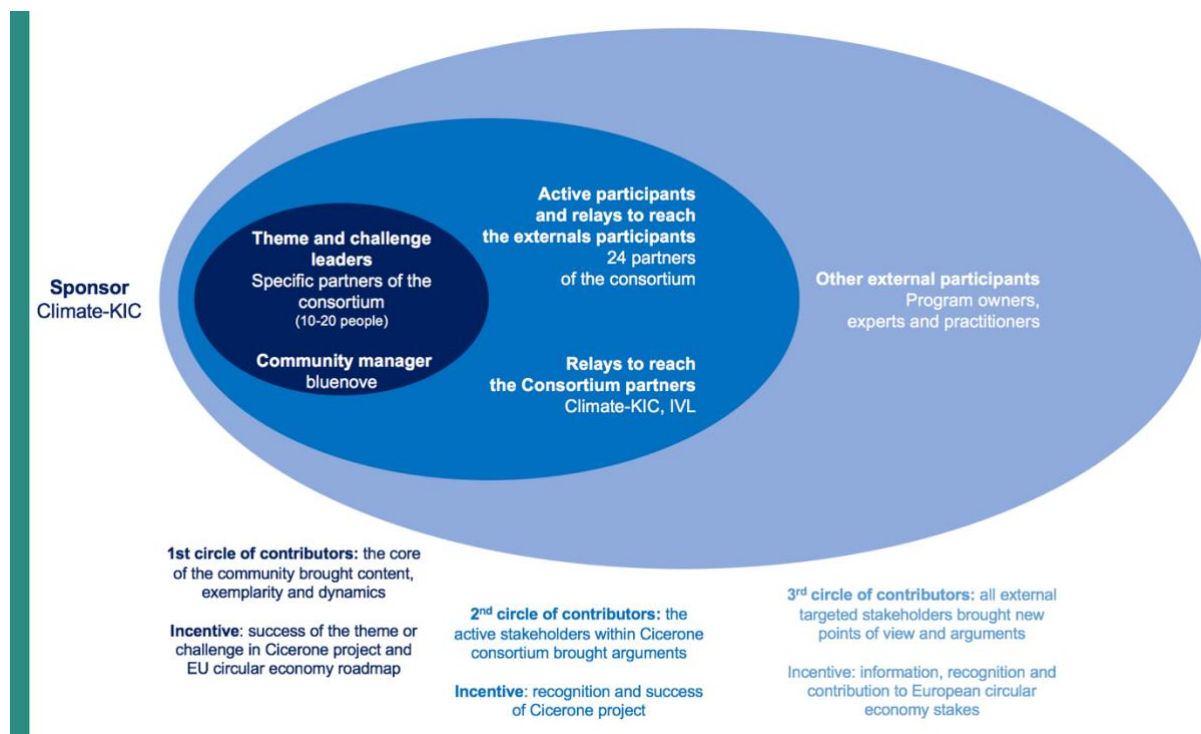


Figure 3: The stakeholder mapping for CICERONE open online consultation

The consultation was structured around the eight themes and four challenges defined by WP2 and 3 to structure the work of the consortium on the EU agenda on circular economy. Concretely, each participant getting connected to the platform could participate freely to one or more of these twelve topics:

- **The themes of the consultation:**
 - Plastic
 - Waste
 - Food
 - Chemicals
 - Water

- Construction & demolition
- Biomass & biotechnologies
- Raw materials
- **The challenges of the consultation:**
 - Urbans areas: circular cities
 - Industrial systems: circular industries
 - Value chains: closing the loop
 - Territory and sea: resource efficiency

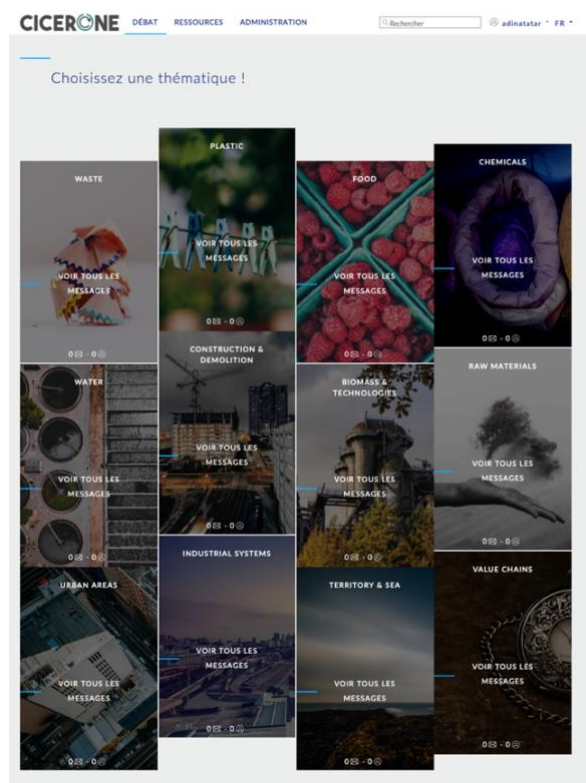


Figure 4: A view of the platform of the consultation, structured around 8 themes and 4 challenges

For each of the themes and challenges, the online discussions are animated to be focused on the following questions:

- What are the priority research and innovation (R&I) objectives for each theme and challenge, excluding overlaps with existing initiatives?
- What are the R&I gaps in terms of research?
- What are the priority gaps to be addressed? According to which criteria?
- What are the relevant time frames (start/end) for the integrated pilots (tech ready / market ready)?

Other questions could be addressed:

- What are the pilots in these priority gaps to be launched?
- How can we collectively define the perimeter of these pilots?
- How can we collectively design the KPIs and impact metrics for these pilots? (environmental, social and economic impact / feasibility / replicability?)

The 24 partners of the CICERONE consortium were organized per themes in order to animate the contents and conversations online, as well as to prioritize the innovation fields to be integrated to the EU roadmap on circular economy:

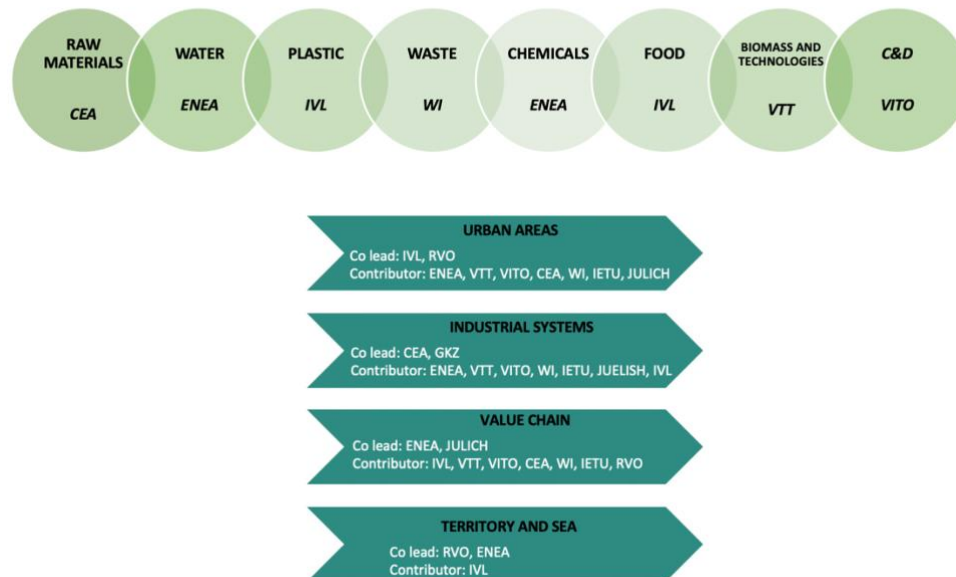


Figure 5: Theme and Challenges leaders

2.2 The online engagement planning

In March 2019, the 24 partners of CICERONE consortium have been informed of the online consultation engagement strategy during the semester consortium collective meeting in Brussels. They were informed of their role through the following message (written and oral):

“Mobilization for the consultation will be based on direct contacts (voluntary sign-in) and partners’ contacts:

- *As a partner, you will receive an **invitation email** to contribute to the consultation yourself and to invite your own network.*
- *A **typology** of stakeholders (categories & sub-categories) can be used for sanity check (see Table 1).*
- *Local physical workshops can feed the online platform (outputs posted by the animator or participants into the platform).”*

In June 2019, the first phase of the consultation, dedicated to open conversations on the priorities to be identified and argued in each theme and challenge, was launched through an emailing of all partners and two specific web conferences open to all partners. The consultation was launched with the theme and challenge leaders specifically, for the first week, in order to provide the first contents and contributions with a high level of quality, readability and exemplarity. The consultation remained dedicated to the 24 partners the first month, in order to foster a qualitative participation of the second circle of contributors. All partners wishing to contribute actively could mobilize their internal network in order to participate freely to the conversations.

In July and August 2019, to foster the acceleration and enrichment of this first conversation phase and as informed in March, the partners have been mobilized to contact their external network, in addition to their internal network. The participation of all was encouraged, and the 24 organizations of the consortium had the opportunity to be active on the platform, to interview and share the results of conversations with targeted stakeholders and to invite their contacts to contribute directly online in the platform for the consultation success.

In September 2019, the second phase, dedicated to the evaluation of innovation fields gathered in the first phase per themes and challenges, mobilized partners organized in teams per theme and challenge. Concretely, at the end of the first phase, each theme and challenge were synthesized by their dedicated leader to provide an evaluable list of innovation fields for the second phase. Each theme or challenge gathered 10 to 20 innovation fields, to be evaluated on circular impact and research doability criteria and positioned on a theoretical roadmap with a start date and an end date. For the evaluation, specific teams were dedicated to this evaluation: each invited organization was invited to complete an online evaluation survey, choosing to complete it by a single internal evaluator or a team of internal evaluators.

	1. Theme: Construction and demolition	2. Theme: Raw materials	3. Theme: Water	4. Theme: Plastic	5. Theme: Waste	6. Theme: Chemicals	7. Theme: Food	8. Theme: Biomass and biotechnologies	9. Challenge: Urban areas	10. Challenge: Industrial systems	11. Challenge: Value chains	12. Challenge: Territory and sea	Sum of expected evaluations
IVL (Alexandra Wu)			1	1		1	1		1				5
CKIC (Thomas Wagner)							1			1	1		3
CEA (Arnaud Witomski)		1			1			1					3
LGI (Joanne Schanté)					1						1	1	3
JUELICH (JF Renault)	1	1							1				3
IETU (Izabela Ratman)					1		1		1				3
TNO (Hettie)		1		1									2
ETAg (Ülle Nape)													2
UEFISCDI (Elena Simion)		1							1				2
VITO (Dirk & Kévin)	1			1	1								3
RVO (Nicole; Antoinet)									1			1	2
Univ of Maribor (Rebeka, Vasja, ...)	1					1				1			3
WRFA (Bas, Shahrzad)		1							1		1		3
WI (Carina, Bettina)					1		1				1		3
VTT (Henna Sundqvist-Andberg)				1		1		1					2
NCKU(Walker, Sophie)				1	1			1					3
EIT Rawmaterials (Ignacio)		1	1							1			3
GKZ (Meng Chun Lee)		1								1	1		3
PNO (Tjerk and Rosa)				1	1				1				3
Sofia Development Association			1						1				2
Xunta (Ana, Samuel)	1			1	1								3
CEPS (Jorge, Vasileios, Cristian)		1							1		1		3
ENEA (Roberta De Carolis)						1				1	1	1	4
													66
Expected evaluations per theme	4	8	3	7	9	3	4	4	9	5	7	3	
	1	Theme/challenge leader											
	1	Allocated											

Figure 6: Allocation of Themes and Challenges per partner

2.3 The weekly actions to mobilize partners and external stakeholders for the online consultation

Each week, from June to September 2019, recurring actions have been carried out by the core community and the relays in order to foster the consultation dynamics and quality:

- Invitation and information emails were sent to all partners every month through the CICERONE dedicated project management and emailing platform provided by LGI Consulting,
- Social network CICERONE accounts were used to reach the public,

- CICERONE newsletter was used to reach the external stakeholders,
- The partners have been emailed each week with participation results and information, as well as tips to participate and animate their network,
- The community manager used its own social network account to mobilize and inform around the consultation. It used LinkedIn and Twitter in order to spot and contact directly influencers found through their digital activity on the consultation topics,
- Two to four web conferences (*Drop-in help sessions*) were animated each month, open to CICERONE partners, to present the results of the consultation, priorities, give tips to participate in the week to come and answer questions. (See figure 6).

A weekly detailed reporting was also sent each week to WP2.1 and WP4 leaders in order to inform about the consultation performance and receive guideline for the weeks to come, such as re-orientation, priorities, questions to focus on (see figure 7).

Action required: please promote the CICERONE online consultation

Cliona HOWIE From ECCP CICERONE no-reply@lgi-consulting.com via lgi-consulting.org lun. 10 juin 15:55 ☆ ↩ ⋮

À moi ▾

🌐 anglais ▾ > français ▾ [Traduire le message](#) [Désactiver pour : anglais](#) ×

ECCP CICERONE

Dear CICERONE partners,

As you know, CICERONE has recently launched an **online consultation** to compile **common circular economy objectives** at European level and develop corresponding **research and innovation areas** (aka. innovation fields). These will be integrated in the **European Circular Economy Strategic Research & Innovation Agenda**, enabling alignment between member states on where we should focus our efforts to accelerate the transition to a circular economy.

The consultation platform can be accessed here: <https://contributions.cicerone-h2020.eu/participate/home>

To this end, a **webinar** was organised today to explain the objectives and how to better engaged on the platform. For those who were not able to participate, you can find a **recording** here: <https://www.dropbox.com/s/j7rh9vc16fl7srw/ciceroneconsultation%20on%202019-06-10%2012%3A59.mp4?dl=0>

We are counting on all partners to activate their stakeholder networks to help increase participation on the platform. All partners were allocated budget to perform duties related to Stakeholder Engagement, therefore, please to take this activity as part of your responsibility.

As a reminder, this consultation is semi-internal, and is open to **partner organisations + Programme Owners** (EU, national, regional, local). As per the project Grant Agreement, all partners are responsible for engaging stakeholders and have been allocated a budget for it.

Please send @Laura Nolan the list of stakeholders you have communicated the information to. You can reach out to them via email, but also mention the consultation platform in meetings, events, or via phone.

A communications pack was prepared to help you disseminate the information, including templates, guidelines and responsibilities: <https://app.lgi-consulting.org/mso/ecm/cicerone-ecm-folder-6652>

Please feel free to adapt or translate the text if needed, we understand different wording will be used depending on countries and relationships you have with the stakeholders.

Please let us know if you have any questions.

Best regards,

Cliona and Laura

You are receiving this email because you are subscribed to our list. You can unsubscribe at any time by logging into the [ECCP CICERONE](https://app.lgi-consulting.org/mso/ecm/cicerone-ecm-folder-6652).

Figure 7: An example of promotion email for the consultation sent by the sponsor Climate-KIC to the CICERONE partners

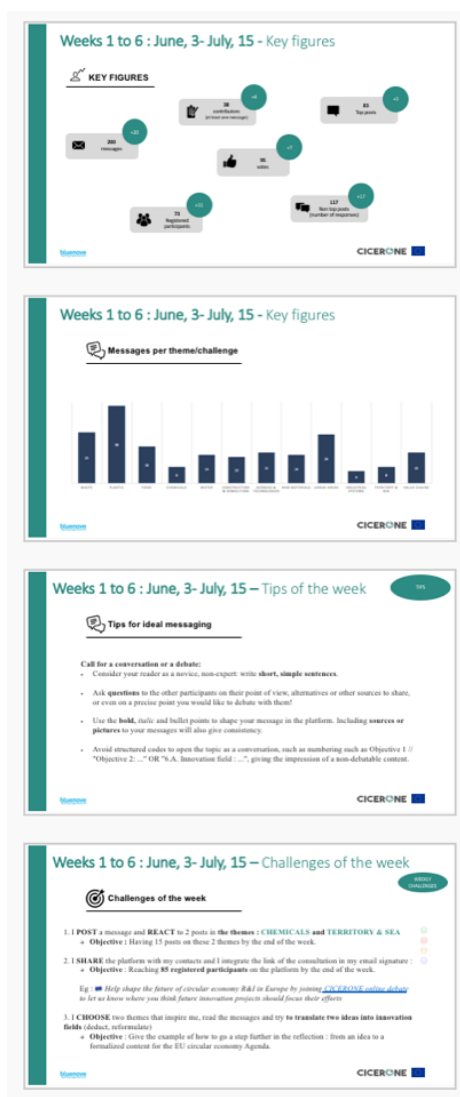


Figure 8: View of a presentation during a drop-in help session

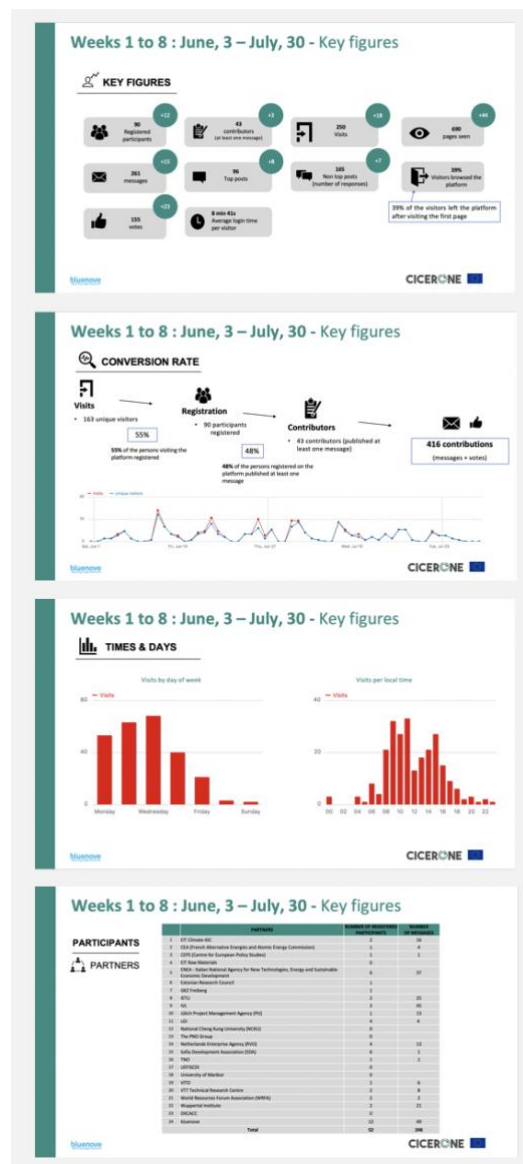


Figure 9: Extracts of the weekly consultation reporting sent to WP2.1 and WP4 leaders

3 CONCLUSION

CICERONE open online consultation was organized in order to maximize the quality of collected insights to define the priorities for the EU agenda on circular economy. It was open to the 24 CICERONE partners and external stakeholders at European level for a first phase dedicated to an open conversation organized per themes and challenges and dedicated to the 24 CICERONE partners for an evaluation phase to set the priorities based on circular impacts and research doability criteria, and to plan these priorities in time between 2020 and 2030. A mobilization strategy and cascading plan were created for CICERONE online consultation, based on a specific process: mapping the stakeholders, defining their role in the consultation, precising their incentives to become active participants, choosing the channels and ways to interact with them and finally planning precise actions and messages in time to communicate with the mapped stakeholders. The specificity of CICERONE online consultation led to the creation of specific mobilization roles and the declination of key principles to mobilize the 24 international partners as participants and relays, to transform the variety of targeted stakeholders in active participants, to tackle the international dimension of the consultation and the complexity of the topic to be discussed and needed level of expertise or understanding to contribute qualitatively.