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Strategic Communications Plan

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Table of Contents

1. Introduction 4
1.1 Purpose of the Document 4
1.2 General Approach 4
1.3 Expected Results 5
2. Objectives 6
2.1 Objectives 6
2.2 Metrics for Success 7
3. Strategy 8
3.1 Strategy 1: Three Key Delivery Phases 9
3.2 Strategy 2: Pilot Support 9
3.3 Strategy 3: Project Results/Roadmap Dissemination 10
3.4 Strategy 4: Network Enlargement 10
3.5 Stakeholder Management 15
4. Tactics 17
4.1 Branding 17
4.2 Key Messages 17
4.3 Dissemination Channels 18
4.3.2 Project Website 20
4.3.3 Facebook Group 20
4.3.4 Twitter Page 21
4.3.5 Linked-In Group 22
4.3.6 PowerPoint Presentation 22
4.3.7 Project Leaflet and Flyer 23
4.3.8 Publications 24
4.3.9 Newsletters 24
4.3.10 Conferences and Events 25
5. Activity Schedule 26
5.1 Pre-Pilot 26
5.2 Pilot 27
5.3 Post-Pilot 28
5.4 Roles and Responsibilities 28
6. Key Deliverables 29
7. Monitoring and Evaluation 30
8. Glossary of Acronyms 31
9. List of Figures 32
10. List of Tables 33
Annex A: Website Brief 34
Annex B: Facebook Group 37
Annex C: Twitter Group 38
Annex D: Publications 39
Annex E: Conferences 40

1. Introduction

1.1 Purpose of the Document

This strategic communication plan provides a comprehensive framework for actions that will support the outreach efforts necessary to disseminate and sustain the achievements and benefits of the **EPIC** project. This document is a contractual deliverable (D9.1) of the project and will confirm the key target audiences and the best approaches to engage and inform cities to maximise knowledge of the **EPIC** platform and roadmap.

1.2 General Approach

EPIC understands that communication and dissemination outside the project team run on two levels:

At the local pilot level, **EPIC** will create a communication strategy that will assist the participating Living Labs to engage with their citizens and help to run their local outreach. The strategy will ensure all local stakeholders have been informed about the **EPIC** platform and its services and are able to use the pre-tested platform applications following the commercial models defined and described in the roadmap. The communication strategy will target organisations affiliated with Living Labs partners, cities' local citizens and will support their partnership and encourage them to validate the innovative **EPIC** solution.

At the national level, to ensure that the **EPIC** solution is replicated across Europe, **EPIC** will disseminate project findings to other cities administrations/decision makers and SMEs and will encourage them to take up the **EPIC** platform through adopting a practical, business-tested roadmap that will be fully future proofed to help guide new instrumentations such as 'smart water, electricity and transport grids' and be specifically designed to help cities across Europe upscale from the Living labs environment to real-life urban deployment. The **EPIC** dissemination team will encourage cities to consider the platform in their cost saving, modernisation and growth strategies. **EPIC** will also disseminate to national and EU governments, other EU member states and will promote the take-up of the platform in the Pan-European level.

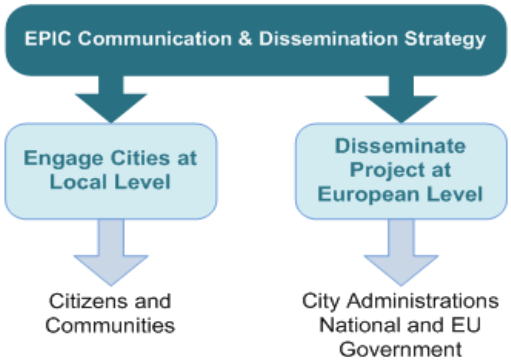


Figure 1*: Approach to project communication*

1.3 Expected Results

The overall aim of **EPIC** is to extend IBM's Government Industry Framework hosted on cloud virtualization architecture and infrastructure and integrate it with living lab driven applications to create a first of its kind, flexible, robust and scalable European platform and accompanying deployment roadmap to enable cities to share open government data and service applications to help advance the objectives of the CIP ICT PSP Work Programme 2010. Therefore, the Communications strategy for the project will help to achieve the following results:

Shared Work Programme / EPIC Results	Communication Strategy Contribution
Leverage existing open platforms and environments in cities	**EPIC** platform and achievements to be disseminated via a wide range of tactics to relevant stakeholders in cities throughout Europe
Build upon and links to existing initiatives	**EPIC** will build upon a baseline previously created through user driven innovation in the Living Labs environment. **EPIC** will demonstrate the benefits and ease of use of the cloud platform and its business models to add, use, and share service applications so each city can benefit from others knowledge and experience
Ensure a business-citizens-public authorities-academia partnership	**EPIC** has engaged the whole value add stakeholder chain within the Consortium so new business models will represent end user views
Engage with SME's and involve large user groups	Involvement of citizens and SME's will be through the existing infrastructure of the Living Labs partners who already have trusted relationships and local experience in engaging businesses and citizens
Promote joint working to exploit synergies and disseminate experiences	**EPIC** promotes joint working through existing networks of cities through ENoLL (European Network of Living Labs). In addition **EPIC** would like to work with other projects in this call in order to make future enhancements to the platform. For example **EPIC** would greatly benefit from understanding the outcomes from Theme 6 – Multi-lingual Online Services.
Include specific and realistic quantified indicators to monitor progress	Progress will be measured by combining contemporary academic evaluation methodologies with the world renowned business and project management expertise of the **EPIC** partners.
Create a sustainable strategy	Delivered through the creation of an appropriate business model for the platform and roadmap that will enable the outcomes and impacts from the project to last far longer than this particular funding stream. The **EPIC** platform will be intentionally designed to be flexible enough to accommodate future technology and policy directions like the 'Internet Of Things' (IOT) as demonstrated by the piloted service applications.

2. Objectives

2.1 Objectives

The key to the success of the project is (a) to engage citizens, city administrations, enterprises and service providers in the innovation process to help co-design the **EPIC** platform, (b) to validate the platform and create a practical pre-tested roadmap to onboard and extend the platform, (c) the actual/operational take-up and use of the **EPIC** roadmap and platform by cities in Europe, (d) the positive impact of the project outcomes on public administrations, technical communities, businesses and citizens.

These general targets lead to the following communication objectives as detailed within Work Package 9 (WP9) in **EPIC**'s Description of Work (DOW):

- Plan and execute dissemination activities throughout the project lifetime to diffuse findings across Europe
- Establish close interaction with Smart City networks and execute cooperation activities
- Increase public awareness of the European Commission's Smart City activities
- Generate positive media coverage for the project at a local, national and European level
- Organize 'peer reviews' in the form of a dissemination event to interested stakeholders to share EPIC's goals and achievements and to gather valuable feedback and information
- Understand customer needs and potential markets for future deployment
- Choose an appropriate sustainability model
- Put the sustainability model into action

2.2 Metrics for Success

In order to ensure the above objectives are achieved by **EPIC**, the Team has set key minimum targets to be met throughout the project lifecycle. By regularly checking progress against these metrics the Team will be able to adapt tactics for engagement accordingly.

Communication Objective	Year One	Year Two	Year Three
Execute activities throughout the project lifecycle	• Website launched • 1 newsletter distributed • Regular tweets and Facebook updates • 1 speaking opportunity • Presence at 2 events	• 2,000 hits to website • 3 newsletters distributed • Regular Tweets and Facebook updates • 3 speaking opportunities • Presence at 4 events	• 5,000 hits to website • 2newsletters distributed • Regular Tweets and Facebook updates • 1 speaking opportunity • Presence at 2 events
Establish close interaction with Smart City networks	• Interaction established with other initiatives • Press release created for Smart City portfolio	• Undertake regular joint activities i.e. stands at events, newsletters, white papers etc.	• Feed results into new projects and existing initiatives to ensure sustainability
Increase awareness of EC Smart City activities	• Brochure to be displayed on Commission site • Speaking opportunity at a EC workshop	• Case study added to ePractice site • Achievements posted on European blog sites	• Case study updated on ePractice site • Results distributed via EU-Forum
Generation of positive media coverage	• 1 press release • 4 news articles • 4 blog entries • 1 published paper	• 3 press releases • 12 news articles about EPIC • 6 blog entries • 2 published papers	• Final press release • 4 news articles • 4 blog entries • 1 published paper
Organize peer reviews in form of a dissemination event	• Plan for event established • Participant list created • Potential speakers identified	• Event booked, speakers engaged and participants invited	• Event hosted and reviewed • Associated deliverables updated accordingly
Understanding needs of potential customers and create sustainability model	• 1 focus group held in each pilot site • Survey of potential customers	• Interviews with Living Labs in other cities • Lessons learned to be taken from other similar projects	• Feedback from Dissemination events • Completed roadmap • Sustainability plan in the form of a Business case

Table1: *Metrics against Objectives*

3. Strategy

In order to meet the communication objectives of the project, the **EPIC** team has created the following strategy for dissemination:

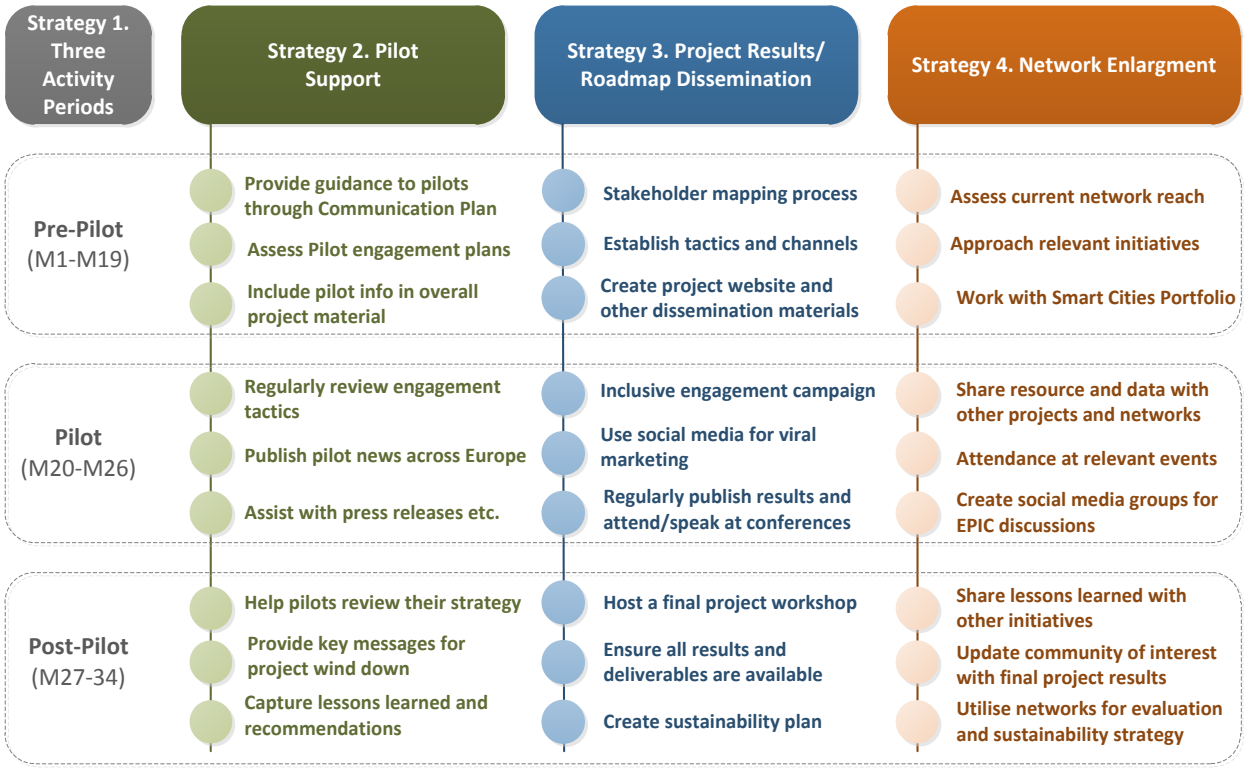


Figure 2*: High Level Overview of the EPIC Dissemination Strategy*

- ***Strategy 1:*** Break up the dissemination activities into three periods
    1) Pre-Pilot period where communication plan for the local pilot level is created
    2) Pilot period where users are being engaged and the main communication tactics are being deployed at the local pilot level
    3) Post-pilot period where **EPIC** platform and roadmap is disseminated to wider audience
- ***Strategy 2:*** Assist all **EPIC**'s Living Lab partners and cities in their local outreach and help them follow the communication plan and use their own network resources effective
- ***Strategy 3:*** Disseminate **EPIC**'s roadmap developed during the project by Deloitte to wider national and European audience
- ***Strategy 4:*** Make connections with projects and networks with similar focus and interests and encourage to share ideas, experience and opportunities for collaboration

The rest of this chapter describes each of the strategies in further detail.

3.1 Strategy 1: Three Key Delivery Phases

Dividing the project into three key phases will help break down the varied and complex communication activities that will be undertaken into manageable tranches of work. These activities include:

1. Pre-Pilot

- Branding – creating the project's identity to be used on all marketing material
- Stakeholder Mapping – to determine who needs to be communicated with and when
- Stakeholder Communication – communicating with identified stakeholders
- Terminology – to ensure the use of relevant notions, key words and concepts
- Key Messages – to ensure all material maintains the right focus for EPIC
- Website / Portal – create place of communication with all stakeholders
- Materials – create range of dissemination materials
- eNewsletter – design and format process for quarterly newsletter distribution
- Events / Conferences – research key events that would benefit from **EPIC**'s presence
- Planning – pulling all the above elements together to keep refreshing this plan

2. Pilot

- Support Pilots
- Manage web 2.0 marketing at European level
- Newsletter distribution
- Attendance at key events
- Articles in Publications
- Host Dissemination Workshop
- Generate positive media coverage
- Sustainability Planning
- Measurement of success

3. Post-Pilot

- Hosting of final Dissemination Workshop
- Evaluation of success against key metrics
- Validation of results
- Sustainability planning

3.2 Strategy 2: Pilot Support

A critical part of the dissemination work package is not only to promote the project itself and its results to all stakeholders but also to encourage target citizens and SME's to on-board and use the platform. Whilst local engagement strategies and tactics will be controlled by each pilot site, the dissemination lead will be available to offer advice and support on their proposed strategies.

3.3 Strategy 3: Project Results/Roadmap Dissemination

To help achieve sustainability and ensure the benefits of the project results last beyond the lifecycle of the project, **EPIC** will take lessons learned from the pilots along with research and stakeholder feedback to create a roadmap to guide cities on their journey to becoming smarter. The roadmap will be promoted to potential future customers and other interested stakeholders through a series of dissemination tactics that will be described in detail in Chapter 4 of this document. In addition the roadmap and its reception by stakeholders will be analysed and used to create an appropriate business plan for the future exploitation of **EPIC**.

3.4 Strategy 4: Network Enlargement

EPIC will exploit consortium involvement in other EU initiatives related to smart cities in order to capture new stakeholders to the project as well as share experiences, best practice and lessons learned. Engaging with other projects may result in collaboration, sharing of resources and may also contribute to the sustainability of the project. The table below lists the EU initiatives and 'smart cities' projects that the **EPIC** team will initially approach to explore potential collaborations. In addition the Consortium is committed to working and sharing resources with other newly funded projects from the CIP-ICT PSP Call 4 under the Smart Cities Portfolio, which includes the following projects (including EPIC):

- Life 2.0
- OPEN CITIES
- PEOPLE
- Peripheria
- SMARTiP
- SMART-ISLANDS

Through the involvement of the European Network of Living Labs EPIC can to bring together and connect different partners from numerous on going EU-projects (COLLABS, Apollon, Save Energy etc.) as well as address the Living Lab Community of 274 benchmarked ENoLL Living Labs. Through ENoLL EPIC can address other relevant stakeholders such as Future Internet Community (CONCORD) Smart Cities Networks (FIREBALL, EUROCITIES, Smart Cities Portfolio Working group).

Under the chairmanship of Manchester City Council in the UK, all seven projects will collaborate to maximize the synergies of their work through a new 'Smart Cities Portfolio Working Group'. The new 'Smart Cities Portfolio Working Group' will bring together leading smart cities across Europe, including Issy-les-Moulineaux, Brussels, Cologne, Bologna, Oulu Bremen and Malmo. Together, these cities hope to bring the benefits of new 'Future Internet' services to all of their residents and businesses. They also hope that working 'smarter' will enable them to become 'Living Lab' test-beds for new Future Internet services.

Within ENoLL different clusters of Living Labs are focusing on specific domains are active. They form a dedicated network of thematically organized Living Labs. These networks allow innovators to perform user tests of Future Internet systems and services (CONCORD) on European level.

Thematic Sub Groups under Thematic Domain Living Labs Work Group:

- Energy Efficiency. Sustainable Energy. Climate change
- Well Being and Health
- Smart Cities. Future Internet. Internet of things.
- Social Innovation. Social Inclusion
- e-Government. e-Participation
- Creative Media. User driven contents. Social Networks. Web 2.0
- Thematic Tourism. Culture Services
- Regional, territorial and rural development of Smart Regions
- Sustainable Mobility
- Industrial and logistics development
- Security

With all of the above mentioned through ENoLL, EPIC is able to mobilize the entire Living Lab network of 274 members and to avoid any fragmentation of efforts. See the full list of ENoLL Living Labs here: http://www.openlivinglabs.eu/livinglabs

Completed and Ongoing Projects				
Project	Theme	Description	Website	Knowledge Sharing / Lessons Learned
SmartCities	**Smart Cities Innovation network**	**Smart Cities**, *funded by the Interreg IVB North Sea Region Programme* is creating an innovation network between cities and academic partners to develop and deliver better e-services to citizens and businesses in the North Sea	www.smartcities.info	• Connect to innovation network between governments and academic partners leading to excellence in the domain of the development and take-up of e-services, setting a new baseline for e-service delivery
Apollon	**Living Labs Networking**	The **APOLLON**, *funded under ICT PSP,* is networking and harmonising Living Lab approaches throughout Europe.	www.apollon-pilot.eu/	• Leveraging Apollon's experiences to supplement cross-border pilots with best-of-class methods for setting up, developing and operating sustainable networks of LL's

	Thematic Network	**Collabs,** *funded under the ICT-PSP program,* with aim to achieve a European-wide adoption of ICT-based LL services to allow SMEs to improve their innovation capabilities and become part of "open innovation"	www.ami-communities.eu/wiki/CO-LLABS	• Sharing knowledge about innovation in domains such as e-health, e-business and e-inclusion. • Better insight in successful business models of future SME-oriented Living labs.
	Cities Network	**EUROCITIES** is the network of major European cities. We bring together the local governments of more than 140 large cities in over 30 European countries.	www.eurocities.eu/main.php	• Study the case studies and best practices • Plug into network that supports the role and place that local government should have in a multi-level governance structure
	Cities Network	International network of Mayors and High Political Representatives who believe that the development of the Information Society should be for the benefit of all the citizens, communities	www.globalcitiesdialogue.com	• Access to most valuable initiative to expand the Information Society across the world, helping to reduce the existing gap
	Knowledge Transfer	**URBAN MATRIX, funded under FP6,** provides a knowledge transfer platform designed to support EU local authorities in addressing Sustainable Urban Development	www.eukn.org/urbanmatrix/	• Ideas on how cities can be encouraged to become more active participants in EU-funded research projects and transfer their knowledge and best practice
	Sustainable Cities Growth	**URBACT***funded under European Region Development Fund,* is a programme promoting sustainable urban development enable **CITIES** to work together to develop solutions to major urban challenges,	http://urbact.eu/	• SHARE good practices and lessons learned with all professionals involved in urban policy throughout Europe

	Knowledge Transfer	**IntelCities** , *funded under FP6*, is a research and technological development project to pool advanced knowledge and experience of electronic government, planning systems and citizen participation from across Europe.	http://intelcities.iti.gr/intelcities	• Extract lessons learned about experience of electronic government, planning systems and citizen participation from across Europe
	Smart Cities Network	**European Smart Cities** supports medium-sized cities and their perspectives for development.	www.smart-cities.eu/index2.html	• Access to network of cities less well equipped in terms of critical mass, resources and organizing capacity.
	Smart Cities Network	**Digital Cities**, *funded under Interreg IVC*, focused on the problem of the low ICT adoption by European local authorities in non-metropolitan areas	www.digital-cities.eu/	• Transfer of policy experience, knowledge and good practices on a European level • Access to local authorities from the project
	International Smart Cities Network	**SMART-Cities**, *funded under PPP Info Point*, promote urban sustainable development by providing a platform for information exchange	www.smart-cities.net/ppinfo.asp	• Learn from the project's sustainable development strategy • Access to comprehensive city profiles
	FIREBALL	**FIREBALL**, *funded under FP7*, is aiming to raise awareness about developments in the fields of Future Internet research and collaborative innovation into EU Living Labs leading and sustaining Smart Cities	www.fireball4smartcities.eu	• Access to leading Connected Smart Cities network established in Helsinki on November 2010 bringing together different players to exploit the linkage between Smart Cities, Living Labs and Future Internet for Connected Smart Cities Innovation • Sharing knowledge about Smart City development(s) from FIREBALL partners

	**Save Energy**	**SAVE ENERGY** is an European Project (CIP-ICT-PSP-238882 PROJECT) that will address the challenge of behaviour transformation through the use of ICT (serious game and real time information) as an enabler of energy efficiency in five Public building in five European cities		• Transfer of policy experience, knowledge and good practices on a European level
	CONCORD	**CONCORD**, *funded under FI PPP,* Coordination and Collaboration Facilitation for Next Generation Future Internet Public Private Partnerships. Started on April 1st.		• Reach to and learn from Use Case projects in the Future Internet PPP Programme.
	**Behavioral Change**	In **Dehems**, *funded under FP7*, the living lab volunteers help us gain insights into people's behavior regarding energy savings.	www.dehems.eu/living-labs	• Learning about the end-user / citizen needs for smart cities and learning about their behavior when saving energy
	**Smart Cities Network**	**CoreLabs CA** is to achieve a coordination of activities towards the establishment of co-creative Living Labs as the foundation of a Common European Innovation System on several levels.	www.ami-communities.eu/wiki/CORELABS	• Access to regional, national and IST RTD programmes • Wider reach to stakeholder organisations affiliated with CoreLabs (public, academic, civic, industry, SMEs, etc.)

Table 2: Living Lab Networks

3.5 Stakeholder Management

The term "stakeholder" includes individuals or groups with a common interest in the project. The stakeholders for **EPIC** have been grouped into broad categories that make it easier to understand the types of communication needed:

- ***Users & beneficiaries:*** Local authorities, public administrations. Citizens and SME's
- ***Influencers:*** European Commission and the media
- ***Providers:*** Project partners and sub-contractors
- ***Governance:*** European Commission and other government departments

In order for **EPIC** to create an effective and successful communication and dissemination strategy, the key stakeholders within each user group and their interests in the **EPIC** project need to be identified. Understanding the motivation of each stakeholder helps to tailor the dissemination strategy more accurately, therefore achieving greater impact. The table below shows the key stakeholders and the areas of their interest:

EPIC Stakeholders		Areas of Interest												
		CIP-ICT PSP Work Programme	ProjectBackground	Internal Mgmt	Cloud Technology	EPIC Platform Concept	Web-based service	Innovative New Applications	Pilot Sites	Lessons Learned	Project Impact	EPIC Roadmap	News and Events	Dissemination & Exploitation
Local Level	Citizens					●	●	●			●		●	●
	Living Lab Partners	●	●	●	●	●	●	●	●	●	●	●	●	●
	Local Business				●	●	●	●			●	●	●	
	Specialist and local Media		●			●				●	●	●	●	●
	All Project Partners	●	●	●	●	●	●	●	●	●	●	●	●	●
European &National Level	Cities Administrations				●	●	●	●		●	●	●	●	
	Local Decision Makers					●	●	●		●	●	●		
	Other Living Labs Projects	●	●		●	●	●	●	●	●	●	●	●	●
	R& D Companies		●		●	●	●	●		●	●			
	Sustainability Experts					●				●	●	●		
	National Media		●			●				●	●	●	●	
	National/EU Dec. Makers	●	●			●				●	●	●	●	
	European Commission	●	●	●	●	●	●	●	●	●	●	●	●	●
	Smart Cities Portfolio	●								●	●		●	●

Table 3: *Stakeholder Map*

From the map, it is clear to see from the concentration of dots that the key themes for communication are, as expected:

- Platform Concept
- News and Events
- Impact

For each stakeholder, the communication content and engagement methods must be defined. This will include acknowledgement of any specific communication protocols that must be followed. The table below sets out a Framework to embrace these goals.

Stakeholder Type	Local Channels	National and European Channels
User	• Project website • EPIC platform • User workshops and focus groups • Training manuals • Project newsletters • Social media	• Project website • EPIC platform • Project newsletters • Personal outreach via Living Labs • Social media
Influencer	• Project website • Local press • Project newsletters • Personal outreach and local events • Social media	• Website • International press • Project newsletters • Personal outreach and international conferences • Social media
Provider	• Project Intranet • Email/Phone • Project meetings	• Project Intranet • Email/Phone • Project meetings
Governance	• Project website • Local press • Project newsletter • Local press conference	• Website • International press • EU newsletter • International conferences

Table 4: *Stakeholder Map with specific channels*

The specific tactics for engagement will be described in detail in the following chapter.

4. Tactics

4.1 Branding

In order to make **EPIC** easily recognizable to its target groups, it is fundamental to have a strong and uniform brand identity to be used in all communication materials to guarantee a common look and feel, as well as a coherent understanding of the key messages.

The EPIC logo is based on the projects acronym which stands for '**E**U **P**latform for **I**ntelligent **C**ities' and symbolises an impressive achievement, surpassing the ordinary. The logo also evokes the idea of cities being connected though the graphical representation of linked circles. Blue and grey will the primary colour scheme for the project; the table below contains the RGB code for each.

Project Colour	R (red)	B (blue)	G (green)
Blue	45	175	205
Grey	54	64	70

Table 5: *RGB colours for EPIC logo*

The logo will be extensively utilized in all dissemination material, together with that of the ICT PSP funding programme.

4.2 Key Messages

To support the project brand identity, key messages will be developed by the Consortium for each specific Stakeholder type. These messages will be revised and validated during the projects lifetime. The revised messages

Stakeholder Type	Key Messages
User	• 'Cloud and the City' – (engaging strap line)

Influencer **Provider** **Governance**	• The **EPIC** platform combines cloud computing with 'Future of the Internet' technologies to provide cities with new tools and possibilities for the creation and sharing of efficient, effective and economic 'smarter' city services. • A Nu-age in public service delivery

Table 6: *Key Messages for Stakeholders*

The key messages will be updated and improved during the first year of the project as the overall technical solution develops.

4.3 Dissemination Channels

Based on the target audience and the scope of the project deployment, the dissemination team will use variety of engagement tactics ranging from the more traditional techniques such as publications, conference presentations and workshops to the more innovative including social media, online viral and new media. As a key goal of the project is to engage new cities to take up the **EPIC** roadmap and platform to potentially create and share new service applications and more open datasets, the dissemination team will focus mainly on engaging new cities administrations rather than citizens themselves and therefore the dissemination techniques will be modified accordingly.

The table below outlines some more tailored as well as general dissemination tactics that will be deployed by the **EPIC** consortium and shows how these tactics will help increase the impact of the project**:**

Tactic	Description	Benefit of the Tactic
Project Website	• Establish online presence –website where general public can read about the project progress and findings • Create RSS links to get key news out quickly and widely • Create an online forum fostering interaction with and participation of cross-border and multi-sector communities • Create a online repository on the website for anyone to download project findings and public deliverables • Use existing consortium social networking contacts (Facebook, Twitter, LinkedIn) to reach out beyond living lab community	• Project website is a key instrument for enhancing visibility of the project • Project website will clearly refer visitors to the **EPIC** platform and will educate them about the project concept • Project website will have links to all living labs and other relevant communities and interest groups • All project findings will be published on the website to allow anyone interested in the subject to follow the progress of the project • Project website will have access to the **EPIC** roadmap • Active website will optimize **EPIC** on search engines • Social media are fast, low cost channels of reaching interest groups and communities that

		are normally not present at any events, conferences
Workshops	• Run a workshop with invited participants and stakeholders such as local administrations and decision makers interested in making their cities 'smarter'	• Workshops will be instrumental for dissemination of **EPIC** concept and platform • Workshops will gather direct users' feedback and improve the usability
Publications	• Create papers about the platform integration to be presented at conferences, scientific journals, and other specialist publications (For a full list of publications, see Appendix C)	• Regular publishing of project progress and results helps in validating the work accomplished and increase's visibility • Engages R&D institutions and creates interest from other Living Labs
Project Collateral	• Design collateral will include designing a common branding strategy including project logo • Create leaflets, posters banners, brochures to be given away at events	• Project collateral distributed at various events, conferences, workshops, etc will gain the project visibility with the general public and the national and European media
Newsletter	• Distribute online Newsletters on regular basis to all stakeholders to inform them about project progress and findings	• Project newsletter sent on regular basis shows the progress of the project to all stakeholders and keeps their interest high
Press Releases	• Send Press releases to mainstream and specialist media (See Appendix C for list of representative publications and portals) as well as civil society newsletters, magazines and journals	• Press releases can target specific stakeholders depending on the journal/paper/website were press release is published
Attend Relevant Conferences	• Attend events related to smart cities, living labs, technology and service applications (See Appendix C for list) • Distribute collateral and engage in direct communication • Set project stand to disseminate project results and try to collect feedback and stimulate debate	• Attending conferences (as participants or speakers) is essential for dissemination and interim validation of project results • Conferences serve as a dissemination tool and a method to engage new users • Creates a dialogue between project partners, cities administrations and businesses attending the conferences
Connect to existing EU initiatives	• Connect the project with existing EU initiatives targeting living labs and smart cities	• Liaising with ongoing initiatives can ensure and maximize the project impact improving the use, experiencing and understanding of ICT in a smart cities context

Table 7: *Dissemination tactics*

The rest of this chapter describes in more detail each engagement tactic.

4.3.2 Project Website

Objective	To spread information about the project's activities and results a dedicated project website will be created with links to the various social networking sites that the project will be utilising. The project website will also be a repository to store the public deliverables of the project. Please see Appendix A for the initial website brief.
Content and Messages	Project' background, progress and news, partner information, public deliverables
Target Audience	All Stakeholders
Information Required	Main project documentation and material; medium level detail
Information Provider	21c, ENoLL, IBBT as well as support from all Partners
Communication Methods	Internet
Activities	Gathering documentation, editing and regularly publishing content and news on the website
Schedule	Key revisions every three months updating throughout the project's duration (news updated on an ad-hoc basis)
Monitoring	IBBT will be responsible for monitoring volume of traffic on the site and providing statistics via Google Analytics
Responsible Partner	21c and ENoLL are responsible for updating content. IBBT is responsible for building, hosting and maintaining the project website

4.3.3 Facebook Group

Objective	To directly target users and stimulate discussions with experts and potential customers the project has set up a Facebook Group using the 'Cloud and the City' strap line. In order to encourage new users the 'Cloud and the City' address needs to be published on all communication material. See Appendix B for a screen dump of the group site
Content and Messages	Project news, general cloud computing and shared service news, discussion topics
Target Audience	Users, Media and Influencers, Providers
Information Required	Project updates, current worldwide news; low level detail

Information Provider	21c, and all Partners and users
Communication Methods	Internet
Activities	Encouraging new users to join, regularly adding new news updates and responding to others comments
Schedule	Updated on an ad-hoc basis throughout the project
Monitoring	21c will monitor the group as a minimum twice a week
Responsible Partner	21c and ENoLL

4.3.4 Twitter Page

Objective	To push out news about EPIC to stakeholders beyond Europe and stimulate discussion about the platform. The twitter site is @CLOUDintheCITY, please see Appendix C for a screen dump.
Content and Messages	Project news, general cloud computing and shared service news, discussion topics
Target Audience	Users, Media and Influencers, Providers
Information Required	Project updates, current worldwide news; low level detail
Information Provider	21c, and all Partners and users
Communication Methods	Internet
Activities	Encouraging new users to join, regularly adding new tweets and responding to others comments
Schedule	Updated on an ad-hoc basis throughout the project
Monitoring	21c will monitor the group as a minimum twice a week
Responsible Partner	21c and ENoLL

4.3.5 Linked-In Group

Objective	Linked-In will be the social media network of choice to engage practioners and potential customers of the EPIC platform. The site already has EC project groups set up so EPIC will find the most appropriate starting point to create its own group as well as feeding into others discussions. Linked-In will become active once the platform is developed and the pilots start
Content and Messages	Project' background, progress and news, value of networks for capacity building
Target Audience	Beneficiaries, Media and Influencers, Providers
Information Required	Main project documentation and material; medium level detail
Information Provider	21c
Communication Methods	Internet
Activities	Gathering documentation, editing and regularly publishing content and news on the website and
Schedule	Most active from one year into the project
Monitoring	21c
Responsible Partner	21c and ENoLL

4.3.6 PowerPoint Presentation

Objective	To present the project during conferences, events and workshops
Content and Messages	Project background, undertaken activities and achieved results
Target Audience	All Stakeholder categories
Information Required	The master PPT presentation drafted in English, master translation in the languages of the Countries represented in the Consortium for local dissemination; content will be adapted if necessary
Information Provider	The master PPT presentation made by 21c with the help of all partners

Communication Methods	Internet for template and face to face for presentations
Activities	Gathering documentation, editing and publishing the respective contents on the website
Schedule	Revision throughout the project' duration when key achievement occur
Monitoring	IBBT
Responsible Partner	21c is responsible for the master version; each working group of the Countries represented in the Consortium will be responsible for translations into their respective languages (French and Flemish)

4.3.7 Project Leaflet and Flyer

Objective	The leaflet and flyer outline the project key objectives and expected outcomes and should be distributed at all dissemination events, conferences, workshops
Content and Messages	Project's background; invitation for the stakeholders to visit the website and join the EPIC Community on Facebook, Linked-In, Twitter
Target Audience	All Stakeholder categories
Information Required	The master document drafted in English, master translation in the other languages of the Countries represented in the Consortium for local dissemination, one page for the flyer and two pages for the leaflet
Information Provider	The master documents made by partners 21c, ENoLL and IBBT
Communication Methods	Written communication, face to face distribution
Activities	Writing content, editing and printing the documents, English version and translations
Schedule	Revision throughout the project duration if necessary
Monitoring	IBBT in collaboration with the other Partners will monitor the relative progress
Responsible Partner	21c is responsible for the master version, IBBT is responsible for organising translations and printing

4.3.8 Publications

Objective	To create White Papers highlighting the results of EPIC and publishing them in various scientific journals and easily accessible repositories throughout Europe. Please see Annex D for the initial list of journals to be targeted.
Content and Messages	Contain results, conclusions and recommendations from the project
Target Audience	Influencers and providers
Information Required	Results and evaluation content from the pilot sites
Information Provider	All Partners
Communication Methods	MyBBT intranet
Activities	Write and submit publications, post them on the EPIC website
Schedule	Ad-hoc when publishing opportunities, calls for papers arise
Monitoring	IBBT
Responsible Partner	IBBT

4.3.9 Newsletters

Objective	To raise and maintain the Stakeholders interest in the project, to inform them on progress and results
Content and Messages	Project's main results, dissemination activities, events
Target Audience	All stakeholders
Information Required	Project' main outcomes, dissemination events and conferences attended or organized by EPIC, highlighted news/events/conferences on RFID, cloud computing etc.
Information Provider	All Partners
Communication Methods	Internet, newsletters published on the EPIC website, list of recipients with contacts provided by each partner
Activities	Editing and publishing the newsletter on the EPIC website
Schedule	2 to 3 times a year depending on release of results
Monitoring	All Partners gather feedback from readers and report to 21c for tuning if necessary
Responsible Partner	21c, ENoLL and IBBT

4.3.10 Conferences and Events

Objective	To increase the project's visibility by organizing/participating in relevant conferences, workshops and events, to attract stakeholders to EPIC. Please see Appendix D for a list of identified conferences for the first year of the project.
Content and Messages	EPIC challenge, solution, pilot, roadmap, results and outcomes
Target Audience	Policy makers, Providers, Intermediaries, Media and influencers
Information Required	Function of the specific event
Information Provider	Partner/s organizing/attending the event
Communication Methods	Speech presentation, distribution of dissemination material
Activities	Preparation of the dissemination material according to the specific event
Schedule	See Appendix D.
Monitoring	All Partners participating to the conferences/events will report to 21c the main results of the related activities
Responsible Partner	All partners

5. Activity Schedule

This section describes in detail the key activities for each stage of the project and sets the indicative delivery dates for the actions. Please note that this schedule only includes activities for National and EU level communications. Specific local (pilot) level communications will be detailed in D7.1 the Pilot Operations Plan in WP7.

Phase	Dates	Goal	Deliverable Produced
Pre Pilot	M1 to M19	Planning of exploitation activities, creation of dissemination material, recruitment of stakeholders	• D9.1 Strategic Communications and Dissemination Plan • D9.2 Dissemination Materials Including Website
Pilot	M20 to M26	Undertaking dissemination activities to showcase results across Europe whilst assessing potential sustainability models	• D9.3 Market Research
Post Pilot	M27 to M34	Take outcomes of previous stage to create and put into action sustainability model to realise EPIC's long term objectives	• D9.4 Feasibility Plan/Business Case • D9.5 Final Dissemination Report

Table 8: Overall Pilot Planning

5.1 Pre-Pilot

Activity	Due Date	Responsible Lead	Expected Output
Development of Brand and Key Messages	M6	21c	Project identity
Identification of Stakeholders	M6	21c	Stakeholder map
Creation of Initial Project Brochure	M6	21c	D9.2 Dissemination Material
Creation of placeholder website	M4	IBBT	D9.2 Dissemination Material
Creation of	M6	21c	D9.1 Strategic Communications Plan

Communications Plan			
Development of localised engagement plans for the pilot sites	According to WP7	WP7	D7.1 Pilot Operations Plan
Development of Event List	M6	21c and ENoLL	Events calendar
Creation of Media List	M10	21c and ENoLL	Distribution list for press releases
Development of full Project Website	M6	21c and IBBT	D9.2 Dissemination Material
Creation and of Facebook Group	M4	21c	Online community
Creation of Twitter Channel	M4	21c	Online community
Creation of First Newsletter	M12	21c and ENoLL	D9.2 Dissemination Material
Distribution of First Newsletter	M12	IBBT	Informed stakeholders

Table 9: Pre - Pilot Planning

5.2 Pilot

Activity	Due Date	Responsible Lead	Expected Output
Creation and distribution of newsletters at key points of achievement during the project	TBC	21c	D9.2 Dissemination Material
Attendance at key events	TBC	All Partners	European awareness of EPIC
Creation and distribution of Press Releases	TBC	21c	Generation of positive media coverage
Capture of dissemination impact	TBC	21c	Impact data for analysis
Market Research	TBC	Deloitte	D9.3 Market Research Report

Preparation for dissemination workshop	TBC	21c/ENoLL	Booked workshop and invited stakeholders
Creation and publication of white papers	TBC	IBBT	Better informed scientific community
Updating of website and social media sites	TBC	21c	Real time updates on EPIC's progress

Table 10: Pilot Planning

5.3 Post-Pilot

Activity	Due Date	Responsible Lead	Expected Output
Development of sustainability strategy	TBC	21c	D9.4 Business Plan
Hosting of dissemination workshop	TBC	21c	Dissemination of final results
Analysis of dissemination impact	TBC	21c	D9.5 Final Dissemination Report
Attendance at key events	TBC	All Partners	European awareness of EPIC
Creation and publication of white papers	TBC	IBBT	Better informed scientific community
Updating of website and social media sites	TBC	21c	Real time updates on EPIC's progress

Table 11: Post-Pilot Planning

These tables will be refined and updated during the project.

5.4 Roles and Responsibilities

Each partner is responsible for undertaking dissemination activities and reporting their activities and impact to the Dissemination work package lead. The following partners have extra responsibilities:

- 21c – Develop, lead and direct the work of WP9
- ENoLL – Support WP9 through the engagement of their Living Labs network (ENoLL)
- IBBT – Build and host website
- Deloitte – Lead market research for exploitation activities
- Pilot Sites – Develop and deploy localised engagement tactics

6. Key Deliverables

There are four main deliverables for Work package 6 (Dissemination) which are;

- **D9.1 Strategic Communications Plan - PP** *(M4)* **– 21c**
  This document provides an outline of all the dissemination activities including responsibilities throughout the project.

- **D9.2 Dissemination Materials Including Website** - PU *(M6)* **– *21c and IBBT***
  Awareness raising material/channels (including social media) as well as a central portal/information repository for the project which interested stakeholders can visit and use to learn more about EPIC.

- **D9.3 Market Research - PP** *(M12)* **- Deloitte**
  Word report highlighting the potential market for EPIC based upon desk top research and stakeholder feedback. This deliverable is crucial in developing a future business case for the project.

- **D9.4 Feasibility Report/Business Case - PP** *(M20, 29)* **– 21c**
  Explanation of future exploitation model for EPIC taking into account maintenance, costs and consultancy needs.

- **D9.5 Dissemination Workshop Report – PU** *(M29)* **– 21c and ENoLL**
  Overview of the activities and impact of the dissemination workshop that launches the final EPIC results, conclusions and recommendations.

7. Monitoring and Evaluation

The WP9 Dissemination Lead (21c) will work in conjunction with the WP8 Results and Evaluation Lead (NTUA) to deploy a comprehensive evaluation strategy to measure communication impact which will include number of new cities engaged, Google hits analysis, number of cities' visitors using the platform, numbers and types of news articles, numbers of conference presentations, uptake and use of roadmap by local governments, feedback from stakeholders, knowledge transfer between sectors etc.

This chapter will be updated during the project.

8. Glossary of Acronyms

EPIC – European Platform for Intelligent Cities

ENoLL – European Network of Living Labs

RFID – Radio Frequency Identification

WP – Work Package

DoW – Description of Work

9. List of Figures

Figure 1*: Approach to project communication*..... 4

Figure 2*: High Level Overview of the EPIC Dissemination Strategy*..... 8

10. List of Tables

Table1: *Metrics against Objectives* 7
Table 2: Living Lab Networks 14
Table 3: *Stakeholder Map* 15
Table 4: *Stakeholder Map with specific channels* 16
Table 5: *RGB colours for EPIC logo* 17
Table 6: *Key Messages for Stakeholders* 18
Table 7: *Dissemination tactics* 19
Table 8: Overall Pilot Planning 26
Table 9: Pre - Pilot Planning 27
Table 10: Pilot Planning 28
Table 11: Post-Pilot Planning 28

Annex A: Website Brief

Aim of the website

- Present **EPIC** as a potential new product that cities can adopt to help them become 'smarter'
- Communicate project news and achievements to stakeholders in simple easy to understand language
- Publish and make available public deliverables

Target audience

- City administrators wishing to become smarter
- Living Labs interested in rapidly prototyping services in cloud innovation environment
- SME's wanting to learn more about how **EPIC** can benefit their business
- Anyone interested in learning more about the **EPIC** project (including EU reviewers)

Look and Feel

- To have a clean, crisp, modern, high-tech feel
- To utilise the logo and colours found in the project brochure (blue, grey and orange)
- To use professional photographs/images/videos to make the site more engaging
- The figure below presents a suggestion as to the type of style and needed features
- Would be good to have the cloud banner as an animation, for example -http://www.istockphoto.com/file_closeup.php?id=9951688

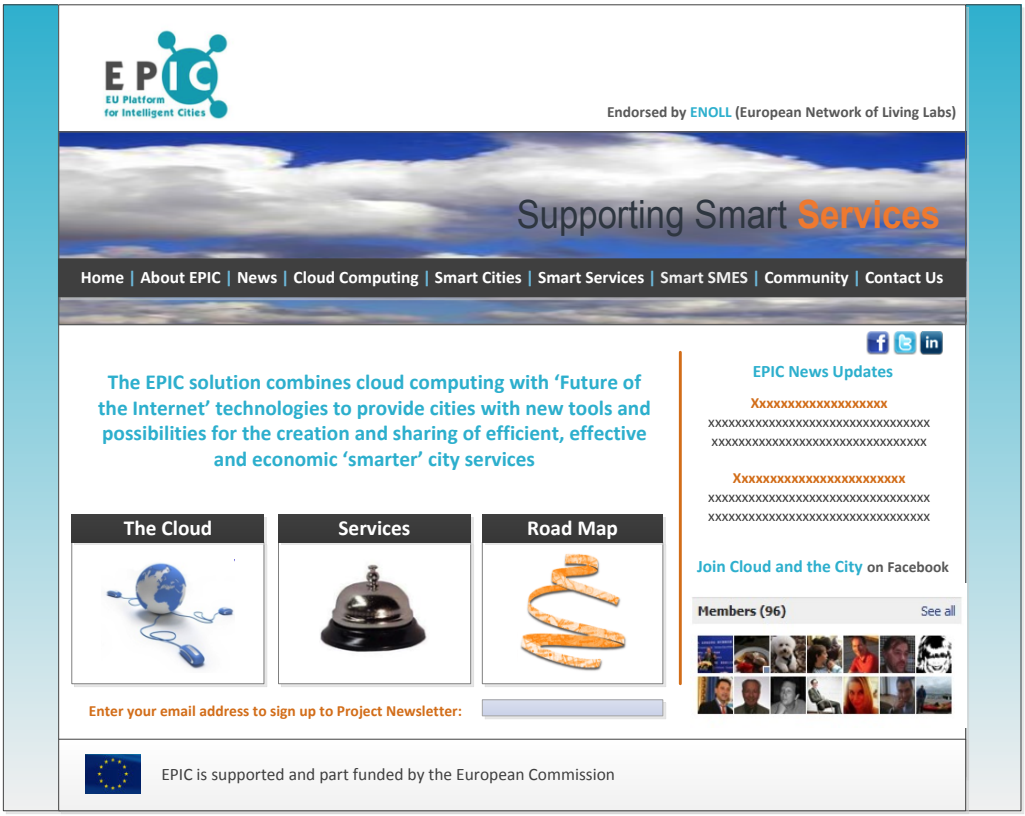


Figure: Idea for the Home Page

Technical Requirements

- Content management system to allow Dissemination Team to update (minimum) news section regularly
- Need ability to imbed graphics and videos into any page
- Need ability to upload documents (deliverables) for public download
- Need ability to capture email addresses from visitors
- Need to be able to monitor activity on the website using Google Analytics

Navigation

- Simple navigation structure highlighted in diagram below
- Links to external content to appear in a separate pop-up window when clicked

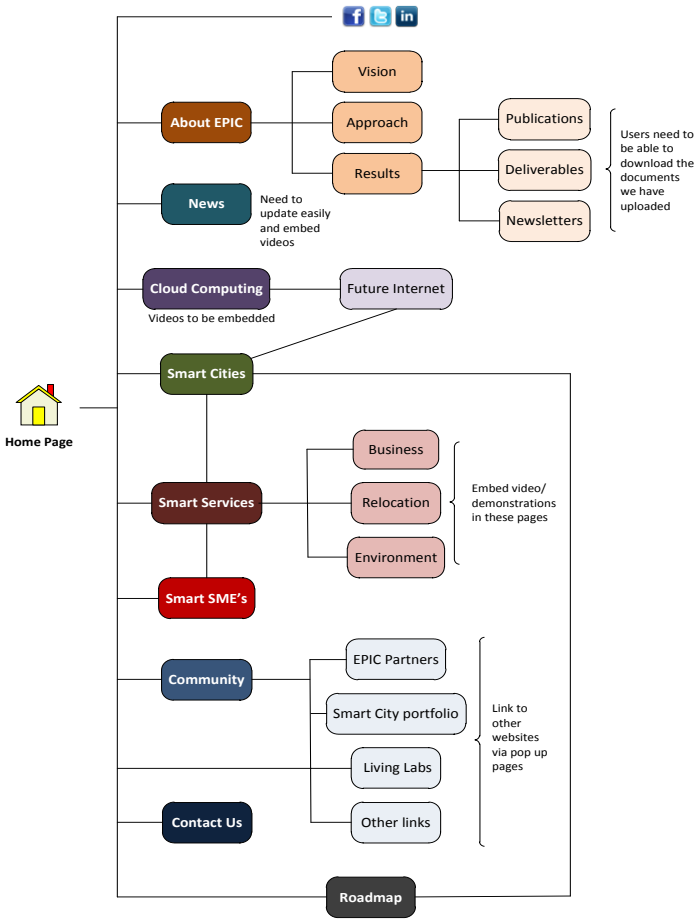


Figure 2: Suggested navigation

Content

- Content for each page to be provided by 21c Consultancy (susie@21cConsultancy.com)
- Content to be written in simple, easy to understand English – all technical terms should be explained

- Links to external content to appear in a separate pop-up window when clicked

Annex B: Facebook Group



Annex C: Twitter Group



Annex D: Publications

Publication	Target Group	Added Value	Website
Journal of Information Technology	For academics, scholars, advanced students, reflective practitioners, and those seeking an update on current experience and future prospects in relation to contemporary ICT themes	Increase visibility of project results Create debate within the scientific community Advance our understanding and application of research methods	http://www.palgrave-journals.com/jit/index.html
eJOV	eJOV (Journal of Organizational Virtualness) is an academic journal for theoretical and empirical research related to virtual organizations and networks.	Access to qualitative and constructive research	http://www.ve-forum.org/
EURASIP	Journal on Wireless Communications and Networking directed at both practicing engineers and academic researchers.	Visibility in a field of applications of wireless communications and networking technologies with emphasis on signal processing techniques and tools.	http://www.hindawi.com/journals/wcn/
GPSJOnline	The Government & Public Sector Journal & online editions are read by over 56,000 people in the following; Local Authorities, Councils, NHS Health Trusts, Government Offices & Agencies,	Present the project and its results to local governments Advertise the platform on their online journal Send press releases on regular basis	http://www.gpsj.co.uk/index.asp

Annex E: Conferences

Event	Date	Location	Relevance	Website
Stockholm Summit on Service Innovation in Cities	12 May 2011	Kista Science City, Stockholm, Sweden	Living Labs networking and innovation	www.amiando.com/livinglabsglobalstockholm
ENoLL 5th Wave publication of the results	16 May 2011	Budapest, Hungary	Outreach to Living Labs – EPIC to be present on a stand	http://corvinno.hu/enoll
Major Cities of Europe Conference	23-25 May 2011	Prato, Italy	Smart Cities theme	www.majorcities.eu
ePractice Workshop: Addressing Evolving Needs for Cross-Border eGovernment Services	25 May	Brussels, Belgium	Submit speaker submission by 12 May	www.epractice.eu/en/events/epractice-workshop-cross-border-services
InTsikt 2011 Smart City	6-7 June 2011	Tuzla, Bosnia and Herzegovina		http://ictlab.com.ba/intsikt/index-en.html
Intelligent Cities Expo	8-10 November 2011	Hamburg, Germany	Global exhibition for smart cities	www.intelligentcitiesexpo.com