

# Inception Report

## D.1.1

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TENDER: SUPPORT TO KEY ACTIVITIES OF THE EUROPEAN TECHNOLOGY AND INNOVATION PLATFORM ON WIND ENERGY:  
2015/RTD/OP/PP-03041-2014



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# 1. Introduction

This document describes the methodology, the organisation of work and quality control measures for undertaking the services under the contract 2015/RTD/OP/PP-03041-2014 "Support to key activities of the European Technology and Innovation Platform on wind energy". The contract aims to support the European Commission in having a focused follow-up of the activities of the European Technology and Innovation Platform and to facilitate policy-informing discussions between the wind energy industry, relevant stakeholders and policy makers.

The European Wind Energy Association<sup>1</sup>, (WINDEUROPE), will be the only responsible to deliver the tasks specified in this document. In addition, WINDEUROPE agreed with the European Commission at the meeting of 10<sup>th</sup> December 2015, to be responsible of the set-up, maintenance and coordination of the European Technology and Innovation Platform for Wind (ETIP) throughout the duration of the period in which the supporting activities will be performed.

The purpose of this document is to confirm that all these tasks are included in a detailed work plan which will form the basis of a 33 month project delivery.

This document is divided in 4 main sections:

- The first section provides the background for the activities included in the contract as well as the purpose and scope of the project.
- The second section includes the process and details for the setup of the European Technology and Innovation Platform on Wind Energy (ETIPWind), including its proposed structure and governance.
- The third section describes the quality control measures for the delivery of the support activities to the ETIP, including the internal set up of WINDEUROPE.
- The final section of the document is subdivided according to the project structure proposed by the WINDEUROPE, comprising five work packages which will describe in detail all tasks and the approach for fulfilling the aims of the contract mentioned above.

## 1.1. Background

**The Commission President** Jean-Claude Juncker has put the new **European Energy Union** as the second of the five priorities for his presidency, stating that *"I therefore want Europe's Energy Union to become the world number one in renewable energies"*.

The EU's Energy Union strategy led by **Vice-President Maroš Šefčovič** is made up of five dimensions one of which is **"Research and innovation (climate):** Supporting breakthroughs in low-carbon technologies by coordinating research and helping to finance projects in partnership with the private sector".

**The European Strategic Energy Technology Plan (SET-Plan)** – the technological pillar of the EU's energy and climate policy adopted by the European Union in 2008 – was the first step towards establishing a European policy on energy technology. It is the principal decision-making support tool for European energy policy and will carry out legislation that seeks to reach the goal agreed on in the Renewable Energy Sources Directive<sup>2</sup> and the 2030 Framework for Climate and energy<sup>3</sup>.

In 2015 the SET-Plan launched 10 actions to accelerate the energy system transformation<sup>4</sup>, the first two of which – (Action 1) *"Sustain technological leadership by developing highly performant renewable technologies and their*

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<sup>1</sup> As from April 6th, 2016 The European Wind Energy Association will change its legal name and brand to WindEurope.

<sup>2</sup> DIRECTIVE 2009/28/EC OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 23 April 2009 on the promotion of the use of energy from renewable sources and amending and subsequently repealing Directives 2001/77/EC and 2003/30/EC  
<http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:32009L0028&from=EN>

<sup>3</sup> COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS A policy framework for climate and energy in the period from 2020 to 2030 /\* COM/2014/015 final \*/  
<http://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52014DC0015&from=EN>

<sup>4</sup> Towards and Integrated Energy Technology (SET) Plan: Accelerating the European Energy System Transformation:  
[https://setis.ec.europa.eu/system/files/Communication\\_SET-Plan\\_15\\_Sept\\_2015.pdf](https://setis.ec.europa.eu/system/files/Communication_SET-Plan_15_Sept_2015.pdf)

*integration in the EU's energy system"; (Action 2) "Reduce cost of key technologies" – are of direct relevance to the wind energy industry.*

The key decision-making body of the SET-Plan is the Steering Group (SG) consisting of EU member states and the European Commission. A number of **European Energy Technology Platforms** have been established in order to support SET-Plan in its objectives.

European Technology Platforms are industry-led stakeholder fora recognised by the European Commission as key actors in driving innovation, knowledge transfer and European competitiveness. These platforms develop research and innovation agendas and roadmaps for action at EU and national level to be supported by both private and public funding. They mobilise stakeholders to deliver on agreed priorities and share information across the EU.

## 1.2. Purpose and scope

The European Technology and Innovation Platform on Wind (ETIPWind) is a reorganisation of the former European Technology Platform on Wind (TPWind) that ceased operation in 2014.

The scope of ETIPWind is to create a virtual and physical platform via which the wind community can communicate, collaborate and coordinate its work on activities related to research, innovation and technology in the context of the SET-Plan. The ambition is to define and agree on concrete research and innovation (R&I) priorities and communicate these to the European institutions and other decision making bodies in order to support the ambition of reaching the RES targets for 2020.

Specifically, the SET-Plan SG will seek input from the **European Technology and Innovation Platform on Wind** (ETIPWind) in coming wind energy policy declarations and communications such as SET-Plan *Stakeholder Agreements* and *Action Plans* on how to achieve the 10 actions it set in 2015.

The purpose of the supporting activities carried out by WINDEUROPE, is to enable the ETIPWind to perform its advisory activities to policy makers in a systematic and coordinated way, which facilitates collaboration transparency and share information with all stakeholders of the wind community and policy makers.

These activities are grouped under five work packages:

- i. Implementation of the Strategic Research Agenda and the SET-Plan Integrated Roadmap
- ii. Digital and communication services
- iii. Workshop and events organisation
- iv. Organisation of high-level discussion forum
- v. Overall contract management, coordination and final reporting

These work packages are described in full detail in the following pages. However, the ETIPWind will not limit its activities to only these, since additional work related to the SET-Plan and ad hoc tasks are also foreseen, for example, input into SET-Plan Steering Group, Stakeholder Agreements and Action Plans.

## 2. ETIPWind Structure and Governance

The European Commission has requested WINDEUROPE to set up a new reformed ETIPWind building from its experience in supporting activities of the TPWind. While TPWind provided a useful and inclusive platform for policy input on R&D when the wind industry was in its nascent phase, a new technology and innovation platform is now needed to reflect the maturity of the industry in a context of stronger international competition. Overall the ETIPWind shall facilitate faster decision making and focus policies and measures increasingly towards the needs of industrial players

European Technology and Innovation Platforms are industry-led stakeholder fora recognised by the European Commission as key actors in driving innovation, knowledge transfer and European competitiveness.

ETIP's develop research and innovation agendas and roadmaps for action at EU and national level to be supported by both private and public funding. They mobilise stakeholders to deliver on agreed priorities and share information across the EU.

ETIPWind are an independent entity that conduct their activities in a transparent manner and are open to new members. The proposed structure outlined below therefore, is leaner than the former TPWind and provides a more direct link between policy makers and top-representatives of industry from across the value chain, while at the same time it ensures due representation of the research and academia communities in the decision-making structure.

ETIPWind will have the following structure:

- ETIPWind Steering Committee (SC) and Chairperson
- ETIPWind Advisory Group
- ETIPWind Secretariat.

Full terms of reference for the SC shall be produced based on the description below and shall be available on the ETIPWind website.

### 2.1. ETIPWind Steering Committee (SC)

*Objectives:* The SC is expected to propose, define and review the technical aspects of deliverables and to maintain regular communication with the European Commission. Specifically the SC members will be invited to contribute to the implementation of the Strategic Research Agenda and the SET-Plan Integrated Roadmap (as part of Work Package 1) and will take part in the workshops and events that will be held in 2016 and 2018 (under Work Package 3).

The SC is expected to engage in additional aspects of R&I outside the formal supporting activities carried out by WINDEUROPE, by providing expert advice on technological developments in the industry to the European Commission.

*Composition:* The SC will comprise a maximum of 24 members. A maximum of 16 seats on the SC are reserved for industrial companies and a maximum of 8 seats are reserved for organisations from academia and the research community.

*Term:* Members of the SC will serve one term of two years and a half years. The first term commencing on March 2016 through September 2018.

*SC members from industry:* The 16 industry representatives will be drawn from **WINDEUROPE's Working Group Research & Innovation (WINDEUROPE WG R&I)** that was formed in 2015. In February 2016 WINDEUROPE will invite companies to nominate a maximum of 16 representatives to take part in the ETIPWind SC. These companies should be represented on the SC by directors, heads of unit or individuals at equivalent management position within the R&D divisions of their companies.

WINDEUROPE WG R&I currently has 20 member companies: should more than 16 of them wish to take part in ETIPWind SC it shall be for the WINDEUROPE WG R&I members, under the coordination of its chairperson, to agree which companies should be represented on the SC.

Should there be fewer than 16 nominees, the ETIPWind Secretariat may invite additional leading WINDEUROPE member companies from sectors that are underrepresented to nominate themselves for one or more of the remaining SC seats, however there is no obligation to fill all available SC seats.

*SC members from academia and the research community:* WINDEUROPE will invite European Energy Research Alliance Joint Programme Wind Energy (EERA JP Wind) to nominate up to eight of its coordinators to take part in the SC. The EERA JP Wind Coordinator and Sub-Programme Coordinators are listed on its website<sup>5</sup>: Should EERA JP Wind wish to nominate fewer than 8 of its coordinators, the remaining seats will be left unallocated.

*Meetings:* The SC is expected to meet every three months, either at physical or online meetings, however the ETIPWind Secretariat may call additional should these be necessary in order to complete deliverables under the relevant work packages.

*Chairperson:* at its first meeting the SC shall appoint one of its members from an industrial company as its Chairperson. Based on proposals from the ETIPWind Secretariat the SC shall decide if there shall be one Chairperson for the duration of the project (i.e. until September 2018) or if the Chairperson shall be appointed for a shorter term (e.g. a different Chairperson for each of the three years). The Chairperson shall chair meetings of the SC as well as ExCo, serve as the main point of contact for the ETIPWind Secretariat and represent the views of the SC towards the European Commission as necessary.

## 2.2. Involvement of WINDEUROPE R&I CTOs Group:

WINDEUROPE will leverage its existing R&I CTOs Group – in the delivery of Work Package 4: Organisation of high-level discussion forum.

In 2015 WINDEUROPE formed this group of CTOs (or equivalent) from leading companies in the wind industry in order to give guidance to the WG R&I and the ETIPWind and set industry priorities.

The R&I CTOs Group is foreseen to contribute and engage with the ETIPWind twice a year. Details of how this stakeholder group will be involved in which tasks, plus information on the current members of the group are included in the description of Work Package 4 below.

## 2.3. Delivery of supporting activities to the ETIPWind

WINDEUROPE asbl/vzw is the only organisation delivering supporting activities to the ETIPWind from its offices in Brussels.

WINDEUROPE – formerly known as European Wind Energy Association - went through a rebranding process in April 2016 and launched its new name and brand on 6 April 2016 and from that date will be known as *WindEurope*.<sup>6</sup>

This is the final phase in the transformation of the Association to represent properly the rapidly maturing wind energy industry, which started with the revision of the Association's objectives in 2013, followed by the adoption of new statutes in 2014 and revised working group structure and operations in 2015. The registration number and not-for-profit (asbl/vzw) status of the Association will remain unchanged (Registration number 476 915 445).

WINDEUROPE project team to deliver supporting activities to ETIPWind

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<sup>5</sup> <http://www.eera-set.eu/eera-joint-programmes-jps/wind-energy/>

<sup>6</sup> Decided by EWEA members at the Annual General Meeting, 16 June 2015.

ETIPWind Project Manager: Edit Nielsen				
<b>Work Package 1:</b> Implementation of the Strategic Research Agenda and the SET-Plan Integrated Roadmap  Leader: <b>Ivan Pineda</b> , Director of Members and Markets  Operational group: <ul style="list-style-type: none"> <li>• <b>Aloys Nghiem</b>, Wind Energy Technology Analyst</li> <li>• <b>Mihaela Dragan</b>, Environment &amp; Planning Analyst</li> <li>• <b>Daniel Fraile Montoro</b>, Senior Analyst Grids</li> <li>• <b>Ariola Mbistrova</b>, Finance Analyst</li> <li>• <b>Andrew Ho</b>, Senior Offshore Wind Analyst</li> <li>• <b>Giorgio Corbetta</b>, National Markets &amp; Policies Analyst</li> </ul>	<b>Work Package 2:</b> Digital and communication services  Leader: <b>Under recruitment</b> , Director of Marketing  Operational group: <ul style="list-style-type: none"> <li>• <b>Clara Ros</b>, Creative Manager</li> <li>• <b>Jason Bickley</b>, Senior Web Manager</li> <li>• <b>Petr Nowak</b>, Full-stack Developer</li> <li>• <b>Makayla MacGregor</b>, Marketing Communication Assistant</li> <li>• <b>Benjamin Wilhelm</b>, Public Affairs Advisor, Political Communication</li> <li>• <b>Eline Post</b>, Legal manager</li> </ul>	<b>Work Package 3:</b> Workshop and events organisation  Leader: <b>Tim Robinson</b> , Head of Stakeholder Support  Operational group: <ul style="list-style-type: none"> <li>• <b>Under recruitment</b>, Head of Events</li> <li>• <b>Lorenzo Morselli</b>, Conference Programme Manager</li> <li>• <b>Alice Rosmi</b>, Conference Programme Manager</li> <li>• <b>Anne Lannoy</b>, Registration Manager</li> <li>• <b>Mia Magazin</b>, Events Officer</li> <li>• <b>Smita Pati</b>, Events Assistant - Logistics</li> </ul>	<b>Work Package 4:</b> Organisation of high-level discussion forum  Leader: <b>Kristian Ruby</b> , Chief Policy Officer  Operational group: <ul style="list-style-type: none"> <li>• <b>Jason Bickley</b>, Senior Web Manager</li> <li>• <b>Edit Nielsen</b>, Project Manager</li> <li>• <b>Benjamin Wilhelm</b>, Public Affairs Advisor, Political Communication</li> <li>• <b>Oliver Joy</b>, Spokesperson for WINDEUROPE</li> <li>• <b>Eline Post</b>, Legal manager</li> </ul>	<b>Work Package 5:</b> Overall contract management, coordination and final reporting  Leader: <b>Edit Nielsen</b> , Project Manager  Operational group: <ul style="list-style-type: none"> <li>• <b>Emanuela Giovannetti</b>, Senior Project Manager</li> <li>• <b>Project assistant</b> – part time (under recruitment)</li> </ul>

Figure 1 WINDEUROPE resource distribution

#### Project Manager - Edit Nielsen:

The Project Manager will be the main point of contact between WINDEUROPE and the European Commission (EC) for all contractual and financial matters. Additionally, the Project Manager will also act as single point of contact with the ETIP Stakeholder Groups.

The Project Manager will have overall responsibility for managing the delivery of all supporting activities to ETIPWind. This includes in particular communication with the EC and ETIP Stakeholder Groups; maintaining a good communication flow within WINDEUROPE and supervising the different tasks to be performed during the contract.

The main duties of the Project Manager will consist of:

- Being the main point of contact between WINDEUROPE and the EC
- Being the main liaison between WINDEUROPE and the ETIP Stakeholder Groups
- Delivering all the deliverables and reports to the EC in time
- Ensuring compliance of the reporting requirements
- Ensuring the smooth and efficient running of the contract
- Ensuring the achievement of optimal results within the established timeframe and budget.
- Reviewing the deliverables and reports with the technical responsible Work Package Leader.
- Gathering and consolidating all the inputs from each Work Package Leaders to develop and elaborate the final report (D.7.1).

- Solving any conflict that may arise during the contract implementation.
- Coordinating the organization of the meetings with the ETIPWind Stakeholder Groups with the Secretariat.
- Defining and fine-tuning the overarching work plan, together with the ETIPWind Stakeholder Groups in agreement with the EC.

*Work Package Leaders* are responsible for managing all the activities in the respective Work Package as a self-contained entity with appropriate attention to the requirements of Work Packages reliant on the results. Each Work Package Leader is aware of the tasks and sub-tasks in his/her Work Package and will operationalize the responsibilities, as well as involve the adequate members of staff in execution.

Work Package Leader, will get the necessary approval of their deliverables from the WINDEUROPE executive management before it is presented to the ETIPWind SC in order to guarantee quality in the services provided to the platform. For more information on quality control measures see the chapter “Quality Control Measures”.

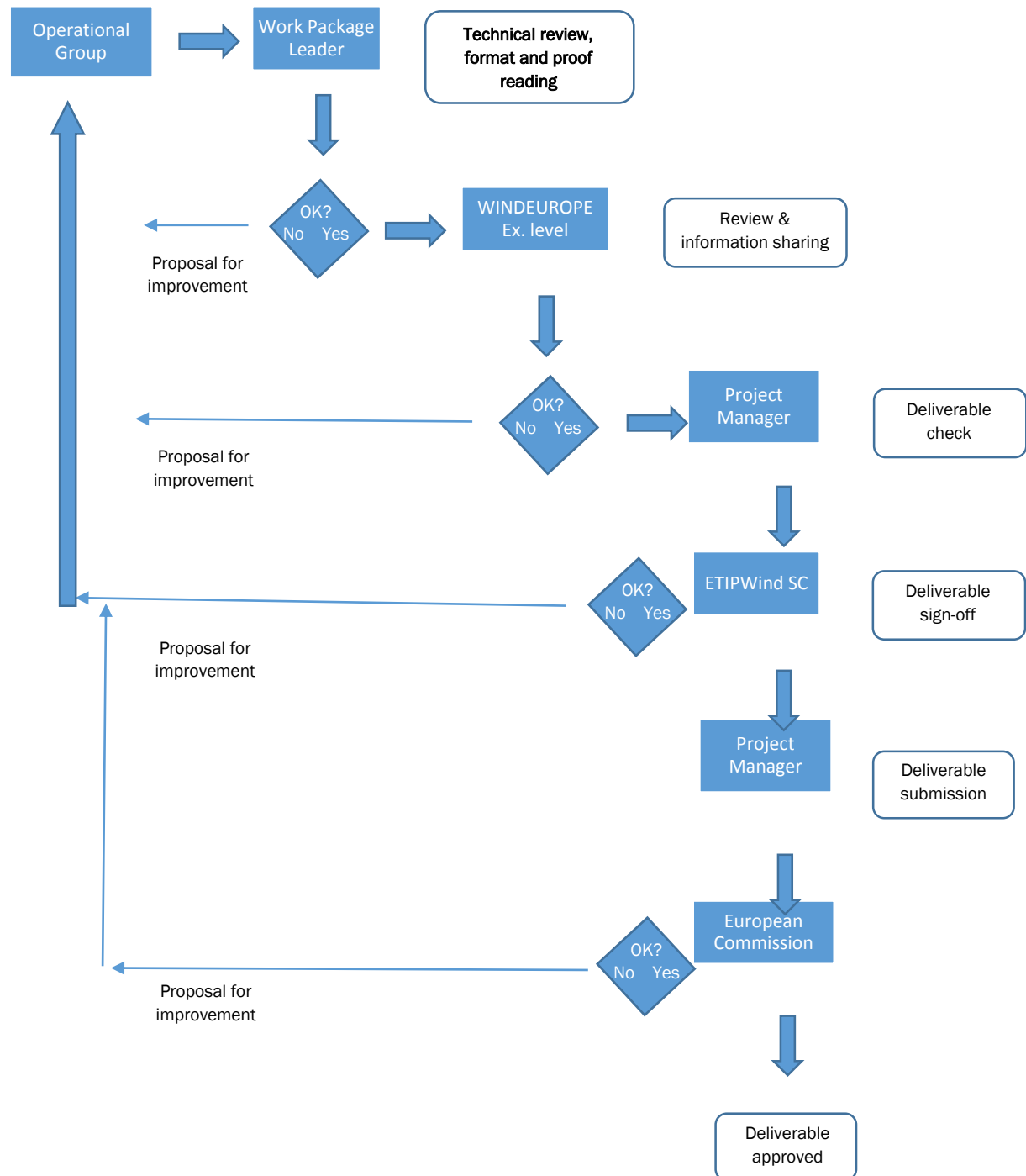
- WP leader 1: Ivan Pineda, Director of Members and Markets
- WP leader 2: Under recruitment, Director of Marketing
- WP leader 3: Tim Robinson, Head of Stakeholder Support
- WP leader 4: Kristian Ruby, Chief Policy Officer
- WP leader 5: Edit Nielsen, Project Manager

*Operational Group* members of the WINDEUROPE staff are assigned sub-tasks in a specific Work Package and the size and composition will vary depending on the specific tasks to be carried out. See Figure 2 above for the individual members of staff of WINDEUROPE that will be involved in ETIPWind Secretariat tasks.



### 3. Quality Control Measures

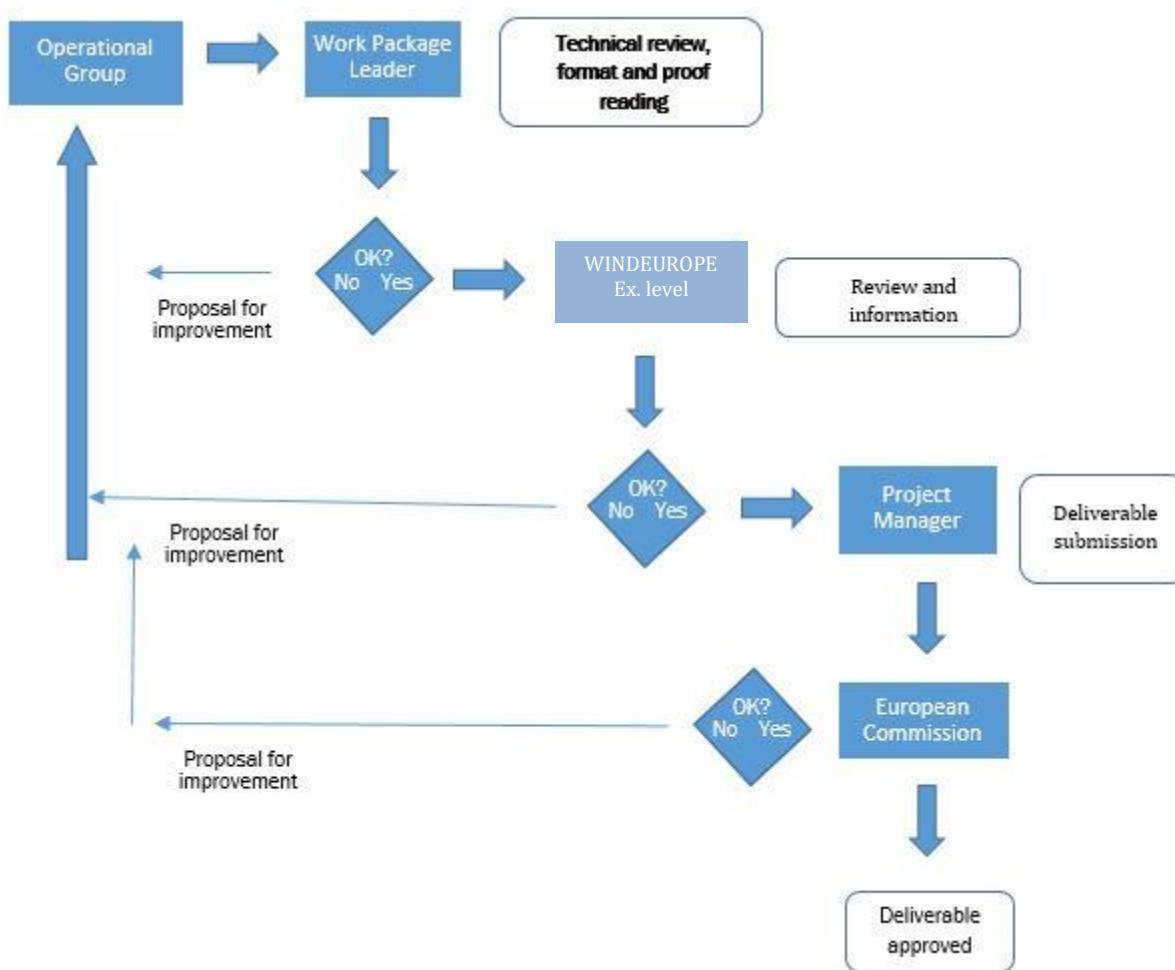
#### 3.1. Quality control process, sign-off by ETIPWind SC of critical deliverables



*Table 1 Quality control process, sign-off by ETIP Stakeholder Groups*

The project manager will follow the Operational Groups and have rolling status-meetings on the tasks in order to make sure that timeline and requirements are on track as well as to function as the communication link between the ETIPWind SC, Europeans Commission and the ETIP Operational Groups.

### 3.2. Quality control process within WINDEUROPE for non-critical deliverables



*Table 2 Quality control process, sign off by ETIP Secretariat*

The project manager will follow the Operational Groups and have rolling status-meetings on the tasks in order to make sure that timeline and requirements are on track as well as to function as the communication link between the European Commission and the ETIPWind Operational Groups.

According to their strategic value, reports and deliverables are classified as 'critical' or 'non-critical'.

#### *Operational deliverables signed-off by ETIPWind Secretariat:*

NON-CRITICAL DELIVERABLES
D.11 Inception report
D.2.1 Set-up and digital media service. Delivery in month 3
D.2.2 General delivery of services via digital media. Delivery from month 4-33
D.2.3 Hand-over report for the website. Delivery in month 30.
D.2.4 Short reports in which the discussions in the open LinkedIn group are reflected. Delivery month 6
D.3.1 Workshop in input to Horizon2020 Energy work programme 2018-2020. Delivery month 11
D.4.1 Workshop 1 on wind research and innovation policy related topic. Delivery month 9-11
D.4.3 Workshop 2 on wind research and innovation policy related topic. Delivery month 22-24
D.5.1 Report on outcome of discussions of the wind research and innovation forum. Delivery month 15

D.5.2 Report on outcome of discussions of the wind research and innovation forum. Delivery month 28
D.6.1 Dissemination/networking event 01, 1 <sup>st</sup> half of 2017. Delivery month 13-18
D.6.3 Dissemination/networking event 02, 1 <sup>st</sup> half of 2018. Delivery month 25-29
D.7.2 Physical copies of D.7.1. Delivery month 33

*Operational deliverables signed-off by ETIPWind Secretariat and ETIPWind SC:*

<b>CRITICAL DELIVERABLES</b>
D.1.2 Status report on the implementation of the SRA and SET-plan integrated roadmap
D.1.3 Updated status report on the implementation of the SRA and SET-plan integrated roadmap
D.3.2 Report with conclusions from the workshop on Horizon2020 Energy work programme 2018-2020
D.4.2 Report with conclusions from Workshop 1. Delivery one month after D.4.1
D.4.4 Report with conclusions from Workshop 2. Delivery one month after D.4.3
D.6.2 Report with conclusions from the workshop 01. Delivery one month after D.6.1
D.6.4 Report with conclusions from the workshop 02. Delivery one month after D.6.3
D.7.1 Final report Delivery month 30

## 4. Work Packages

### 4.1. Overall Timeline

W=workshop										R=Report																							
E=Dissemination										M=Meeting																							
Event																																	
	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16	Jul-16	Aug-16	Sep-16	Oct-16	Nov-16	Dec-16	Jan-17	Feb-17	Mar-17	Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17	Jan-18	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
WP1	R					W			R																				R				
WP2						R						R						R						R					R				
WP3						W			W	R		R		R				E						W	R	E	R						
WP4									M	R																		M	R				
WP5	M	R					M		M			R + M		M	M			M				M		R + M			M			M			R + M

## 4.2. Work Package 1 – Implementation of the Strategic Research Agenda and the SET-Plan Integrated Roadmap

**Objectives:** This work package will provide an updated status on wind research and innovation priorities to the European Commission. To this the deliverables of this WP will:

- Assess the level of implementation of the R&I priorities outlined in the Strategic Research Agenda and Market Deployment Strategy (SRA/MDS) and the status of the R&I actions stated in the SET-Plan Integrated Roadmap (SET-Plan IR) in the area of wind energy.
- Inform about the latest technological developments, investment trends in R&I, regulatory and market frameworks affecting the implementation of the SRA/MDS and the SET-Plan IR.
- Provide for recommendations for short, medium and long term priorities for future R&I priorities.

### *Deliverables*

D 1.1 **Inception report** with a detailed work plan for delivering the work package results. Delivery in month 1.

D 1.2 **Status report** on the implementation of the SRA and SET-plan integrated roadmap including analysis of short, medium and long term priorities for future wind energy related R&I topics. Delivery in month 9

D 1.3 **Updated status report** on the implementation of the SRA and SET-plan integrated roadmap including analysis of short, medium and long term priorities for future wind energy related R&I topics. Delivery in month 29.

### *Introduction to Work Package 1*

The latest SRA/MDS for wind energy was published in 2014. It identified the necessary R&D actions needed to contribute to the reduction of the Levelised Cost of Energy (LCoE) of onshore wind in order to reach full competitiveness compared to conventional power generation by 2020, and for offshore wind energy, to reach full market integration by 2030 without the need for incentives.

Wind energy has developed steadily towards meeting these targets. Onshore wind is already competitive compared to conventional power generation in some parts in Europe<sup>7</sup>, and offshore wind is on its reducing costs on accelerated path to the targets posed to 2020.

The targets in the SRA/MDS were established under the Strategic Energy Technology Plan (SET-Plan), the EU's blueprint for developing low carbon energy technologies. At the time of its launch, in 2007, the SET-Plan identified wind energy as a strategic energy technology that contributes to all of the EU's energy policy 2020 objectives: increased competitiveness, energy security and fighting climate change.

Following the adoption of the communication on Energy Technologies and Innovation, COM(2013)253<sup>8</sup> and the Conclusions of the European Council of 22 May 2013, the European Commission initiated an update of its energy research and innovation (R&I) policy, the SET-Plan.

The SET-Plan Integrated Roadmap together with the Action Plan were the first key actions of the EC's Communication on Energy Technologies and Innovation. As part of the implementation actions of the SET-Plan, seven roadmaps on low carbon energy technology were proposed. These roadmaps put forward concrete action plans aimed at raising the maturity of the technologies to a level that will enable them to achieve large market shares during the period up to 2050<sup>9</sup>.

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<sup>7</sup> <https://www.bnef.com/dataview/new-energy-outlook/index.html>

<sup>8</sup> <https://setis.ec.europa.eu/set-plan-process/integrated-roadmap-and-action-plan>

<sup>9</sup> <https://setis.ec.europa.eu/implementation/technology-roadmap/the-set-plan-roadmap-on-low-carbon-energy-technologies>

The Integrated Roadmap consolidated the updated technology roadmaps and proposed research and innovation actions designed to facilitate integration along four dimensions: the innovation chain, the value chain, the EU dimension and the energy system<sup>10</sup>.

On 15th September 2015, The European Commission adopted the new Strategic Energy Technology (SET) Plan. The upgraded SET Plan is the first research and innovation deliverable on which the fifth dimension of the Energy Union will be built.

The Energy Union aims at positioning the EU as the World's number one in renewables. Hence, both the SET-Plan IR and the SRA/MDS need monitoring and updating according to this new level of ambition. An assessment of the level of implementation and status of key R&I actions and priorities in the wind energy industry will therefore contribute to the achievement of the R&I dimension of the Energy Union.

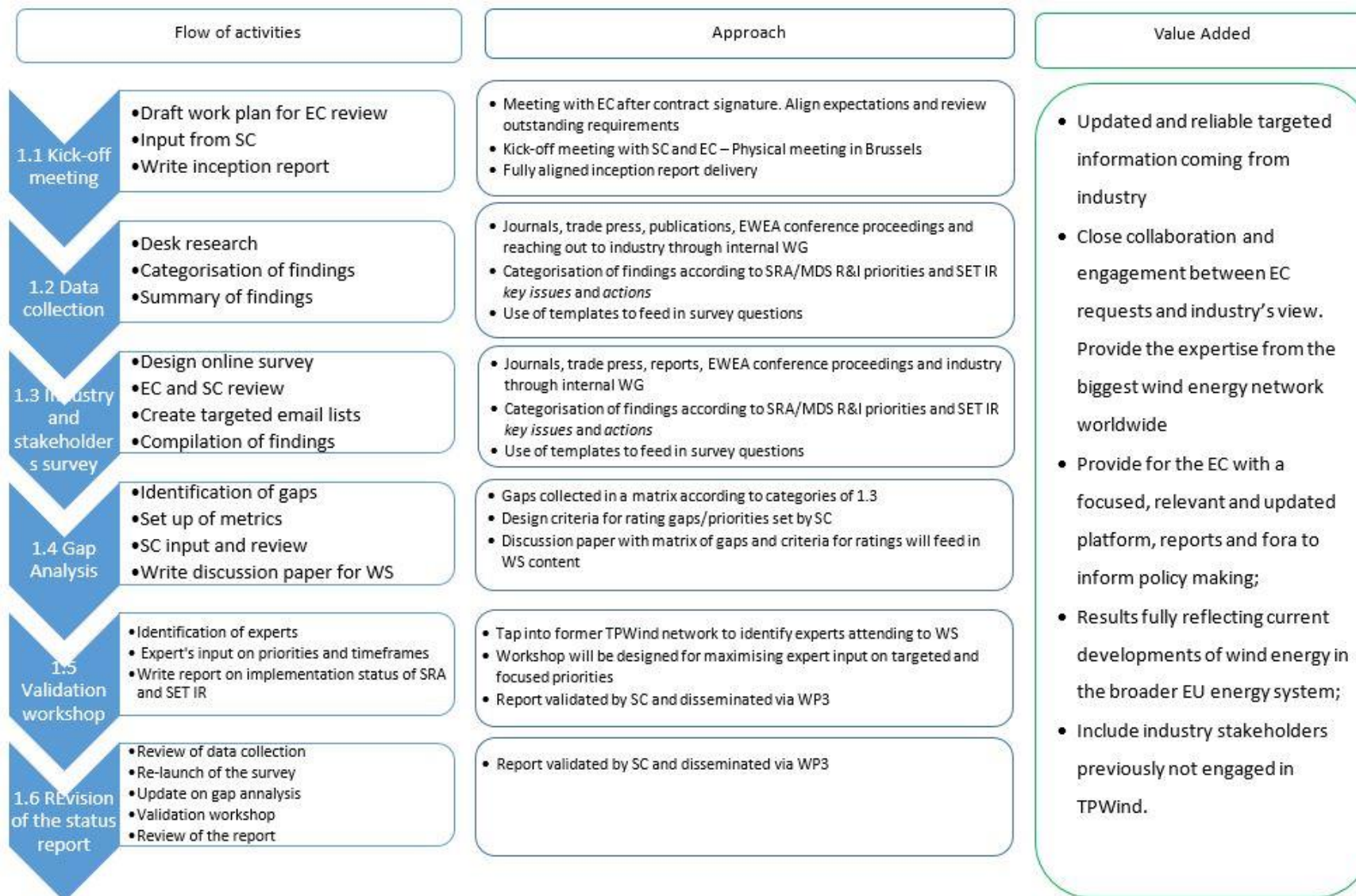
WINDEUROPE proposes carrying out this assessment in five phases:



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<sup>10</sup> <https://setis.ec.europa.eu/set-plan-process/integrated-roadmap-and-action-plan>

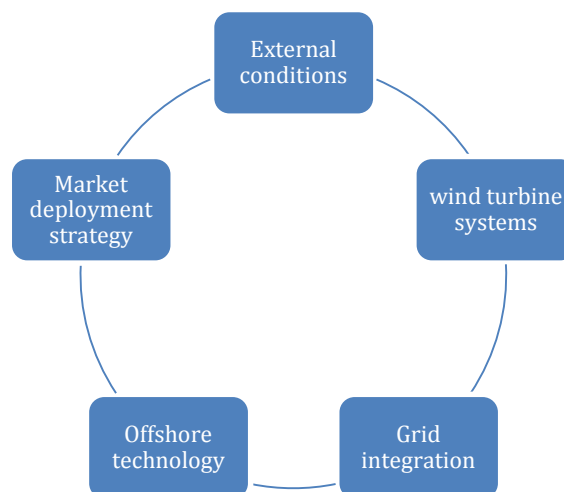
## How



	ACTIVITY	OUTCOME	DELIVERABLE
1	Kick off meeting	Detailed work plan and timeline for work package 1	Deliverable D1.1: Inception report –
2	Data collection	Initial overview of RD&I priorities implementation wind community stands on RD&I.	Contribution to Status report, deliverable D1.2 and updated Status report, deliverable D1.3
3	Stakeholders' involvement: survey	RD&I priorities implementation	Contribution to Status report, deliverable D1.2 and updated Status report, deliverable D1.3
4	Gap analysis	Gap analysis	Contribution to Status report, deliverable D1.2 and updated Status report, deliverable D1.3
5	Stakeholders' validation: workshop	Final identification and prioritisation of RD&I issues	Contribution to status report, deliverable D1.2

*Table 3 List of WP1 activities, outcomes and deliverables*

The initial assessment will build on the research categories outlined in the Strategic Research Agenda from 2014.



*Figure 2 SRA 2014 main priorities*

In addition, WINDEUROPE will:

- Factor in current developments of wind energy in the broader EU energy system;
- Provide for focused, relevant and updated reports and fora for the Commission to gain input to inform policy making;
- Include industry stakeholders previously not engaged in now ceased TPWind.

#### *Kick-off meeting (task 1.1)*

WINDEUROPE will organise a kick off meeting in month 3 with the ETIPWind Steering Committee to present and discuss with a draft work plan for Work Package 1 activities. This draft plan will be prepared by the Operational Group 1 and the project manager and will be reviewed by the Work Package Leader.

The draft will contain the scope, a proposed timeline for execution of all tasks under Work Package 1, a list of sources of information and contacts planned to be used to perform the data collection and an initial plan of communication and dissemination activities (linked to WP 2 + WP 3).

The kick-off meeting should include a brainstorm on further potential focus areas for the implementation assessment of the SRA/MDS and the SET Plan IR. The ETIPWind SC will also provide input to the methodology proposed for data collection and for the stakeholder questionnaire.

The format chosen for the kick-off is a physical meeting in Brussels in March 2016. The EC is invited to join the kick off meeting so that it can help shape the stream of work itself.



### *Data collection (task 1.2)*

An initial assessment on the level of implementation of current RD&I priorities will be performed through desk research beginning in month 2 (February 2016). WINDEUROPE will use scientific journals and its internal library, trade press, paid data services and public data over the internet. In addition, WINDEUROPE has access to hundreds of conference proceedings, presentations and posters of WINDEUROPE's conferences and exhibition events. This information is available for more than 10 years back, but files only from 2014 to date will be used to guarantee the most updated information.

WINDEUROPE will also pay attention to the released reports on R&I developed at both national and European level e.g current EU funded projects, JRC reports etc.

Additionally, WINDEUROPE will reach out to its formal networks such as the IEA Implementing Agreement on Wind and draw on results from IRPWind project. An additional source of information in this task will be WINDEUROPE's relevant working groups:

- Working Networks and its Task Force on grid connection requirements
- Working Group Offshore Wind and its Task Force on regulatory barriers (for offshore wind)
- Working Group Finance and its Task Force on regulatory barriers (for finance)
- Working Group Stable Frameworks

Finally, WINDEUROPE's involvement in several EU funded projects<sup>11</sup> will be exploited to collect information on various topics such as wind energy grid and electricity market integration, social acceptance and environmental impact, and offshore wind logistics.

WINDEUROPE's Operational Group 1 will gather and summarise the information to give an initial overview of where the industry stands on RD&I and the challenges that lie ahead in the short, medium and long term. Findings will then be formalised in a template, which will 1) form the basis for the stakeholders' online survey and 2) will provide a comprehensive matrix to be integrated with the survey's inputs. The ETIPWind Steering Committee will evaluate the quality and content of the data collected and sign off.

### *Industry and academia survey (task 1.3)*

Sensitive, confidential and up-to-date data on RD&I may not be possible to be retrieved through the previous activity, therefore gaps shall be filled in through direct anonymous consultation with industry and academia. WINDEUROPE will offer to provide a non-disclosure agreement to participants accepting to provide input to the questionnaire.

The aim of the questionnaire will be to:

- Assess the level of implementation of current RD&I priorities identified in the SRA and
- Give input and direction as for future priorities, i.e. issues the industry and the wind energy network see as relevant for the development of the technology in the different time spans.

For this survey, wind energy experts from the industry, research and academia will be engaged through a set of questions addressing both the level of implementation of current RD&I priorities and selection of future priorities for wind energy's development in the different time horizons.

As soon as the data collection finishes, WINDEUROPE will design the online survey from the preliminary conclusions of the data review. The design of the questionnaire will be checked with the ETIPWind SC who can advise on the content, length, and style. An initial set of questions covering all high-level relevant areas from the SRA will be suggested. These answers will be then input to the matrix already entailing results from the data collection process.

The survey will be prepared, coordinated by Operational Group 1 and set-up online by the Operational Group 2, this task will be performed between month 3 and 4 (March and April 2016).

WINDEUROPE will produce a targeted mailing list taking as point of departure the members of the 5 Working Groups of the ex-Technology Platform for Wind (the former platform). The analysis from the questionnaire will

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<sup>11</sup> IRPWIND, LEANWind, WisePower, Market 4RES, ReserviseS, EERA-TOC, e-Highways 2050, INNWIND.EU.

make the basis for the final review of the SRA implementation (delivered in month 9 (September 2016)) as well as serve to define the topic for discussion on the workshops being carried out in WP 3 of this tender.

#### *Gap analysis (task 1.4)*

This task will analyse the results coming from the data collection and stakeholder survey. Also it will identify gaps in RD&I for the preparation of the report in task 1.6 on Short, Medium and Long term priorities for RD&I in the wind energy sector.

Each priority/issue/action gap will be identified and quantified. WINDEUROPE will design a matrix to provide ratings of each finding according to their degree of implementation. The criteria for the rating will be decided by the ETIPWind SC, but it could be based on the number of years that industry/stakeholders have invested in research the topic and or based on Technical Readiness Levels (TRLs). The ETIPWind Steering Committee will validate this analysis and if required, additional stakeholders could peer-review the results.

A discussion paper with results from the gap analysis will be provided as input to the stakeholders' Validation Workshop. The paper will set the scene for the discussions and will outline the input needed from participants during the workshop. The matrix with the gap analysis results and rating criteria will be included in the annex of the paper. Stakeholders are expected to review and validate initial ratings provided by ETIPWind SC.

This activities under this task is planned to begin in month 5 (may 2016) and will mainly be carried out by the Operational Group 1 (Business Intelligence team in WINDEUROPE).

#### *Validation Workshop (task 1.5)*

WINDEUROPE will organise a Validation Workshop for the ETIPWind SC who will be invited to a physical meeting in Brussels by beginning of month 6 (June 2016) aimed at validating the results of the gap analysis and to provide for input as regards of future wind energy RD&I priorities.

Results of gap analysis will be submitted to the participants prior to the meeting and they will be asked to provide their view on 1) the relevance of the gaps identified and 2) research priorities needed to tackle the gaps and 3) the time frame of each of priority. The outcome will consist of a list of priorities divided per level of relevance and time frame.

The ETIPWind SC will validate this results ahead of writing the first report on the implementation status of the SRA/MDS and the SET Plan IR. It will identify R&I priorities for the short, medium and long term for the wind sector in Europe. This report will be prepared by the Business Intelligence experts of WINDEUROPE starting from month 5 (May 2016), and will be approved by the Steering Committee prior to its publication in month 9 (September 2016).

#### *Update of the implementation status report of SRA/MDS and set plan IR (task 1.6)*

The report will updated by the end of the contract (month 29). Its review will follow a similar, but simplified process as tasks 1.2 to 1.4, it will take into consideration the results from WP 3 and WP 4 activities. This will be reflected in the inception report with a Gantt chart indicating the sequence of activities. The process to review the status report will start in month 21 (September 2017) with the update of data originally collected by the Operational Group 1 (business Intelligence expert) in month 21 and 22 (September to October 2017). The survey will be slightly reviewed in order to take into account data collection update and findings from the WP3 workshops and WP4 discussions, it will be re-launched and analysed from month 23 to 24 (November-December 2017) by the Operational Group 1 (BI experts). The result from the updated information gathering and re-launched survey will allow to update the gap analysis in the course of month 24 get it validated by the Steering Committee meeting in the same month. The list of RD&I priorities will then be updated based on the new gap analysis, the final updated report will be redrafted and finally published in month 29 (May 2018).

## When

W=workshop

E=Dissemination Event

R=Report

M=Meeting

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
<b>WP 1</b>																																	
Task 1.1 Kick-off meeting	R																																
Task 1.2 Data collection																																	
Task 1.3 Industry and Academia Survey																																	
Task 1.4 Gap Analysis																																	
Task 1.5 Validation workshop						W			R																								
Task 1.6 Revision of short, Medium and Long Term Priorities for RD&I in the Wind sector																																	

## Who

### ETIP Secretariat (WINDEUROPE)

This table shows the allocation of resources. The distribution has been made per type of expert involved in the action. Figures indicate the number of man-days allocated to each task and subtask.

	Project Manager	Director/ CEO	Business Intelligence Expert	Energy Policy Expert	Web Master	Graph designer	Communication Expert	Event Expert	Project assistant	Total
<b>WP 1</b>	<b>22.5</b>	<b>10.8</b>	<b>63.5</b>	<b>70.3</b>	<b>2.5</b>	<b>4.3</b>	<b>4.3</b>	<b>0.0</b>	<b>19.1</b>	<b>197.1</b>
Task 1. 1 Kick-off meeting	6.0	2.0	3.0	7.0	0.0	0.0	0.0	0.0	2.0	20.0
Task 1.2 Data collection	3.0	1.5	10.0	10.0	0.0	0.0	0.0	0.0	1.9	26.4
Task 1.3 Industry and Academia Survey	3.0	1.5	10.0	10.0	2.5	0.0	0.0	0.0	5.0	32.0
Task 1.4 Gap Analysis	3.0	0.8	13.0	14.0	0.0	0.0	0.0	0.0	0.0	30.8
Task 1.5 Validation workshop	5.0	3.0	18.8	21.3	0.0	3.0	3.0	0.0	8.3	62.3
Task 1.6 Revision of short, Medium and Long Term Priorities for RD&I in the Wind sector	2.5	2.0	8.8	8.0	0.0	1.3	1.3	0.0	2.0	25.8

### *ETIPWind Steering Committee (SC)*

ETIPWind SC will be actively involved in two deliverables in this Work Package. For each deliverable ETIP secretariat will provide initiating work where after the ETIPWind SC will be invited and encouraged to define, advice, comment and correct on the deliverables.

The essential communication, collaboration and coordination between ETIPWind secretariat and ETIPWind SC are listed below:

#### **D.1.2 Status report on the implementation of the SRA and the SET-plan Integrated Roadmap**

<b>Activity</b>	<b>Likely date of execution</b>	<b>Task</b>
Kick-off meeting	7 March 2016	Task 1.1
Industry and academia survey	Released in April 2016	Task 1.3
Validation Workshop, delivering input to the Horizon 2020 Energy Programme 2018 – 2020	June 2016	Deliverable 3.1

#### **D. 1.3 Updated Status report on the implementation of the SRA and the SET-Plan Integrated Roadmap**

- Update of the implementation status report of SRA/MDS and set plan IR (task 1.6)

### 4.3. Work Package 2 – Digital and Communication Services

**Objectives:** Set up attractive digital media allowing for an effective dissemination of and contribution to the activities and outcomes of the ETIPWind, composed of:

- An online platform - website with an outreach to the whole wind stakeholders in particular industry and research, policy makers and others with an interest in innovation and research in the field of wind energy.
- online discussion fora through social media or the ETIPWind website.

#### *Deliverables*

D 2.1 Set-up and define digital media services. Delivery in month 3.

D 2.2 General delivery of services via digital media. Delivery from month 4 to 33.

D 2.3 Hand-over report for the website. Delivery in month 30.

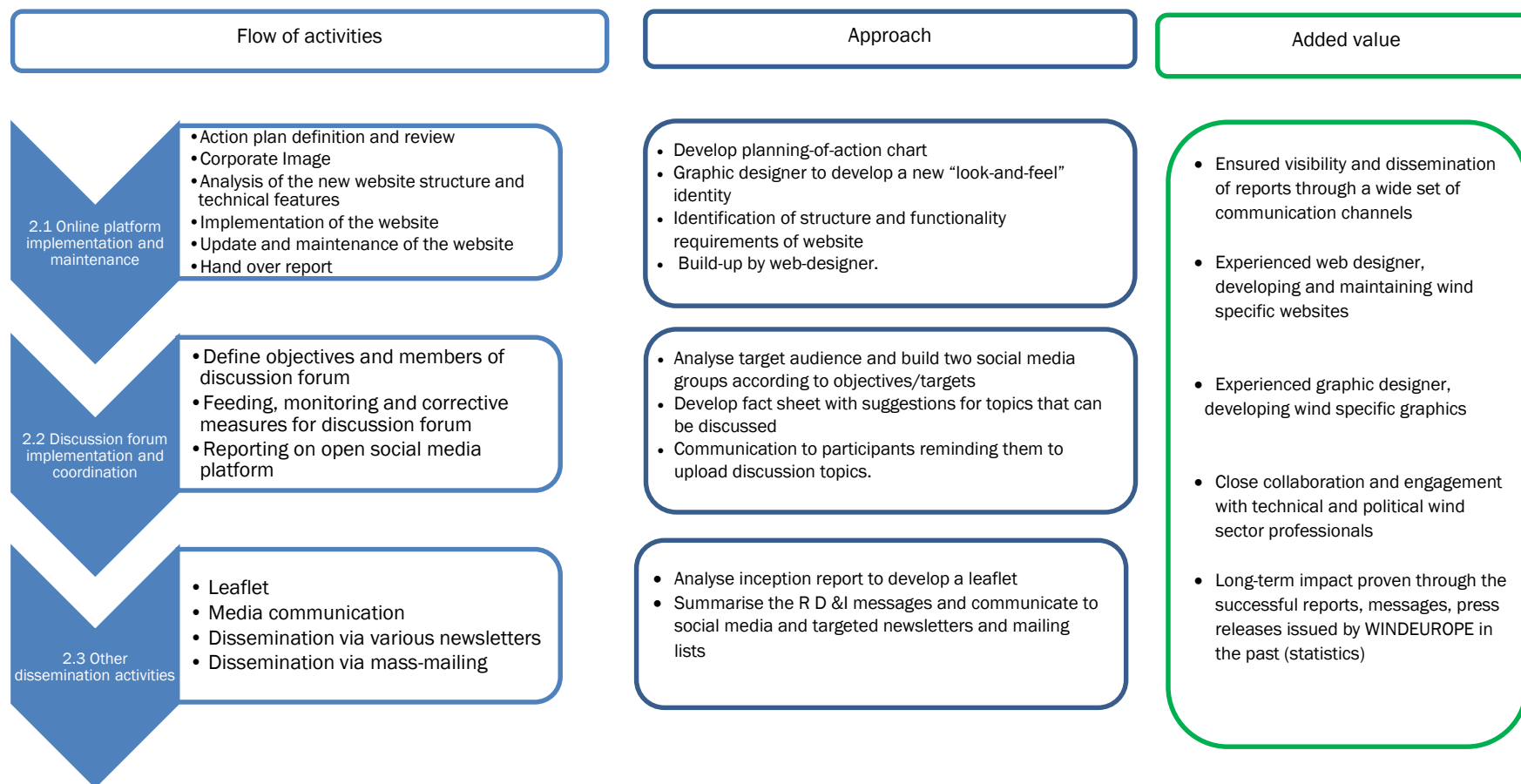
D 2.4 Short reports in which the discussions in the open LinkedIn/website group are reflected. Delivery in month 6, 12, 18, 24 and 30

#### *Introduction to Work Package 2*

The activities to be performed under this work package aim to provide an online presence and thus visibility to the ETIPWind towards its stakeholders and its members. It will provide a platform to post its results and news related to RD&I activities in the European wind sector and to allow its members to interact, among themselves and towards an external audience.

The Work Package 2 comprises of a number of tasks underlying the main strategy behind the work to be carried out.

## How



## Online platform implementation and maintenance (task 2.1)

### Action plan definition and regular review (subtask 2.1.1)

A detailed planning of actions for Work Package 2 along the project duration will be prepared by the end of month 1, it will be regularly monitored by the contract project manager in alignment with the communication expert. Corrective measures will be taken as the execution will go on. The planning will be prepared by the project manager together with the Operational Group 2 (web designer and communication expert from WINDEUROPE). It will be updated when needed (on a three month basis).

WINDEUROPE's approach to the delivery of the digital media takes as point of departure that the services will only be effective if they:

- correspond with the communication context in terms of content, tone and choice of channel
- are easily accessible and aligned with the habits of the audience
- contain information tailored to knowledge level of the audience
- represent a concrete added value to the audience

In the following we present preliminary thoughts on how to establish a well-functioning online platform which caters for the needs of the European Commission as well as the main target audiences.

The users and target audiences mentioned in the tender specifications can be divided into three different categories according to their knowledge and influence.

AUDIENCE	CHARACTERISTICS	KNOWLEDGE LEVEL	INFLUENCE
General public (secondary audience)	Need information on general context	Low-medium	None
Industry Stakeholders	Interested in substance Want to discuss both principles and details	Medium-high	Discourse shaping Knowledge production Preparation of decisions Implementation of decisions
High-level group	Very limited time Require clear value proposition to engage	High	Decision maker

Figure 3 - Users and target audience

Evident from this categorisation is that the communication needs differ across the target audiences and that the choices in relation to the platform architecture must reflect the different needs and habits of the individual target audiences. Based on this, ETIPWind Secretariat proposes architecture for the online platform which consists of four connected spheres – each sized according to its target audiences and the amount of information and functions needed.



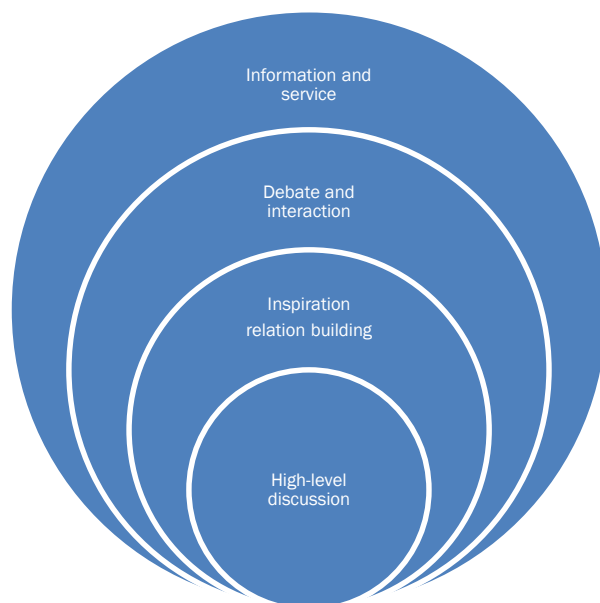


Figure 4 – Online platform architecture

The logic of the structure is to create a platform whose individual components are at the same time closely interconnected and functionally separated in order to make the most of the different digital tools.

In the matrix below, the proposed architecture is detailed with suggestions for media channels, function, content type and level of information and complexity.

CHANNEL	TARGET AUDIENCE	VALUE FOR AUDIENCE	FUNCTION AND CONTENT TYPE	INFORMATION LEVEL
Mail list Virtual meeting g.	High-level group	Direct contact Exclusivity	Personal correspondence Consultation on decisions Strategic discussions	High Very specific
Linked-in or closed forum on ETIPWind website	High-level group Stakeholders Industry	Relation building Professional news Professional inspiration	News about conferences Publication of reports Info graphics Thought leader blog posts	Medium/high Specific
Twitter	Stakeholders Industry General public	News Interaction Participation	Twitter debate Live feed from conferences Info graphics	Medium/high Specific
Website	Stakeholders Industry General public	One-stop service and information shop	Newsfeed Info about platform Info about Horizon2020 Report library Event calendar Conference registration	Low/medium General

#### Review of the ETIPWind corporate image (logo, corporate chart, templates...) (subtask 2.1.2)

##### Adaptation of the existing logo of the past Wind ETP to the new ETIPWind.

The ETIPWind logo and colours will have to be agreed in order to establish the identity for the new ETIPWind. The identity will be used consistently for any external communication. For example on the European Technology and Innovation Platform on Wind Energy website, the publications, press releases, Word and PowerPoint templates will be developed in line with the new image.

The new corporate identity of the ETIPWind will be checked with the EC before being made public. The review of

the ETIPWind logo will be done by the Graphic designer under the supervision of the project manager.

The following steps are foreseen to perform this task:

**Logo design and look and feel definition:**

The Operational Group 2 have worked out an ETIPWind logo suggestion that have been approved by the WINDEUROPE executive level (see table 2 on quality control measure).

This review of the logo and corporate image will take place in month 1 (January 2016), to make sure the platform can rapidly communicate with a new image.

**Trade mark registration**

In addition to the work performed to review the logo and visual identity of the platform, a trade mark registration of the image will be purchased to ensure its protection and non-potential violation, this includes performing the following actions:

- Get intellectual property specialist advice for registration (Operational Group 2, HR in WINDEUROPE):
- Registration at the Office for Harmonization in the Internal Market

The Operational Group 2 will take the necessary steps to register the mark by month 2 (February 2016).

**Brand applications**

Once the visual identity has been reviewed and approved, new templates (brand applications will be developed in order to ensure a coherent image for all ETIPWind documents to be issued such as:

Publications (master files templates): this includes the design of master pages to support the main structure of the reports needs on the different levels of hierarchy and the definition of paragraph and character styles.

- PPT templates,
- Word templates,
- Other documents if required for the identity.

This should be performed by end of month 3 (March 2016) by the Operational Group 2 under the supervision of the Work Package Leader 2.

**Design process**

For the duration of the contract, design of documents will be necessary, in particular when publishing reports, leaflets, communication material; this includes the following steps and interactions. This process will include:

Establishment of concrete timelines for proposal definition, graphical review, possible adjustments, sign off process and implementation. Deadlines to be agreed internally with WINDEUROPE.

Contact with suppliers (when necessary):

- External supplier for design support
- Printer: production specifications and delivery time agreement
- Intellectual property specialist (trademark registration)

The result from this subtask (logo design and corporate identity, preview of brand applications in particular) will be gathered in a single manual to be communicated to all potential designers, or users of templates and serving as reference to the ETIPWind communication team to check that the visual image of the ETIPWind is consistently respected.

This subtask will be performed between month 1 and 3 (January 2016 to March 2016) by the Operational Group 2, under the supervision of the Work Package Leader.

**Analysis of the new website structure and the technical features required (subtask 2.1.3)**

Firstly, the new website structure will be defined, secondly new required functionalities identified.

On top of the regular page structure, social networks and a private forum will be integrated. Among its various purposes and functionalities the ETIPWind website will promote the project's workshops, results, and recommendations. It should be easy to navigate and clear in its presentation of information.

WINDEUROPE suggests that the website is the centrepiece of the online platform. The website should be a one-

stop shop where information and necessary services can be found. The website should consider a broad target group including general public, industry, research organisations, political stakeholders and individual interested organisations and people. Data and other information will be presented clearly and accompanied by infographics and other visuals to make it as accessible as possible to many visitors.

The new website and its functionalities will be defined by the Operational Group 1 and the project manager together with the Operational Group 2 within the first 3 months of the project, based on the already existing knowledge described in this proposal.

ETIPWind Secretariat suggests that the news section will be the central carrying element on the front page of the website since its content will be of relevance for both the industry stakeholders and the wider audience. Moreover, it will give fast access for users to the most updated information and provide an intuitive entry point to more specialised content – for example reports etc. In addition, the front page should have entry points to the key sections of the site: an event area with a calendar of upcoming events and related information and services, a library with reports from the project, a background section with general information about Horizon 2020, the SET-plan, the Strategic Research Agenda etc., a link collection to relevant stakeholders and research institutions. Finally, to ensure synergy, there should be buttons which allow the user to connect directly with the social media channels that may or may not be part of the platform.

The communication tools provided as part of the contract, including the website, should be closely interrelated with and supportive of the physical events under the project. Hence, the website will include a built-in online registration tool for the events. The registration tool is designed to automatically generate and update the participant list of the event and also generates a confirmation mail to the registrant which must be shown at the physical registration. Other features, such as a code for exclusive access to conference materials online, could also be considered as part of the registration tool. The target audiences, main functions and content types of the website are summarised in the table below:

CHANNEL	TARGET AUDIENCE	VALUE FOR AUDIENCE	FUNCTION AND CONTENT TYPE	INFORMATION LEVEL
Website	Stakeholders Industry General public	One-stop service and information shop	Newsfeed Info about platform Info about Horizon2020 Report library Event calendar Conference registration	Low/medium General

Pages on the website will be served in less than half a second on average and never more than 7 seconds. To ensure that the availability of the website will exceed 99.5%, WINDEUROPE will utilise a Content Delivery Network (CDN) service such as Cloudflare, to guarantee pages are served quickly and consistently.

In addition, the adaptation of the website will take into account Web Content Accessibility Guidelines 2.0 of the W3C (adaptation to view on tablets/smartphones). This will be done with responsive HTML templates and CSS based on media queries.

The format of the website will appear intuitive and well worked by WINDEUROPE's experts in web-design and web-maintenance who have been building and managing EU-funded projects websites for more than 7 years, including:

- ▶ <http://www.twenties-project.eu/node/1>
- ▶ <http://www.seaenergy2020.eu/>
- ▶ <http://www.orecca.eu/project>
- ▶ <http://www.windplatform.eu/>
- ▶ [www.market4res.eu](http://www.market4res.eu)
- ▶ [www.WindEurope.org](http://www.WindEurope.org)
- ▶ [www.wisepower.eu](http://www.wisepower.eu)
- ▶ <http://www.windbarriers.eu/>
- ▶ <http://www.irpwind.eu/>
- ▶ <http://www.leanwind.eu/>
- ▶ <http://www.reservices-project.eu/>
- ▶ <http://www.eera-dtoci.eu/>

► <http://www.innwind.eu/>

(Please see full reference list under <http://www.WindEurope.org/eu-funded-projects/>)

The review of the website functionalities-task will be performed in month 2 and 3 (February 2016) by the Operational Group 2.

#### Implementation of the new website (subtask 2.1.4)

Once the new image, structure, and functionalities are defined, the website design will be adapted to the new ETIPWind visual identity and in line with EC's graphic rules (if required), creating new texts, [www.windplatform.eu](http://www.windplatform.eu). WINDEUROPE is maintaining and hosting the ceased TPWind website [www.windplatform.eu](http://www.windplatform.eu). The ETIPWind website is found under domain name: "etipwind.eu"

This task will be performed by the Operational Group 2 for the implementation of image, structure and functionalities, while the review and creation of new texts will be coordinated by the Operational Group 4 and the Project manager for developing specific content related aspects.

This subtask will be performed in the course of month 3, i.e. March 2016.

The sub task 2.1.3 and 2.1.4 will constitute Deliverable D2.1 "Set-up and digital media service" to be delivered in month 3.

#### Continues update and maintenance of the new website (subtask 2.1.5)

Regular updates will be coordinated by the allocated ETIPWind project manager, however the entire European Technology and Innovation Platform members and stakeholders will be invited to provide announcements/information that is of relevance to be added on the website, related to RD&I developments. Technical updates will be performed regularly in-house by the Operational Group 2, while content updates may be performed in-house by a junior staff assisting the project manager.

A monitoring of the project website frequentation will be performed to assess visits and impact of communication actions and events organised. This will be done through both Google Analytics as well as Piwik (an open-source analytics tool).

This subtask will constitute deliverable D2.2 "General delivery of services via digital media" and will be performed from month 4 (April 2016) until the end of the contract duration.

#### Hand over report for the website (subtask 2.1.6)

After the contract termination, the website will remain online for at least another two years, for this WINDEUROPE, will purchase a licence ensuring this continuity. Furthermore a hand-over report for the website will be prepared by the Operational Group 2, it will include:

- an archive of pages and underlying database,
- Guidelines on website maintenance
- Access codes to the backend
- Scripts and all other necessities to be able to maintain the website.

This report will constitute deliverable D2.3 "Hand-over report for the website", to be delivered in month 30 (June 2018).

#### Discussion forum implementation and coordination (task 2.2)

##### Define specific objective, profile of members and visibility strategy of each online discussion forum (subtask 2.2.1)

Two specific online discussion fora may be created, one public and one restricted to the high level discussion forum members. WINDEUROPE suggests to use a combination Twitter, LinkedIn/ETIP website-closed-forum and direct email for the two fora described in the tender specifications. The specific plan for each platform will be defined in detail.

- **A public forum:** its purpose is to communicate project results / invitations for workshops, allow for exchange of information among the members or reaction on specific results.
- **A private forum:** its purpose is to support the work undertaken in WP4, among the members of the **high-level discussion forum**.

#### Public forum

ETIPWind Secretariat suggests establishing the public forums with a combination of LinkedIn/ETIPWind-website-closed-forum as these channels are suited for a professional audiences and a substance-based communication context which most users apply for more private interaction and personal purposes.

On LinkedIn/ ETIPWind-website-closed-forum, the open forum will be established as a public group which users can subscribe to by choosing to follow it. The key functions of this group should be 1) to disseminate information about the activities of the platform – upcoming events, publication of reports etc.; 2) to trigger reflection and provide inspiration; and 3) to contribute to relation building by giving the involved stakeholders an opportunity to link up with each other and remain connected online.

Rather than establishing a separate Twitter account for the platform, ETIPWind Secretariat recommend to tap into successful existing hashtags. The hashtag can be used by any person on Twitter and thereby creates the basis for an inclusive debate that reaches across different target audiences and which can evolve throughout the entire contract period.

ETIPWind Secretariat will actively hashtag through WINDEUROPE's twitter account which is by far the largest among the Brussels associations with over 20,000 followers counting all relevant policy makers, industry voices and stakeholders.

Moreover, hashtagging will be considered promoted in conference materials and delegates encouraged to share comments, quotes and questions during the events. Finally, ETIPWind Secretariat suggests setting up a so-called twitter debate – a moderated online discussion on a specific topic which features a prominent guest, for instance a CEO, and minister or a Commissioner. Using a predefined hashtag, the guest will answer a set of questions posed by the moderator and all twitter users will be able to join the discussion by using the hashtag. The table below gives an overview over the open forum.

CHANNEL	TARGET AUDIENCE	VALUE FOR AUDIENCE	FUNCTION AND CONTENT TYPE	INFORMATION LEVEL
Linked-in	Stakeholders Industry	Relation building Professional news Professional inspiration	News about conferences Publication of reports Infographics Thought leader blogposts	Medium/high Specific
Twitter	Stakeholders Industry General public	News Interaction Participation	Twitter debate User tweets Live feed from conferences Infographics	Medium/high Specific

*Table 4 - Public forum distribution*

#### Private forum

The form of the private forum that is intended to host only an exclusive group of decision makers such as the WINDEUROPE R&I CTOs Group. Such a forum can in principle be established as a closed group on LinkedIn. However, WINDEUROPE expects it to be challenging to engage the target audience in this type of online forum. Industry executives will be inclined to delegate participation in such online forums. Thus there is a significant risk that an online forum will not generate the intended level of activity and discussions.

The audience in question is characterised by severe time constraints and requires a very clear value proposition in order to prioritise engagement – both when it comes to substance and the level of the other participants. The form of the forum must therefore be able to deliver a direct and personal communication form as well as a high

degree of flexibility in order to be compatible with the busy agendas of the audience.

On this background, a combination of e-mail and telephone conferences may be a better way to establish a forum, which delivers real value for the audience. WINDEUROPE has extensive experience with virtual meetings via the “Go to Meeting” platform which is based on voice interaction and allows parallel online chat and slide show presentations. This format is used for both Working Groups and occasional Board meetings in WINDEUROPE.

However, the personal engagement of the highest level of officials and politicians is the sine qua non for the success of this forum. And starting out with a physical meeting will be necessary to establish the relation (expected to take place mid-February 2016). This meeting can then be followed up with mail correspondence and virtual meetings online as illustrated in the stylised interaction line below.

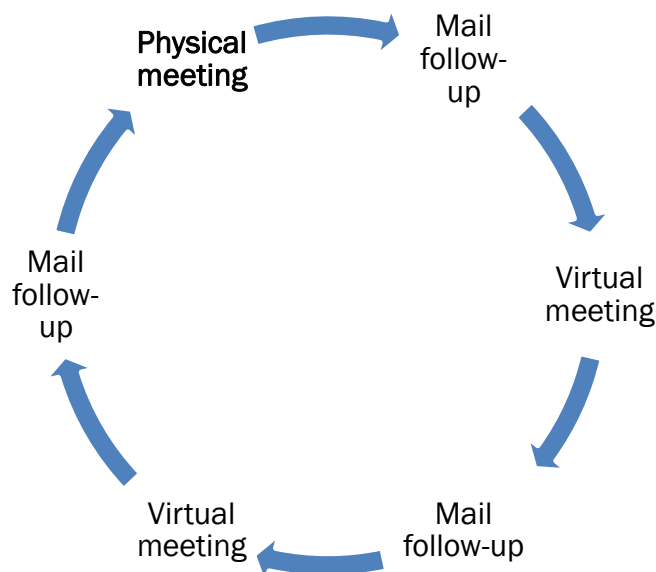


Figure 2 - private forum form

The meetings of the high-level group must be carefully planned and prepared. WINDEUROPE will time the meetings of this group so that they provide steer and guidance for the overall process and take place and at the same time benefit from the initiated reports and events of the project.

There should be two types of discussions for this group 1) overarching strategic discussions and 2) discussions on concrete decisions. WINDEUROPE will draft agendas and prepare detailed playbooks for all meetings in this forum.

The table below summarises ETIPWind secretariat proposal for this group.

CHANNEL	TARGET AUDIENCE	VALUE FOR AUDIENCE	FUNCTION AND CONTENT TYPE	INFORMATION LEVEL
Mail list Virtual meetings (LinkedIn)	High-level group	Direct contact Exclusivity	Personal correspondence Strategic discussions Consultation on decisions	High Overarching Very specific

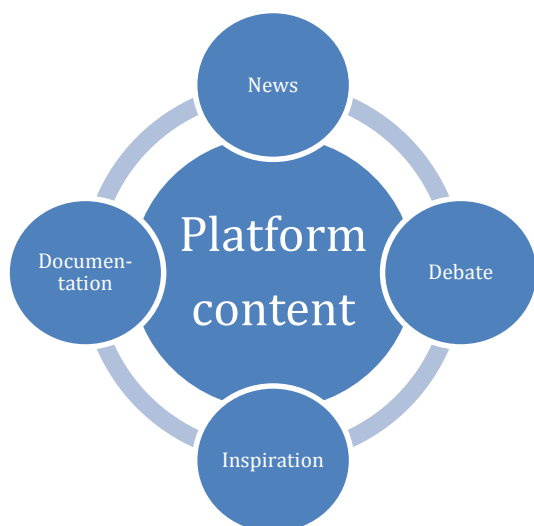
Table 5 – Private Forum Communications

The profile of members to be attracted for both online platforms will be defined in this subtask. This sub task will present the various actions to be undertaken to have a successful online presence through the chosen social media. A distinctive list of actions will be proposed for both online platforms which will have a very different purpose.

The online forums may be available as from month 4 (April 2016).

### Feeding, monitoring on discussion forum usage and corrective measures (subtask 2.2.2)

A steady flow of news and useful information is of paramount importance for the online platform. Therefore, regular updates and monitoring of social media platforms will be ensured, according to the ETIPWind activities development.



The Project Manager will be responsible for the community management of the entire platform. To ensure interconnection between the different elements of the platform and maximum visibility for the produced content, cross-posting and content sharing will be applied as much as possible. Also, the open forum and the high-level group should benefit as much as possible from each other (while safeguarding the exclusive element of the high-level forum).

Detailed editorial plans will be developed, based on the key pillars of the integrated content strategy proposed by ETIPWind Secretariat: news, debate, inspiration and documentation.

**News:** The platform will feature regular news pieces relating to the activities initiated under the contract – for instance on upcoming events, new publications etc.

Figure 5 - Platform content

**Debate:** As part of the community management, ETIPWind Secretariat will initiate debates on specific topics based on the findings of the assessment report – for instance: What are the three key challenges for the wind industry – and how can we use R&I to address them?

**Inspiration:** ETIPWind Secretariat will try to ensure maximum benefit from the established high-level forum by encouraging them to contribute with content to the platform. Specifically, ETIPWind Secretariat will attempt to initiate a series of thought leadership pieces written by CTOs and leading politicians and scientists. The pieces will be published as blogposts and to encourage relation-building and interaction, ETIPWind Secretariat will stage it as a relay where the contributing authors get to pass the baton to a new author.

**Documentation:** Short and snappy communication products based on the analytical work of the project is also a key element in the content strategy. These can take the form of infographics, short content summaries (5 key findings from the gap-report, 7 follow-up actions to the SET-plan etc.). Finally, short interviews and testimonials can be filmed during the project workshops in order to summarise the main messages and ensure documentation of views and feedback on the events.

The table below sums up the elements of the integrated content strategy:

CONTENT TYPE	MAIN CHANNEL	DESCRIPTION
News	Website/ LinkedIn Twitter	The platform will feature regular news pieces relating to the activities initiated under the contract – for instance on upcoming events, new publications etc.
Debate	Twitter High-level forum	Debates on specific R&I topics – for instance: what are the main R&I gaps and how to address them?
Inspiration	LinkedIn/ Website	Thought leadership blogposts written by CTOs and leading politicians and scientists
Documentation	Website/ LinkedIn Twitter High-level forum	Infographics, fact lists, family photos, short interviews and testimonials



### *Table 5 – Content Strategy*

When a reduced activity or inappropriate use of the platform (e.g. in case some members use it for promoting their own products or services) by members might occur, corrective measures will be taken (removing inappropriate content, excluding the member, posting news, launch debates.)

#### *Reporting on open social media impact (subtask 2.2.3)*

ETIPWind Secretariat will report every sixth months on the discussions triggered within the open social media page, if this action is considered valuable for the EC. The reporting will contain quantitative information about the audience reached, but it will also have a qualitative dimension to reflect the substance of the debates. ETIPWind Secretariat recommends to use the tool “Storify” for the reporting. This tool generates multimedia reports which summarise the online discussions with extracts from exchanges, photos, quotes and illustrations.

This task will be performed by the Operational Group 2 and the Project Manager.

This task will be reported within deliverable D2.4 “Short reports in which the discussions in the open LinkedIn group are reflected” to be delivered in month 6, 12, 18, 24 and 30.

#### *Other dissemination/communication activities (task 2.3)*

In addition to the subtasks 2.1 and 2.2, other dissemination and communication activities are foreseen within task 2:

##### *Leaflet (subtask 2.3.1)*

A leaflet introducing the project will serve as a ‘tangible’ promotion tool for the European Technology and Innovation Platform on Wind Energy whilst results are not yet available. Thus, content to the leaflet will be developed with attention to what has been area-of-focus in the inception report. It will be publicly available on the website, as well as distributed during the workshops described in this document and in WINDEUROPE events. It will be printed in a minimum of 500 copies and might be updated and reprinted in the course of the contract duration according to needs. The leaflet will be prepared within month 5 (May 2016), once the logo is reviewed as well as all the corporate image and all templates for documents.

It will be prepared by the Operational Group 1 and Operational Group 2.

##### *Media communication (subtask 2.3.2)*

When appropriate specific media communication about the Wind ETIPWind activities will be made. It can be foreseen that media communication towards specialised media can be planned for major ETIPWind activities: the kick-off, the release of major reports, agreements reached within work package 4, the organisation of thematic workshops and dissemination (work package 3). Using mass media will facilitate the dissemination of the ETIPWind activities results and allow to get a larger impact.

ETIPWind Operational Group 2 and Operational Group 3 is experienced to perform targeted media communication, and will be in charge of this sub task in cooperation with the contract project manager.

##### *Dissemination via newsletter (task 2.3.3)*

ETIPWind Secretariat will ensure regular coverage of the activities of the European Technology and Innovation Platform on Wind Energy in the WINDEUROPE newsletter (sent to all 600 members in the wind energy sector every month), on the WINDEUROPE public website and on its social media accounts. This will be used for promoting the workshops and dissemination events (work package 3) and informing the wind sector about the results and outcomes of the activities (Work Package 1 and 4).

Where possible, WINDEUROPE staff will mention the Platform in their external communication (presentations at events, interviews) in order to ensure external press references.

##### *Dissemination via mass mailings (subtask 2.3.4)*

The European Wind Technology and Innovation Platform on Wind Energy can reach its stakeholders through targeted mailings, via which the stakeholders will be invited for consultations and events, and receive interim results. This also gives the stakeholders a point of contact to reach the European Technology and Innovation



Platform.

ETIPWind Secretariat has focused contact lists from WINDEUROPE member base and from other projects and activities on Research and Innovation policy (including the former TPWind targeted mailing list).

The initial list will be used for promoting the activities and results and will be improved in the course of the contract duration.

## When

W=workshop

E=Dissemination Event

R=Report

M=Meeting

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
<b>WP 2</b>																																	
Task 2.1 Online Platform Implementation and Maintenance																																	
Subtask 2.1.1 Action Plan Definition And Regular Review																																	
Subtask 2.1.2 Review of ETIPWind Corporate image																																	
Subtask 2.1.3 Analysis of the new Website Structure and new technical features required																																	
Subtask 2.1.4 Implementation of the new website																																	
Subtask 2.1.5 Continuous update and maintenance of the website																																	
Subtask 2.1.6 Handover Report for the website																																	
Task 2.2 Discussion forum Implementation and Coordination																																	
Subtask 2.2.1 Define Specific Objective, Profile of members and visibility strategy of each online discussion forum																																	
Subtask 2.2.2 Feeding, Monitoring On Discussion Forum Usage And Corrective Measures																																	

Subtask 2.2.3 Reporting On Open Social Media Impact					R					R					R					R							R			
Task 2.3 Other dissemination/communication Activities																														
Subtask 2.3.1 Leaflet																														
Subtask 2.3.2 Media Communication																														
Subtask 2.3.3 Dissemination via WINDEUROPE Newsletter																														
Subtask 2.3.4 Dissemination via Mass-mailings																														

## Who

### ETIPWind Secretariat (WINDEUROPE)

This table shows the allocation of resources. The distribution has been made per type of expert involved in the action. Figures indicate the number of man-days allocated to each task and subtask

	Project Manager	Director/ CEO	Business Intelligence Expert	Energy Policy Expert	Web Master	Graph designer	Communication Expert	Event Expert	Project assistant	Total
<b>WP 2</b>	<b>16.6</b>	<b>3.5</b>	<b>8.3</b>	<b>31.6</b>	<b>13.9</b>	<b>7.0</b>	<b>34.0</b>	<b>0.0</b>	<b>9.8</b>	<b>124.6</b>
Task 2.1 Online Platform	4.4	0.5	0.0	1.8	12.6	5.0	3.0	0.0	8.3	35.5
Subtask 2.1.1 Action Plan	0.9	0.4	0.0	0.0	2.0	0.0	0.0	0.0	0.0	3.3
Subtask 2.1.2 Review of ETIPWind Corporate image	0.3	0.1	0.0	0.0	0.0	5.0	1.3	0.0	0.0	6.6
Subtask 2.1.3 Website Structure	0.5	0.0	0.0	0.0	3.8	0.0	0.0	0.0	0.0	4.3
Subtask 2.1.4 Implementation of the new website	1.3	0.0	0.0	1.8	3.8	0.0	0.5	0.0	0.0	7.3
Subtask 2.1.5 continuous update and maintenance of the website	1.0	0.0	0.0	0.0	1.3	0.0	1.3	0.0	8.3	11.8
Subtask 2.1.6 Handover Report for the website	0.5	0.0	0.0	0.0	1.9	0.0	0.0	0.0	0.0	2.4
Task 2.2 Discussion forum	8.1	2.0	8.3	23.8	1.3	0.0	16.3	0.0	0.5	60.1
Subtask 2.2.1 Define Specific Objective, Profile Of Members And Visibility Strategy Of Each Online Discussion Forum	1.0	0.1	0.0	2.5	0.0	0.0	1.3	0.0	0.0	4.9
Subtask 2.2.2 Feeding, Monitoring On Discussion Forum Usage	6.5	1.9	8.3	18.8	1.3	0.0	12.5	0.0	0.0	49.1
Subtask 2.2.3 Reporting On Open Social Media Impact	0.6	0.0	0.0	2.5	0.0	0.0	2.5	0.0	0.5	6.1
Task 2.3 Other dissemination	4.1	1.0	0.0	6.1	0.0	2.0	14.8	0.0	1.0	29.0
Subtask 2.3.1 Leaflet	0.5	0.1	0.0	0.5	0.0	1.5	1.0	0.0	0.3	3.8
Subtask 2.3.2 Media Communication	1.5	0.7	0.0	3.8	0.0	0.0	9.4	0.0	0.3	15.6
Subtask 2.3.3 Dissemination via WINDEUROPE Newsletter	1.5	0.1	0.0	1.9	0.0	0.0	0.6	0.0	0.3	4.4
Subtask 2.3.4 Dissemination via Mass-mailings	0.6	0.1	0.0	0.0	0.0	0.5	3.8	0.0	0.3	5.3

ETIPWind Secretariat will provide all deliverables by activating the Operational Groups assigned to this work package.

## ETIPWind Steering Committee

ETIPWind Secretariat will provide the deliverables undertaken by this work package where after the ETIPWind SC will be invited and encouraged to comment and add additional information & products to this work package.

The tasks under this Work Package is of a logistical and administrative nature with little technical and political content hence the limited direct involvement of the ETIPWind SC. It is important to mention that most tasks in this work package is rolling activities that should and will be continuously updated and detailed. Anyone in ETIPWind SC and beyond will be invited to comment and suggest detailed updates in the tasks under this Work Package.

For example under task:

- Continuous update and maintenance of the website (subtask 2.1.5)
- Leaflet (subtask 2.3.1)

## 4.4. Work Package 3 – Workshop and Events organization

### What

**Objectives:** The aim of this work package is to organize workshops and dissemination events that will contribute to the implementation of the Strategic Research Agenda of the platform, R&D priorities and raise awareness on the importance of wind industry research. The following activities will be performed:

On R&D priorities: a workshop that will contribute to the discussions on and the development of the H2020 2018-2020 work programme related to wind energy within the societal challenge 3.

Two workshops on wind energy research and innovation policy related topics, conclusions derived from each workshop will formulate input to the work undertaken within the Wind European Technology and Innovation Platform on Wind Energy and the European Commission.

Two dissemination/discussion events which focus should be on EU RTD actions in relation with the implementation of the Strategic Research Agenda of TP Wind and the Integrated Roadmap.

### Deliverables

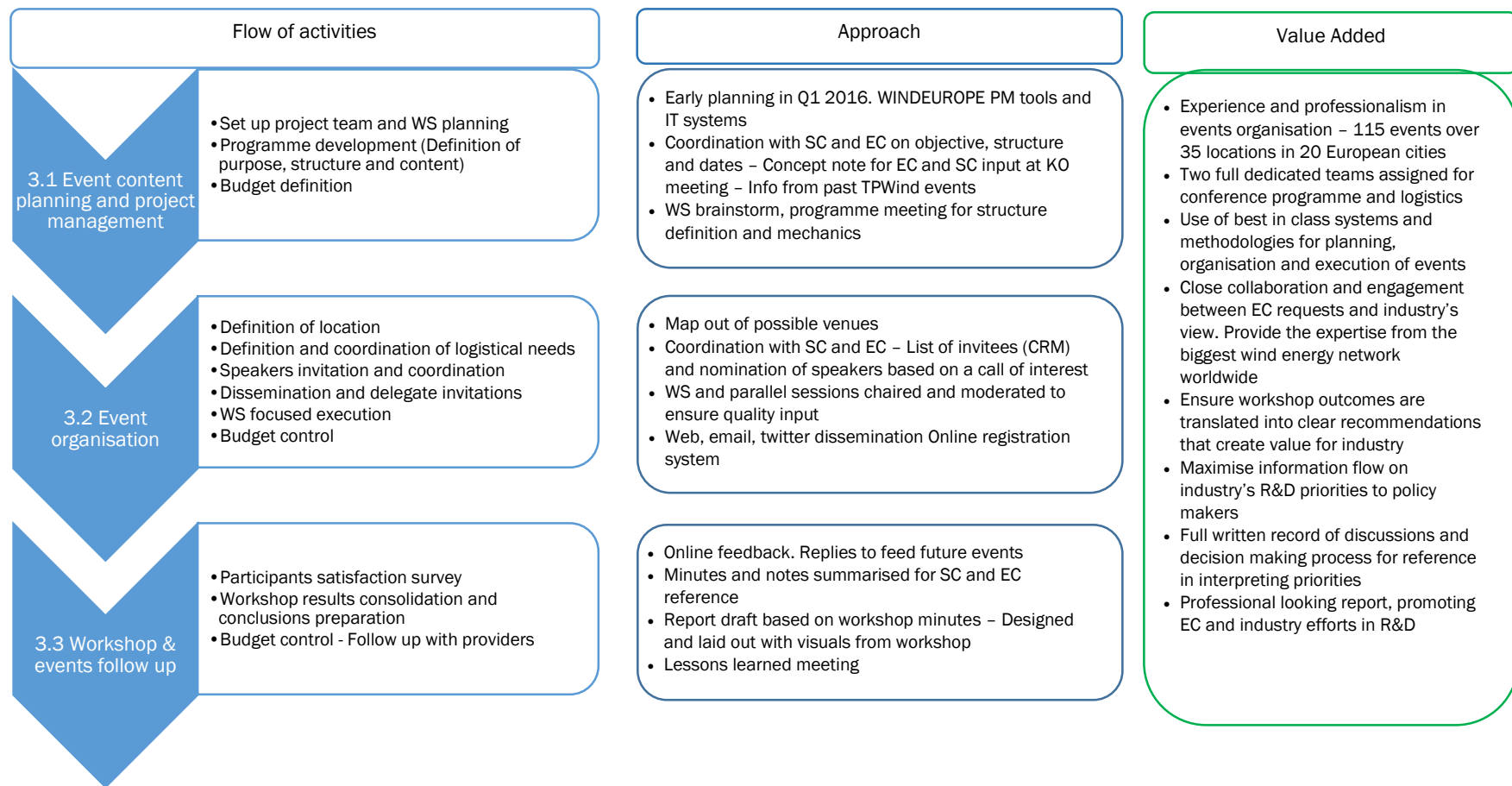
- D 3.1 Workshop on input to Horizon2020 Energy work programme 2018-2019. Delivery in month 11
- D 3.2 Report with conclusions from the workshop on Horizon2020 Energy work programme 2018-2019. Two months after delivery of D3.1.
- D 4.1 Workshop 1 on wind research and innovation policy related topic. Delivery in the period of month 9-11.
- D 4.2 Report with conclusions from the workshops one month after delivery of D4.1.
- D 4.3 Workshop 2 on wind research and innovation policy related topic Delivery in the period of months 22-24.
- D 4.4 Report with conclusions from the workshops one month after delivery of D4.3.
- D 6.1 Dissemination/networking event 1st half of 2017. Delivery in the period of months 13-18.
- D 6.2 Report with conclusions from the events one month after delivery of D6.1.
- D 6.3 Dissemination/networking event 1st half of 2018. Delivery in the period of months 25-29.
- D 6.4 Report with conclusions from the events one month after delivery of D6.3.

### Introduction to Work Package 3

Since 2009 WINDEUROPE (ETIPWind Secretariat) has held 115 events of all types in over 35 locations in 20 European countries:

- Large conferences & exhibitions (annual events, bi-annual offshore wind energy events both attracting 8000+ visitors, 400+ exhibitors, with 30+ conference sessions, 150+ presenters, 250+ posters).
- Technology workshops: started in 2011 in response to the requests from the industry for a high-quality forum for in-depth exchange on industry technology challenges. 4 workshops organised on a bi-annual basis, each tackling a different topic and attracting 150-210 participants from 25+ countries including the Americas and Asia.

## How



### *Event content planning and project management (task 3.1)-*

#### *Set up project team and event planning (subtask 3.1.1)*

The first step in undertaking the activities under Work Package 3 is to set up the project management system to plan workshops and events. Operational Group 3 comprising conference content experts and event logistics experts will be set in place. This team together with the project manager will be responsible for creating the precise scope, programme, schedule and ensure the budget is followed accordingly.

#### **Team set-up and planning**

The team composed by the below mentioned staff will be in charge of the organisation of the five events (including the stakeholder workshop in WP 1).

For Operational Group 3 staff see section “ETIPWind secretariat”

The planning for the workshop will begin as soon as possible, and in any case, at least four month in advance. This will facilitate setting up the programme and logistics. The project team will create a concept note of each event based on the tender specifications and past experience with ex -TP Wind events and WINDEUROPE technical events.

The concept note will serve to engage for the first time with the European Commission and the Steering Committee during the kick-off meeting and following Steering Committee meetings. The content of the workshop/event and the definition of the program will be defined at a later stage in the project through a series of meetings focusing on this. The ETIPWind Steering Committee will be involved in setting up the final agenda of the events. The European Commission will be invited to take part in these meetings and they will be asked to approve the final agenda.

In scheduling the events, the team uses a calendar that it keeps permanently updated and the purpose of which is to be aware of any activity that could have an impact on the planned workshop and enable decisions to be taken on clashes and synergies. This scheduling calendar includes:

- Public / national / regional holidays in all EU members states and major international holidays where relevant
- EU legislative calendar: European Parliament and Presidency of the European Council calendars as soon as these are publicly available
- All events related to wind energy in Europe, major international wind energy events, major renewable energy events in Europe and worldwide
- Other related initiatives e.g. Green Week, EU Sustainable Energy Week, Open Days, relevant UN international days.

#### *Programme development (definition of purpose, structure and content (Subtask 3.1.2)*

Under this subtask the team will set up a programme-according to the feedback received from the kick off meeting and following Steering committee meetings, comments from the concept note and the processes outlined below.

All these activities will be done with communication with ETIPWind Steering Committee in order to ensure an alignment and communication of what the Commission expects to be delivered.

A similar approach will be followed for each event. As a standard process the development of the programme allowing to define the purpose, structure of each event and content will be performed as follows:

- Meeting with ETIPWind SC for a programme brainstorm (6 to 4 months before the event): objective being to produce a draft programme proposal that will be the basis of the programme meeting. The conference program team will invite the Steering Committee to a brainstorm session to produce a first draft programme. The session will focus on the content and structure needed to organise the workshop or event.
- It is expected that the nomination of possible session chairs and moderators will take place within the SC, however the group will be entitled to name a suitable professional for carrying out this role.
- Session chairs and moderators will have the responsibility of ensuring presentations and speakers are in line with the objectives and topics of the workshop in general and the session topic in particular.
- Programme meeting (4 to 2 months before the events): A physical or online meeting at WINDEUROPE's



office in Brussels will take place, objective being to finalise the draft programme following which invitations to speakers can be sent. Participants: Steering Committee, European Commission, WINDEUROPE staff. The outcome of this meeting will provide the necessary information for finalising the structure, format of sessions and number of participants the workshop will consist on. This will be needed for finalising the budget. The programme committee dates will always coincide with a Steering Committee meeting.

- The decision process: the final program will be approved by the SC and the EC 3 to 5 month before each event/workshop and ideally during the corresponding SC meeting.

#### **Regular review meetings scheduled and workshop/event preparation monitoring**

The continuing steps will be followed to ensure a monitoring of the workshop preparation from the WINDEUROPE appointed team; this process will start from the moment the first brainstorming will start:

Workshop/event meeting: once every two weeks, attended by Operational Group 3,

- ▶ Regular team meetings, attended by all those within teams responsible for specific activities (e.g. programme development, logistics, marketing & communications),
- ▶ Regular status update given by ETIPWind Secretariat to Steering Committee & European Commission via email and / or online meeting and at physical Steering Committee meetings (quarterly).

Below the process is broken down for each type of workshop or dissemination event

#### **Workshop on topics related to wind energy delivering input to the Horizon 2020 work programme on Societal Challenge 3 Secure Clean and Efficient Energy for 2018-2020**

##### Schedule of activities for programme development.

- A brainstorm (online or physical) session (=the programme meeting) with the ETIPWind Steering Committee will take place in month 3 (March 2016), it will in particular agree on content, format and timeframe of the agenda,
- The speakers and moderators/chairs will be invited from month 5 (May 2016) until month 7 (August 2016) by the ETIPWind Operational Group 3, with support from the policy expert and project management assistant,
- The final programme will be approved by the ETIPWindSC and the EC no later than month 5 (May 2016),
- The workshop will take place in June 2016,
- A report with conclusions, agenda and list of participants will be ready one month after the workshop and approved by the Steering Committee.

##### Background for content development

In terms of programme and content, the workshop will take point of origin in structure and content from:

- H2020 project calls for wind 2015-2016,
- The result of the work undertaken in WP 1 and the content of the first status report on short to medium and longer term RD&I priorities based on the analysis of implementation of the SRA and the results of the gap analysis ( Deliverable 1.2 ).
- Wind energy challenges highlighted in the SET Plan Integrated Roadmap,
- Results available from deliverables of tender № ENER/C2/2013/766 "Support to EU wind energy technology development and demonstration, with a Focus on cost competitiveness and smart integration",
- 2014 IEA Implementation agreement of Wind Energy report,
- Status reports available of IRP Wind and other relevant work packages, where needed,

#### **Thematic workshop 1 and 2 on wind energy research and innovation policy related topics**

##### Schedule of activities for programme development.

- Based on the outcomes from the gap analysis performed within Work Package 1, including the discussion with the Steering Committee, and other representatives of the industry and policy level, and other, a concept note for each of the workshops will be prepared for the respective thematic workshops 1 and 2. They will be discussed within the corresponding ETIPWind Steering Committee each time.
- A brainstorm (online) session (=the programme meeting) with the Steering Committee will take place in

month 4 (April 2016) for the first Thematic workshop and month 20 (August 2017) for the second thematic workshop.

- The speakers and moderators/chairs will be invited from month 6 (June 2016) for the first Thematic workshop and month 20 (August 2017) for the second thematic workshop by the Operational Group 3, with support from the policy expert and project management assistant,
- The final programme will be approved by the ETIPWindSC and the EC in June 2016 and October 2017 respectively for each thematic workshop.
- The workshops will take place in September 2016 and December 2017 respectively.
- Reports with conclusions, agenda and list of participants will be ready one month after each workshop and approved by the Steering Committee.

#### Background for content development

For these workshops the following basis will be taken into account to select the topics, set up its structure and content:

- Wind energy challenges highlighted in the SET Plan Integrated Roadmap
- Results available from deliverables of tender № ENER/C2/2013/766 "Support to EU wind energy technology development and demonstration, with a focus on cost competitiveness and smart integration",
- 2014 and following IEA Implementation agreement of Wind Energy report,
- Status reports available of IRPWind,
- Results on the implementation status of the SRA and gap analysis prepared under WP1 and to be published in month 9 (September 2016) and under revision until month 29.
- Conclusions from the R&D workshop on priorities for RD&I under the H2020 Work Programme 2018-2019 organised in September 2016.

#### Potential topics

Among the potential topics that could be discussed the following areas can be anticipated:

- **Grid systems, infrastructure and integration**
  - Wind power grid integration solutions, including energy management and balancing with other renewable sources, control, architectures for provision of ancillary services and standardization
  - Improved long distance transmission systems for on- and offshore wind farms, incl. installation & O&M
  - Energy storage and conversion, including storage at turbine, wind farm and central levels
  - Innovative, comprehensive and re-configurable energy system level test facilities
- **Operation & maintenance**
  - Standardized and validated methods and sensor systems for performance measurement and condition monitoring
  - Improvements in energy yield from wind farms through utilization of adaptive, and interactive and big data control
  - Improvements in reliability and predictability of wind farms
  - Data analysis to improve diagnostics and decision-making
  - Lifetime optimization
- **Industrialisation**
  - Sequential (in order of LCOE-impact) standardisation and industrialisation of requirements, quality standards, materials, processes, manufacturing and handling/logistics of components and systems
  - Standardized component test methods
  - Development of industrialized, scalable methodologies for sustainable end-of-life recycling and disposal
- **Offshore Balance of Plant**
  - Industrialized transport and installation systems
  - Innovative and industrialized offshore towers and foundations, including better understanding of seabed interaction
  - Methodologies for analysis of turbine-substructure interaction on, and station keeping of, floating wind turbines

- Innovative and industrialized offshore substations and cables
- **Non technological aspects of innovation**
  - Regulatory issues
  - Open access
  - Public acceptance

### Dissemination/discussion events

#### Schedule of activities for programme development

- Based on the outcomes from the 2016 and 2017 activities, a concept note for each of the dissemination events will be prepared. They will be discussed at ETIPWind Steering Committee meetings.
- A brainstorm (physical) session (=the programme meeting) with the Steering Committee will take place well in advance of the dissemination events.
- The speakers and moderators/chairs will be invited from 3-5 months prior to the dissemination event by the ETIPWind Operational Group 3, with support from the policy expert and project management assistant,
- The final programme will be approved by the ETIPWind Steering Committee,
- The dissemination events will take place between month 13- 18 and month 25-29 respectively. The D.6.1 will be considered to take place alongside Sustainable Energy Week 2017.
- Reports with conclusions, agenda and list of participants will be ready one month after each event and approved by the Steering Committee,

#### Background for content development

For these workshops the following basis will be taken into account to select the topics, set up its structure and content:

- Results on the implementation status of the SRA and of the gap analysis under preparation to be published in month 9,
- Conclusions from the R&D workshop on priorities for RD&I under the H2020 Work Programme 2018-2019 organised in September 2016.
- Result from the respective thematic workshops organised prior to each dissemination event.
- Wind energy challenges highlighted in the SET Plan Integrated Roadmap.
- Results available from deliverables of tender № ENER/C2/2013/766 "Support to EU wind energy technology development and demonstration, with a
- Focus on cost competitiveness and smart integration"
- 2014 and following IEA Implementation agreement of Wind Energy report
- Status reports available of IRPWind,
- Other events and reports that might arise meanwhile.

### *Event organisation (task 3.2)*

#### *Definition of venue (subtask 3.2.1)*

Choosing the venue requires to know the format of the event, the date, and the budgetary constraints. However, as some of these aspects are not defined until task 3.1 is finalised, an initial mapping of possible venues will start during the drafting of the workshop/event concept note.

Concerning the venues there will be two cases possible: either it has to be organised in Brussels, close to the European Quarter, or could be outside Brussels.

The following events are foreseen to take place in Brussels:

- R&D Priorities workshop on H 2020 to be held in June 2016 (month 6)
- Thematic Workshop 1 and 2 and Dissemination event 1 which will be organised in September 2016 and December 2017 respectively.

Concerning the workshops to be organised in Brussels, WINDEUROPE has already experience working with several

venue providers and is confident to provide a list of candidate venues suitable for hosting the workshops in the format defined for each of them. If such locations would not be suitable or unavailable at the date envisaged, other places will have to be chosen.

WINDEUROPE staff members have experience of holding events in the following venues and these could be added to an initial shortlist:

- SQUARE - BRUSSELS MEETING CENTRE, rue Mont des Arts, 1000 Brussels
- Concert Noble, Rue d'Arlon 82, 1000 Brussels
- Résidence Palace – International Press Center, 155, rue de la Loi, 1040 Brussels
- Bibliothèque Solvay, Leopoldpark, Rue Belliard 137, 1040 Brussels
- Royal Museum of Art and History, Parc du Cinquanteenaire 10, 1000 Brussels
- Silken Berlaymont Brussels, Boulevard Charlemagne 11-19, 1000 Brussel
- Sofitel Place Jourdan, Place Jourdan 1, 1040 Brussels
- The Hotel Brussels, Boulevard de Waterloo 38, 1000 Brussels

The venue of the second dissemination event will be chosen will depend on where the WINDEUROPE annual event will be organised.

### Definition and coordination of logistical needs (subtask 3.2.2)

Within the following subtask, all logistical tasks related to the workshops and events organisation will be performed:

#### Definition of logistical needs (rooms set-up and material)

Following confirmation of draft programme logistical requirements identified for all areas used for the workshop will be agreed:

- Entrance / welcome area
- Cloakroom
- Registration area
- Delegate documentation distribution area
- Catering area (welcome refreshments, breaks, lunch)
- Meeting room
- Breakout room / side meeting rooms as necessary

This should include:

- Delegate seating set-up according to each session style (classroom, theatre, etc.)
- Lighting for room and stage
- Decoration: visual identity of ETIPWind/EC projected on walls/floors and / or visible on banners / flags at entrance, in registration / catering area and in meeting room
- Stage, suitable seating and tables, lectern
- Audio-visual and Information Technology (AV/IT) material: projector, screen, projection computer, switching device (if necessary), pointer/remote control for presentations, fixed/earpiece microphones for presenters, handheld microphones for questions & answer session, loudspeaker system, screen in front of presenters on which they can follow presentations, wireless internet access for delegates, fixed line internet connection if any speaker taking part via video conference / Skype, voting tool to enable participant participation/interaction.
- Catering: menu selection in line with budget, minimum two serving stations to avoid long queues, provision for vegetarians and special dietary requirements
- Additional personnel: registration staff, cloakroom attendants, AV/IT technician
- Wheelchair access, AV provision for hearing devices

#### Coordination and relations with providers for rooms and material needs

Once needs have been defined, providers will be contacted, selected and continuous communication with them will be performed, including the following actions:

- Request for proposal (RFP) from minimum three suitable venues

- Site inspections to venues that submit offers reflecting the requirements detailed in the RFP
- Final negotiations with shortlisted venue
- Venue contract finalised before the event publicly announced (so as not to limit negotiating position)
- For the services that the venue does not supply (e.g. AV/IT, catering, printing, additional staff) WINDEUROPE would ask for quotes from the providers it regularly deals with for Brussels and for the events to be organised outside Brussels, it will work with the providers of the larger event it will coincide with.

The following tools / resources will also be used to ensure the best logistical organisation:

- Contact management system (Microsoft CRM) for recording contact details of and communication with those people external to WINDEUROPE involved in the workshop:
  - Programme development: steering committee members, working groups, etc.
  - speakers
  - target participants (WINDEUROPE mailing lists)
  - workshop participants
  - suppliers
- Registration system (same as used for WINDEUROPE events)
- Work packages log: record of all work packages and sub-tasks so that all can see the status of any work package at any one time.
- Daily log: record of all actions taken, with date, description, work package and person responsible (e.g. invitation sent, venue contract signed, etc.)
- Lessons log: any WINDEUROPE staff member records any issue that arises, with cause, impact, remedial action taken and lessons for rest of the project and / or future projects
- Documentation log: record of all documents and resources relating to the workshop with their location. Purpose is to ensure smooth handover should one team member need to hand over to another at any stage.

### Speaker invitations and coordination (subtask 3.2.3)

The smooth coordination of speakers will be performed through the following process:

- Speakers will be shortlisted before programme meeting,
- Speakers will be selected on recommendations from Steering Committee members who have seen them present or have worked with them.
- After the programme meeting, invitations will be sent to those speakers confirmed
- In cases that a proposed speaker is 'unknown' or if it is decided that an organisation is to be invited but no individual is known, the organisers will contact the person/organisation to have an initial discussion and if interest is confirmed from both sides then the organisers will send the formal invitation.
- At the programme meeting back-up speakers in each slot will be identified. These are then invited if the first choice declines.
- Once written confirmation received from invited speaker, organisers will then discuss practical details such as deadlines for draft presentation outline and final presentation, preparatory online meetings with session chair / moderator, sending photo, biography and arranging travel and accommodation arrangements / reimbursement as necessary.
- Moderators will be selected depending on the session format: whether subject knowledge/reputation/organisation is of primary importance or whether a professional moderator is required e.g. for a panel debate in which panellists can be questioned in an independent / impartial way. WINDEUROPE has worked with multiple moderators of various types:
  - Stephen Sackur, BBC, UK
  - Sonia van Renssberg, Brussels
  - Fiona Harvey, The Guardian, UK
  - Alex Taylor, Euronews / Europe 1, France
  - Dominique Pialot, La Tribune, France
  - Etc.

### Dissemination and delegation invitations (subtask 3.2.4)

This subtask relates to all actions to be taken to properly disseminate the workshops and events, according to the

target audience agreed in prior subtasks and targeted number of 100 participants. The following actions are foreseen:

**Define email marketing recipient list:**

- Segments of WINDEUROPE CRM (40,000+ contacts with an interest in the wind industry)
- Enquiry form on ETIPWind website collecting additional interested contacts (as part of the website functionalities)
- The list of invitees will be approved by the European Commission as per tender specifications
- ETIPWind Steering Committee members asked to spread news about the event via their own networks and those they belong to (online event listings, included in newsletters and in news section of their websites, via their social networks such as LinkedIn)

**Event marketing and communication schedule:**

- Information about the workshop will be communicated publicly according to a defined schedule that will reflect the main milestones, including:
- first announcement save the date (as soon as venue and date confirmed)
- programme online & registration open
- announcing keynote speakers (as and when confirmed)
- final reminder shortly before the event
- highlights of the event as it takes place
- follow up after the event

The following communication channels will be used:

- Web: ETIPWind website with references on WindEurope.org and requested on the websites of ETIPWind Steering committee members
- Email: emails from dedicated ETIPWind workshop email address
- Social media: ETIPWind social media channels (online public discussion forum developed under task 2) relayed via WINDEUROPE channels and requested on the websites of ETIPWind committee members

**Invitation mailings:**

- email invitation template designed according to ETIPWind visual identity and in coordination with ETIPWind website
- email marketing schedule defined according to the marketing and communication schedule
- email campaign reports analysed to improve the content and hence performance of the following emails to be sent:
  - deliverability, open and click-through statistics
  - links clicked
  - 'forward to a friend'
  - unsubscribe requests dealt with

**Online social media and web dissemination:**

- according to the marketing and communication schedule
- relayed on WINDEUROPE channels, other networks that WINDEUROPE is a member of and requested to be sent via those of ETIPWind committee members

**Online registration set-up and coordination**

- WINDEUROPE will use Etouches software for all the events. Etouches is a cloud-based platform to plan events, increase attendance and measure success of events. It is a stable, adaptable, cost-effective and collaborative tool covering registration, marketing, website promotion, surveys, budget control and general project management tools in one single platform.
- Form set-up to collect all necessary information in the most efficient and user-friendly way
- Registration manager assisting delegates via dedicated email address
- Registration system complies with data protection legislation and includes information on this for those registering.

**Workshop focused execution (subtask 3.2.5)**

This subtask defines the roles and responsibilities of the project team for the day of the event. It will guarantee

the workshop is run smoothly and in accomplishes its objectives. It comprises the WINDEUROPE staff early morning “toolbox” meeting, speakers’ briefing sessions previous to their presentations, chairs preparation to run sessions with dynamics that engage attendees and ensure a clear outcome from discussions.

- Staff toolbox meeting – On the day of the workshop, WINDEUROPE staff, venue and other service providers will meet to go through a quick run of the activities scheduled during the day. The purpose of this coordination meeting is ensuring everybody knows what is expected from their roles and who to contact in case of unforeseen situations that cannot be solved on the spot.
- Speaker’s briefing session – Speakers will be asked to meet one hour previously to their sessions with their session chair, who will be responsible to go through the mechanics of the presentation and possible Q&As to prepare for. The Chair will also prepare speakers in the mechanics and dynamics foreseen to ensure a clear outcome is produced in the session. This briefing meeting also serves to ensure presentations are uploaded in the IT, video and audio systems and there are no technical issues

Session chair’s/moderator preparation – Session chairs and/moderators are ultimate responsible for ensuring that on the day of the event participants and audience get added value from the discussions and event dynamics. Preparing their interventions and training their role as guides for many participants is indispensable for this group. WINDEUROPE can provide early trainings on this via telecoms and on-the day on site briefing sessions to rehearse their interventions if needed.

### *Workshop and events follow up (task 3.3)*

#### *Participants satisfactory survey (subtask 3.3.1)*

To assess the quality of the workshops or the dissemination events and be able to improve in future occasions, analyse the adequacy with participants expectations, or receive suggestion for future activities, an online feedback form may be sent to all participants shortly after the workshop (e.g. at end of the day / the morning after).

Questions can focus on collecting information that would be used by ETIPWind for its further activities or for future events. Participants will be asked for their own un-prompted views via free text fields in order to collect qualitative data. The form will not ask for evaluation of items that the organisers can evaluate themselves (catering, AV/IT etc.) or about issues that will not re-occur

#### *Event results consolidation and conclusions preparation (subtask 3.3.2)*

The presentations of the workshop/event will be posted on the website of the ETIPWind the following days of the event (max. one week). Conclusions and proceedings from the events will be prepared by ETIPWind Secretariat, Operational Group 1 (Business Intelligence experts) under the coordination of the Project manager and shall be approved by the Steering Committee. The report will include the agenda, list of participants and detail report on session’s discussions and main outcomes. These will be ready within one month after each event.

## When

W=workshop

E=Dissemination Event

R=Report

M=Meeting

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
<b>WP 3</b>																																	
Task 3.1 Event Content Planning Project Management																																	
Subtask 3.1.1 Set-up Project Team and Event Planning																																	
Subtask 3.1.2 Programme development						W			W									E						W		E							
Task 3.2 Events organisation																																	
Subtask 3.2.1 Definition of Venue																																	
Subtask 3.2.2 Definition and Coordination of logistical needs																																	
Subtask 3.2.3 Speaker invitations and coordination																																	
Subtask 3.2.4 Dissemination and Delegate invitation																																	
Subtask 3.2.5 Workshop focused execution																																	
Task 3.3 Workshops and Events Follow up																																	
Subtask 3.3.1 Participants satisfaction survey																																	
Subtask 3.3.2 Budget control after event																																	
Subtask 3.3.3 Event results consolidation and conclusions preparation									R		R		R											R		R							



## Who

### ETIPWind Secretariat (WINDEUROPE)

This table shows the allocation of resources. The distribution has been made per type of expert involved in the action. Figures indicate the number of man-days allocated to each task and subtask.

	Project Manager-hours	Director & Head of Units hours	Experts hours	Senior Expert	Assistants (Juniors) hours	Total
<b>WP 3 - Workshops and Events Organisation</b>	<b>148</b>	<b>80</b>	<b>530</b>	<b>504</b>	<b>271</b>	<b>1533</b>
Task 3.1 Event Content Planning and Project Management	48	16	48	168	56	336
Subtask 3.1.1 Set-up Project Team and Event Planning						0
Subtask 3.1.2 Programme development (Definition of purpose, structure and content)						0
Task 3.2 Events organisation	80	56	426	168	200	930
Subtask 3.2.1 Definition of Venue						0
Subtask 3.2.2 Definition and Coordination of logistical needs						0
Subtask 3.2.3 Speaker invitations and coordination						0
Subtask 3.2.4 Dissemination and Delegate invitation						0
Subtask 3.2.5 Workshop focused execution						0
Task 3.3 Workshops and Events Follow up	20	8	56	168	15	267
Subtask 3.3.1 Participants satisfaction survey						0
Subtask 3.3.2 Budget control after event						0
Subtask 3.3.3 Event results consolidation and conclusions preparation						0

## ETIPWind Steering Committee (SC)

ETIPWind SC will be actively involved in five deliverables in this Work Package. For each deliverable ETIPWind Secretariat will provide initiating work where after the ETIPWind SC will be invited and encouraged to define, advice, comment and correct on the deliverables.

The essential communication, collaboration and coordination between ETIPWind secretariat and ETIPWind SC are listed below:

- **D. 3.2 Report with conclusions from the workshop on Horizon2020 Energy work programme 2018-2020.**
- **D. 4.2 Report with conclusions from the workshop 1 on wind research and innovation policy related topic**
- **D. 4.4 Report with conclusions from the workshop 2 on wind research and innovation policy related topic**
- **D. 6.2 Report with conclusions from the Dissemination/networking event 1 (1st half of 2017)**
- **D. 6.4 Report with conclusions from the Dissemination/networking event 2 (1st half of 2018).**
  - Set up project team and event planning (subtask 3.1.1)
  - Programme development (definition of purpose, structure and content). (subtask 3.1.2)
  - Speaker invitations and coordination (subtask 3.2.3)
  - Dissemination and delegation invitations (subtask 3.2.4)
  - Event results consolidation and conclusions preparation (subtask 3.3.2)

#### 4.5. Work Package 4 – Organisation of High Level discussion Forum

**Objectives:** Create a forum for continuous dialogue where current and future wind energy RD&I activities can be discussed among key decision makers in the industries at C-level (CEOs, CTOs), Research and policy institutions and the European Commission.

##### Deliverables

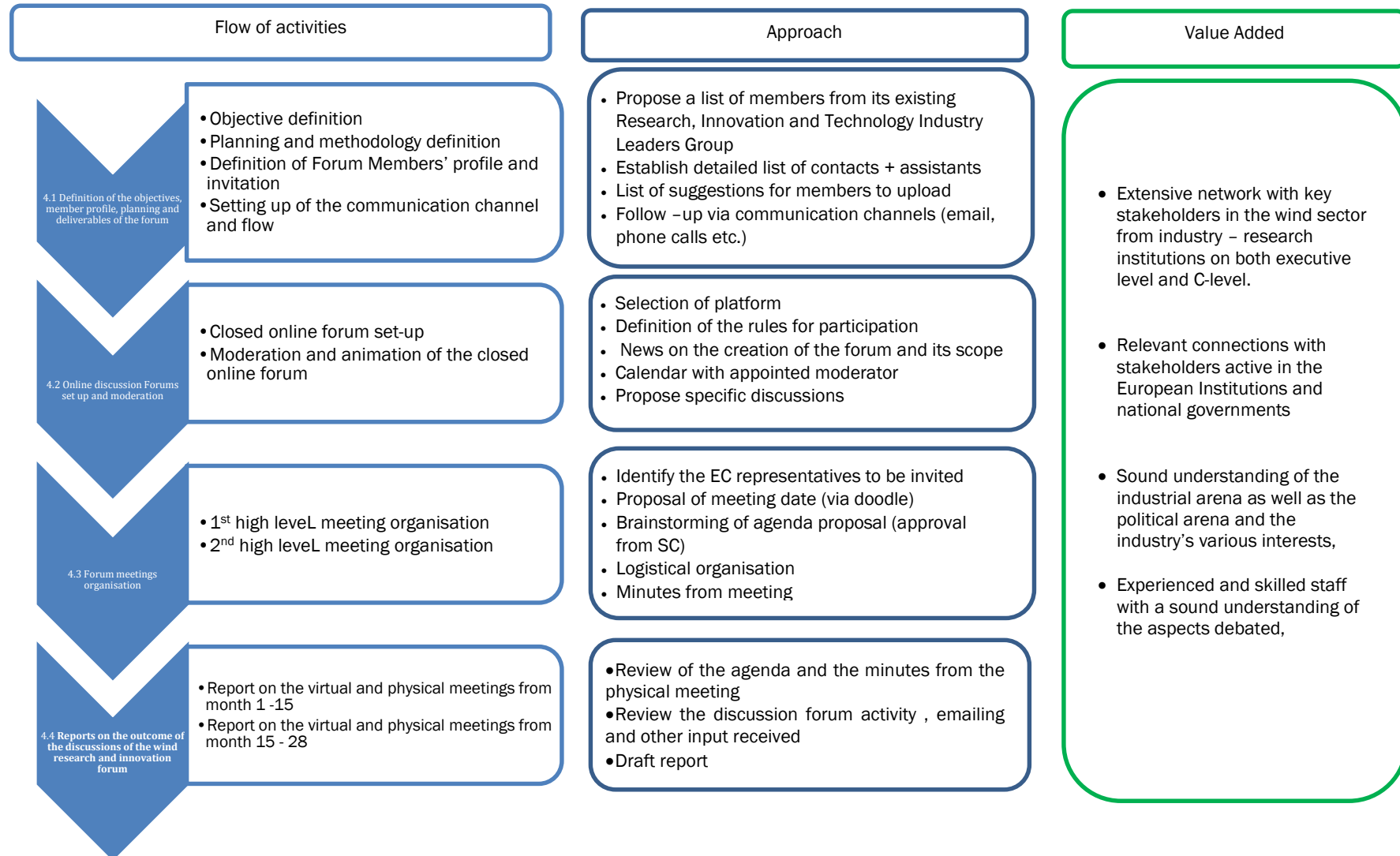
D5.1 Report on outcome of the discussions of the wind research and innovation forum. Delivery in month 15.

D5.2 Report on outcome of the discussions of the wind research and innovation forum. Delivery in month 28.

##### *Introduction to Work Package 4*

This work package will ensure a continuous communication, coordination and (where possible) collaboration among C-level (CEO's, CTOs) representatives from the European Wind Industry, Research and Policy organisations and the European Commission about R&D related activities. This exchange will be permanent via at least 2 high level meetings among these members and the EC.

## How



#### *Definition of the objective, member profile, planning and deliverables of the High-level discussion forum (task 4.1)*

##### *Objective definition (subtask 4.1.1)*

Within this task the exact objective of the forum will be defined by the Operational Group 4 together with the project manager. Based on this first exchange and alignment, the selection of the members, the process how to involve and cooperate with the EC for organising meetings and online discussion will be defined and planned. ETIPWind Secretariat will take point of origin in the existing R&I CTOs Group.

##### *Planning and methodology definition (subtask 4.1.2)*

A planning and detailed methodology on how and when activities will be performed in work package 4 will be prepared by the Operational Group 4 and the project manager according to the detailed objectives agreed in subtask 4.1.1 (Objective definition) This planning will be prepared by end of month 4 (April 2016) of the contract.

##### *Definition of Group Members' profile and invitation (subtask 4.1.3)*

The selection of members for the forum will be very strict. ETIPWind Secretariat will propose a list of members from its existing R&I CTOs Group, constituted in July 2015. That selection could be enlarged to additional members. A process for renewing members in case of one of them stepping out will be foreseen too. Once the list defined, the role and the planning of activities in the forum will be presented to the members in a dedicated occasion (online conference preferably, due to lack of availability from C-level company representatives) to take place before the first high level meeting with the EC. The current members of WINDEUROPE's R&I CTOs Group are the following, it will constitute the main basis for the high-level forum members:

RESEARCH, INNOVATION & TECHNOLOGY INDUSTRY LEADERS GROUP		
COMPANY	NAME	TITLE
RES-LTD	Mike Anderson	CTO
SIEMENS	Ruediger Knauf	CTO
DONG	Jens Jacobsson	Senior Vice President
MHIVESTAS	Torben Hvid Larsen	CTO
EDF EN	Pierre-Guy Thérond	Vice-President New Technologies
SENVION	Martin Knops	Executive vice president Product Development
EON	Jörgen Bodin	Director of Technology and Innovation
VESTAS	Anders Vedel	CTO
IBERDROLA RES	Cristina Heredero	Head of Renewables Technology and Sustainability
A2SEA	Hans Schneider	COO
ENEL GREEN POWER TBC	Fabrizio Bizzarri	Head of Scouting and Selection
LM WIND POWER	Roel Schuring	Vice-President for Engineering (R&D)
EDP RENEWABLES	Rui Chousal	Innovation Director of EDP Renewables
ABB	Pasi Karhinen	Managing Director Business Unit Drives and controllers
TPI Composites	Steve Nolet	Principal Engineer Senior Director, Innovation & Technology
DNV GL	Lars Landberg	Group Leader, Strategic Research and Innovation, Renewables

*Table 6 – List of WINDEUROPE's Research, Innovation and Technology Industry Leaders Group members*

The final list of members will be agreed until end of month 4 (April 2016).

#### Setting up of the communication channel and flow (subtask 4.1.4)

Developing a continuous communication flow with C-level industry representatives can be complex and cumbersome. On the one hand, an online closed discussion forum will have to be developed. On the other hand, additional communication channels and contact with the C-level assistants need to be established. This would ensure a rapid reaction from the forum members, in particular when it comes to the more practical details.

The following actions are foreseen to ensure a good communication exchange:

- Beginning Month 4, April 2016: establish detailed list of contacts + assistants
- Month 4, April 2016: WINDEUROPE Policy Director to inform via e-mail on the high-level group composition, role and expected role to its members.
- Month 5 (May 2016): launch the online discussion forum
- Month 4 to 33: ensure communication via email or closed online discussion forum on behalf of high-level WINDEUROPE staff (Director or CEO levels), to ensure a response from High level forum members.
- Targeted and essential communication.
- When decision or feed-back from High level members is expected, the WINDEUROPE project manager will follow-up with the high-level forum member's assistants (e.g. organisation of high-level meetings).

Although WINDEUROPE will take sufficiently means in order to roll out a virtual exchange of views via subtask 4.1.4 WINDEUROPE will take an extra initiative to gather the forum in a physical sense via task 4.2.

This subtask will be mainly performed by the policy experts.

#### *High-level online discussion Forums set up and moderation (task 4.2)*

As described in work-package 2, in addition to the public online discussion forum, a closed online discussion forum will be set up to ensure a continuous exchange between C-level of industrial enterprises, research and policy institutions, and the EC.

#### Closed online forum set up (sub-task 4.2.1)

**The following actions are foreseen in order to set-up the online forum:**

- Month 4 (April 2016): assessment and selection of the most appropriate online discussion forum platform by the Communication experts, e.g. LinkedIn or a dedicated online forum hosted by WINDEUROPE.
- Month 5 (May 2016): launch of the online forum with the support of the web designer. This will entail: the need to inform the high-level forum members' about the creation of the forum by the WINDEUROPE Chief Policy Director; to provide them with access codes and to explain the forum's modus operandi in a specific email.

#### Moderation and animation of the closed online forum (subtask 4.2.2)

As from the launch of the forum, the RD&I energy policy expert, in the role of the community manager, will draft a calendar of selected communication to high level forum members in order to generate exchange of information and debates. This calendar will be in line with the ETIPWind activities and allow to get feed-back on the various activities undertaken. Either the WINDEUROPE CEO or one of its Directors will be the moderator of this forum. They will be backed in this task for preparation of topics and discussions to be launched by a member of the Business Intelligence Division and a Policy expert at WINDEUROPE.

The online closed forum will be used to exchange on content related activities of the ETIPWind. The community manager will propose specific discussions on aspects of RD&I priorities in order to trigger a reaction and debate among its members.

Depending on the most relevant issue of the moment, discussions may focus on:

- SRA content and how it is being implemented. Results from the discussion will feed the analysis undertaken in the frame of task 1.
- Results from the gap analysis performed in task 1.
- Identified short, medium and long term priorities as well as the upcoming H2020 WP 2018-2020.
- The topic selected for the 1st workshop under task 4 or other major topics affecting wind RD&I policy related aspects.
- Most relevant topics to be addressed at the high level meeting with the EC.

The community manager will ensure that the forum be animated by constant activity (at least twice a year) and will be backed in this task by the project manager to monitor the activity. This will be essential in order to make it an effective and exclusive online communication channel among the high-level forum members.

### *High-level Forum meetings organization (task 4.3)*

Not only will the discussion happen online, but it will be developed through high-level meetings between the members of the forum and the EC.

The purpose of the high-level meetings is to allow for an open exchange among high level representatives from the European wind energy sector and the European Commission.

To ensure a C-level participation in meetings (i.e. CEOs, CTOs), a similar level of involvement is sought from the EC side (i.e. Commissioner and/or Director General Levels). This will not allow for meetings more than once to twice a year.

To make sure the meetings are successfully attended, the following process will be followed, based on the assumption that two high-level meetings will be organised in total:

- Identify the EC representatives who are to be involved in each meeting (DG RTD, DG ENER, other).
- Agree on a firm date for the meeting at least 4 months in advance, i.e. in months 10 to 11 (i.e. November to December 2016) for the first meeting and months 23 to 24 (November to December 2017) for the second meeting (in case only one meeting a year is organised). The date will be determined by the EC officers in dialogue with the WINDEUROPE staff (project manager and Policy Director). The aim will be to coordinate with the selected Commissioners/Director General cabinets and to ensure busy wind sector dates are avoided. The preferred option will be communicated straight away to the high level members and their assistants.

#### *1st high level meeting organization (subtask 4.3.1)*

- From month 5 to 9 (May 2016 to September 2016): definition of the agenda and expected outcomes between WINDEUROPE Directors and EC officers.
- From month 5 to 9 (May 2016 to September 2016): logistical organisation (booking of room in or outside the EC buildings); confirmation and briefing of participants; finalisation of agenda; preparation of relevant documents.
- Online (conference call) briefing of high-level members forum in month 8 (August 2016)
- Organisation of 1st meeting in month 9 (September 2016).
- Preparation of the meeting minutes by WINDEUROPE representatives present at the meeting and communication to the EC and the Forum members within month 10 (October 2016) at the latest.

The policy experts will have the responsibility for coordinating the contact with the EC, they will be supported by the BI expert for developing the background information for meetings, WINDEUROPE's directors/CEO will be involved in this process by agreeing on agenda and participating to the meetings and following it up with the representatives of the high-level forum members.

#### *2nd high level meeting organization (subtask 4.3.2)*

- From month 23 to 25 (November 2017 to January 2018): definition of the agenda and expected outcomes between WINDEUROPE Directors and EC officers; brainstorming on the agenda during the Steering Committee meeting number 9 in month 24 (December 2017).
- From month 24 to 27 (December 2017 to March 2018): logistical organisation (booking of room in or outside the EC buildings); confirmation and briefing of participants; finalisation of agenda, preparation of relevant

documents.

- Online (conference call) briefing of high-level members forum in month 26 (Feb 2018)
- Organisation of 2nd meeting in month 27 (March 2018).
- Preparation of the meeting minutes by WINDEUROPE representatives present at the meeting and communication to the EC and the Forum members within month 28 (April 2018) at the latest.

The policy experts will have the responsibility for coordinating the contact with the EC, they will be supported by the BI expert for developing the background information for meetings, WINDEUROPE's directors/CEO will be involved in this process by agreeing on agenda and participating to the meetings and following it up with the representatives of the high-level forum members.

#### *Reports on the outcome of the discussions of the wind research and innovation forum (task 4.4)*

Two reports presenting the outcomes from both the virtual exchanges and physical meetings will be prepared by the Operational Group 4 and Operational Group 1 under the coordination of the project manager.

These reports will present a summary of discussion exchanges on the online forum as well as agenda and minutes of physical meetings. It is likely that the physical meetings will have more valuable input to the reports than the virtual discussion forum.

The first one will be delivered between month 10 and 15 (October 2016 March 2017) and will constitute D5.1 "Report on outcome of the discussions of the wind research and innovation forum". The second one will be issued in month 28 (April 2018) and will constitute D5.2 Report on outcome of the discussions of the wind research and innovation forum".



## When

W=workshop

E=Dissemination Event

R=Report

M=Meeting

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
<b>WP 4</b>																																	
Task 4.1 Objective, member profile, planning and deliverables of the High-level discussion forum																																	
Subtask 4.1.1 Objective definition																																	
Subtask 4.1.2 Planning and Methodology definition																																	
Subtask 4.1.3 Definition of Forum members profile and invitation																																	
Subtask 4.1.4 Setting up communication channel and flow																																	
Task 4.2 high-level online discussion Forums set up and moderation																																	
Subtask 4.2.1 Closed online forum set-up																																	
Subtask 4.2.2 Moderation and animation of the closed online forum																																	
Task 4.3 high-level Forum meetings organisation																																	
Subtask 4.3.1 1st High level meeting																																	
Subtask 4.3.2 2nd High Level meeting																																	
Task 4.4 Reports on the outcome of the discussions of the wind research and innovation forum																																	

## Who

### ETIP Secretariat (WINDEUROPE)

This table shows the allocation of resources. The distribution has been made per type of expert involved in the action. Figures indicate the number of man-days allocated to each task and subtask.

	Project Manager- hours	Director & Head of Units hours	Experts hours	Senior Expert	Assistants (Juniors) hours	Total
<b>WP 4 - Organise a high level wind research and innovation discussion forum</b>	<b>100</b>	<b>120</b>	<b>171</b>	<b>270</b>	<b>45</b>	<b>706</b>
Task 4.1 Definition of the objective, member profile, planning and deliverables of the High-level discussion forum	25	16	16	40	8	105
Subtask 4.1.1 Objective definition						0
Subtask 4.1.2 Planning and Methodology definition						0
Subtask 4.1.3 Definition of Forum members profile and invitation						0
Subtask 4.1.4 Setting up communication channel and flow						0
Task 4.2 high-level online discussion Forums set up and moderation	25	56	35	70	16	202
Subtask 4.2.1 Closed online forum set-up						0
Subtask 4.2.2 Moderation and animation of the closed online forum						0
Task 4.3 high-level Forum meetings organisation	25	40	40	60	16	181
Subtask 4.3.1 1st High level meeting						0
Subtask 4.3.2 2nd High Level meeting						0
Task 4.4 Reports on the outcome of the discussions of the wind research and innovation forum	25	8	80	100	5	218

### *ETIPWind Steering Committee (SC)*

ETIPWind SC will be actively involved in two deliverables in this Work Package. For each deliverable ETIPWind Secretariat will provide initiating work where after the ETIPWind SC will be invited and encouraged to define, advice, comment and correct on the deliverables.

The essential communication, collaboration and coordination between ETIPWind secretariat and ETIPWind SC are listed below:

#### **D.5.1 Report on outcome of the discussion of the wind research and innovation forum**

- High-level Forum meetings organization (task 4.3)
  - 1st high level meeting organization (subtask 4.3.1). Possible date for execution is week 39 2016 in Hamburg during WINDEUROPE Annual Conference.

#### **D.5.2 Report on outcome of the discussion of the wind research and innovation forum**

- High-level Forum meetings organization (task 4.3)
  - 2nd high level meeting organization (subtask 4.3.2)

## 4.6. Work Package 5 – Overall Contract Management, coordination and final reporting

**Objectives:** Aims at ensuring an effective management of the work and application of a sound quality management, reporting to the European Commission on the contract continuous and final execution.

### Deliverables

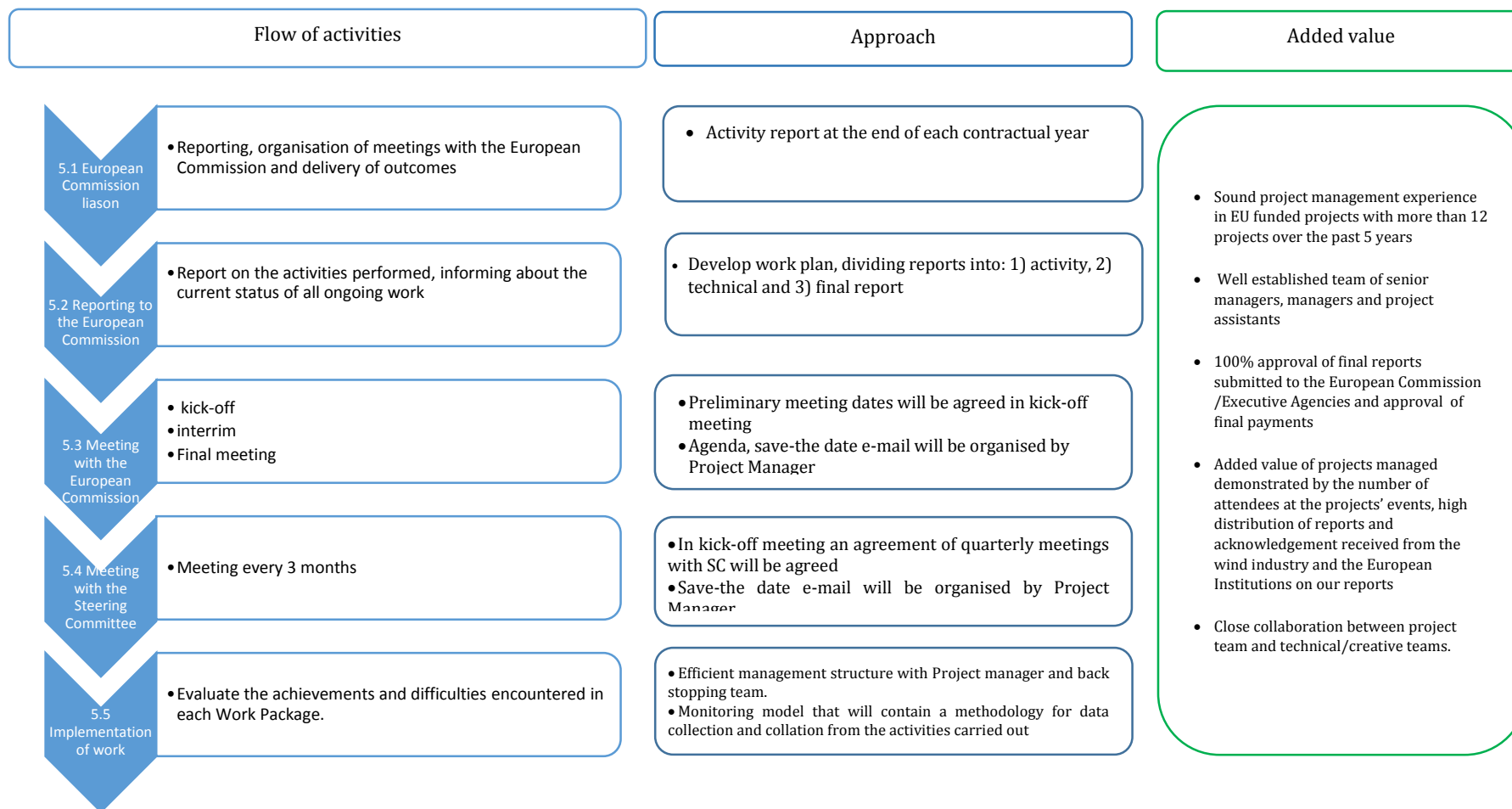
D 7.1 Final Report-Delivered in month 33.

D 7.2 Physical copies of Final report-Delivered in month 33.

### *Introduction to Work Package 5*

Work Package 5 compiles all the management tasks that will assure the efficient delivery of the services.

## How



### European Commission liaison (task 5.1)

This task entails follow up the execution of the activities with the EC and reporting, organisation of meetings with the European Commission and delivery of outcomes assuring their high quality.

The Project Manager will be the single point of contact with the EC for any contractual issue.

### Reporting to the European Commission (task 5.2)

WINDEUROPE (project manager) will periodically report on the activities performed, informing about the current status of all on-going work to the European Commission. This will be done via regular status meetings with the appointed Project Officer in the European Commission (Mr. Matthijs Soede DG RTD Unit G3) as well as via e-mail exchange on relevant status and development of deliverables (see the planned status meetings under “meetings with the European Commission” task 5.3.2).

### Work Plan (subtask 5.2.1)

The Work Plan will be developed by the ETIPWind Secretariat one week after the kick-off meeting. This report will be based mainly on input source:

- Inputs from the kick-off meeting resulting on changes on the presented planning. Meeting dates and proposed agendas may be altered.

### Technical Reports (subtask 5.2.2)

ETIPWind Secretariat will deliver the Technical reports in line with the Tender specification. The list of the technical reports per work package is shown below:

Technical reports specified by tender specifications are:

WP	TECHNICAL REPORTS	MONTH
WP1	D 1.1 Inception report	M01
	D 1.2 Status report on the implementation of the SRA and SET-plan integrated roadmap	M09
	D 1.3 Updated status report on the implementation of the SRA and SET-plan integrated roadmap	M29
WP2	D 2.3 Hand-over report for the website. Delivery in month 30.	M30
	D 2.4 Short reports in which the discussions in the open LinkedIn/website group are reflected.	M06/12/18/24/30
WP3	D 3.2 Report with conclusions from the workshop on Horizon2020 Energy work programme 2018-2020.	M13
	D 4.2 Report with conclusions from the workshop 1, one month after delivery of D4.1.	M12
	D 4.4 Report with conclusions from the workshop 2 one month after delivery of D4.3.	M25
	D 6.2 Report with conclusions from the events one month after delivery of D6.1.	M19
	D 6.4 Report with conclusions from the events one month after delivery of D6.3.	M30
WP4	D 5.1 Report on outcome of the discussions of the wind research and innovation forum. Delivery in month 15.	M10-15
	D 5.2 Report on outcome of the discussions of the wind research and innovation forum. Delivery in month 28.	M28

### Final report (subtask 5.2.3)

At the end of the Contract (M33) the ETIPWind Secretariat will provide a final report (around 64 pages –A4) covering the whole contractual period. The final report will not exceed 100 pages (A4) excluding annexes.

As specifically requested in ToR, the final report will present all results reached at activities done under this tender and will include the strategic research and innovation agenda for the wind energy sector including short, medium and long term R&I priorities.

The final report will follow the structure proposed in the tender specification but will also propose the EC additional sections if considered necessary.

The report shall be composed by at least:

- ▶ **an abstract** of no more than 200 words , both in English and French
- ▶ **a publishable executive summary** of maximum 6 pages, both in English and French the following content:
  - a review of the policy context
  - an overview of the methodology
  - a summary of the results obtained from the data collected
  - an analysis of the data fulfilling the objectives and addressing the main requirements of this call for tenders
  - the main findings
  - the conclusions
  - policy recommendations
  - (as annexes) the data, the main bibliography, other information sources and any graphical material
  - the following standard disclaimer:  
“The information and views set out in this [report/study/article/publication...] are those of the author(s) and do not necessarily reflect the official opinion of the Commission. The Commission does not guarantee the accuracy of the data included in this study. Neither the Commission nor any person acting on the Commission’s behalf may be held responsible for the use which may be made of the information contained therein.”
- Specific identifiers which shall be incorporated on the cover page provided by the Contracting Authority.

In addition to the English proof-read foreseen as part of the quality check procedure for all the reports to be delivered, the abstract and the publishable executive summary will be translated into French (Translation of this two documents will be outsourced)

The final report will be delivered 30 months after the entry into force of the contract.

Following its submission, the Contractor will gather the EC suggestions for improvement (within 30 calendar days) and the revised version of the report will be re-submitted no later than 10 working days for approval.

Following the EC approval the Contractor will provide a total of 300 physical copies (professional printing) of the report in month 33.

The final report, as well as any other publishable report will respect the W3C guidelines for accessible pdf documents as well as logo and graph requirements. Language and format requirements will be carefully checked on the quality procedure set out in section C.

### *Meetings with the European Commission (task 5.3)*

A schedule of meetings will be agreed with the European Commission at the beginning of the contract and will be included on the Inception report (D1.1). Initially, is expected that ETIPWind Secretariat and the EC will meet on a quarterly base in the premises of the Contracting Authority in Brussels to discuss the progress of the deliverables.

The meetings will tentatively take place 1, 4, 7, 10, 13, 16, 19, 22 and 25 and 28 months after the entry into force of the contract.

In addition to the physical meetings, the Project Manager will be in continuous contact with the European Commission for a closer follow up on the execution of the activities.

Taking advantage of its office in Brussels, ETIPWind Secretariat (WINDEUROPE) will schedule and prepare the necessary meetings, to be chaired by the European Commission.

The meetings scheduled will be chaired by the EC with ETIPWind Secretariat support at the Commission's premises. Agendas for the meetings will be proposed by ETIPWind Secretariat; an indicative idea of the programmes are provided below.

#### **Kick-off meeting (M01) (subtask 5.3.1)**

To be held within the first contractual month, the kick-off meeting will set the basement of works to be performed during the first year of the contract and will contribute to discuss the basis for the work plan for the entire duration of the contract. Therefore the agenda of the meeting will include the following items:

- ▶ ensuring that ETIPWind Secretariat has a clear understanding of the terms of the contract and objectives
- ▶ Reviewing the planning of the project with regard to time schedule of reports and milestones per WP.
- ▶ Agreeing on specific details such as the dates of the events, workshops etc.

#### **Project meetings (months 4/7/10/13/16/19/22 /25/28) (subtask 5.3.2)**

Project meetings will be held at European Commission's premises, being the following topics (among others) discussed in them:

- ▶ Overall contract analysis, especially aspect regarding the Secretariat performance
- ▶ Monitoring of the activities per Work package (Milestone and KPI analysis)
- ▶ SIP implementation status assessment, identifying Secretariat's potential concrete actions.

A final technical meeting is foreseen in M28 to agree on the remaining technical aspects of the contract implementation and develop the final report.

#### **Final meeting (M33) (subtask 5.3.3)**

A final meeting will take place in M33. The final meeting aims at assessing the execution of the contract by the ETIPWind Secretariat and discuss the last terms of the hand-over protocol if required.

The meeting will also serve to present the conclusions extracted during the project and present the final report.

#### **Meetings with the ETIPWind Steering Committee (task 5.4)**

WINDEUROPE will hold regular meetings with the management bodies of the ETIPWind.

In particular:

**Meetings with the ETIPWind Steering Committee:** 12 quarterly meetings are foreseen (in months 1/4/7/9/12/15/18/21/24/27/30/33) meetings will take place physically in Brussels.

**Executive Committee meetings:** Regular telco meetings are foreseen during the implementation of the action.

#### **Organisation of ETIPWind Secretariat internal meetings (task 5.5)**

The Project Manager will call and chair the internal team meetings. Meetings will be held physically in Brussels.

The meetings will be composed by the Project Manager (Chair), the Work Package Leaders and Operational Group members.

In addition, the Project Manager will hold regular meeting with the Work Package Leaders of each Operational Group.

The overall objective of this task is to **run an efficient management structure** that will match the managerial and administrative support needed by the Operational Groups.



The Project Manager supported by the backstopping team will ensure a fluid communication between all Operational Groups, thus facilitating the achievement of the objectives.

The monitoring of activities will be carried by the Project Manager through regular internal meetings with the Operational Groups. For this, the minutes of all meetings will contain a monitoring point that shall cover the description of the actions carried out within the period of monitoring, including:

- ▶ Technical issues. Description of the technical actions, major achievements completed and work done during the period.
- ▶ Management issues. Description of the management issues.
- ▶ Outputs. List of the documents and outputs delivered during this period.
- ▶ Problems and deviations from the plan. Explain the problems of technical nature (implementation problems, delays in executing a technical activity, difficulties in a meeting organisation...), the management problems, and corresponding corrective measures suggested for the following periods.
- ▶ Activities planned for following period. Description of the activities and responsible person for the actions to be carried out during the following monitoring period.
- ▶ Dissemination. Description of the dissemination activities carried out, i.e. audience reached, feedback obtained, membership statistics, etc.

The evaluation of the completed activities shall be reflected in the activity reports.

## When

W=workshop

E=Dissemination Event

R= Report

M= Meeting

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33
WP 5																																	
Task 5.1 European Com- mission Liaison																																	
Task 5.2 Reporting to the EC																																	
Subtask 5.2.1 Workplan		R																															
Subtask 5.2.2 Technical reports																																	
Subtask 5.2.3 Activity reports											R												R										
Subtask 5.2.4 Final report																																R	
Task 5.3 Meetings with the EC																																	
Subtask 5.3.1 Kick-off meeting	M																																
Subtask 5.3.2 Interim meeting													M																				
Subtask 5.3.1 Final meeting																																M	
Task 5.4 Meetings with the ETIPWind Steering Committee	M		M			M		M			M			M			M			M			M			M			M			M	
Task 5.5. Organisation of ETIP Secretariat internal meetings																																	

## Who

### ETIP Secretariat (WINDEUROPE)

Considering the staff that shall work in the development of the Secretariat; in the next table is shown the allocation of time and resources. The distribution has been made per type of expert involved in the action. Figures indicate the number of man days allocated to each task and subtask.

	Project Manager	Director/ CEO	Business Intelligence Expert	Energy Policy Expert	Web Master	Graph designer	Communication Expert	Event Expert	Project assistant	Total
<b>WP 5 – Overall Contract Management, coordination and final reporting</b>	<b>48.5</b>	<b>12.0</b>	<b>1.0</b>	<b>20.9</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>25.6</b>	<b>108.0</b>
Task 5.1 European Commission Liaison	10.0	1.0	0.0	10.0	0.0	0.0	0.0	0.0	7.5	28.5
Task 5.2 Reporting to the EC	12.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	3.8	16.3
Subtask 5.2.1 Workplan	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.9	6.9
Subtask 5.2.2 Technical reports	2.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	3.1
Subtask 5.2.3 Activity reports	2.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	3.1
Subtask 5.2.4 Final report	2.5	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.6	3.1
Task 5.3 Meetings with the EC	10.0	0.0	0.0	4.9	0.0	0.0	0.0	0.0	4.9	19.8
Subtask 5.3.1 Kick-off meeting	3.8	0.0	0.0	1.9	0.0	0.0	0.0	0.0	1.9	7.5
Subtask 5.3.2 Interim meeting	3.1	0.0	0.0	1.5	0.0	0.0	0.0	0.0	1.5	6.1
Subtask 5.3.1 Final meeting	3.1	0.0	0.0	1.5	0.0	0.0	0.0	0.0	1.5	6.1
Task 5.4 Meetings with the ETIPWind Steering Committee	10.0	1.0	0.0	6.0	0.0	0.0	0.0	0.0	2.0	19.0
Task 5.5. Organisation of ETIP Secretariat internal meetings	6.0	10.0	1.0	0.0	0.0	0.0	0.0	0.0	7.5	24.5

### *ETIPWind Steering Committee*

ETIPWind SC will be actively involved in one deliverable in this Work Package. For this deliverable ETIPWind Secretariat will provide initiating work where after the ETIPWind SC will be invited and encouraged to define, advice, comment and correct on the deliverables.

The essential communication, collaboration and coordination between ETIPWind secretariat and ETIPWind SC are listed below:

#### **D.7.1 The final report**

- Final report (subtask 5.2.3)
  - Kick-off meeting (M01) (subtask 5.3.1)
  - Meetings with the ETIP Steering Committee (task 5.4)
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