



URBANITE

**Supporting the decision-making in urban transformation with
the use of disruptive technologies**

Deliverable D7.2

Communication, Networking Plan and Dissemination Strategy

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| Abstract: | This deliverable has a threefold goal. Firstly, it will describe the project dissemination strategy to be adopted throughout the project lifetime. Secondly, it will define the way in which the different communities (scientific, commercial, general public) will be targeted, as well as the social media will be used. Finally, it will detail the specific plan for networking activities with external entities, including the specific working group this project will participate. |
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Terms and abbreviations

| | |
|-----|---|
| AP | All Partners |
| CEA | Communication Expected Actions |
| CF | Communication Flowchart |
| CM | Communication Materials |
| DEA | Dissemination Expected Actions |
| DF | Dissemination Flowchart |
| DM | Dissemination Materials |
| DoA | Description of Actions |
| DT | Dissemination Team |
| EC | European Commission |
| GA | General Assembly |
| ICT | Information and Communications Technology |
| ITS | Intelligent Transportation System |
| KPI | Key Performance Indicator |
| KR | Key Result |
| NF | Networking Flowchart |
| NI | Networking Initiatives |
| NT | Networking Team |
| PA | Public Administration |
| PC | Project Coordinator |
| SEO | Search Engine Optimization |
| URL | Uniform Resource Locator |
| WL | Work Package Leader |
| WP | Work Package |

Executive Summary

This deliverable describes the dissemination, networking and communication strategy that will be followed during the project lifetime, in order to adopt the best measures for maximizing the impact of the project to a wide audience.

This document has three main sections, each one dedicated to one of the specific processes, namely: Dissemination, Communication and Networking. In each of these sections, an overview of the objectives, the target groups that will be addressed by means of key messages, and outlines which adapted tools, materials and channels will be used. This strategy also clarifies how the various tools and approaches will enhance the project visibility. Key relevant areas of interest and events are identified, suitable for outreach towards the outside world, together with appropriate media, which can be used to enhance the project's visibility. The responsible teams and their expected actions are also described along with the assessment and evaluation procedure to ensure the effectiveness of the activities.

This deliverable is part of WP7, a work package that coordinates the communication and dissemination activities on the project, and which aims to ensure proper communication and dissemination of the project results in order to maximize the impact of the project.

This document will guide the dissemination, networking, and communication activities through the project duration. Based on the strategy defined in this deliverable, the further steps towards the proper communication and dissemination of the project results can be taken.

Deliverables D7.3, D7.4 and D7.5 (Dissemination, communication and networking reports due in the twelfth, twenty-fourth and thirty-sixth month of the project, respectively) will explain the dissemination, communication and networking activities executed during the reporting periods as well as the results from these activities and will update project's dissemination and communication plan respectively.

The properly defined strategy will also ensure wide-ranging exploitation of URBANITE's results, described in Deliverable D7.6 (Market, Innovation and Applicability Analysis), and facilitate their extended use in other contexts and projects.

1 Introduction

The necessity of having a strategy for dissemination, networking and communication comes from the purpose of increasing the impact of the project throughout its lifetime: from the early stages by raising awareness towards the social and technical aspects addressed, progressing with finding new collaborations, and creating new opportunities for spreading the results, and ending with the promotion of the outcomes and results achieved (in terms of an integrated platform, results from the pilots and lessons learnt). This strategy is essential to gain the highest impact, visibility, and credibility as possible.

1.1 About this deliverable

This document provides the description of the dissemination, communication, and networking strategy to be carried out on the URBANITE project. For each of these specific aspects, it gives an overview of the following elements: objectives, main target groups, materials that would be used, involved teams, intended actions and the monitoring process of the planned activities (including assessment and evaluation).

The activities detailed in this deliverable will start in the first month of the project and extend until its completion.

All URBANITE partners will collaboratively and actively participate in promoting the project's visibility through the specific activities described.

1.2 Document structure

This introductory chapter provides a brief summary of this deliverable, together with the structure of the present document.

In the second chapter, the project's dissemination strategy is presented, outlining its objectives in the context of the project. A preliminary list of relevant target groups that will be addressed during the project, the key messages and activities per group are also presented along with the identified areas of interest and the dissemination process, including the responsible team, and the main materials to be used for dissemination purposes. An assessment and evaluation strategy are also described here for monitoring the dissemination process.

The third chapter is dedicated to the communication plan and describes the objectives, target groups, involved dialog topic, the dissemination process, responsible team, expected action (from each of the partners) and the primary materials that will be used. An assessment and evaluation strategy with the monitoring methodology for the communication process is also described.

Chapter four explains in detail the networking plan, expected results and target groups, the team, the main initiatives envisioned and the assessment and evaluation strategy of the networking process.

The Conclusions resume this document and its main contributions.

2 Dissemination strategy

URBANITE's dissemination plan is designed to meet the requirements by the European Commission H2020 guidelines on dissemination:

“Dissemination is the public disclosure of the results of the project in any medium. Disclosure may sound passive, like a shop opening, but it is an activity, like a shopkeeper attracting customers. It is a process of promotion and awareness-raising right from the beginning of a project. It makes research results known to various stakeholder groups (like research peers, industry and other commercial actors, professional organizations, policymakers) in a targeted way, to enable them to use the results in their own work. This process must be planned and organized at the beginning of each project, usually in a dissemination plan.” [1]

URBANITE's DoA states that the dissemination strategy shall be designed and implemented as a parallel and complementary activity to the exploitation and sustainability activities of the project's results. The dissemination strategy in URBANITE aims to be continuously improved and evolved along the project timeframe to achieve the target KPIs defined in the DoA and a large overall impact in the research and scientific community. Dissemination activities will be implemented at the partner and project level.

For a dissemination strategy to be effective and to provide relevant and tangible results, URBANITE will adopt a structured methodology with the main aim of:

- Defining the objectives of the dissemination actions and activities, providing an answer to *“what does URBANITE want to achieve with this dissemination action?”*. This will help to define and develop much better the messages that the action intends to deliver.
- Defining what will be disseminated, that is, the *“approach”*, *“assets”*, or *“products”*.
- Identifying who are URBANITE's target groups for dissemination, as well as the language that needs to be used with each stakeholder (e.g. more policy-oriented, more technically oriented, and so on).
- Establishing the roles and responsibilities, as well as the workflow, for the dissemination activities.
- Raising awareness about the project's goals, proposed solution, achievements and results.

2.1 Objectives

The main objective of the dissemination strategy of URBANITE is to achieve the maximum project awareness, seeking means to disseminate and communicate project results to the whole community of stakeholders (scientific community, technological community, public administrations, and citizens), thus raising the awareness.

The dissemination procedures and strategy presented in this document aim to provide guidelines to all URBANITE project members for the implementation of outreach activities. Such procedures also include the identification of the kind of information that will be distributed to URBANITE stakeholders, the phases, purpose and rationale behind them.

The main driver to perform these outreach activities is the creation of awareness towards the project motivation, the problem that aims to solve, with which results and who will benefit from the project outcomes. However, for these messages to be effective, they need to be targeted and customized to the specific needs and interests of the audience. Hence, one of the primary goals of the dissemination activities is to explain to the audience what the URBANITE vision is and then, demonstrate the solution and its benefits at different levels, aiming at a higher

penetration and, ultimately, the exploitation of the underlying concepts and technologies in the (local and regional) public administrations, explaining the benefits that the application of URBANITE can bring in the policy decision making in urban transformation. These activities shall be aligned with the market, exploitation and sustainability activities that are also implemented in parallel.

The primary beneficiaries of URBANITE are public administrations with decision-making competences in the urban development field. However, other stakeholders can also benefit from URBANITE's results, such as ICT providers of public administrations, and the scientific community. While the former are more interested in the functional outcomes of URBANITE, the scientific community's interest will revolve around the use and processing of multiple data sources for artificial intelligence algorithms, both for simulation and prediction, and how these are linked with policy decision-making.

The objectives of the URBANITE dissemination and communication strategy can be summarized as follows:

- To raise awareness on the action's concept, approach, solution, and findings to identified stakeholders (i.e. industry, academia, Public Authorities) using effective communication means and strategies;
- to ensure that all the relevant communities are reached out to in an interactive way, integrating their feedback in different points of the project, e.g., through co-creation sessions, dedicated focus groups, during validation activities, and so on;
- To publish scientific contributions valuable for the research community;
- To participate in appropriate European and worldwide events (workshops, seminars, conferences, etc.) targeted at the public sector and academia with the ultimate goal not only to showcase URBANITE (scientific and technical) results but also to subsequently prepare the way for successful commercial exploitation of the project outcomes;
- To foster cooperation and exchange with other H2020, national and regional initiatives similar to URBANITE.

2.2 Target groups

This section details the main target groups relevant for the dissemination of URBANITE outcomes. These groups will be revisited as the project moves forward and in parallel with the exploitation and sustainability activities so as to keep coherence between those two key strands.

The segmentation of these target groups is needed because each one of them requires different strategies and means. Initially, the following groups are mainly distinguished:

- Public Administrations with competences in the urban development domain. Among the public administrations, another segmentation could be made:
 - Policy-makers
 - Data scientists
 - Civil servants as a whole
- Citizens
- Researchers and the Scientific community
- ICT Industry

2.2.1 Key messages per target group

The previously identified target groups will be addressed using specific key messages because each one of them requires different strategies and means.

- **Public Administrations**, the focus will be on transferring, on the one hand, the recommendations and lessons learned to set up disruptive technologies, and on the other hand, to make them aware of the potential of such technologies for evidence-based, data-driven decision – making in the context of mobility and urban planning;
- **Researchers and Scientific community**, the message will focus on transferring the concepts, algorithms, models, and on how they can be realized with an approach such as the one developed in URBANITE and providing them with means to exploit URBANITE’s approach from the technological perspective;
- **Private sector (ICT Industry) and citizens**, in this case, the goal is to demonstrate the benefits of setting up such as ecosystem as the URBANITE ecosystem, where the private sector lends its data for the benefit of the municipalities and the citizens. The citizens can understand better how the policies are designed through continuous participation in the process.

2.2.2 Dissemination activities per target group

At the time of writing this deliverable, these are the main dissemination activities identified per target group:

Table 1. Dissemination activities per target group

| Target audiences | Key Activities |
|------------------------|---|
| Public Administrations | <ul style="list-style-type: none"> • Dedicated focus groups and workshops: an option to be explored among different stakeholders, other PAs not participating in the project, but interested in a solution like this one, involvement of citizens, third party service providers, data owners, etc. Co-creation sessions at local and European level as well as other events such as the European Regions Week will be used towards this purpose. • Fairs targeted on solutions for the public sector: to demonstrate the added value of a holistic solution such as URBANITE. • Creation of focused dissemination material: creating leaflets and posters to promote the project’s achievements and main outcomes in dissemination and networking events to be attended throughout the project. Existing dissemination material will be updated. • Commercial dissemination: shorter, and more generic but driven communication items (web coverage, flyers, press releases, whitepapers, exhibition stands, magazines and websites focused on open source intelligence, etc.). The key messages will revolve around the value proposition of URBANITE, the benefits it confers, the conditions under which it may be used and how to engage and involve users. The intention is to prepare the market, identify potential collaborators and users and to gather feedback. |
| Citizens | <ul style="list-style-type: none"> • Dedicated focus groups: engagement of citizens, by encouraging their participation in decision – making processes with the public administrations and private stakeholders to improve the policies related to transportation, mobility and urban transformation. |

| Target audiences | Key Activities |
|----------------------|---|
| Scientific community | <ul style="list-style-type: none"> • Scientific dissemination (papers and journals): emphasis on carefully targeted high ranked conferences, scientific workshops, academic papers, and scientific journals (online and print). The main messages shall be about the approach, reference architecture, citizen involvement, management of multiple data sources, improvements gained, and innovations achieved. The intention is to spread the knowledge of the project and promote feedback and synergies on similar solutions. • Exploration of collaboration with/contribution to relevant European Initiatives and projects. URBANITE will seek to collaborate with initiatives launched by the European Commission as well as National Initiatives on the topic. • Commercial dissemination: the scientific community will be approached through the attendance and presentation of the URBANITE project result at various events but also with the previously mentioned communication items (web coverage, flyers, press releases, whitepapers, exhibition stands, magazines, etc.) and publication of the project results in specialised journals and conferences. This audience are expected to be mostly interested in individual components that can be easily reused and integrated into their own products or services. • Creation of focused dissemination material: leaflets, posters and workshop materials will be created to promote the results of the project at various scientific events, communicating the main achievements of the project among the technical and scientific community. |

2.3 Involved areas of interest

URBANITE aims creating a solution that consists of a reference architecture and the implementation of a set of generic components for urban mobility, that can be adapted to the context and needs of each city or region. Complementing that, several best practices and lessons learned will be offered. These lessons learned have as a goal the setup of pathways for those public administrations aiming at deploying a solution like URBANITE.

The main envisaged involved areas of interest which will be disseminated include:

Table 2. Involved areas of interest

| Area of interest | Description |
|--|--|
| Best practices, lessons learned | <ul style="list-style-type: none"> • Circular economy • Participatory Energy Transition • Participatory Mobility Policy • Data governance • Citizen Science |
| Social policy lab | <ul style="list-style-type: none"> • Co-creation and co-design • Urban mobility |

| Area of interest | Description |
|---|--|
| | <ul style="list-style-type: none"> • Social awareness • Disruptive technologies supporting decision-making process • User-driven open innovation • Trust in Disruptive technologies |
| Data management platform (including AI algorithms) | <ul style="list-style-type: none"> • Intelligent Transportation Systems • Smart cities • Digital Government • Artificial Intelligence • Machine Learning • Knowledge modelling • Data management • Big data • Open data |

2.4 Dissemination process

The Dissemination process is the strategic mechanism to coordinate the dissemination activities among all partners, which is described next:

1. As part of the communication, networking and dissemination tasks, a template to report every month, the dissemination activities planned and performed has been created. **All partners are requested to update this dissemination sheet monthly and upload it to the dedicated folder on Alfresco**, the selected repository for URBANITE project. The following inputs are required: Scientific publications, General and business publications, Events, Blog posts, Collaboration & Cooperation with other projects, Press Releases, etc.
2. The task leader, in collaboration with the Project Coordinator or in its defect, a delegated person from the Project coordinator, collects this input, **integrates** it and **creates a one-page table** as summary for easier visualization.
3. This summary is checked and compared against the established KPIs to **monitor compliance**, allowing for a **quick mitigation reaction** if the project is underperforming.
4. In parallel, the KPIs coming from the monitoring tools deployed on the website and social networks are also analysed. This will also allow for an update of the communication strategy concerning dissemination.
5. In case a redefinition of the process is needed, this shall be shared in the **Monthly Telco or General Assembly**.
6. Finally, **all dissemination activities shall be reported in deliverables D7.3, D7.4 and D7.5**.

This flow is illustrated in the following flowchart in section 2.4.2, Figure 1. Dissemination Flowchart.

2.4.1 Dissemination Team (DT)

The planned dissemination team involved in the dissemination activities are detailed next.

Table 3. Contact references for Dissemination Team

| Partner | Contact reference person for Dissemination | Email |
|------------|--|--|
| TECNALIA | Sonia Bilbao Sergio Campos Maitena Ilardia Erlantz Loizaga Eva Salgado | Sonia.bilbao@tecnalia.com Sergio.campos@tecnalia.com Maitena.ilardia@tecnalia.com Erlantz.loizaga@tecnalia.com Eva.salgado@tecnalia.com |
| ALMA DIGIT | Maria Fazio | m.fazio@almaidigit.com |
| MESSINA | Dino Alessi | dino.alessi@comune.messina.it |
| ENG | Isabel Matranga | Isabel.matranga@eng.it |
| FVH | Heli Ponto | heli.ponto@forumvirium.fi |
| FhG | Fritz Meiners Yury Glikman | fritz.meiners@fokus.fraunhofer.de yury.glikman@fokus.fraunhofer.de |
| JSI | Alina Machidon Maj Smerkol | alina.machidon@ijs.si maj.smerkol@ijs.si |
| WAAG | Teska Drosten Denis Costa Sander van der Waal | teska@waag.org denis@waag.org sander@waag.org |
| AMSTERDAM | Nathalie van Loon | Nathalie.Loon@amsterdam.nl |
| BILBAO | Jose Ramón Bernardo | jrbernardo@bilbao.eus |
| MLC | Nerea Rojas | nrojas@mluster.com |

2.4.2 Dissemination Flowchart (DF)

The dissemination flowchart is shown in Figure 1. Dissemination Flowchart.:

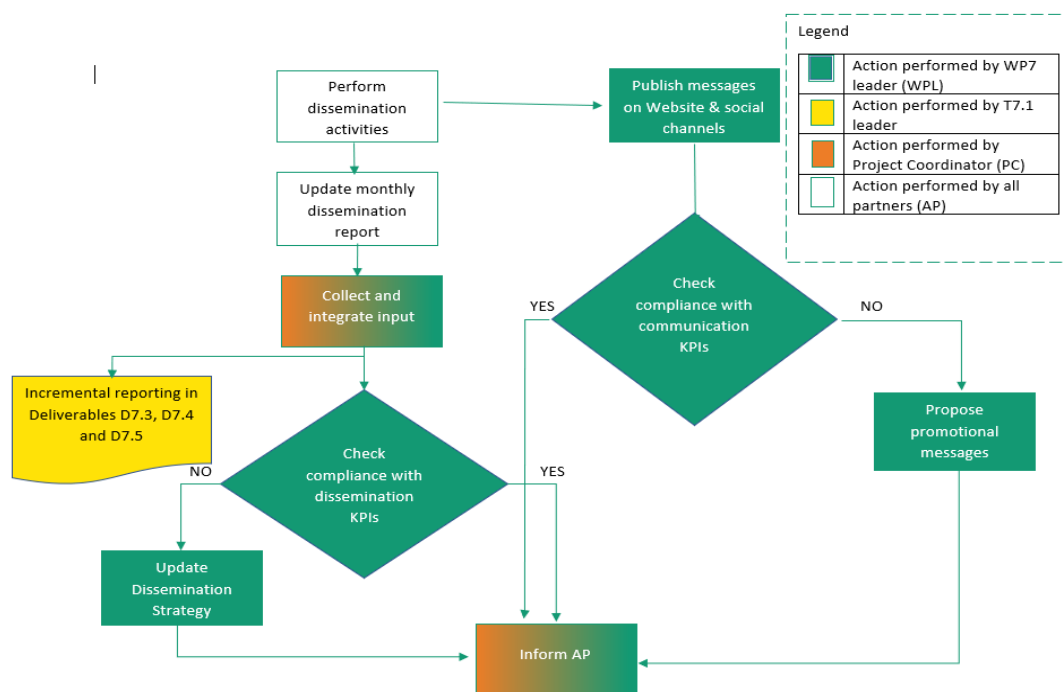


Figure 1. Dissemination Flowchart.

2.4.3 Dissemination Expected Actions (DEA)

A collaborative dissemination strategy is prone to more success than when done by just one organization, as different expertise, target stakeholders and points of view come into play. This is the thought on which URBANITE partners ground Dissemination. The following paragraphs describe the main intentions of each partner regarding the dissemination.

Table 4. Dissemination Expected Actions for each partner

| |
|--|
| TECNALIA |
| TECNALIA will disseminate the results of the URBANITE project through contributing to write scientific papers and journals, in agreement with the project’s global dissemination plan. Additionally, TECNALIA will disseminate the results in Spain and the Basque Country through its marketing services. The dissemination activities by TECNALIA will be focused on the presentation of both project objectives and results at conferences, seminars and workshops, to 1) present the resulting URBANITE solution to other ITS practitioners, 2) present and share the results of the impact of the use of disruptive technologies in the public sector and in the society in general. TECNALIA will also work on the research network building through exchanging knowledge gained in the project with other stakeholders from European research projects on big data analysis, urban mobility policies and co-creation. Additionally, internal dissemination channels within TECNALIA will also be used (Yammer, the TECNALIA Express website, internal blogs, etc.). TECNALIA will also participate in all collaboration activities and concertation meetings organized by the EC in order to find synergies and potential collaboration partners. |
| AlmaDigit |
| Alma Digit’s activities, regarding dissemination strategy, are focused not only in writing scientific papers and journals but programming participation in specific Smart Cities events: <ul style="list-style-type: none"> • “Mobility week” event in Messina (September 2020) • MobyDixit event (October 2020) • MDPI Smart Cities • MDPI Urban Science • ForumPA event • Fiware Summit • Smart City Expo World Congress • “Mobility Week” event in Messina |
| MESSINA |
| Messina Municipality is working about dissemination activities in different ways, preparing and participating in events to discuss about mobility problems/facts and working with AlmaDigit in writing scientific papers. |
| ENG |
| ENG’s dissemination activities will mainly aim at enhancing the project visibility through the participation in conferences and events. In particular, it will leverage on its existing strong links with e.g. FIWARE (https://www.fiware.org/), BDVA (https://www.bdva.eu/) and OASC (https://oascities.org/). ENG will ensure, for example, the visibility of results within BDVA sub group TF7-SG8126 on smart governance and smart cities, of which ENG is a co-leader. |

FVH

The target of FVH's dissemination activities to help that high-quality mobility data becomes involved in traffic planning, help the city of Helsinki to build a platform for mobility data, and also to compose practices that support participation and co-operation between city's representatives and other stakeholders.

FVH's dissemination activities include active communication with stakeholders, civil servants, entrepreneurs and citizens. The most central target group are civil servants, including traffic researchers, traffic planners, urban planners, ICT department, etc. Citizens and entrepreneurs have a smaller role.

When the URBANITE project has ended, the city of Helsinki will continue working with the overcome and findings of the project.

FhG

Fraunhofer FOKUS will mainly resort to presentations for increasing the visibility of URBANITE. As such, the following two events will be attended by FhG in the near future:

- IG20 Digital, 15 October 2020, <https://www.intergeo.digital/page/welcome/5f2705f374d170001b8378fb>
- Fiware Future Mobility Day, 18 September, <https://www.fiware.org/events/future-mobility-day/>

Additionally, FhG will contribute to various newsletters to feature articles regarding URBANITE. Publishing scientific papers will be evaluated once work on the technical components has begun.

JSI

JSI's dissemination activities will mainly involve writing scientific papers and journals. Several papers based on the project results will be submitted to relevant, top-tier conferences and international peer-reviewed research journals in order to spread knowledge about the URBANITE project's results to the scientific community. A list of potential targeted conferences is given below:

- International Information Society multiconference, <https://is.ijs.si/>
- The Intelligent Transport Conference, <https://intelligenttransportconference.com/>
- International Conference on Distributed Computing and Artificial Intelligence <https://www.dcai-conference.net/>
- International Conference on Autonomous Agents and Multiagent Systems <http://www.ifaamas.org/>
- Smart and Sustainable Cities Conference <http://ssc-conf.org/>
- ITS World Congress <https://itsworldcongress.com/>

JSI will also disseminate the results of the project via publications in peer-reviewed scientific journals. Several different journals will be aimed, such as:

- The Informatica Journal <http://www.informatica.si/index.php/informatica>
- IEEE Transactions on Intelligent Transportation Systems <https://ieeexplore.ieee.org/xpl/RecentIssue.jsp?punumber=6979>
- MDPI Smart Cities <https://www.mdpi.com/journal/smartcities>
- MDPI Urban Science <https://www.mdpi.com/journal/urbansci>
- Technological Forecasting and Social Change <https://www.journals.elsevier.com/technological-forecasting-and-social-change>
- Journal of Infrastructure Systems <https://ascelibrary.org/journal/jitse4>
- Cities <https://www.journals.elsevier.com/cities>

WAAG

Waag’s dissemination strategy will seek to strengthen the visibility of the project through the participation in conferences and events. Waag regularly organises events and web series where this project will be mentioned. One of the events where URBANITE will get a special mention is the “We make the city” festival, which Waag co-organize <https://wemakethe.city/nl/>

Amsterdam

Amsterdam dissemination activities will mainly focus on communicating project activities and results during events and working groups and/or relevant networks and projects such as the cities coalition for digital rights, Agenda Digital City, AI innovation network and more. Amsterdam will also write an article on Open Research, a shared platform with knowledge institutions in the city.

Bilbao

Bilbao dissemination activities will be focus on sharing URBANITE pilot relevant results and experience in the city forums they take part as POLIS or EUROCITIES and topic related conferences/events they may participate in.

MLC

MLC dissemination activities will mainly focus on communicating project activities and results as well as share knowledge gained in the context of events, working groups or networks they participate in:

- MLC annually organizes its regional ITS Congress with the participation of different agents related to the mobility and logistics field, including public administrations
- MLC manages a Working Group for public administrations integrated by regional public bodies

MLC participates in events such as ITS European Congress, Smart City Expo World Congress.

2.4.4 Dissemination Materials (DM)

This section describes the envisioned dissemination materials for URBANITE. The table below is structured as follows:

- Means: the media that will be used to raise awareness;
- Purpose: describes the ultimate purpose of such media, which can be for awareness, promotion, engagement or information, or a combination thereof;
- Rationale: the motivation behind using that means.

Table 5. Dissemination Materials

| Means | Purpose | Rationale |
|---|---|--|
| Workshops | Engagement Information | Workshops, virtual and face to face, will be held with stakeholders interested in the topics of URBANITE. These workshops will be either in the frame of wider events but also as part of the project's inherent activities. |
| Conference presentations | Awareness Engagement Promotion | Conference presentations where publications are presented are also an important way to disseminate the project results. Conference presentations will be released through SlideShare, whenever possible. |
| Project showcases, Demonstrations | Awareness Information Engagement Promotion | The goal of these showcases / videos / demos is to present URBANITE development achievements to the stakeholders and receive feedback that will ensure an effective evolution of the project. In URBANITE, showcases will be delivered via a commercial video and, if deemed relevant, through demo videos of the developed tools. |
| Website | Awareness Information Engagement Promotion | The website presents all public information (deliverables, dissemination material, open source) to all stakeholders and target audiences of the project. The URBANITE website shall also include blog posts coming from all URBANITE partners. |
| Newsletter | Awareness Information Promotion | Newsletters provide updates on the advances and activities the project has been working on. The newsletter will be published on the website so it can be reached by a wider audience and publicized through the project's social networks |
| Journal Articles / Conference papers | Awareness Engagement Promotion | URBANITE will seek to publish on open access journals or in its defect, it will release the publications on recognized repositories (e.g. Zenodo, institutional) after the embargo period has elapsed. Scientific papers are vital to demonstrate the innovation of the action in order to be validated by the scientific community. |
| Liaison activities | Awareness Information | Coordination and cooperation with other related European projects or other existing networks. |

2.4.4.1 Leaflet

The leaflet has the main aim of creating awareness of the project and presents the key aspects of URBANITE. Subsequent versions of the leaflet will describe the pilots, the results attained, the benefits and the final solution as a whole. The details of the content that this first version of the leaflet shall contain can be found in D7.1 [2].

The following table summarizes the main characteristics of the URBANITE Leaflet.

Table 6. Main characteristics of the URBANITE Leaflet

| Characteristics | Description |
|--|---|
| Objective | To be distributed in conferences, workshops, and any kind of face to face events |
| Key Message/Content | Briefly present URBANITE, the solution, the pilots, and the potential benefits |
| Target Stakeholder | Visitors to conferences and events. These can be either more research-oriented (e.g. ICT event) or public sector-oriented (e.g. similar to the European Regions Week or PA forum in Italy) |
| Information Required & Level of Detail | 2 pages (+ front and cover). Easy to understand. For a wider community |
| Information Providers | WPs leaders |
| Communication Methods | No specific configurations – Written in the English language. (but sent to all partners as an editable file so each partner can put out a version in their own language for a local more targeted dissemination). The brochure will also be available on the website for downloading and on SlideShare. |
| Activity Required for Production & Delivery | Paper and online |
| Frequency & Timing | Not aligned with project's milestones. Agreed as the project evolves, and results are available. |
| Feedback and Follow Up Activity | Get remarks from the audience and make changes accordingly |

2.4.4.2 PowerPoint Presentation / Template

PowerPoint templates are a key element for the branding of the project. These will be shown in any presentation that the partners will make in the frame of the project, when presenting papers or when attending any event where the project will be introduced.

To achieve that common image from all URBANITE representatives, the PowerPoint template that has been created is shown next:

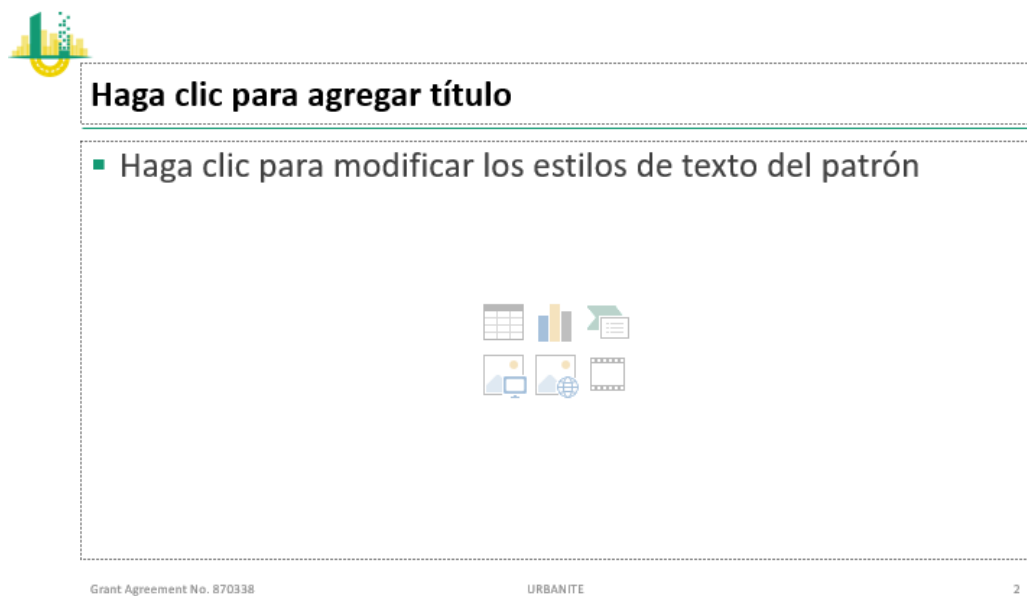
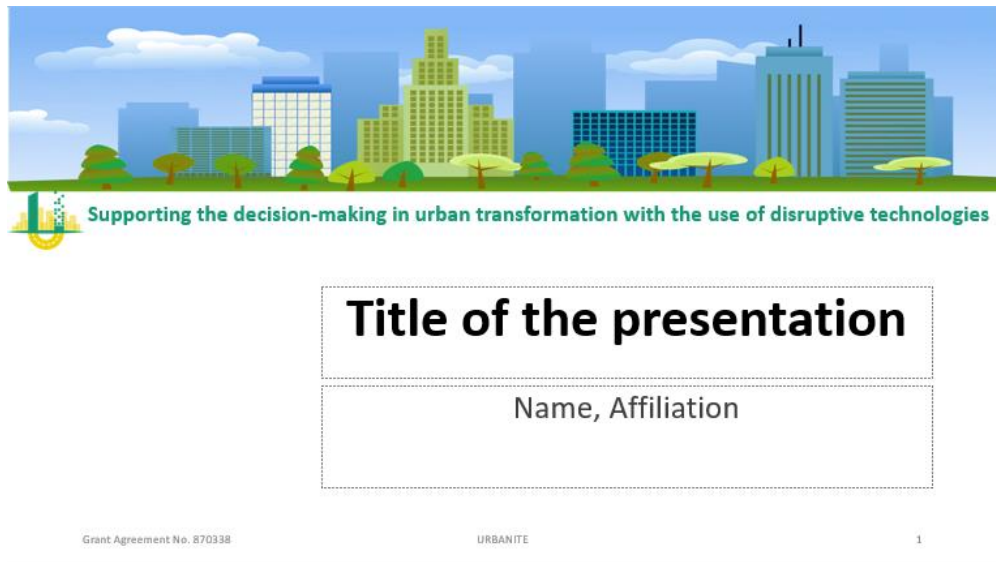


Figure 2. Screenshots of the URBANITE presentation template

Furthermore, a general presentation outline has been created to be used by partners attending events, for internal dissemination purposes, and so on.

The outline of the presentation is depicted in Figure 2. Screenshots of the URBANITE presentation template.

2.4.4.3 Poster

Posters will be also used to promote the URBANITE project (solution proposed, the pilot cities and the benefits) to different events.

Table 7. Main characteristics of the URBANITE Poster

| Characteristics | Description |
|--|---|
| Objective | To be used in conferences, workshops and any kind of face to face events |
| Key Message/Content | Briefly present URBANITE, the solution, the pilots and the potential benefits |
| Target Stakeholder | Visitors to conferences and events. |
| Information Required & Level of Detail | Some of the aspects included are: mission, goal, concept, approach, results, benefits, pilots, target users |
| Information Providers | WPs leaders |
| Communication Methods | PDF – Written in the English language. Available on SlideShare. |
| Activity Required for Production & Delivery | PDF file and online |
| Frequency & Timing | Not aligned with project's milestones. Agreed as the project evolves, and results are available. |
| Feedback and Follow Up Activity | Get remarks from the audience and make changes accordingly |

2.4.4.4 Website

The URBANITE website is a powerful communication and dissemination tool that will be used not only for the proliferation of short but targeted messages but also as a platform where the projects results will be distributed. These results include deliverables, open source software, communication material, and, eventually, publications. The website will be regularly updated as the project evolves. All the details concerning the look and feel, structure and content of the website can be found on Deliverable D7.1 [2].

The following table summarizes the main characteristics of the URBANITE website:

Table 8. Main characteristics of the URBANITE Website

| Characteristics | Description |
|--|---|
| Objective | Provide information about the project with different levels of detail |
| Key Message/Content | What is the mission of URBANITE, the use cases, the results (software, deliverables, publications), blog posts, the solution, participation in events, news, etc. |
| Target Stakeholder | Researchers, technology providers, public administrations and citizens |
| Information Required & Level of Detail | Written in English. Information with different levels of detail. |
| Information Providers | WP leaders, use case leaders, any partner. |
| Communication Methods | English |
| Activity Required for Production & Delivery | Online |
| Frequency & Timing | Revamped as results are available. News and blog posts will be updated on a regular basis |
| Feedback and Follow Up Activity | Feedback from visitors, KPIs coming from Google analytics tools. |

2.4.4.5 Newsletter

URBANITE plans to release three newsletters, once every year. The newsletter will be published on the website and announced through social networks. Newsletters will report the activities that partners have been doing and the achievements of the project.

The following table summarizes the main characteristics of the URBANITE Newsletter:

Table 9. Main characteristics of the URBANITE Newsletter

| Characteristics | Description |
|--|--|
| Objective | Provide details of the project status to relevant stakeholders |
| Key Message/Content | Highlights: major outcomes, links, contacts, dissemination activities, meetings, events attended future work. |
| Target Stakeholder | Key stakeholders at international, EU, national and local levels, on a voluntary basis through the URBANITE site. |
| Information Required & Level of Detail | 1. Social and technological outcomes will be used as part of the newsletter 2. Outreach activities where the project has been present 3. Next steps and activities |
| Information Providers | WP leaders, use case leaders, any partner |
| Communication Methods | Written in the English language |
| Activity Required for Production & Delivery | Online |
| Frequency & Timing | Will be issued: M12, M24 and M30 |
| Feedback and Follow Up Activity | Get remarks from the audience and make changes accordingly. |

2.4.4.6 Showcases

As part of the promotional activities envisioned for URBANITE, three commercial showcases will be created. These showcases will explain in a short duration, what the project is aiming for and which are the benefits. Furthermore, as part of the exploitation strategy a demo showing how the different components of the URBANITE ecosystem work can be expected.

The URBANITE YouTube channel is available at: https://www.youtube.com/channel/UCId-iV8vPr2glOT87SmfLLw?view_as=subscriber, but due to Policy to create a custom URL for a channel, an account must meet the following requirements [3]:

- having at least 100 members;
- existence for at least 30 days;
- having uploaded a photo channel icon;
- have a Channel Design.

The following table summarizes the main characteristics of the URBANITE Showcases:

Table 10. Main characteristics of the URBANITE Showcases

| Characteristics | Description |
|--|---|
| Objective | Explain the concept behind the project and how it plans to solve the problem statement. Also, show demos of the URBANITE ecosystem, data management platform and algorithms, when relevant. |
| Key Message/Content | Highlights: major outcomes, main purpose of the project |
| Target Stakeholder | Public Administrations, ICT PA providers, scientific and technological community |
| Information Required & Level of Detail | For the commercial showcase, easy to understand. For the demo videos, use technical language when needed. |
| Information Providers | WP leaders, use case leaders, all partners. |
| Communication Methods | English language with / or English subtitles. |
| Activity Required for Production & Delivery | Online |
| Frequency & Timing | Issued when relevant |
| Feedback and Follow Up Activity | Views and comments |

2.4.4.7 Journal and scientific papers

The role of the journal and scientific papers publication in the context of the URBANITE project is to promote the project's results and achievements to the scientific community and to engage an academic discussion about the issues addressed.

Table 11. Main characteristics of the URBANITE Journal and scientific papers

| Characteristics | Description |
|--|---|
| Objective | Publish relevant scientific results of the challenges addressed in the urban development field, traffic simulation and prediction, policy-making and so on. |
| Key Message/Content | Scientific results |
| Target Stakeholder | Scientific and technological community |
| Information Required & Level of Detail | As appropriate |
| Information Providers | Technology providers, use case leaders |
| Communication Methods | Written in the required language from the conference / journal |
| Activity Required for Production & Delivery | Complying with the Open Access guidelines |
| Frequency & Timing | Issued as soon as the selected open access guideline allows them |
| Feedback and Follow Up Activity | Views and comments |

2.5 Dissemination assessment and evaluation

All dissemination activities will be evaluated and assessed on a monthly basis, taking as input the monthly dissemination report, which is the main tool defined in the project for the follow-up of dissemination activities.

These activities will be measured against a set of KPIs already defined in the DoA. Any deviations (towards the lower thresholds) will require a reaction and a re-evaluation of the dissemination strategy. This re-evaluated strategy will be presented in the GAs for all the partners to become aware as well as to provide feedback.

2.5.1 Monthly dissemination sheet

As explained beforehand, every month a dissemination report (Annex A – Dissemination monthly report) is collected from each partner. The steps to be followed for this are as follows:

1. Download the monthly template report at the link indicated in the monthly instructions mail
2. Rename the file replacing “_template” text with “_ (<partner name>)”.
3. Fill the report, inserting the activities in right table (e.g. done vs. planned).
4. Upload filled file in folder indicated in the monthly instructions mail.
5. Upload files (photos, subscriptions, or other relevant documents) in dedicated subfolder indicated in the monthly instructions mail as to gather evidence.

Specifically, the report contains the following tables:

Table 12. Monthly dissemination sheet tables

| Name | Description | Scope |
|--|---|---------------|
| List of Scientific publications (announced) | List of publications planned and submitted but not yet accepted | Dissemination |
| Detailed information of Scientific Publications | Publications once they have been accepted | Dissemination |

| Name | Description | Scope |
|---|---|---------------|
| General and business publications (announced) | Everything that cannot be considered scientific. For instance, publication on the partners' websites, interviews on the media, featured articles on the media, press releases, and so on. | Dissemination |
| General and business publications (reported once published) | Everything that cannot be considered scientific once they have been accepted. | Dissemination |
| Events: Conferences, seminars, workshops and webinars (announced) | List of events planned but not yet attended | Dissemination |
| Events: Conferences, seminars, workshops and webinars (reported when attended) | Events once they have been attended | Dissemination |
| Collaboration & Cooperation with other projects or programmes | Projects with which URBANITE partners are collaborating, under which areas and topics, and the status. | Networking |
| Report of the networking activities | Networking activities performed with the existing network, initiatives, alliances, working groups, etc., date, main conclusions and action points. | Networking |
| Press Releases | List of press releases published by means of communication such as newspaper, conferences or specialized magazines | Communication |
| Other Activities (announced) | Keynotes, hackathon, prizes, blog posts etc. planned but not yet done | All |
| Other Activities (reported once done) | Keynotes, hackathon, prizes, blog posts etc. once they have been done | All |

2.5.2 Monitoring procedure

Key Performance Indicators (KPIs) will be used to monitor the progress in dissemination, covering all forms of dissemination with a special emphasis on the results attained rather than the produced quantity. The constant monitoring of the KPIs will allow the exploitation manager, the dissemination and communication task leaders to re-evaluate and modify the dissemination strategy, as mentioned previously. The dissemination activities in URBANITE are understood as an activity to be performed before the commercialization of the solution happens. Dissemination will be stimulated both at the consortium level and partners' level and will revolve around the following methodology: (1) Define what will be disseminated, the dissemination "products" and when (during and after the project), (2) Identify the target groups for dissemination (an initial identification has already been provided beforehand), (3) Establish the appropriate source for the dissemination activities (in terms of roles and responsibilities), (4) Raise public awareness about the project achievements through the most suitable means for communicating with the respective target groups.

Next, the KPIs defined in the DoA are presented. During the GAs these KPIs will be evaluated and revised. During the monthly teleconferences, dissemination activities are also discussed.

Table 13. Dissemination KPIs (source DoA)

| Diss. tool | KPI | Objective | Contingency plans |
|-----------------------------------|---|------------------------------|---|
| Brochures | Number of leaflets/brochures produced | >3 | Specific dissemination and communication WP defined where the production and management of the dissemination material such as the brochures is considered. |
| Conference / Journal publications | Number of publications Scientific journals Scientific conferences | 17 = 2+15 2 15 | Encourage partners to publish papers. Find appropriate events. Contact publishers of peer-reviewed and indexed journals. Search for additional channels. |
| Project posters | Number of posters | 1-2 | Encourage partners to publish posters. Find appropriate events such as ICT Event, European Week of cities and regions among others. |
| Press releases | Number of specialized press releases | 3 | The specific plan for communication will define the way in which the different communities (scientific, commercial, general public) will be targeted, as well as the social media will be used. |
| Project showcases | Number of different demonstration videos produced | 3 | Every time that a prototype is implemented as part of the URBANITE solution, the possibility of creating a video showing it will be considered. |
| Project newsletters | Number of newsletters | 1 per year | The development of the project newsletter will be included in the specific URBANITE communication plan. |
| Attendance of events | Number of events attended | 5 per year | The potential key events interesting for URBANITE will be monitored and reported in every dissemination report. |
| Organization of events | Number of organized events | 1 workshop | Encourage partners to organize or co-organize workshops with relevant stakeholders for URBANITE. A specific task for collaboration with other projects has been included as part of the Dissemination and communication work package. |

3 Communication plan

The European Commission describes communication as:

“Communication means taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences, including the media and the public, and possibly engaging in a two-way exchange. The aim is to reach out to society as a whole and, in particular, to some specific audiences while demonstrating how EU funding contributes to tackling societal challenges.” [1]

URBANITE’s communication activities will foster short but exhaustive messages, easy to understand by all public types, to stimulate people to obtain more information and to increase their knowledge with respect to the project, its achievements and its results. To achieve that, URBANITE will leverage on social networks. These will be used as direct and interactive communication channels with users and adopters of the URBANITE solution. The profiles of the social networks will be regularly updated with news, the status of the project, events and content that are of interest for the topics that URBANITE deal with.

Profiles of social networks have already been created in the first month of the project, with a special focus on Twitter, although other social networks will also be used, such as YouTube, SlideShare, and LinkedIn. After a slow start of the project where partners have been focused on understanding the scope, the focus is now to create, foster and maintain a prolonged and interactive campaign.

3.1 Objectives

The objectives of communication in URBANITE are the following:

- To define and agree on the messages that shall be delivered in terms of structure, visibility, language, and so on;
- To increase the project awareness, both in generalist communities and in specialist ones. In the first citizens, media and so on are included, while the latter considers both the policy makers, civil servants and the technical and scientific community;
- To distribute promotional materials in both specialized and more generalist events;
- To involve (mass) media for the distribution of press releases.

3.2 Target groups

To be able to reach a wide audience to whom share the short messages mentioned previously, the relevant target groups need to be identified. The current categorization, described next, is a first approach that will evolve along with the project timeframe, as the solution scope becomes much clearer. It is to be noted that communication activities run in parallel with dissemination activities (detailed previously) and with the exploitation activities reported in other complementary deliverables.

Stakeholders revolving around the social networks

The largest and most active pool of stakeholders moves around social networks. Social networks have the ability of interacting with such stakeholders continuously. Also, the different profiles of stakeholders in the social networks allow for a wide range of discussions, from more technical to more generalist ones. It is expected that followers of URBANITE’s social networks will be other projects, public administrations (e.g. policy makers) and scholars of public administration topics, urban development experts, third-party service providers, and technical institutions.

Commercial stakeholders

Commercial stakeholders entail the potential exploiters and users of URBANITE’s results beyond the project partners. URBANITE’s modular solution with different expected integration approaches in current public administration systems is expected to reach substantial interest.

General public

General Public refers to all people not included in previous groups. They can be people or citizens initially not interested in the project’s topics or without any technological skills but also other groups of interest (e.g. bloggers, vloggers, etc.).

3.3 Involved dialog topics

URBANITE’s communication activities focused on not such specialized audiences and therefore, they will be oriented towards the description of the URBANITE solution, the algorithms, the lessons learned, pathways and recommendations. In the table below, the main involved dialogue topics and their description are presented.

Table 14. Involved dialog topics

| Involved dialog topic | Description |
|---|---|
| Sharing news concerning tools, lessons learned, deliverables and other achievements | The best way to create awareness in stakeholders is to spread the project outcomes demonstrating the reliability of these rather than existing ones |
| Promotional messages | Massive social networks use for people make this channel a good mean to involve a wide number of stakeholders, so that launching attractive URBANITE post advertisement will capture their attention. |
| General public discussion to comment and stimulate co-creation | Co-creation is one of the key aspects of project, so it’s essential to lead stakeholders to participate in the discussion regarding these aspects can increase awareness around the project |
| Results propagation of projects | Publication of (good) results it’s the easier way to show project benefits and enhance interest in stakeholders. |

3.4 Communication process

Similarly, to the dissemination process, in URBANITE, the communication activities are governed by a process, where 1) each partner identifies the key person involved, who can be different from the one identified in dissemination; 2) a step by step procedure is made known to the consortium; 3) expected actions from all partners are identified; 4) means for communication are detailed and 5) monitoring procedures are described.

3.4.1 Communication Team (CT)

The planned communication team involved in the communication activities are detailed next.

Table 15. Contact references for the Communication Team

| Partner | Contact reference person for Dissemination | Email |
|------------|--|--|
| TECNALIA | Sonia Bilbao Sergio Campos Maitena Ilardia Erlantz Loizaga Eva Salgado | Sonia.bilbao@tecnalia.com Sergio.campos@tecnalia.com Maitena.ilardia@tecnalia.com Erlantz.loizaga@tecnalia.com Eva.salgado@tecnalia.com |
| ALMA DIGIT | Maria Fazio | m.fazio@almadigit.com |
| MESSINA | Dino Alessi | dino.alessi@comune.messina.it |
| ENG | Isabel Matranga | Isabel.matranga@eng.it |
| FVH | Heli Ponto | heli.ponto@forumvirium.fi |
| FhG | Fritz Meiners Yury Glikman | fritz.meiners@fokus.fraunhofer.de yury.glikman@fokus.fraunhofer.de |
| JSI | Alina Machidon Maj Smerkol | alina.machidon@ijs.si maj.smerkol@ijs.si |
| WAAG | Teska Drosten Denis Costa | teska@waag.org denis@waag.org |
| AMSTERDAM | Nathalie van Loon | Nathalie.Loon@amsterdam.nl |
| BILBAO | Jose Ramón Bernardo | jrbernardo@bilbao.eus |
| MLC | Mónica Fanlo | mfanlo@mlcluster.com |

3.4.2 Communication Flowchart (CF)

Communication materials differ from dissemination materials in their type and nature. The communication flowchart presented below defines the communication procedure that the project shall follow. This can be summarized as follows:

1. Communication materials include newsletters, press releases and blog posts.
2. The communication leader will collect the content and study the key messages to be transmitted. While newsletters and press releases are expected to be published every year, blog posts will be published every two weeks and all partners shall contribute.
3. A general presentation shall be created and shared in SlideShare.
4. The profiles from social networks, especially Twitter, will be used as the lead traffic creator towards the URBANITE website and shall promote the release of a blog post, a new deliverable, an event in which a partner will participate, etc.
5. Website visits will be measured with Google Analytics. Twitter statistics with the own tools provided by Twitter (in its free version).
6. Finally, all activities and indicators will be collected and reported in D7.3, D7.4 and D7.5.

The flowchart is depicted next:

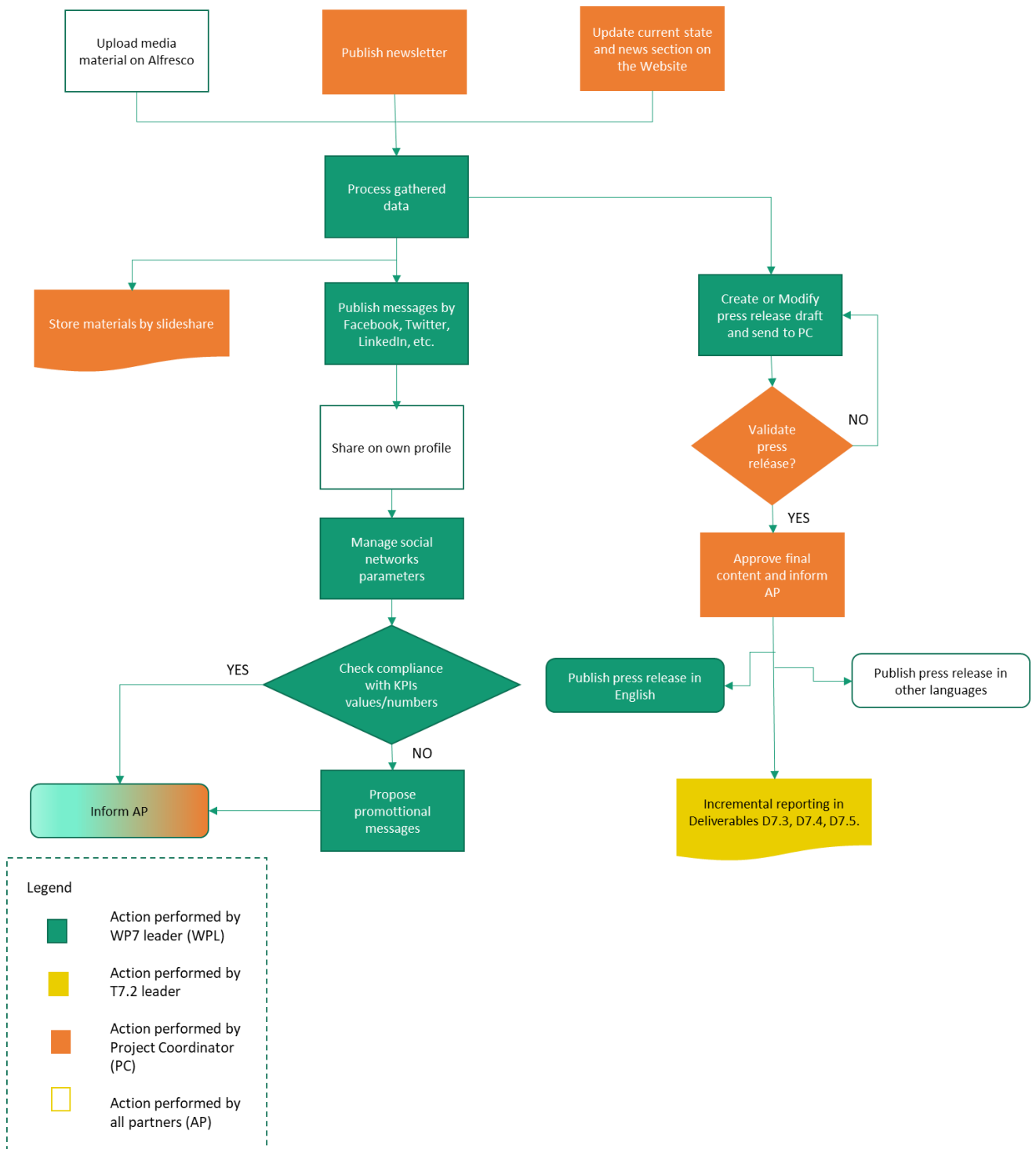


Figure 3. Communication Flowchart

3.4.3 Communication Expected Actions (CEA)

Following the same approach as in dissemination, the following table summarizes the main actions that each partner will tackle to communicate the project activities and its results.

Table 16. Communication Expected Actions for each partner

| |
|---|
| TECNALIA |
| TECNALIA will be active in all the social networks profiles, sharing all the issues that are relevant for URBANITE. TECNALIA will try to encourage the participation in the URBANITE social networks of all the relevant stakeholders of the project. TECNALIA as project coordinator will support the exploitation manager in the management and monitoring of the social networks' profiles. |
| AlmaDigit |
| Alma Digit's communication activities will involve the use of its social network account and webpage <ul style="list-style-type: none"> • on Facebook <i>@almadigit</i> • website www.almadigit.com |
| MESSINA |
| Messina Municipality's communication activities will be performed in heterogeneous ways involving different channels. In particular, the municipality will communicate events, news or other activities about the URBANITE project via: <ul style="list-style-type: none"> - institutional website of the Messina Municipality https://comune.messina.it/ - using Facebook channels associated to the municipality (ex. URBAN LAB Messina <i>@messinaurbanlab</i>) or publishing contents in Twitter social network via Digiplace URBACT - Health & Greenspace account (<i>@urbacthealthgreenspace</i>) |
| ENG |
| ENG communication activities will focus on the use of its online channels: <ul style="list-style-type: none"> • Website: https://www.eng.it/ • Twitter: https://twitter.com/EngineeringSpa • Facebook: https://www.facebook.com/gruppo.engineering • LinkedIn: https://www.linkedin.com/company/engineering-ingegneria-informatica-spa |
| FVH |
| The most used medias are social media (FVH's Twitter, Facebook, LinkedIn), City of Helsinki intra website (Helmi), FVH's URBANITE webpage (https://forumvirium.fi/urbanite/), FVH's webpage (www.forumvirium.fi) and direct emails. FVH has permission to use Helsinki material bank photos in communication. Keywords for FVH's media screening are URBANITE2020 and URBANITE. |
| FhG |
| The Fraunhofer Institute for Open Communication Systems will do the following actions to communicate the project activities: <ul style="list-style-type: none"> • Fraunhofer FOKUS website. FOKUS will write articles and publish them in the news section of the institute's website (https://www.fokus.fraunhofer.de/en/fokus/news) • Twitter. The Feed of our institutes Twitter channel will also publish updates about URBANITE progress and provide links to further information. • Newsletter. A FOKUS newsletter from our department is published at regular intervals. It has numerous subscribers from research and industry and will inform them about the project (interim) results. |

| |
|---|
| JSI |
| <p>JSI's communication activities will involve the use of different channels such as: social accounts, webpage, presentations on TV channels, press releases, etc.</p> <ul style="list-style-type: none"> • Social media. JSI will publish content related to the Urbanite project via its social media channels on Facebook. • DELO. JSI will promote the Urbanite project in DELO, which is one of the biggest national newspapers in Slovenia (https://www.delo.si/) • JSI's webpage. JSI will upload content related to the Urbanite project to the Institute's website page (https://ijs.si/ijsw). |
| WAAG |
| <p>Waag's communication activities will take place through the use of different channels as: social media accounts, webpage, and blogs.</p> <ul style="list-style-type: none"> • Social media: https://www.facebook.com/waagsociety; https://twitter.com/waag • Waag website: https://waag.org/ |
| Amsterdam |
| <p>Amsterdam will focus its communication activities on campaigns and events for stakeholder engagement and when possible also on social media campaigning and/or press releases to communicate relevant city pilot results or inspiring portraits of participants.</p> |
| Bilbao |
| <p>Bilbao, with the support of MLC, will focus its communication activities on campaigns for stakeholder engagement and when required, press releases to communicate relevant city pilot results.</p> |
| MLC |
| <p>MLC communication activities related to URBANITE will be done through their current channels:</p> <ul style="list-style-type: none"> • social accounts (Twitter, LinkedIn, Facebook) • newsletter sent periodically to the cluster network • MLC's website <p>Support Bilbao pilot site in specific communication campaigns for stakeholder's engagement or press release to communicate site results when required</p> |

3.4.4 Communication Materials (CM)

Following the same approach as in dissemination, next the purpose of the communication materials is described.

Table 17. Communication materials

| Means | Purpose | Rationale |
|-------------------------|---|--|
| Logo | Promotion | The URBANITE logo represents the brand of URBANITE and represents the vision and concept. |
| Press release(s) | Awareness Information Promotion | Publicize the project to a more general public. |
| Social Media | Awareness Information Engagement Promotion | Participation in social media provides great visibility of the project. A digital strategy making the most of the power that social networks provide is defined later on in this document. |

| Means | Purpose | Rationale |
|-----------------------------|--|--|
| Blog | Awareness Information Engagement | Spark stakeholder’s interest and once attention is captured, take it to the next level. The blog posts will be regularly updated to reflect the latest developments, results, upcoming events etc. The URBANITE Blog will serve two main purposes: to disseminate and to attract visitors to the web. |
| Promotional material | Promotion | Discussed beforehand. The promotional material consists of leaflets, flyers, brochures, and eventually, posters. These will be initially presented in English, but partners can translate it into their own languages. This promotional material will be downloadable from the website to be distributed in conferences, workshops, etc. |

3.4.4.1 Logo

In this section, the description and the meaning of the logo will be explained in relation to the project’s purposes.

The URBANITE logo is presented next in two different formats:



Figure 4. URBANITE logo

The meaning of the logo is as follows; the ‘U’ represents the initial letter of the acronym of the project, URBANITE. The goal of supporting decision–making towards a more sustainable urban development is reflected in the green left side of the logo, which represents ‘the green aspects’ of using more sustainable transportation means, while the yellow road represents the road to change. The buildings in the back represent the cities.

3.4.4.2 Press Release

As part of the communication activities envisioned for URBANITE, publications in popular press will be done multiple times during the project (e.g. when an event is organised, or when final results are known, for example).

Table 18. Main characteristics of the URBANITE Press Release

| Characteristics | Description |
|--|--|
| Objective | Provide details of the project goals and status in different stages of the project. |
| Key Message/Content | Objective of URBANITE, Problem statement, who will benefit and what it will /has deliver(ed) |
| Target Stakeholder | Public administrations, cities. |
| Information Required & Level of Detail | Approach and results. The press releases must be written using a vocabulary easy to understand |
| Information Providers | WP leaders, use case leaders |
| Communication Methods | Written in English, German, Spanish, Finnish, Dutch and Italian |
| Activity Required for Production & Delivery | No specific configurations. Using the partners' networks appropriately for a wider targeted outreach |
| Frequency & Timing | Will be issued in M12, and M33 |
| Feedback and Follow Up Activity | Feedback from readers |

3.4.4.3 Digital Strategy

A digital strategy is the process of identifying and articulating messages on digital media with the objective of increasing the competitive advantage of an organization. As BCG states: *“a smart digital strategy, like [a] traditional business strategy, is about making wise investment choices to maximize competitive advantage, growth, profit, and value—and then implementing with discipline”* [4].

Existing literature for the creation of a digital strategy is mostly focused on companies and products and not so much on projects. In the case of a project like URBANITE, the goal of the digital strategy is to maximize the impact of the project's results, so these become sustainable in the midterm. The focus is business to business rather than business to consumer and this calls for Inbound Marketing.

Inbound marketing is a strategy based on three pillars:

- **SEO (Search Engine Optimisation):** search engine positioning or optimisation.
- **Content Marketing:** web, blogs, videos, webinars, infographics, documentation generated from the project activities, etc.
- **Social Media marketing:** networking.

These three pillars will work in an integrated way and will be part of a global strategy in which all the actions, channels and techniques are combined to enhance the reputation and the results attained by URBANITE and to achieve a higher online visibility.

Inbound marketing techniques are complemented with leads qualifications. Lead qualification is the process of categorising a qualified sales or marketing lead as a customer who has been contacted and has engaged with the sales and marketing team, and so is further along the sales

process than other leads [5]. In the case of URBANITE, the qualified leads will be those that stay longer than 2 minutes on the website (see KPIs) and also the leads converted as indicated by Google Analytics, the main monitoring tool that URBANITE will use in this respect.

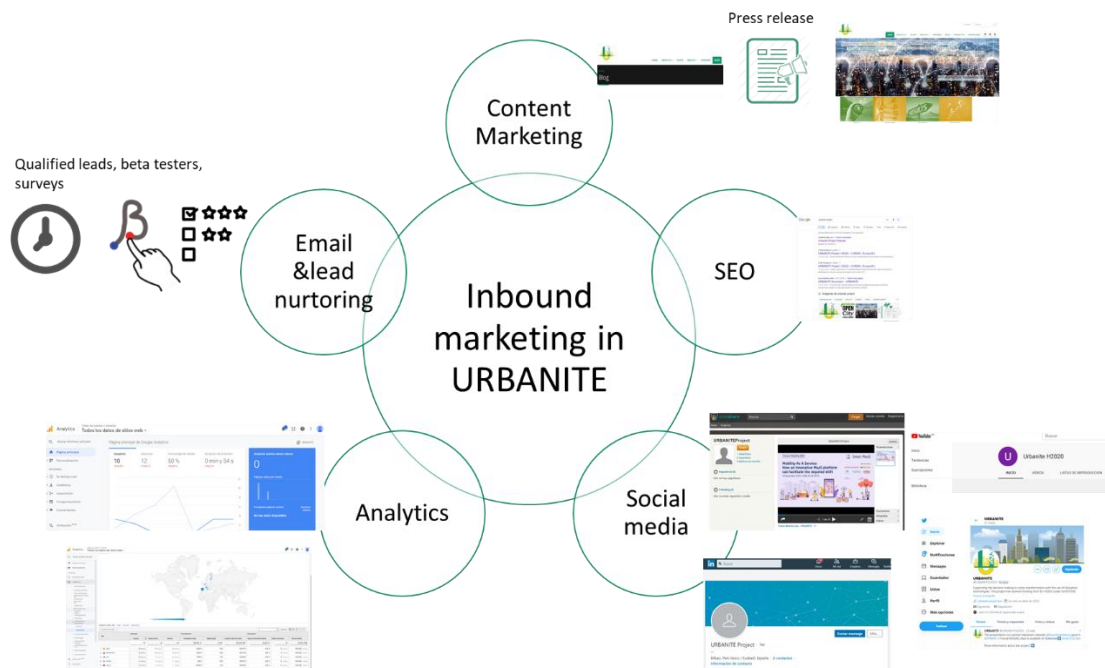


Figure 6. Inbound Marketing

To realize the Inbound marketing strategy, an inbound marketing methodology is defined, which is depicted next.



Figure 7. Inbound Marketing Methodology (picture source [6])

The methodology can be explained as follows:

1. **Attract** visitors: the main objective is to attract (qualified) traffic to the website by means of:
 - a. Social networks: sharing relevant content for the different target groups, both contents generated inside and outside of the project
 - b. Blog posts

2. **Convert:** once the traffic has been generated, these visitors need to be transformed to potential leads by analysing what is happening on the landing pages, the blog and the microsites.
3. **Close:** seek to turn those qualified visitors into potential clients, through
 - Targeted recruitment of participants for URBANITE activities (e.g. beta testing campaigns, surveys, others);
 - Participation in the URBANITE digital community through social networks.
4. **Delight:** ensure that the visitors return to the website and are promoters of the project. To achieve this, URBANITE must offer content of added value. This will aid in creating a more robust and engaged relationship with the visitors.

3.4.4.3.1 Objectives of the Digital Strategy

The digital strategy is another tool that URBANITE will use to reach the objectives defined in all three main sections of this document, namely dissemination, communication, and networking, and complementary to the traditional communication strategy.

The objectives of the digital strategy prioritized by level of contribution are:

- **Branding:** Create a specific brand image and, by extension, achieve a good positioning in the SEO.
 - To disseminate information about URBANITE, an EU funded project, and its results.
 - To generate exposure and raise awareness of the URBANITE brand among potential users and stakeholders.
- **Engage:** To engage the stakeholders in URBANITE activities.
- **Coordinate:** To coordinate with other projects, initiatives and networks related to URBANITE to maximise its impact.

3.4.4.3.2 Channels or communication vehicles

This section describes the main channels that will be used for the digital strategy. These include, for the time being:

- **The URBANITE Website** presented in D7.1 and already discussed previously on this document.
- **Blog:** the blog in URBANITE is a part of the web and it has a double goal: disseminate and attract. The effort on the blog is focused on the creation of content that generates leads. The goal is to spark the stakeholder's interest and once attention is captured, take it to the next level. A more informational and narrative approach allow to improve trust and credibility. The blog posts will enable URBANITE to publish content in a more agile way than it would imply to put it on the website. It also allows for a plethora of topics, therefore capturing the attention of a wide range of stakeholders.

Whenever a new post has been published on the website, an accompanying Tweet will be published. Depending on the topic, a complementary LinkedIn post will be made.

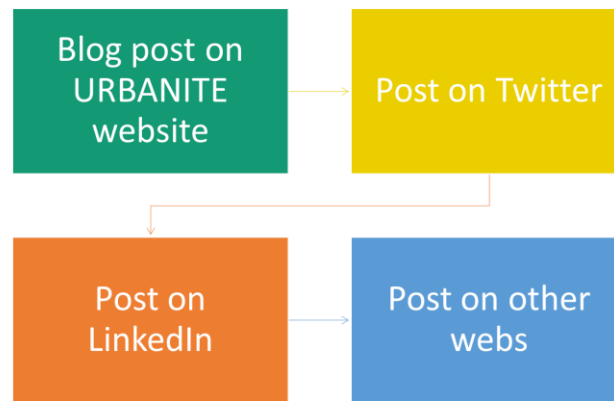


Figure 8. Information Flow

- **Social channels** are the most interactive tools that will be used to disseminate results, thoughts, comment on complementary initiatives, participation in events, and also answer other members. The principles for the social networks will be:
 - *Relevance*: by posting content close to URBANITE’s mission
 - *Ask questions*: in order to obtain feedback
 - *Highlight URBANITE’s partners*: by tagging them in event pictures and showing appreciation for the joint work.
 - *Regular sharing of content*: that is, by publishing the latest news of the project.
 - *Be visual*: by including pictures or other visual media with most of the posts. This will catch people’s eyes, create interest, and portray URBANITE as a dynamic and exciting project.

In order to have a good level of outreach, initially, URBANITE will seek to have around four messages per month. The recommended structure for the message is shown next, although this does not preclude from other formats:

Table 19. Recommended structure for the URBANITE social media message

| CONTENT | TARGET USER | HASHTAG | REFERENCES |
|---------|-------------|---------|------------|
|---------|-------------|---------|------------|

Where:

- ‘Content’ represents the information content of the message to spread
- ‘Target User’ indicates the subjects to which this message is addressed, such as Public Administrations, European Commission...
- ‘Hashtag’ represents the “link to join” message to other topics in the social networks universe. An initial representative set of hashtags has been defined: #H2020, #EUResearchImpact #urbantransformation #disruptivetechologies #AI and in addition to those already mentioned, partners will be encouraged to add other specific hashtags in English and their own language.
- ‘References’ indicate everything that can be linked to the message such as photos, URLs, etc. It is very important to generate traffic to the web and its contents.

The last three fields are not mandatory but recommended.

In the following subsections, an overview about all the selected social networks involved in URBANITE communication activities is presented, but there could also be the option to open new profiles as an evolution of the digital strategy.

- **Twitter:** Through the twitter profile, URBANITE will seek to attract and interact with the followers through the incorporation of multimedia contents generated in the project to make the tweets more attractive. Specially, during the meetings and events Twitter will be used to get more interaction and new followers. Twitter will be also used to generate traffic to the web, if possible, to pages with call-to-action elements to generate leads. URBANITE will follow big relevant Twitter accounts in our field (urban mobility, disruptive technologies in the public sector, open data, co-creation) and analyse their followers lists to identify potential people interested in URBANITE. To foster the engagement of the people, every time someone is followed, the event will be added to one or more of the following lists: Urban mobility, Co-creation, H2020, Disruptive-Technologies, etc. As these lists grow, more people will be involved in the discussions, and a wider stakeholder groups to promote URBANITE work will be created.

The defined set of measures for this social network is:

- Number of Twitter feeds
- Number of following profiles
- Number of followers
- Number of likes
- Impressions
- Engagement

URBANITE Twitter name is @URBANITEh2020.

- **LinkedIn:** URBANITE messages in LinkedIn will be accordingly adapted to the professional character of this social network. The main objective of these messages will be to gather different experiences, results comparisons, or evidence in events. Using the LinkedIn group, URBANITE will get in touch with other business, social or research communities and will share achievements, open questions or future initiatives. The rationale behind the creation of the URBANITE LinkedIn group is to gather a broad group of specialists, which can contribute to the project with their expertise.

In this social network, at least the following parameters will be monitored:

- Number of connections
- Number of profile visits
- Number of group members

The LinkedIn group is: <https://www.linkedin.com/in/urbanite-project-0a06691a6>

- **SlideShare:** The SlideShare account has been defined to contain relevant presentations of URBANITE, generic or specific presenting the project results and achievements. SlideShare is used to spread the project achievements to all target groups. SlideShare allows presenting contents with no limits in the number of pages or characters.

For Slide Share, at least the following parameters will be measured:

- Number of presentations
- Number of followers
- Number of clipboards

URBANITE SlideShare profile is available at <https://es.slideshare.net/URBANITEProject>

- **YouTube:** The objective of the URBANITE YouTube channel is to place all the graphical material (photos, videos, showcases, etc.) generated during the project, making its access and dissemination easier.

For YouTube, the following parameters will be measured:

- Number of views
- Number or percentage of page visitors who played and began watching the materials (Play Rate)
- Engagement (percentage of the video/materials watched)
- Number of shares across social channels

URBANITE YouTube channel is available at https://www.youtube.com/channel/UCl-d-iV8vPr2glOT87SmfLLw?view_as=subscriber

3.5 Communication assessment and evaluation

As in dissemination, there is the need to monitor the effects of all the communication channels defined in URBANITE. The next section shows the current KPIs defined for communication.

These KPIs are monitored on a monthly basis through both the dissemination monthly report (Annex A – Dissemination monthly report) and the analytics provided by Google analytics and Twitter analytics, that will help better understand the visitors of URBANITE. If the KPIs are rather far from what they are expected, a revisit of the communication strategy will occur, which will be shared with the consortium in the GAs.

3.5.1 Communication monitoring description

As in dissemination, KPIs have been defined for each of the communication channels described above. Key Performance Indicators (KPIs) have been defined to gather the results obtained from different kinds of communication channels. These KPIs will be reported in D7.3, D7.4 and D7.5.

Table 20. Communication KPIs (source: DoA)

| Diss. tool | KPI | Objective | Measuring tool | Contingency plans |
|------------------|---|-----------------------------------|------------------|---|
| URBANITE website | Yearly visits | >1,500 | Google Analytics | Promoting the website through other channels (especially in social networks). |
| | Duration of visits | More than 2 min. for 40% of users | Google Analytics | Re-organize the website to make it easier to find relevant items. Upload more attractive content. |
| | Monthly downloads: Posters, flyers: Public reports: | 35 50 | To be defined | Promoting the website and the downloadable material through other channels (especially in social networks). |

| Diss. tool | KPI | Objective | Measuring tool | Contingency plans |
|---------------------------------------|--|------------------------------|---|---|
| | References from external web pages | 20 (excluding partner webs) | Manual / Conversion rates by Google Analytics | Contact more stakeholders and initiatives to agree on the promotion of the site. |
| Twitter Feed | Regular tweets or when a relevant milestone is taking place (e.g. event, releases, etc.) | >150 followers | Twitter analytics (free version) | Control and encourage the publication of tweets, depending on the phase of development and implementation. These may be monthly, weekly or even daily at peak milestones. |
| Mass Media | Number of releases | 2 per country in the project | Monthly dissemination report | The press releases will be delivered in English but also translated to the languages of the partners participating in the project. |
| Collaborative webs (blogs, Wikipedia) | Number of entries | 5 | Monthly dissemination report | The website will have a section on which all project members can blog about relevant issues and concerns related to URBANITE, results and achievements. |

4 Networking plan

Networking activities involve all external initiatives as well as liaison and co-operation activities with other projects or initiatives with the same or similar targets to the one in course. These activities have two main objectives:

- Exploit synergies among initiatives with some commonalities to seek the amplification of the impact and the audiences reached by URBANITE project.
- Coordinate joint activities for dissemination and exploitation activities.

To this end, all partners will contribute and especially the ones who carry out the technical work. The collaboration will not only be addressed at a conceptual level but at a technical as well, and URBANITE will aim co-operation activities with other EC funded projects under mainly the following topics: ICT enhanced Urban mobility and barriers, benefits and needs by using disruptive technologies in the public sector.

The objective of setting up this network among similar projects and initiatives is to provide the necessary means for having bilateral and multilateral discussions between them. With this purpose, URBANITE will define early in the project the corresponding URBANITE findings that can be shared with external parties, the areas (technological, business, or social) that can have synergies to exploit, can complement to and join forces to reach the target audience and the related timeline and planning.

Diverse collaboration activities will be addressed in the context of the project, such as joint publications, workshops, training, etc.

What needs to be highlighted as part of the networking activities is the proper identification of the target audience and the specific objective of attending the event. This will benefit from reaching the expected impact of dissemination and communication activities.

4.1 Expected results

The following activities should be considered and, if possible, adopted as potential networking results between URBANITE and other initiatives:

- **Exploitation of synergies / technical concertation.**
 - This may be setting up a forum for discussion on technical grounds. The aim is to allow projects to know better other activities in order to avoid spending time doing the same things, but rather to join forces, wherever possible and sound.
 - It is expected that the projects will find out by themselves the most relevant common issues that are worth discussing, among other projects.
- **Joint activities for exchange, dissemination, and training.**
 - Projects can join forces to prepare sessions on specific common topics. These events could combine an external dissemination event with a concertation type meeting on the next day for H2020 projects. Other events like Public Authorities fora, etc. may also be linked to this event.
 - Project participants can help each other in developing dissemination material that can be used for communication, including the general public. For instance, joint publications in journals or books, or by writing articles about the projects, featuring the benefits of the research carried out for the community, that address the general public.

The following table presents the URBANITE assets, mainly the URBANITE KRs that have been identified at this early phase of the project as potential areas of collaboration with other projects and working groups. This table will be continuously updated.

Table 21. URBANITE assets

| URBANITE asset | WP | URBANITE approach | Areas of collaboration |
|--|-----|--|---|
| Social Policy Lab | WP2 | Create a social space for citizens and civil servants to analyse the trust in technologies. This social space will include co-creation sessions and supporting methodology and tools. | Co-creation methodologies, co-creation tools, open innovation, participatory process. |
| Analysis on trust, attitude, impact, benefits and risks of the usage of URBANITE disruptive technologies in the public ecosystem | WP2 | Assessment of the social impact of disruptive technologies in PAs and to develop new proposals for government processes and decision-making tools. This analysis will be done at different levels: analysis of the trust of the society in disruptive technologies at government and general level, analysis of the trust of the society in data-driven decision making, analysis of the trust of public servants in ICT (disruptive) technologies. This analysis and the conclusions derived from them will be collected in a set of best practices recommendations and pathways for the success. | Trust and acceptance of the ICT (disruptive) technologies in the public sector. |
| URBANITE data management platform | WP3 | Scalable (open and closed) data management platform for the harvesting, curation, fusion, storage, and visualization of data. | Open data management, data harvesting, data curation, data storage, data visualization. |
| URBANITE Algorithms and simulation | WP4 | A framework to analyse the data coming from different sources. This analysis will be done through algorithms and simulations with the objective of predicting future situations based on the values of selected KPIs | Urban mobility simulation, traffic simulation, data analysis, data prediction. |

We expect that all members of the consortium contribute to networking activities where applicable. Sections 4.3.3.2 and 4.3.3.3 identify the networks and relevant initiatives, which we expect the consortium members to engage with throughout the lifetime of the project.

4.2 Target groups

As part of the networking process (see section 4.3), the partner will identify and possibly engage external “nodes” for synergies. In particular, the external nodes URBANITE project wants to target will include:

- Partners of other EU/National projects connected with URBANITE and interested in the project results;
- Public Administrations (EU /National)
- Academic/ Social Society

Some of these nodes have already been identified and are presented in section 4.3.3.

4.3 Networking process

The networking team consisting of a representative member from each of the respective organisations will be responsible for organizing, implementing, and reporting networking activities included in the networking process. This process will detail the activities defined by the URBANITE consortium, which will pursue efficient collaborations with other initiatives.

1. Identify URBANITE assets that can be shared with external parties. This will be an on-going activity, being the starting point the initial list presented in section 4.1. At the time of the compilation of this report, only a few contextual aspects have been addressed by the URBANITE consortium. Therefore this table will be continuously updated.
2. Identify networking opportunities and related channels. The objective of this phase is to identify a list of activities to ensure the effectiveness of networking, engaging all partners to have benefits according to their profile (academic or technological). The final objective of these activities is to exploit synergies with other projects and will consist of organization and participation in workshops and events, collaboration with other EU projects and working groups, looking for joint dissemination activities. Each partner can identify and collaborate in any networking activity with other projects on behalf of URBANITE consortium, but only TECNALIA, at least initially, as project coordinator, could attend to the EC concertation meetings.
3. Communicate and report the results, conclusions, or actions to be done, from the networking activities performed or to be perform. Any partner should communicate to the networking Team (see section 4.3.1) and TECNALIA as project coordinator the identification of a networking initiative and coordinate with the rest of the partners the organization of such activity. In the same way, at the end of the implementation of the networking activity the partner involved has to report the results, conclusions o actions agreed.

4.3.1 Networking Team (NT)

Table 22. Networking Team

| Partner | Reference contact for networking activities | e-mail |
|------------|--|--|
| TECNALIA | Sonia Bilbao Sergio Campos Maitena Ilardia Erlantz Loizaga Eva Salgado | Sonia.bilbao@tecnalia.com Sergio.campos@tecnalia.com Maitena.ilardia@tecnalia.com Erlantz.loizaga@tecnaliacom Eva.salgado@tecnalia.com |
| ALMA DIGIT | Maria Fazio | m.fazio@almaidigit.com |
| MESSINA | Dino Alessi | dino.alessi@comune.messina.it |
| ENG | Isabel Matranga | Isabel.matranga@eng.it |
| FVH | Heli Ponto | heli.ponto@forumvirium.fi |
| FhG | Fritz Meiners Yury Glikman | fritz.meiners@fokus.fraunhofer.de yury.glikman@fokus.fraunhofer.de |
| JSI | Alina Machidon Maj Smerkol | alina.machidon@ijs.si maj.smerkol@ijs.si |
| WAAG | Teska Drosten Denis Costa | teska@waag.org denis@waag.org |
| AMSTERDAM | Nathalie van Loon | nathalie.loon@amsterdam.nl |
| BILBAO | Jose Ramón Bernardo | jrbernardo@bilbao.eus |

4.3.2 Networking Flowchart (NF)

In this section, a Flowchart of the networking process is described.

Due to the nature of the networking process, the main input data is that each URBANITE partner should actively seek collaboration with other projects and initiatives.

WL will gather these data provided by the partners and will update the information and communicate this information to the PC. PC will analyse the different initiatives and check if they are appropriate to carry out networking activities. PC will define which is the best way to collaborate with the other initiatives or projects to support the compliance of the KPIs. PC will prepare a notice of the networking activity and will inform to the WL for publishing this activity through the web or the other communication /dissemination channels of the project. In case that PC considers that any of the proposed initiatives is not appropriate for the project, he will inform the rest of the URBANITE partners in the monthly telco or during the general assembly meetings.

All the networking activities are going to be reported in the incremental deliverables D7.3, D7.4 and D7.5 and as a monthly basis in the report of the dissemination, communication and networking activities.

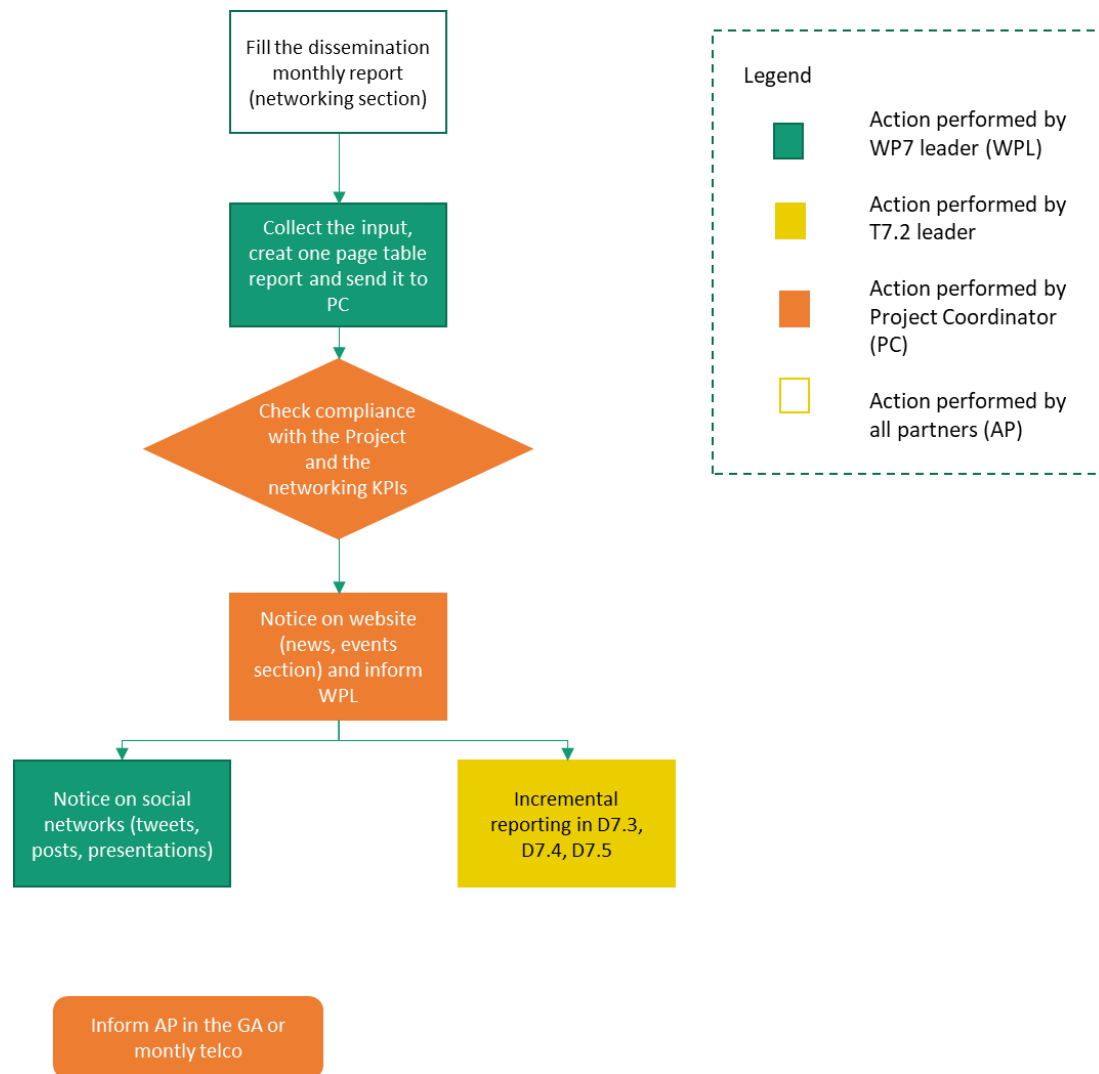


Figure 5. Networking Flowchart

4.3.3 Networking Initiatives (NI)



URBANITE is open to collaborate with other EC funded projects and other initiatives on technical/social topics that are of joint interest. This means that URBANITE will actively seek collaboration with other projects and initiatives in the areas of urban mobility and the use of disruptive technologies for improving urban mobility.

This section describes the first list of the URBANITE Networking initiatives in detail. As mentioned previously, this list will be continually updated during the URBANITE project.

4.3.3.1 Projects

The following table presents those European projects related to URBANITE and potential candidates to network its research and results.

Table 23. Related European projects

| Project | Overview | Objective and scope | Potential areas of collaboration | Status |
|---|---|--|---|--------|
|  | <p>ATELIER- AmsTERdam BiLbao citizen drivEn smaRt cities (H2020-LC-SC3-2019-ES-SCC, Duration: 01/11/2019 – 31/10/2024)</p> | <p>ATELIER project will demonstrate positive energy districts (PEDs) in eight European cities that will strive for sustainability and carbon neutrality. Amsterdam and Bilbao are two lighthouse cities that have committed to generate an energy surplus of 1340 MWh of primary energy, prevent 1.7 kt of CO₂- and 23 t of NO_x-emissions, and invest EUR 156 million to realise their PED goals. Bratislava, Budapest, Copenhagen, Krakow, Matosinhos, and Riga are the fellow cities that will replicate and adapt successful solutions. ATELIER's ultimate aim is for more PEDs to spring up around Europe.</p> | <p>Open data Analysis Data Management platform</p> | Active |
| T-FACTOR | <p>T-FACTOR: Unleashing future-facing urban hubs through culture and creativity-led strategies of transformative time (H2020-SC5-2019-2, duration: 01/06/2020-31/05/2024)</p> | <p>T-Factor challenges the waiting time in urban regeneration - i.e. the time in-between the adoption of the masterplan and its actual realization - to demonstrate how culture, creative collaboration and wide engagement can unleash vibrant urban hubs of inclusive urban (re)generation, social innovation and enterprise. The project targets early stage regenerations in a diversity of historic urban areas in London, Bilbao, Amsterdam, Kaunas, Milan and Lisbon, and provides their PPPs with a unique ecosystem of capacity-building for radically new city-making approaches.</p> | <p>Co-creation, Open innovation</p> | Active |
|  | <p>HECAT- Disruptive Technologies Supporting Labour Market Decision Making (H2020-SC6-TRANSFORMATIONS-2019, Duration: 01/02/2020-31/01/2023)</p> | <p>HECAT project is developing new technology to support labour market decision-making. A new user experience platform will build on existing basic algorithmic techniques used by some European public employment systems administrations to deliver labour market insights directly to</p> | <p>Trust in disruptive technologies, Impact on ICT in the public sector, Attitude of the citizens w.r.t the usage of disruptive</p> | Active |

| Project | Overview | Objective and scope | Potential areas of collaboration | Status |
|---|---|--|---|--------|
| | | unemployed citizens, and so is built on European values of open data, collaboration, transparency and citizen participation. By focusing on job quality and sustainable employment, the project will bring insight to policymakers. | technologies to support decision making process. | |
|  DataVaults | DATAVAULTS- Persistent Personal Data Vaults Empowering a Secure and Privacy Preserving Data Storage, Analysis, Sharing and Monetisation Platform (H2020-ICT-2019-2, duration:01/01/2020 -31/12/2022) | DataVaults project is developing a framework and a platform that has personal data coming from diverse sources in its centre, and that defines secure, trusted and privacy preserving mechanisms. This allows individuals to take ownership and control of their data and share them at will, through flexible data sharing and fair compensation schemes with other entities. | Open data, Data visualization, Data Management. | Active |
|  MOMENTUM | MOMENTUM- Modelling Emerging Transport Solutions for Urban Mobility (H2020, H2020-MG-2018-TwoStages, duration:01/05/2019 -30/04/2022) | The goal of MOMENTUM is to develop a set of new data analysis methods, transport models and planning support tools able to capture the impact of new transport options on urban mobility, in order to support cities in the task of designing the right policy mix to exploit the full potential of emerging mobility solutions. | Data analysis, urban mobility, data driven decision making, urban policies, simulation. | Active |
|  HARMONY | HARMONY- Holistic Approach for Providing Spatial & Transport Planning Tools and Evidence to Metropolitan and Regional Authorities to Lead a Sustainable Transition to a New Mobility Era (H2020-MG-2018-TwoStages, duration:01/06/2019 -30/11/2022) | HARMONY project aims to develop a new generation of harmonised spatial and multimodal transport planning tools that will enable metropolitan authorities to lead the transition to a low carbon new mobility era in a sustainable manner. The HARMONY model provides an integrated approach necessary for authorities which quantifies the multidimensional impact of various concepts, soft and hard policies on citizens' quality of life, sustainability, economic growth, while identifying the most appropriate solutions and recommending ways to exploit advances in mobility concepts. The model | Policy definition, Data analysis | Active |

| Project | Overview | Objective and scope | Potential areas of collaboration | Status |
|---------|----------|---|----------------------------------|--------|
| | | suite is already linked to six EU metropolitan areas assisting research: Rotterdam, Oxfordshire, Turin, Athens, Trikala and Upper Silesian-Zaglebie Metropolis. | | |

4.3.3.2 Networks

Another step for these networking activities is to investigate the existing networks which could be part of the networking activities. So far, these have been identified:

- **ENOLL network, European Networks of Living Labs** <http://openlivinglabs.eu/> . Among their implementation practices, they include co-creation and multi-stakeholder participation, both also in common with URBANITE approach.
- **DSM cloud stakeholder Group**. TECNALIA is a member of the Group. Leire Orue-Echevarria is a drafting member and editor of the self-regulatory group on Cloud Security Certification composed of consumers and providers of cloud services.

4.3.3.3 Other initiatives and projects

Other initiatives to consider carrying out networking activities are:

- **LIDO Finish initiative**, internal project in the Finnish Use Case. This group is purchasing the transport data platform to the city of Helsinki. Helsinki will collaborate with this group to engage the different stakeholders for the co-creation sessions (SopoLab) to be organized in URBANITE.
- **Future Cloud Cluster** : <https://eucloudclusters.wordpress.com/future-cloud/>
- **FIWARE**, <http://www.foware.org>. Engineering is one of the ICT players that support the FIWARE (Future Internet Ware) consortium Engineering is co-founder of the FIWARE foundation.
- **BDVA, Big Data Value Association** <https://www.bdva.eu/> . TECNALIA and Engineering are part of the Big Data Value Association and will analyse the potential collaboration with any action organized through it, or through any of their partners regarding the Data management module developed in URBANITE.
- **Concertation of EU-funded research projects**: URBANITE collaborates in the concertation activities organized by European Commission. This includes the participation in the Concertation email group and attending Concertation events. TECNALIA as coordinator will attend to these meetings.

4.4 Networking assessment and evaluation

The following table presents URBANITE success indicators regarding its collaboration activities throughout projects lifecycle. This is an initial list and will be updated by the end of the first reporting period (M12).

Table 24. URBANITE success indicators

| KPI name | Description | Objective |
|----------------------------------|--|----------------------------------|
| Technological collaboration | Join forces in enhancing and developing | At least one technological asset |
| Events co-organized | Workshops and/or satellite events and/or joint sessions | At least 2 |
| Joint dissemination and training | Joint papers and/or articles Creation of dissemination material | At least 2 |
| WG | Working Groups | More than 3 |

5 Conclusions

This document describes the dissemination, networking and communication strategy that will be followed during the project lifetime, in order to guide the activities that aim at increasing the project's visibility and impact.

For the dissemination activities, the accent is on raising awareness on the impact of disruptive technologies in urban transformation, communicating the results of the project among the technical and scientific community, to improve the access to relevant research communities and to seeking cooperation with public and private initiatives, in order to create synergies and accelerate innovation.

The emphasis of the communication activities is to create a community of people interested in the URBANITE solution, where they may participate and co-create services.

The networking activities goal is on identifying better ways to enlarge the network, encourage new collaborations among partners and individuals, identify stakeholders' interest in project results and create new opportunities for spreading the project results.

6 References

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7 Annex A – Dissemination monthly report



URBANITE

Supporting the decision-making in urban transformation with
the use of disruptive technologies

Deliverable Dx.x

Dissemination monthly report

| | |
|-----------------------------|-------------------------------------|
| Editor(s): | <Editor names> |
| Responsible Partner: | <Full name of company/organisation> |
| Status-Version: | Draft / Final - v0.x |
| Date: | xx.xx.202x |

| | |
|-------------------------------------|---|
| Distribution level (CO, PU): | <Deliverable type e.g. Restricted, Public etc.> |
|-------------------------------------|---|

| | |
|------------------------|-----------|
| Project Number: | GA 870338 |
| Project Title: | URBANITE |

| | |
|--|--------------------|
| Title of Deliverable: | <Deliverable name> |
| Due Date of Delivery to the EC: | xx/xx/202x |

| | |
|---|---|
| Workpackage responsible for the Deliverable: | WPx - <Work package title> |
| Editor(s): | <Full name of company/organisation> |
| Contributor(s): | <List of contributors; use partners' acronyms> |
| Reviewer(s): | <List of reviewers; use partners' acronyms> |
| Approved by: | All Partners |
| Recommended/mandatory readers: | <Indicate those WPs which the deliverable reading is recommended and mandatory> |

| | |
|-------------------------------|--|
| Abstract: | <Description of deliverable, from DoA> |
| Keyword List: | <List of keywords separated by commas> |
| Licensing information: | <Indicate the open source license under the software is released> The document itself is delivered as a description for the European Commission about the released software, so it is not public. |
| Disclaimer | This document reflects only the author's views and neither Agency nor the Commission are responsible for any use that may be made of the information contained therein |

Document Description

Document Revision History

| Version | Date | Modifications Introduced | |
|---------|------------|--|-------------------|
| | | Modification Reason | Modified by |
| v0.1 | xx/xx/202x | First draft version | <partner acronym> |
| v0.2 | Xx/xx/202x | Comments and suggestions received by consortium partners | ALL |
| V0.3 | | | |
| | | | |
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List of Tables

NO SE ENCUENTRAN ELEMENTOS DE TABLA DE ILUSTRACIONES.

List of Scientific publications

List of publications: planned and submitted but not yet accepted

Table 25. List of Scientific Publications

| Title of the article | Event and publication (name, date, other info) | Name of author and Organisations |
|----------------------|--|----------------------------------|
| Text within the cell | | |
| | | |

7.1 Detailed information of Scientific Publications (once published)

Publications once they have been accepted

Table 26. List of Scientific Publications (detailed info)

| Title | Authors | Title of the periodical or the series | Number, date or frequency | Publisher | Place of publication | Year of publication | Relevant pages | Permanent identifiers (if available) | Is/Will open access be provided to this publication? |
|-------|---------|---------------------------------------|---------------------------|-----------|----------------------|---------------------|----------------|--------------------------------------|--|
| | | | | | | | | | |
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| | | | | | | | | | |

7.2 General and business publications

Everything that cannot be considered scientific. For instance, publication on the partners' websites, interviews on the media, featured articles on the media.

Table 27. List of General & Business Publications

| Title | Link or reference | Date | Partner/Authors (organisations) |
|-------|-------------------|------|---------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

7.3 Events: Conferences, seminars, workshops and webinars

Table 28. List of events

| Event | Date | Name and type of audience | Countries addressed | Size of audience | People attending |
|-------|------|---------------------------|---------------------|------------------|------------------|
| | | | | | |
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7.4 Blog posts

Table 29. Blog posts

| Title of blog entry | Main author | Release Date |
|---------------------|-------------|--------------|
| | | |
| | | |
| | | |

7.5 Collaboration & Cooperation with other projects, programmes, working groups, initiatives, etc.

We will describe here the projects with which we are collaborating, under which areas and topics, and the status.

Explanation symbols




| | |
|---|---|
|  | Collaboration has already started – concrete collaboration activities are reported |
|  | Collaboration is envisioned but have not started yet |
|  | Collaboration is not feasible Collaboration have started but could not be continued – concrete collaboration activities are not reported |

Table 30. Collaboration with other projects

| Project | Areas for collaboration | Remark | Status |
|---------|-------------------------|--------|--------|
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7.6 Report of the collaboration & cooperation activities.

Here we will report the collaboration activities performed, date, main conclusions and action points.

Table 31. Collaboration activities

| No. | Project(s) Name | Description of activity |
|-----|-----------------|-------------------------|
| 1. | | |
| 2. | | |
| 3. | | |
| 4. | | |
| 5. | | |
| 6. | | |
| 7. | | |
| 8. | | |
| 9. | | |
| 10. | | |

7.7 Press Releases

Table 8. Other dissemination Activities

| Type | Published in | Partner/Authors |
|------|--------------|-----------------|
| | | |
| | | |
| | | |
| | | |

7.8 Other Dissemination Activities

Keynotes, workshops, prizes.

Table 32. Other dissemination Activities

| Type | Name & Comment | Partner/Authors | Link if appropriate |
|------|----------------|-----------------|---------------------|
| | | | |
| | | | |
| | | | |
| | | | |