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## Communications Management Plan

# “Digitalization As basic Driver for servitization in Industry and Basic Services” (DADIBAS)

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*<The PM<sup>2</sup> Methodology originated from the European Commission. Open PM<sup>2</sup> provides many guidelines and templates to facilitate the management and documentation of your projects.>*

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**Document history:**

The Document Author is authorized to make the following types of changes to the document without requiring that the document be re-approved:

- Editorial, formatting, and spelling
- Clarification

To request a change to this document, contact the Document Author or Owner.

Changes to this document are summarized in the following table in reverse chronological order (latest version first).

Revision	Date	Created by	Short Description of Changes
1.0	10/12/2023	J. Ordieres	Initial configuration
1.1	12/12/2023	Miguel Ortega-Mier	Second approach. Narrow down specific actions.

**Configuration Management: Document Location**

The latest version of this controlled document is stored in the OneDrive repository of the project.

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## 1. INTRODUCTION

The Communications Management Plan helps to ensure that all project stakeholders have the information they need to perform their roles throughout the project. Planning and executing project communication activities is essential for project success.

The Communications Management Plan determines how to communicate most efficiently and effectively to the various stakeholders. It defines and documents the communication items content, format, frequency, the audience and expected results. It also defines how to communicate project status and the assignment of activities to the various stakeholders, and the communication strategy for each stakeholder, based on their interests, expectations and influence in the project.

## 2. COMMUNICATIONS OBJECTIVES

Proactive communication is important on all projects. Communication needs to be:

- **Adequate:** in the right format and right content;
- **Specific:** for the targeted audience;
- **Sufficient:** providing all the necessary information;
- **Concise:** brief, avoiding repetition and non-important information;
- **Timely:** addressing points at the right time.

Communication is also a vital way to manage project stakeholders' expectations such as:

- Following project progress and execution;
- Reporting on project quality;
- Assigning activities.

### 2.1. Inputs

To determine what information needs to be communicated to each target group the following inputs should be used:

- *Project Charter*
- *Business case*

### 2.2. Roles

These are the different roles in the project:

- Project Coordinators (PC);
- Training Coordinator (TC);
- Work Package Leaders (WPL);
- Researcher Team (RT).
- Young researchers (YRs)

### 2.3. Media

The communication media that will be used for the project are:

- Document(s) (MS Word and/or PowerPoint...);
- Meeting(s) (using, meeting rooms, conference phones, video rooms...);
- Papers in research journals;
- Publications repository

- Project web page;
- Entries in Social Networks;
- Events.

The communication media above contain, or are supported by:

- The Project Progress Report;
- Project repository installed under MsTeams;
- Messages in Social Networks.

### **3. PROJECT MEETINGS**

In this section the following meetings are described:

- Kick-off Meeting
- Work Packages leaders meeting
- Project Status Meeting
- Project Core Team (PCT) Meeting
- Training Status meeting
- Project-End Review Meeting

MEETING	Kick-off Meeting
<b>Purpose</b>	Official kick-off of the planning phase of the project. After this meeting, the scope of the project as well as the project governance structure must be clear, the expectations of all the key project stakeholders and their roles & responsibilities must be set and all the relevant risks at the time must be identified.
<b>Location</b>	Ms Teams based
<b>Frequency</b>	Once. Held on 28/11/2023 15:00 CEST
<b>Chairperson</b>	Project Coordinators (PC)
<b>Minutes by</b>	To be defined by the Project Coordinators (PC).
<b>Attendees</b>	Project Coordinators (PC) Training Coordinator (TC) Work Package Leader (WPL) Researcher Team (RT). Young researchers (YRs)
<b>Agenda Items</b>	<ul style="list-style-type: none"> <li>• Introduce the agenda;</li> <li>• Introduce participants;</li> <li>• Outline the goals, expectations and activities of the Planning Phase, and discuss the planning timeline;</li> <li>• Introduce the project scope statement;</li> <li>• Discuss the governance structure, roles &amp; responsibilities of the Project;</li> <li>• Purpose of the WP Leaders WPL)</li> <li>• Discuss the overall project timeline;</li> <li>• Discuss the overall approach of the project;</li> <li>• Discuss the project plans needed for the project;</li> <li>• Discuss risks, constraints and assumptions;</li> <li>• Communicate the next steps.</li> </ul>
<b>Distribution list</b>	All participants invited.
<b>Media</b>	Meeting minutes written in MS-Word. Stored at the OneDrive repository

MEETING	Work Packages leaders meeting
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Discuss WP status;</li> <li>• Discuss open actions and check progress;</li> <li>• Discuss new risks or/and issues and define action points</li> <li>• Discuss and resolve conflicts;</li> <li>• Discuss and review change requests and possibly approve/reject.</li> </ul>
<b>Location</b>	MS Teams.
<b>Frequency</b>	Six months (one meeting for each WP), but shorter ones can be organized when required.
<b>Chairperson</b>	Leaders of each Work Package (WPL)
<b>Minutes by</b>	To be defined by the Project Coordinators (PC).
<b>Attendees</b>	Project Coordinators (PC) Leaders of each Work Package (WPL)
<b>Agenda Items</b>	<ul style="list-style-type: none"> <li>• Introduce the agenda;</li> <li>• Introduce participants. <b>First time;</b></li> <li>• Present the Project Handbook and the Project Work Plan. <b>First time;</b></li> <li>• Present the Communications Management Plan. <b>First time;</b></li> <li>• Agree on the conflict resolution process and present the escalation procedure. <b>First time;</b></li> <li>• Review of the WP status (headed by each WPL).</li> <li>• Allow time for any other business (questions &amp; answers);</li> <li>• Summarise the discussion (decisions, actions, and risk).</li> </ul>
<b>Distribution list</b>	All participants invited.
<b>Media</b>	Meeting minutes written in MS-Word. Stored at the OneDrive repository

<b>MEETING</b>	<b>Project Status Meeting</b>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Discuss Project status;</li> <li>• Discuss open actions and check progress;</li> <li>• Discuss new risks or/and issues and define action points</li> <li>• Discuss and resolve conflicts;</li> <li>• Discuss and review change requests and possibly approve/reject.</li> <li>• Analysis of the training programme</li> </ul>
<b>Location</b>	Defined by the Project Coordinators (PC) in time.
<b>Frequency</b>	Each year to aggregate the information being required from the funding agency.
<b>Chairperson</b>	Project Coordinators (PC)
<b>Minutes by</b>	Project Coordinators (PC)
<b>Attendees</b>	Project Coordinators (PC) Training Coordinator (TC) Work Package Leaders (WPL) Researcher Team (RT). Young researchers (YRs)
<b>Agenda Items</b>	Progress status review (presentation of periodic Project Status report); <ul style="list-style-type: none"> <li>• Accomplishments (Current and Planned actions);</li> <li>• Actual work (m.d.) vs Planned (m.d.);</li> <li>• Milestones status;</li> <li>• Current deliverables status:                             <ul style="list-style-type: none"> <li>○ Indicators;</li> <li>○ Existing change requests (current progress);</li> <li>○ New change requests (input from Project Steering Committee).</li> </ul> </li> <li>• Next deliverables status:                             <ul style="list-style-type: none"> <li>○ Existing change requests (Current progress);</li> <li>○ New change requests (input from Project Steering Committee).</li> </ul> </li> <li>• Risks &amp; Issues:                             <ul style="list-style-type: none"> <li>○ Major risks, issues &amp; actions monitoring.</li> </ul> </li> </ul>
<b>Distribution list</b>	All participants invited.
<b>Media</b>	<ul style="list-style-type: none"> <li>• Project Status Report will be written in MS-Word document, and stored at the OneDrive repository.</li> </ul>

<b>MEETING</b>	<b>Project Core Team (PCT) Meeting</b>
<b>Purpose</b>	<ul style="list-style-type: none"> <li>• Obtain commitment on the execution tasks;</li> <li>• Review the accomplished work and estimate time to complete + schedule;</li> <li>• Review risk &amp; issues;</li> <li>• Assess new change requests.</li> </ul>
<b>Location</b>	Defined by the Project Coordinators (PC) in time.
<b>Frequency</b>	Each month organized by WP
<b>Chairperson</b>	Project Coordinators (PC)
<b>Minutes by</b>	Project Coordinators (PC)
<b>Attendees</b>	Project Coordinators (PC) and WPLs
<b>Agenda Items</b>	<p>Project status:</p> <ul style="list-style-type: none"> <li>• Current and next milestones;</li> <li>• Done;</li> <li>• To do;</li> <li>• Estimate Time to Completion review;</li> <li>• Plan reviews;</li> <li>• Indicators review.</li> </ul> <p>Process status:</p> <ul style="list-style-type: none"> <li>• Debriefing on quality assurance aspects.</li> </ul> <p>Risk &amp; Issues:</p> <ul style="list-style-type: none"> <li>• Risks, issues &amp; actions monitoring.</li> </ul> <p>Change management:</p> <ul style="list-style-type: none"> <li>• Assess new change requests.</li> </ul>
<b>Distribution list</b>	Project Coordinators (PC)
<b>Media</b>	<ul style="list-style-type: none"> <li>• Updated project plans;</li> <li>• Estimate Time to Complete updated for every task in Project Work Plan;</li> <li>• Updated Change Log with assessment results;</li> <li>• Meeting minutes (if used): written in a MS-Word document.</li> </ul>

<b>MEETING</b>	<b>Project-End Review Meeting</b>
<b>Purpose</b>	The objectives for the Project-End Review meeting are: <ul style="list-style-type: none"> <li>• Review the project performance and main achievements;</li> <li>• Discuss the overall project experience;</li> <li>• Discuss if the objectives have been reached and if not, why;</li> <li>• Discuss problems and challenges faced during project and the way they were addressed;</li> <li>• Discuss Lessons Learned and Best Practices that might be useful for future projects.</li> </ul>
<b>Location</b>	No specific location. Defined by the Project Coordinators (PC) in time.
<b>Frequency</b>	Last month of the project
<b>Chairperson</b>	Project Coordinators (PC)
<b>Minutes by</b>	To be defined by Project Coordinators (PC) in time.
<b>Attendees</b>	Project Coordinators (PC) Training Coordinator (TC) Work Package Leaders (WPL) Researcher Team (RT). Young researchers (YRs)
<b>Agenda Items</b>	<ul style="list-style-type: none"> <li>• Review the project performance and achievements;</li> <li>• Evaluate project relevant facts (budget &amp; work history, milestones &amp; timing history, technical &amp; methodological approaches used);</li> <li>• Identify the Lessons learned;</li> <li>• Business Implementation plan (change management, how to achieve desired outcomes and benefits)</li> </ul>
<b>Distribution list</b>	All participants invited.
<b>Media</b>	Project-End Review MoM, Project-End Report Word Document.

#### 4. PROJECT DELIVERABLES

Project deliverables will be the public deliverables committed to the Project Owner (PO):

They have been organized as per WP:

- D1.1 - Project Business Case
- D1.2 - Project charter
- D1.3 - Project Workplan
- D1.4 - Project Final report
- D2.1 - Use case description: Challenges & technological requirements
- D2.2 - Digital models and process improvement
- D2.3 - Dissemination report and KPIs
- D3.1 - Wearables and digital solutions for context enrichment in predictive models.
- D3.2 - Data Integration, Interoperability, and Communication without contact.
- D2.3 - Dissemination report and KPIs
- D4.1 - Use case description: Challenges & technological requirements
- D4.2 - Digital models (BIM and operational models) and process improvement
- D4.3 - Dissemination report and KPIs

In the next tables the different reports are explained (divided in each Work Package):

##### Work Package 1:

REPORT	D1.1 - Project Business Case
Frequency	Month 3
Author	Project Coordinators (PC)
Distributed to	Management Board (MB) Steering Committee (SC) Project Owner (PO)
Media	Word Document
Reference to	OneDrive Repository <a href="https://upm365-my.sharepoint.com/:f/g/personal/j_ordieres_upm_es/Et5FCj8bRFBCtnfyFTsjDx0Bc1xs7acAdRaJF22SH5iGew?e=pCv0Gr">https://upm365-my.sharepoint.com/:f/g/personal/j_ordieres_upm_es/Et5FCj8bRFBCtnfyFTsjDx0Bc1xs7acAdRaJF22SH5iGew?e=pCv0Gr</a>

REPORT	D1.2 - Project charter
Frequency	Month 4
Author	Project Coordinators (PC)
Distributed to	Management Board (MB) Steering Committee (SC)
Media	Word Document
Reference to	OneDrive Repository <a href="https://upm365-my.sharepoint.com/:f/g/personal/j_ordieres_upm_es/Et5FCj8bRFBCtnfyFTsjDx0Bc1xs7acAdRaJF22SH5iGew?e=pCv0Gr">https://upm365-my.sharepoint.com/:f/g/personal/j_ordieres_upm_es/Et5FCj8bRFBCtnfyFTsjDx0Bc1xs7acAdRaJF22SH5iGew?e=pCv0Gr</a>

REPORT	D1.3 - Project Workplan
Frequency	Month 6

<b>Author</b>	Project Coordinators (PC)
<b>Distributed to</b>	Management Board (MB) Steering Committee (SC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<i>OneDrive Repository <a href="https://upm365-my.sharepoint.com/:f:/g/personal/j_ordieres_upm_es/Et5FCj8bRFBcTnfyFTsjDx0Bc1xs7acAdRaJF22SH5iGew?e=pCv0Gr">https://upm365-my.sharepoint.com/:f:/g/personal/j_ordieres_upm_es/Et5FCj8bRFBcTnfyFTsjDx0Bc1xs7acAdRaJF22SH5iGew?e=pCv0Gr</a></i>

<b>REPORT</b>	<b>D1.4 - Project Final report</b>
<b>Frequency</b>	Month 48
<b>Author</b>	Project Coordinators (PC)
<b>Distributed to</b>	Management Board (MB) Steering Committee (SC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<i>One Drive Repository</i>

## Work Package 2:

<b>REPORT</b>	<b>D2.1 - Use case description: Challenges &amp; technological requirements</b>
<b>Frequency</b>	Month 9
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<i>&lt;Please reference to the document.&gt;</i>

<b>REPORT</b>	<b>D2.2 - Digital models and process improvement</b>
<b>Frequency</b>	Month 42
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<i>&lt;Please reference to the document.&gt;</i>

<b>REPORT</b>	<b>D2.3 - Dissemination report and KPIs</b>
<b>Frequency</b>	Month 48
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<i>&lt;Please reference to the document.&gt;</i>

## Work Package 3:

<b>REPORT</b>	<b>D3.1 - Wearables and digital solutions for context enrichment in predictive models</b>
<b>Frequency</b>	Month 24
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<Please reference to the document.>

<b>REPORT</b>	<b>D3.2 - Data Integration, Interoperability, and Communication without contact</b>
<b>Frequency</b>	Month 30
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<Please reference to the document.>

<b>REPORT</b>	<b>D2.3 - Dissemination report and KPIs</b>
<b>Frequency</b>	Month 48
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<Please reference to the document.>

**Work Package 4:**

<b>REPORT</b>	<b>D4.1 - Use case description: Challenges &amp; technological requirements</b>
<b>Frequency</b>	Month 10
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<Please reference to the document.>

<b>REPORT</b>	<b>D4.2 - Digital models (BIM and operational models) and process improvement</b>
<b>Frequency</b>	Month 45
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<Please reference to the document.>

<b>REPORT</b>	<b>D4.3 - Dissemination report and KPIs</b>
<b>Frequency</b>	Month 48
<b>Author</b>	<i>Work Package Leaders (WPL)</i>
<b>Distributed to</b>	Project Coordinators (PC) Project Owner (PO)
<b>Media</b>	Word Document
<b>Reference to</b>	<Please reference to the document.>

## 5. OTHER COMMUNICATIONS

There are two main other communications:

- Papers in research journals
- International conferences

<b>Name of the communication</b>	<b>Papers in research journals</b>
<b>Description</b>	Scientific papers will be produced and published in relevant, JCR-indexed journals, adhering to the EU's recommendation for open-access publications.
<b>Audience</b>	Public
<b>Frequency</b>	Several papers per WP
<b>Media</b>	PDF files in the publications repository

<b>Name of the communication</b>	<b>International conferences</b>
<b>Description</b>	Scientific papers will be produced and published in relevant, JCR-indexed journals, adhering to the EU's recommendation for open-access publications.
<b>Audience</b>	Public
<b>Frequency</b>	Several participations per WP
<b>Media</b>	PDF files in the publication's repository

Looking to maximize the impact of such publications, special effort will be done in two different axes: The first one by using the well known platform <https://researchoutreach.org/> to additionally connect research with outreach, and the second one by using the 'Easing the Science Units existing at the different universities to again make specific and additional outreach action.

**Every single time** that a research paper or conference contribution related to this project **becomes published**, the first author belonging to the consortium will,

- a) Get access to the publication folder located at <https://upm365.sharepoint.com/:f:/s/DIGEST-DADIBAS/Eiy5IGnmI2xAmGpM9cFW7YUBqhg0VgKUW1XeTk2A7EOSmQ?e=G8qVrc>,
- b) Upload the contribution into the appropriate WP folder
- c) Fill the excel file named Registro\_publicaciones.xlsx either inside the Journals stick or Conferences one, depending on the particular case.

In addition, there will be other types of communications in the project like messages in Social Networks, research interviews in Social Media, etc.

<b>Name of the communication</b>	<b>Outreach materials</b>
<b>Description</b>	Short news relevant for the asset management dimension to be distributed through the SSNN
<b>Audience</b>	Public
<b>Frequency</b>	One per month
<b>Media</b>	SSNN and OneDrive repository

Every outreach communication will be registered in SOCIAL folder of the link [https://upm365.sharepoint.com/:f:/s/DIGEST-DADIBAS/Et-XCKIPmg5Gp2g9K-9JxycBV76\\_8jrvunAHGC\\_a31GRhg?e=Y0jYjL](https://upm365.sharepoint.com/:f:/s/DIGEST-DADIBAS/Et-XCKIPmg5Gp2g9K-9JxycBV76_8jrvunAHGC_a31GRhg?e=Y0jYjL)

## 6. SUMMARY TABLE

<Please customize the information for the following communication items as per your project's or/and organization's needs.>

Item Name	Audience (summary)	Responsible person	Frequency	Media of Communication
<b>Planning Kick-off Meeting</b>	Project Owner (PO) Business Manager (BM) Solution Provider (SP) Project Manager (PM) Project Core Team (PCT) Business Implementation Group (BIG) User Representatives (URs) Other project roles or stakeholders (optional)	Project Manager (PM)	Once at Project Level.	Meeting and Meeting minutes
<b>Executing Kick-off Meeting</b>	Project Owner (PO) Business Manager (BM) Project Manager (PM) Project Core Team (PCT) Other project roles or stakeholders (optional).	Project Manager (PM)	Once at Project Level or for each major project phase.	Meeting and Meeting minutes
<b>Project Status Meeting</b>	Project Owner (PO) Business Manager (BM) Project Manager (PM) (Functional) Team Leader (optional) Other project roles or stakeholders (optional).	Project Manager (PM) or Project Manager (PMA)(s)	<Frequency of the meeting (+ day of the week) to be defined herein>	Meeting minutes and Project Status Report.
<b>Project Core Team (PCT) Meeting</b>	All Project Core Team (PCT) members working on the project.	(Functional) Team Leader	<Frequency of the meeting (+ day of the week) to be defined herein>	Meeting minutes Updated Change log Updated project plans with actuals

Item Name	Audience (summary)	Responsible person	Frequency	Media of Communication
				Estimate Time to Complete updated.
<b>Kick-off Meeting</b>	Project Coordinators (PC) Training Coordinator (TC) Work Package Leader (WPL) Researcher Team (RT). Young researchers (YRs)	Project Coordinators (PC)	First months of the project	Meeting minutes written in MS-Word or by email.
<b>Work Packages leaders meeting</b>	Project Coordinators (PC) Leaders of each Work Package (WPL)	Leaders of each Work Package (WPL)	Six months (one meeting for each WP)	Meeting minutes written in MS-Word or by email.
<b>Project Status Meeting</b>	Project Coordinators (PC) Training Coordinator (TC) Work Package Leaders (WPL) Researcher Team (RT). Young researchers (YRs)	Project Coordinators (PC)	Each year	Project Status Report will be written in MS-Word document, and sent by e-mail; and/or Meeting minutes written in e-mail.
<b>Project Core Team (PCT) Meetingg</b>	Project Coordinators (PC)	Project Coordinators (PC)	Each month	Meeting minutes (if used): written in an email or MS-Word document.
<b>Project-End Review Meeting</b>	Project Coordinators (PC) Training Coordinator (TC) Work Package Leaders (WPL) Researcher Team (RT). Young researchers (YRs)	Project Coordinators (PC)	Last month of the project	Project-End Review MoM, Project-End Report Word Document; sent by e-mail.