D4.1

Communication and Dissemination strategy and materials

ICT Policy, Research and Innovation for a Smart Society

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Project Deliverable

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Title
D4.1 Communication and Dissemination strategy and materials

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PU	Public	X
PP	Restricted to other programme participants (including the Commission	
RE	Restricted to a group defined by the consortium (including the Commission)	
CO	Confidential, only for members of the consortium (including the Commission)	

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Abstract:

The key objectives of PICASSO are to reinforce EU-US collaboration in ICT research and innovation focusing on the pre-competitive research in key enabling technologies related to societal challenges, and to support the EU-US ICT policy dialogue.

It is generally understood and agreed upon in the project consortium that effective internal and external communications are important for the success of the project and that dissemination activities are essential to keep project participants, the Expert Group Members and other stakeholders informed of the progress of the project and of any disruptive developments.

They are also necessary to stimulate and gather feedback from interested groups and parties as well as to increase the international visibility of the project, at the same time also highlighting the EU's commitment to excellent research and innovation collaboration.

The purpose of the present communication and dissemination strategy is to provide a formal framework for using and disseminating results throughout the PICASSO project. The document describes how the consortium plans to utilise multiple dissemination/media channels and to employ general as well as specially targeted communication measures. This document also indicates the role and responsibilities of the partners and identifies the audience and the key messages that should be spread.

Keywords:

Communication strategy, Dissemination, Outreach, Social Media strategy

Disclaimer

The PICASSO Project

The aim of the 30-months PICASSO project is (1) to reinforce EU-US collaboration in ICT research and innovation focusing on the pre-competitive research in key enabling technologies related to societal challenges - 5G Networks, Big Data, Internet of Things and Cyber Physical Systems, and (2) to support the EU-US ICT policy dialogue by contributions related to e.g. privacy, security, internet governance, interoperability, ethics.

PICASSO is oriented to industrial needs, provides a forum for ICT communities and involves 24 EU and US prominent specialists in the three technology-oriented ICT Expert Groups and an ICT Policy Expert Group, working closely together to identify policy gaps in the technology domains and to take measures to stimulate the policy dialogue in these areas. A synergy between experts in ICT policies and in ICT technologies is a unique feature of PICASSO.

A number of analyses will be accomplished, as well as related publications, that will for a major part be made public and contribute to the project's outreach. Dedicated communication and dissemination material will be prepared that should support the operational work and widespread dissemination though different channels (website, social media, publications …). The outreach campaign will also include 30+ events, success stories, factsheets, info sessions and webinars.

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Acronyms and Definitions

Acronyms	Defined as
CS	Communication Strategy
DoA	Description of Action
EC	European Commission
EG	Expert Group
EU	European Union
WP	Work Package

1.   Executive Summary

The communication and dissemination campaign represents one of the key pillars of the PICASSO project: sharing continuously internal and external information about achieved results is a transversal element that should be deployed throughout the whole project and that should cover all communities relevant for and possibly interested in the PICASSO project, both in countries where the consortium partners are operating and on the worldwide level. It shall make use of the EC H2020 projects communication best practices and follow the 6W approach: What, Why, When, hoW, Where and to Whom to disseminate/to communicate.

The purpose of this deliverable is to provide a formal planning document for using and disseminating knowledge throughout the project. This document aims to go a step further than what was described in the PICASSO Annex 1 - Description of Action) in terms of what should be done to assure effective communication about the project and its outcomes. The plan includes all required tools to be used by the PICASSO project. It is a guide for the project partners on how to promote the project and maximise its impact by using the promotion tools and dissemination channels. This document also indicates the roles and responsibilities of the partners and identifies the audience and the key messages that should be spread.

The objective of the dissemination activities is:

To support the project activities through targeted outreach to relevant stakeholder groups.

Subsequently, the general objectives will of course be supported as well:

- To promote the EU-US collaborative activity and approach, the progress, as well as results of the project in the relevant communities
- To maximise the impact of the findings stemming from PICASSO thematic Expert Groups and related activity and contribute to a collaborative policy dialogue

⭐ **Responsibilities**

The PICASSO Work Package 4 (WP4) defines the plans, the roles, and the responsibilities of the partners for the project branding, awareness raising and dissemination activities. The communication and dissemination campaign will last during the whole project life cycle.

As for the responsibilities of the partners, inno leads the work package and is in charge of the implementation of the communication campaign, including the creation of a visual identity, publicity and promotion material, and set up and regular update of the project website.

ATC is in charge of the social media strategy and regular use/updates.

APRE is in charge of the preparation and dissemination management of four online newsletters.

All other project partners will be involved in the communication and dissemination activities on a regular basis, contributing to editorial choices and engaging their direct networks for dissemination purposes.

⭐ **Target Audiences and Specific Needs**

The Dissemination Plan identifies the following communities – both from the EU and the US - as target audience for PICASSO:

- Policy makers
- RDI Stakeholders and ICT networks

- Industry/Businesses
- The general public interested in the project topic
- Other projects/initiatives aiming at EU-US collaboration

⭐ **Promotion and Dissemination Tools**

The communication of the project will be unified along a common visual identity. A coherent visual chart (colours, fonts, designs) is derived from the project logo and provided in several shapes and formats (document templates etc.). This visual identity will be used extensively throughout the project, creating a distinguishable brand that will be recognized in the ICT communities both in the EU and in the US.

A variety of promotion and dissemination tools will be used to achieve the objectives of the project. Each communication opportunity will adjust the tools and messages to the targeted audience (along the 6W strategy – What, Why, When, hoW, Where and to Whom). Project partners will use diverse promotion channels, such as the project website, press and media articles, flyers and posters, newsletters and webinars, as well as social media. All the publicity material will follow the PICASSO branding, defined at the start of the project.

It was decided to act on the following points with regard to dissemination:

- Set-up and update the project web site (maintained after project end), as well as social media profiles and groups
- Create short articles/interviews for targeted dissemination through networks after main events/project results
- Publish specific project communications and news on the PICASSO website for each project milestone and event, as well as regular project newsletters (4 overall)
- Participate in major events and conferences of interest to the project
- Organise public workshops, a large conference and final event, related to thematic Expert Groups and exchange on policy dialogue
- Disseminate analysis reports (Opportunity reports, White Paper…)
- Organise a set of webinars on two major subjects: policy dialogue and access opportunities in EU and US funding programmes

Partners and the Expert Groups are also asked to use their networks for communication about the PICASSO project.

⭐ **Events**

Besides the dissemination materials, an important way to disseminate information about the PICASSO objectives and findings will be through the participation in events. The project partners will take the opportunity to present PICASSO at multiple conferences and events of interest they plan to attend in any case. No specific project action for participation in external events is set up.

Anyone participating in an event and communicating information concerning PICASSO or results obtained within PICASSO, either directly or indirectly, should inform the Project Coordinator Svetlana Klessova and project manager Eva Fadil (inno) of the details of the event and the targeted audience. A template for providing this information (the PICASSO communication form) is annexed to the present document.

A first list of the major conferences and events of interest shall be regularly updated as part of the WP4 activities.

⭐ **Reporting**

The main deliverables linked to this Communication Strategy (CS) are

- Website online (D4.2) – M3

- 4 E-Newsletter summary (D4.3) – M30
- Exploitation and sustainability plan (D4.4) – draft M13, final M30
- Summary of activities about promotion of access opportunities – H2020 ICT opportunities for US side and US ICT programmes opportunities for EU side (D4.5) – M15
- Report about EU-US policy and innovation conference (D4.6) – M17
- Initial summary of activities about the EU-US ICT community enhancement (D4.7) – M20
- Final summary of activities about the EU-US ICT community enhancement (D4.8) – M29
- Report about the final event (D4.9) – M30

These reports will be based on the inputs from project partners and activities of the Expert Groups during the project lifetime. The evaluation of dissemination activities performed will be based on a number of factors: Web site use and frequentation, impact of project communications and newsletters, reports/publications and dissemination activities of the Expert Groups and networking with other relevant initiatives (e.g. the sister project DISCOVERY or other H2020 projects with related activity). Based on the results, an update of the Communication Strategy may be proposed.

2. Introduction and Overall Strategy

The dissemination campaign represents one of the key pillars of the PICASSO project: continuous information about the results achieved is a transversal element that should be deployed throughout the whole project duration and that should cover all communities relevant for and possibly interested in the PICASSO project, both in countries where the consortium partners are operating and on the worldwide level.

Taking into account that PICASSO as a whole is meant to raise awareness, facilitate policy dialogue and build networks, which are by definition already dissemination activities, the outreach and sustainability work package has been planned in an appropriately economic way to avoid doubling efforts and superfluous complexity, thus also corresponding to the limited budget accorded. The core of the work aims to provide all project partners with the dissemination tools and to find the right channels to promote the approach, progress, and results of the project in the relevant communities, thus leveraging the operational work and maximising the impact, to track all dissemination and to propose modifications. To reach out to the target groups most economically, efforts are made to collocate dissemination events to other relevant project events where possible.

The purpose of the present document is to provide a formal planning for using and disseminating knowledge throughout the project. It is intended essentially for the project partners. However, the dissemination level of the document being public, the PICASSO communication strategy is open for ICT community members and it will be updated when it appears necessary.

The communication strategy of the project will follow a 6W approach to ensure that every communication opportunity is adequately exploited by the project. The 6W strategy aims to identify clearly:

- ★ **Why disseminate**: For an efficient communication, the first point to be identified are the objectives of the communication.
- ★ **To Whom**: Different communication objectives will have to target different audiences, these different audiences have to be defined.
- ★ **Disseminate What**: Different audiences have different interests and needs and will need to be addressed with different messages.
- ★ **Disseminate hoW**: Different audiences have to be addressed through different channels. To be efficient, the communication has also to be coordinated and monitored.
- ★ **Disseminate Where**: To fully reach its objectives, the project has to disseminate to a broad audience all over Europe, the US, and beyond.
- ★ **Disseminate When**: The project communication must both run throughout the duration of the project, with long lasting and scheduled actions and take advantage of opportunities that arise.

This document starts with identifying the dissemination and communication objectives of the PICASSO project, answering to the **Why** disseminate question in **section 3**. The communication plan defines the targeted audiences and associated messages in **section 4**, answering hereby to the **to Whom** and **What** questions.

Based on the identified targeted audiences, the communication and promotion tools have been defined in **section 5**, further answering the **What** and **hoW** to disseminate questions. This is completed in **section 6** by the definition of the scheduled and opportunistic communication strategy, listing the events, press releases and networking activities of the project, answering to the **Where** and **When** to disseminate questions.

Finally, the project provides a first overview of the PICASSO results exploitation plan in **section 8**.

3. Objectives and Expected Outcomes

In order to produce a coherent and efficient communication strategy, the first point to be identified is __Why__ we should communicate: what are the communication objectives of the project?

The objectives of the PICASSO communication strategy are clearly indicated in Work Package 4 (WP4). The strategy will identify and organise the dissemination and communication activities to be performed in order to:

1. assist project partners in planning and implementing their publicity activities;
2. communicate about the policy, research and innovation excellence in EU and US, such as information on EU policies and regulations, H2020 ICT-related calls, etc.;
3. promote access opportunities to EU and US programmes.

The **dissemination and communication strategy** goes beyond simple communication by defining multi-national activities on several levels:

⭐ **Interaction with EU-US ICT stakeholders**: the interaction with these actors will take place continuously, e.g. by ICT thematic and policy Expert Groups, the project conference and public workshops, webinars, and other (external) events,

⭐ **General publicity of activities and results of the project**: dissemination of project publicity material (leaflet, publications, etc.) through web site and through the partners' networks, participation and presentations in major conferences, participation in scientific and industrial forums, etc. The PICASSO web portal will become a major platform of dissemination and will act as a dynamic information and communication tool expanding project activities. The portal will gather, promote and communicate latest evolutions on EU-US ICT policy dialogue activities and events including all the knowledge material and assets developed under project activities.

⭐ **Collaboration with other CSA and networks at EU-level**: EU-stakeholders at EU level are addressing a large number of similar challenges, and there is an important breeding-ground for developing cross-fertilisation and exploiting synergies, avoiding duplication of efforts and maximizing impact in reciprocal, win-win and cooperative alliances. The members of the consortium have strong links in these communities addressing ICT policies of interest for PICASSO (e.g. privacy, Internet Governance…), Expert Group thematic (5G Networks, Big Data, IoT/CPS) or application domains (Smart Cities…) which will facilitate the liaisons. PICASSO will participate in and co-locate public events and workshops with these initiatives. Major examples of projects where collaboration synergies can be found are DISCOVERY, PICASSO's "sister project" (funded under the same call) or BILAT USA 4.0, aiming at EU-US RTDI collaboration, as well as other projects targeting EU-US collaboration in specific activity (e.g. European Cluster Collaboration Platform organizes EU-US collaborative events and seeks to contribute to the policy dialogue).

⭐ **Interaction with the civil society**: The last years have shown a strong interest for NGOs to be involved in such works – especially policy related ones - and more importantly to be informed of activities that are going on. It is therefore of high importance to liaise and communicate with the general public to make them aware of the project outcomes and also to involve them in discussions. Besides dissemination through the project website, communications will be done through various channels such as Twitter, LinkedIn… Involvement will also be possible during webinars. The Expert Groups will welcome user associations at public workshops.

⭐ **Organisation of events** on topics addressed by PICASSO, which will bring together large companies, SMEs and startups, and also academia, as well as policy stakeholders.

The expected outcomes of the dissemination activity are as follows:

1) Project branding established

2) Sustainable website set up with 5000+ visits until the project end

3) Outreach to 1300+ users through social media (monitored through the number of re-tweets, followers, linkedin group members)

4) Enhanced visibility to project activity and notably Expert Groups in events organized by PICASSO, open to the public:

   a. public workshop in conjunction to the first EG meetings in Washington DC (expected 30 ICT specialists from industry, academia and policy makers),
   b. public EU-US Innovation Conference ("International conference on technology and policy aspects of smart cities, smart energy, smart transport"; title to be confirmed, expected 100 participants),
   c. final project event (probably linked to a larger event/conference, expected 50-100 participants)

5) 12 webinars for dedicated audiences organized:

   a. 200 policy makers, relevant industry and academia having participated in 5 project webinars on policy issues
   b. 100 EU and US RDI specialists brought together through 3 webinars on ICT topics related to the Expert Groups
   c. 100 EU and US RDI specialists informed on access opportunities in EU and US funding programmes through 4 dedicated webinars

6) 4 e-newsletters sent to RDI and policy contacts from EU and US interested in the project activity

7) Project communications published on the project website and disseminated after each main event or achievement; 10+ in total.

8) 20+ publications (articles, interviews, success stories...) on relevant topics stemming from PICASSO

9) Participation with project presentations in 25+ events

10) Close links with at least 5 relevant EU-US collaboration projects/initiatives and dissemination of information to their networks

4. Targeted Audiences and Relevant Messages

As presented in section 3, the dissemination strategy of the project answers to different needs and objectives, and therefore different audiences will be targeted. It is essential that different communities are addressed with messages and tools adapted to their interests and uses. This section answers to the "to __Whom__ to __disseminate__" and __"What to disseminate"__ questions.

Disseminating knowledge and project achievements is a crucial part of PICASSO: in order to have an impact on ongoing and future initiatives and activities, it is important to raise awareness on the outcomes of the project and attract interest from relevant EU-US ICT Stakeholders, ICT companies and policy makers.

The generally communicated **project mission** is as follows:

Enhance EU-US ICT research and innovation collaboration responsive to societal challenges and industry needs, supported by harmonious policies, to enable economic growth in both the EU and US

5G Networks, Big Data, Internet of Things and Cyber Physical Systems –

for smart cities, smart transport and smart energy

During the first months of the project, the partners will focus on disseminating the general information and the main aim of the project through a first press release (prepared and published by inno in December 2015) and when participating in events and conferences of interest. The key messages highlighted in these first dissemination activities include:

- What the project is about and what is its expected impact?
- What are the project objectives?
- Who is involved in the project?
- What main activities and results are planned?

The messages listed above should be addressed through all promotional channels, as the PICASSO web site, poster, leaflet, etc. For detailed information about these publication channels, please see the following chapters.

Other messages that will also be relevant and create communication opportunities as the project develops are:

- Deliverables available for the public
- Milestones achieved

Besides the general messages, PICASSO will engage with specific stakeholders in the EU and the US and adapt the communication messages and channels used to the audiences addressed. The stakeholder groups are as follows:

- ★ **RDI Stakeholders and ICT networks:** this community will be addressed through a variety of means, notably of course the project Expert Groups, public events organised with their presence and open to other stakeholders, as well as direct networks; Additional means of engaging are : CSA projects funded under the same call; EU innovation related initiatives, such as: Big Data Value, Global Internet Policy Observatory (GIPO); Advanced 5G networks for the Future Internet, Energy-efficient Buildings; Mirror US initiatives, e.g., for IoT: Industrial Internet Consortium, Allseen Alliance, Open Internet Consortium; US based EU Centres of Excellence, …;
- ★ **ICT companies/ industry:** ICT related industry will be approached through relevant networks, namely clusters such as System@TIC ICT cluster in the Paris Region; Research Centers with industry-driven projects; relevant end-users
- ★ **Policy Makers:** in order to spread PICASSO policy recommendations on several levels, policy stakeholders will be addressed both on institutional level and personal level. The approach can take place though: US

bodies related to ICT, EU Commission, Innovation agencies and policy makers at regional, national (EU Member States and USA).

The general public will be addressed, too, in order to raise awareness for the importance of ICT collaboration and its benefits on economic and societal levels. However, due to the limited resources of PICASSO, this broad target group will mainly be addressed by open dissemination tools/channels, such as the project website and social media, also containing some general information and giving access to the PICASSO newsletter. No exclusive events for the general public are planned.

The following table provides an overview on the different target groups, dissemination tools/channels used for addressing them, as well as main relevant project results.

Target Audiences	Project events	Project poster and leaflet	Webportal	Social Media *LinkedIn, twitter*	Newsletter	Webinars	Project publications	Key project results relevant to the target groups in particular
RDI Stakeholders ICT networks	xxx	xx	xxx	xxx	xx	xxx	xxx	Key interest: proposals of concrete new avenues for EU-US ICT collaboration Expected/wished sustainable main outcomes for this group: identified areas for (exclusive) feasible collaboration, implemented joint programmes in these fields, **new collaboration opportunities**
ICT companies Industry	x	xx	xxx	xxx	xx	xxx	x	Key interest: information about collaboration opportunities, based on industry needs Expected/wished sustainable main outcomes for this group: Information on (funded) collaboration opportunities, accessible in easy-to-read and easy–to-use format: **ICT industry toolkit**, event presentations, etc.
Policy makers	xx	xx	xx	x	xx	xxx	xxx	Key interest: provision of policy briefs with important recommendations Expected/wished sustainable main outcomes for this group: **policy briefs** with concrete and easy to implement recommendations, White Paper

Table 1: Targeted audiences, associated tools and messages

4.1. Coordination and Implementation of Dissemination Activities

To achieve the communication objectives defined above in section 3, a concrete plan for coordinating and implementing the defined strategy is presented below. This section answers to the "hoW to disseminate" question.

In order to ensure and to cross check the performance of the dissemination activities against the strategic goals, it is necessary to nominate the responsible partners, to follow up the implementation of activities and to control the process. At the content level, key messages for each target group should be clearly drawn, informational vectors defined and the events' planning developed accordingly. More specifically, dissemination of knowledge gained during the project lifetime is expected to take place through t**he consortium, Expert Group members and their networks and contacts** on national, EU and US level.

4.2. Partners' Responsibilities

Partners have agreed on the roles concerning the PICASSO awareness raising and dissemination activities. The work package 4 is led by inno who is also in charge of designing and implementing the communication strategy, the branding and designs as well as dissemination and promotion material. The partners will work closely with inno in order to provide input to all the dissemination activities, therefore playing an important role in disseminating information. The work task responsibilities are distributed as follows:

* Inno also takes care of the online and media presence (website set up and maintenance, as well as ITC industry toolkit content), whereas ATC develops the social media strategy and manages related profiles / groups.
* APRE is in charge of the four project newsletters, as well as the organisation of the EU-US ICT policy and innovation conference and the final project event.
* Webinars are jointly organised by APRE and FIU-EUCE on EU and US programmes (access opportunities).
* ATC takes care of dissemination support to the Expert Groups (community enhancement).

Details of all tasks are provided in the table below:

Dissemination, communication, exploitation (lead inno) (M1-30)	
inno	Dissemination and Communication Strategy
inno	Dissemination Kit
inno	Exploitation and sustainability plan
inno, support FIU-EUCE, all partners	Implementation and monitoring (target indicators) of the strategy
inno, support all partners	Mid-term and final publishable summary on dissemination activity
Online and media presence (lead inno) (M1-30)	
inno	Website set up and maintenance
inno	Update of the website and ICT industry toolkit content

ATC	Strategy for social media
APRE	Newsletters
Promotion of H2020 ICT opportunities for US side and US ICT programmes opportunities for EU side (lead APRE) (M3-M30)	
APRE	Project materials (project presentation, funding programmes...) to be presented on the web site and as part of the ICT Industry Toolkit content
APRE and FIU-EUCE	Webinars on Horizon 2020 ICT-calls
APRE	Brief info-sessions (10)
APRE	Helpdesk activities
EU-US ICT community enhancement: supporting ICT expert groups activities (lead ATC) (M10-M30)	
ATC	Action plan
APRE, support from TUD, ATC, TUDO, GNKS	Stakeholder consultation
TUD, ATC, TUDO, contribution from GNKS	Organisation of public events in conjunction with the expert group meetings
TUD, ATC, TUDO, contribution from GNKS	Organisation of webinars, if needed
EU-US ICT policy and innovation conference (lead: APRE) M10 – M17	
TLI, HON, APRE (support from TTHINK, TUD, ATC, TUDO, GNKS for the EG meetings)	EU-US ICT policy and innovation event, with plenary sessions and EG meetings, as well as parallel sessions dedicated to the domains of the PICASSO expert groups. Preparation of the international event related to EU-US collaboration and open to the international audience
APRE, input from TLI	Event report
Final event "ICT for Smart Societies" (lead APRE) (M26-M30)	
APRE support from THHINK and ATC	Final event "ICT for Smart Societies"
inno	Final review

Table 2: Partners' dissemination responsibilities

All consortium partners will contribute and actively support the task leaders.

Using the promotional material produced at the very beginning of the project, all partners are in charge of disseminating the project locally in their countries – but also on an EU, US and worldwide level - via their networks.

4.3.   Role of the Expert Group in the dissemination of the Expert Group in the dissemination

The PICASSO project has set up 4 Experts Groups that are expected to be a key instrument of the project dissemination.

Expert Group Chairs have the responsibility of ensuring a fruitful interaction with external members of their groups, besides being work package leader and representing their partner organisation in the PCU. Each expert group chair prepares a meeting summary of the relevant group for future use in the project deliverables, manages the planning of his respective group activity, and help in the dissemination activities.

The members of the expert groups will be considered as the Ambassadors of the PICASSO Project and should actively contribute to the communication towards their networks. A dissemination kit (see below) will be provided (flyers, project presentation, …).

Also, public Expert Group workshops will be a major channel of communication about project activity and results, besides being of course an important means of receiving input for project work. During these events the Expert Groups will meet (either separately or jointly) and external participants from the dissemination stakeholder groups are expected to participate. A short introduction to the PICASSO project will be presented in such events, as well as dissemination material distributed (flyers, etc).

4.4.   Tools for the Coordination of Dissemination Activities

In order to ensure that the communication strategy stays up to date, an internal monitoring process will be put in place. Its main elements are listed below. All partners have to report on their activities and opportunities. inno, as WP4 responsible, will check regularly the progress and, if needed, adjust the planning. inno will also supervise all activities and provide strategic direction when needed.

The communication plan will be regularly reviewed with the consortium partners, indicating:

- Actions
- Person in charge
- Channel to be used
- Purpose of the action
- Content to be conveyed
- Targeted audience
- Etc.

This planning will be updated upon need.

In addition, WP4 activities will be discussed during consortium plenary meetings, and conference calls will be set up in between the physical meetings of PICASSO partners which will also provide a platform to discuss any relevant issues.

4.5. Monitoring of Plan Implementation and Communication Results

A number of measurable targets and performance indicators are set for the dissemination work; of course, besides the indicators listed in the table below, a number of project activities naturally feed into the dissemination work (webinars related to policy work, reports, EG meetings, etc). The monitoring will be based on the target outcomes specified in chapter 3:

Dissemination, promotion campaign, awareness creation	Communication and dissemination plan	1
	Project brand set (logo, letterhead, PPT template, poster)	1
	Number of visits of the project web portal	5000+
	Project presentations during other events	25+
	Number of press-releases	10+
	Number of publications (articles, press releases, etc.)	20+
	Newsletters (on-line: with links to web site)	4
	PICASSO factsheets with summary of results (mid term and final)	2
Sustainability	Exploitation and Sustainability Plan	1
Final event	Number of invitations	300+
	Number of participants (100+ if back-to-back to a larger event)	70+

Table 3: PICASSO Performance indicators

Apart from this, the impact of the dissemination will be evaluated based on of the following further Indicators:

- Web site visits, measured especially after major communication activities (press releases, newsletters or major events. Based on the findings, a correction of the Communication Strategy may be proposed.
- The number of persons in audiences and target groups during conferences or workshops (e.g. socio-demographic background like country, type of organization, etc.)
- The number of contacts initiated after communication actions
- The number of follow-ups or collaborations resulting from communication activities – if initiated already within the project lifetime.
- Quality/effectiveness evaluation via feedback by the attendees of workshops (non-consortium members)
- Number of published news provided by partners about the activities
- Number of activities supporting project tasks/ work packages
- Other support provided to the project tasks/ work packages as requested by partners

An update on the dissemination activity will be made every three months internally and all dissemination activity will be kept in a monitoring file for reporting purposes.

5. PICASSO Communication and Promotion Tools

As presented above in section 4, different target audiences have different uses and interests and must therefore be addressed by a complementary set of tools. This section presents the tools set-up for the project communication and further answers to the "ho<u>W</u> to disseminate" and "<u>What</u> to disseminate" questions.

Publications produced by PICASSO will aim at consolidating information about goals, activities and results of the project and incite the relevant communities to provide feedback, communicate their requirements and adapt their activities.

Some publicity tools are generated during the first six months of the project. Most of this work is focused on the creation of media which will be maintained and used throughout the project as vehicles to disseminate information about the project and its achievements.

The **main publicity tools** will be:

- The PICASSO website (M3)
- Project communications published on the website and distributed through partner networks
- Organisation of webinars
- Dissemination of newsletters
- Project publications
- Project conferences and public events
- Participation in major external events and conferences of interest
- Outreach to relevant stakeholders

5.1.   PICASSO Branding

During the first three months of the project, the **PICASSO branding** will be defined in order to make the project easily recognisable. It shall represent the stable visual element for project presentation and promotion.

The branding pack prepared by inno and to be used by the project partners includes:

5.1.1.   Project logo and visual identity

The project logo has been designed by a professional designer based on proposals from the partners of the consortium and has been agreed upon by the partners. The logo has been designed to be easily recognisable and to be meaningful to technical people as well as the industry and general public, but also taking into account the dynamic we hope to bring to EU-US collaboration.

Figure 1: PICASSO logo

Different versions of the PICASSO logo will be produced, adapted to different backgrounds and displays (screen, print, etc.). The logo is available both in pixel and vector formats, and also available for the partners' use via the project shared platform. It exists with and without the baseline so as to fit to different purposes.

The visual identity is based on the main logo colours and should be respected in all official communication supports. The colour codes are as follows:

CMJN : 97 / 75 / 08 / 01
Pantone : 2945C
RVB : 0 / 81 / 153
Web : #005199

CMJN : 00 / 20 / 97 / 00
Pantone : 116C
RVB : 250 / 205 / 12
Web : #facd0c

CMJN : 93 / 85 / 27 / 19
Pantone : 534C
RVB : 43 / 53 / 100
Web : #2b3564

CMJN : 07 / 97 / 78 / 01
Pantone : 186C
RVB : 208 / 13 / 60
Web : #d00d3c

Figure 2: PICASSO visual identity

5.1.2. Other Branding elements

Based on the project logo and visual identity other branding elements will be developed, including:

⭐ **Flyers:**

A PICASSO flyer/leaflet will be compiled and used to present the project, its goals and the consortium. The project flyer shall reflect the ideas and planned activities of the project in a first time and might be updated with information about major outcomes and results in a second step.

It shall serve as a calling card for presentation to influential readers – experts, national and local authorities, stakeholders, media representatives, etc. Produced early in the lifetime of a project, a flyer:

- Explains the background for undertaking the initiative
- Indicates the targeted results
- Provides an overview of the consortium and contacts: major contacts, website

Additional material is:

⭐ **Posters**
⭐ **Project banner** (for event participation)
⭐ **Graphical templates:** A set of graphical templates (PowerPoint, Word) is designed in order to ensure a professional level of quality in terms of design and presentation in all the project documents and communications.
⭐ **A generic project presentation:** Following the PICASSO branding, a **generic PICASSO presentation** will be developed to be used for awareness-raising and information at events and via the partners' networks. It can be used by all persons involved in the project to disseminate the project objectives, its status and the expected results. It can be easily adapted by partners for specific audiences and updated with new information. It will first detail the structure of the project in terms of objectives, main results that the project aims to achieve and the tools the project will use. The presentation aims at attracting the interest of relevant communities and stakeholders etc.

5.2.   PICASSO Online dissemination

5.2.1.   Website

The first version of the PICASSO website is available since Month 3. It provides a responsive design in order to be correctly displayed on any type of device (ranging from regular PC to mobile devices).

The following image presents the home page:
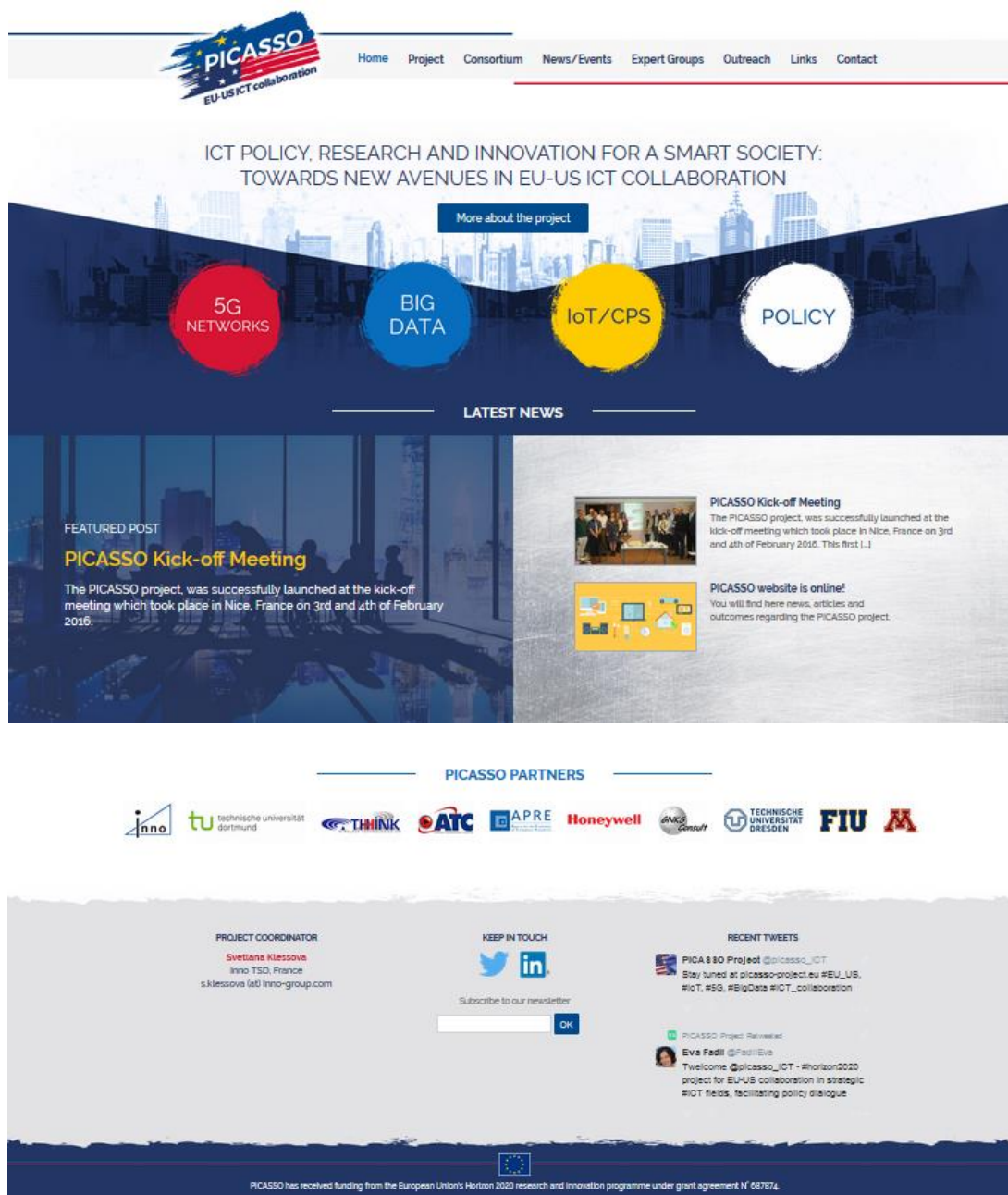

Figure 3: PICASSO home page

The PICASSO website represents the first vehicle in raising awareness of the project and contains a general presentation of the project objectives and the consortium as well as all public information related to the project activities, results, events etc. It follows the PICASSO branding and plays an important role in the information campaign.

The content of the website will be updated periodically (e.g. on a bi-weekly basis, especially with respect to information on project publications and events) but also on demand (e.g. when important news are to be published). Procedures (i.e. the partners' roles and responsibilities in updating/enriching the content, frequency of updates and improvements (when) and respective tools (how) will be developed.

Promotion of the PICASSO project will also be done through other relevant web portals in order to create synergy effects. Links to the relevant EU and US networks will be provided.

The project website targets all of the targeted audiences of the project (RDI stakeholders, ICT networks, policy makers, ICT companies, general public)). It will present a general introduction to the project and its potential impact even for an audience unfamiliar with the subject. More advanced users will find regular news of the project and access to the publications, deliverables and events.

In this respect, APRE supported by FIU-EUCE – Miami-Florida European Union Centre of Excellence - for the US calls – will contribute to the website by providing relevant information on:

- an overview of Horizon 2020 & US funding programmes (including statistics and examples of US participation and its benefits & statistics and examples of European participation and its benefits
- information on programmes and specific opportunities in the ICT field – namely, in the Work programme 2016-2017 and in US major related programmes pointed out by the expert group members

5.2.2.   Social Media – Strategy outline

Great emphasis will be placed by the project team to create a PICASSO community consisting of people who will / may be interested in PICASSO implementations. In this context, the project team will exploit the power of social networks and available internet tools in order to enable a more active dissemination towards the community. The ultimate goal is to create a PICASSO "virtual" community that will be flexible enough to engage its members during project's periods and activities. A prolonged and interactive communication campaign is necessary, and technical staff from the project will be recruited to actively engage with the identified community according to dissemination and exploitation objectives.

Specifically,

- PICASSO will establish profiles in professional social networks such as LinkedIn and Twitter. These will be used as direct communication channels with other professionals from relevant fields. Regularly updates with the events, news or state of the project will be published in the networks increasing the impact of PICASSO. An initial set of profiles will be created and will be updated by all the partners on a regular basis. Previous experience has shown LinkedIn as a good way to communicate events and publications. These will also vehicles to gather participants for example in online questionnaires prepared by the project team.
- PICASSO will identify the most appropriate social network communities that already exist in the framework of EU an US regarding ICT Policy, Research and Innovation for ICT, Smart Societies, IoT, 5G, Big Data and EU-US ICT collaboration. These communities will be approached in order to attract its members and subsequently enrich the PICASSO community. This activity will engage in relevant forums and with key bloggers. Previous experience has shown that guest blogging or involving interested bloggers to act as ambassadors is a successful approach.

Twitter

Twitter is extremely useful to inform and engage with our target audience groups and their respective communities. Building a community/being part of an already existing community is crucial for dissemination via

Social Media platforms. Information about the latest updates on the website, new events, discussions and news will be provided via Twitter.

In order to connect to already existing communities and build our own, PICASSO is going to use the available hashtags such as #EU_US, #IoT, #5G, #BigData, #ICT collaboration. Once a notable number of followers is established, it is possible to try and build our own hashtag (e.g. #picasso_ict). This needs time and the appropriate content to deliver with the hashtag.

If successful it can help grow the popularity among the audience groups and make PICASSO better known. Via the PICASSO Twitter Channel (**@picasso_ICT**) it is easy for followers to engage with the PICASSO project, either by following, mentioning, retweeting or commenting on tweets.

Figure 4: PICASSO Twitter Channel

The project is going to use mainly two tools for the analysis of its twitter activities: Twitter's own analytics-system[1] gives a very good overview over current conversations and interactions with followers. For more details and insights, there PICASSO is going to apply Twitonomy[2], a third party tool, that's available for free (in a basic version) to complete the overview. Data from both tools are to be displayed and explained in the following version of this deliverable.

Twitter Page

Objective	PICASSO Twitter account is used to promote the project news and related activities as well as reach a wide range of communities such as establish connection and communication with the following: other related projects, academia and civil society, industry, media.
Content and Messages	Project news, related news, discussion topics
Target Audience	All Stakeholders

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[1] https://analytics.twitter.com/

[2] http://www.twitonomy.com/

Information Required	Project updates, current news, low level detail
Information Provider	All Partners
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	ATC is monitoring the group; each partner is responsible to send news to be added on twitter every week as per the provided plan
Responsible Partner	ATC and all partners

Table 4: Twitter account

LinkedIn

LinkedIn is a Professional Network through which PICASSO can address very specific, professional target groups. It is mainly functional for targeted networking and to create a sustainable PICASSO network in which the status of the project but also project outcomes can be shared.

The PICASSO Group (https://www.linkedin.com/groups/8493613) in LinkedIn has just been set up, so there are as of this moment no connections yet. The Group will be filled with more details and content over the coming months, building more connections to people within the research group and then beyond. It will then also be used to syndicate the articles written for the PICASSO website.
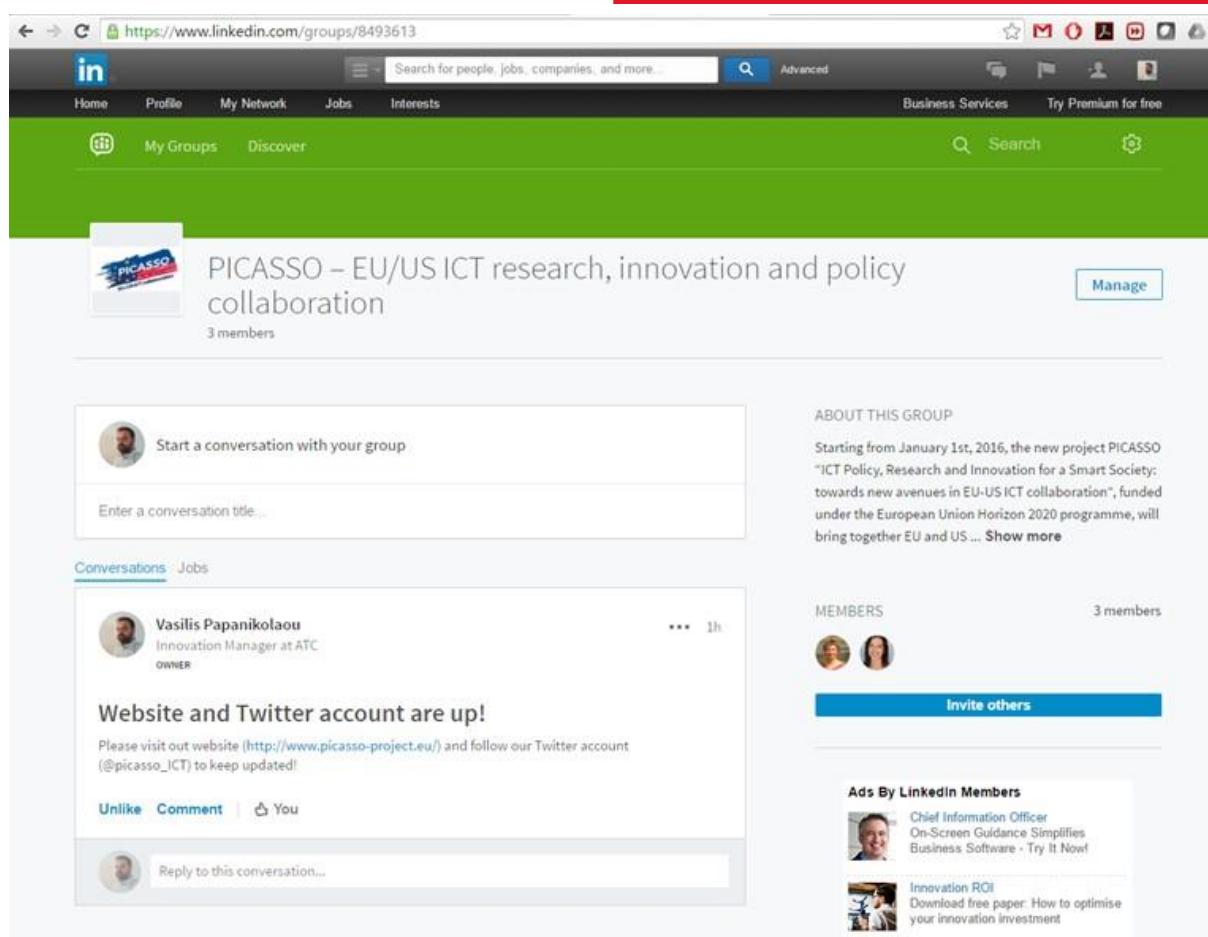
Figure 5: PICASSO Group on LinkedIn

LinkedIn Group

Objective	To announce PICASSO achievements to other professionals from relevant fields of action, to raise questions and obtain feedback that can contribute to the project's development. Also announce events and gather interest from other people that join our community.
Content and Messages	Keep in contact and inform professionals and researchers;
Target Audience	All Stakeholders
Information Required	Project updates, current news, discussions for receiving further feedback and suggestions on project's approach and use cases;
Information Provider	All Partners and users
Communication Methods	Internet
Activities	Encouraging new members to join, regularly adding new posts and responding to others comments

Schedule	On a weekly basis, or as we have content to add
Monitoring	ATC is monitoring the group as a minimum twice a week;
Responsible Partner	ATC and all partners

Table 5: PICASSO LinkedIn account

YouTube

YouTube is highly regarded as a very effective dissemination channel for video content. As for now, PICASSO is not present on Youtube. PICASSO will set up google-account, and will activate its YouTube channel as soon as necessary and if it is required by all project partners.

Other Social Networks

As there are many different Social Networks around, with the number (and popularity) changing all the time, there are other options for networking to explore. Not all networks are usable in the same way, resulting in a better connection to our audience. It is also a question of resources, which networks are really to be used for communication and promotion as well as the presence of the target audience.

As for now, PICASSO doesn't see a huge potential in using **Facebook** and **Google+** for distributing content, as the network is built on sharing information on a daily basis, with small pieces of information and interaction.

Potential for a later stage can be found in **Slideshare**[3] which is used to publish presentations, flyers or similar publications. Once a relevant number of public presentations on the progress of the project is available, the use of a PICASSO account will be evaluated.

Furthermore, PICASSO will keep an eye on the development of the market for other new and old tools and evaluate their usefulness in regards to the project.

5.2.3. Newsletter

During its lifetime the project will develop and send four newsletters summarizing PICASSO's main achievements (activities, results and information produced). Newsletters will be drafted in a direct, journalistic language, and will be published also on the project's website. A generic "news" section will serve for regular web news publications and also be the storage place for download of the project newsletters. Their issue is foreseen indicatively on months 8, 15, 23, 30, but adjustments will be done to ensure a timely correspondence with the project's public events (e.g. TLI conference).

Mailing system

The newsletters will be sent via a professional emailing solution, most probably Mailjet. This includes integrated services in support of marketing emails, automated messages, and targeted campaigns. It allows easy customization of templates, integration with social media sharing options, and a monitoring system. The tool (e.g. Mailjet) will provide statistics for every newsletter sent (number of messages opened, clicked…).

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[3] http://www.slideshare.net/

Editorial choices and flow

About two months before the expected issue of the newsletter, the editorial responsible (APRE) will coordinate an internal "call for ideas" in order to select the newsletter's topic. The draft of each article will be done by the partners in charge for that given activity, or in any case by whom has first-hand knowledge of the matter. APRE will take care of editing and making text uniform for publishing, and for the sending.

Besides being sent to subscribers, the newsletter will be sent to PICASSO's partners to be disseminated through their own networks. This phase includes social media dissemination of the newsletter issue, as well as the possibility to embed some of the newsletter's articles in their institutional newsletter.

Creation and management of a distribution list:

A mailing list will be progressively built, in different ways. Firstly, consent will be asked to participants to PICASSO's events, for being part of the distribution list. Secondly, a link "subscribe" will be put on the project website; and finally, regarding any other contacts that are considered as potentially interested in receiving the newsletter, the consortium partners might decide to approach them with an informative email stating the possibility and the means to subscribe to the newsletter.

This will ensure that subscription to the newsletter will be always intentional. Moreover, the newsletter will display an "unsubscribe" button and disclaimer, ensuring that all privacy requirements are met.

5.2.4. Webinars

Webinars will be organized, as shown by the table below.

Name of Webinar	Number	Location	Target audience (total)	Target Group	Period
Webinar related to policy issues	5	EU, US	200	Policy Makers, relevant industry, academia	M10-M28
Webinar related to ICT expert groups (if decided useful)	3	EU, US	100	EU and US RDI specialists	M10-M28
Webinar related to access opportunities	4	EU, US	100	EU and US RDI specialists	M10-M28

Table 6: Webinar planning

Webinars will last maximum 2 hours. If possible and compatible with the amount of content available, a shorter length will be targeted, with the objective to keep it as concise as possible and to increase its efficacy. Webinars will consist of presentations by project partners and invited speakers, followed by a round of written or oral questions from online participants, answered in real time by speakers.

Webinars on policy issues, "The Policy Brief Series: towards Closer collaboration", will be conducted by members of the of the expert group, with the objective to disseminate the results of the project's Policy briefs.

Webinars related to access opportunities on ICT calls will be structured around major upcoming ICT calls on the topic targeted. Synergies with the EU ICT NCP network - Ideal-ist – might be sought in order to align efforts and useful information and materials.

Webinars will be disseminated through the project's and the partners' communications channels.

5.3.   PICASSO planned events

Diverse events (meetings, workshops, conferences, information sessions) are planned in the US or EU in order to allow the Expert Groups to meet on a regular basis and to exchange with the target groups (RDI/ ICT specialists, companies, policy makers, general public).

These events are, wherever possible, organized in conjunction with a relevant external event (conference), in order to allow for synergies with the event participants and content. This will probably be the case for the 3rd Expert Group meetings/ Public workshops and the Final project event. The main project conference – EU-US Innovation Conference – is planned to be organized as a stand-alone event, an international conference on technology and policy aspect of smart cities, smart energy and smart transport. It is targeted to take place at TLI, University of Minnesota, on 31 May-1 June 2017. Besides a panel of project presentations/workshops, that will be organized as part of this conference, external speakers may be invited for additional sessions. All project stakeholder groups for dissemination will be targeted as audience, in addition of course to the project Expert Groups.

The table below summarized the main project events (besides webinars, presented separately)[4]:

Name of Event	Number of events	Type of Event	Location	Target audience (total)	Target Group
First meeting of the 4 expert groups	4	4 parallel expert group meetings, and joint session	US (confirmed in Washington)	50	Expert group members and invited participants
Public workshop in conjunction with the first meeting of the group	1	Workshop	US (confirmed in Washington)	30	ICT specialists from industry and academia, policy makers
Second meeting of each of the 4 expert groups	4	4 parallel expert group meetings, and joint session	US (planned at TLI, Minneapolis)	50	Expert group members and invited participants

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[4] Indeed, some of the events are for Expert Group members and invited participants only, so direct outreach through the event is limited, however we expect these events to contribute to the overall outreach, as EG members come here together and will certainly disseminate interesting information through their direct contacts/networks afterwards, allowing for some spreading of information about PICASSO activity and results.

International conference on technology and policy aspect of smart cities, smart energy and smart transport	1	EU-US Innovation conference (in conjunction with the 2nd expert group meeting)	US (planned at TLI, Minneapolis)	100	Policy makers, Industry, academia, public
Third meeting of each of the 4 expert groups (in conjunction with large events, such as H2020 info-days)	4	Expert group meetings	EU or US	50	Expert group members and invited participants
Information session (EU and US programmes) at bigger events	6	Info-sessions (2 hours), then helpdesk	EU, US	200	EU and US RDI specialists
Final conference	1	Conference	EU (planned in Brussels)	50	Policy Makers, Industry, Academia, Public

Table 7: Event planning

5.4. Publication Repository

In order to promote the advances by the project (thematic reports, policy recommendations, etc.), a complete publication repository shall be maintained on the project website. It will contain:

- Project Communications
- Conference papers
- Presentations
- Webinar records
- etc.

PICASSO partners are expected to inform the WP4 leader on publications (submitted and accepted); the WP4 leader will remind the partners regularly to report new publications, and update the records.

IMPORTANT NOTE in case of scientific publications stemming from the project[5]:

Despite the public funding of the project and the commitment of the PICASSO partners to the concepts of Open Science, it might not be possible to make project papers publicly available within the project time frame. Publications of scientific relevance, if produced, may be made in journals and conferences that have not yet embraced an Open Science policy and that restrict the dissemination of the project results. In case where, for such copyright reasons, open access is not available, the project will publish:

- The abstract of the paper
- The list of authors
- A link to the papers on the publisher website

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[5] Indeed, PICASSO not being a scientific project, the number of such publications is uncertain; however, the project prefers to provide guidance in this deliverable should such publication occur, for example through an Expert Group.

6. Scheduled and Opportunistic Communication

*In addition to the activities running through the whole lifetime of the project, scheduled and opportunistic communication will be done. One main vector of the knowledge dissemination will be the participation in major events and conferences of interest for PICASSO partners. This section answers to the **Where** to disseminate and **When** to disseminate questions.*

In order to ensure regular communication throughout the project lifetime, scheduled and opportunistic communication will be done. In addition to the dissemination channels and tools specified above, external channels will be used for the distribution of project results.

Regularly scheduled communication:

- Dissemination of project communications (inno) through external media (newspapers/journals)

Opportunistic communication:

- Participation in conferences and other events of interest for the partners
- Scientific publications in specialised journals and newspapers, if applies

The calendar on the internal shared portal (Dropbox) will support regular planning updates as well as internal exchange and will be used to monitor opportunities for communication. Scientific publication opportunities shall be monitored by the interested partners to ensure a maximum impact of the project.

6.1. Project Communications and Articles in Specialized Journals and Newspapers

Most of the partners involved in PICASSO have an extensive experience of working with specialized journals and newspapers and have used mass media to promote past or ongoing projects. Therefore, they will be expected to utilise the media contacts they already have, and if they do not have any, to build a media contact list to target with news about PICASSO.

PICASSO partners are also encouraged to create publicity about the project at local level, providing messages in line with the overall messages of the project.

Partners will also try to attract journalists to participate in project events, and they will analyse the possibility of carrying out press conferences or/and interviews during the project events. In this case, it is desirable to produce a special project communication or to use other project promotional materials such as project flyers/ presentations/ success stories.

Partners are also requested to keep track of all publicity created at the local level (according to the template below) and to inform about all coverage.

- Name of (online or traditional) magazine/newspaper/web site/portal
- Country
- Title of publication
- Date of the publication
- Text of publication (copy from original publication)

IMPORTANT NOTE:

The EU cannot be responsible under any circumstances for the content of communication items prepared by project partners. All items must therefore include the following disclaimer in their publication:

"This publication has been produced with the support of the European Union. The contents of this publication are the sole responsibility of <name of the author/beneficiary/implementing partner> of the PICASSO project and can in no way be taken to reflect the views of the European Union."

6.2. Project Presentations during Relevant Events

During the PICASSO project, a number of public events will be organized, as well as events mainly limited to EG members and joint sessions (expert groups and policy groups), conferences, workshops, webinars and info-sessions, partly co-located at the project events. In addition, project partners are encouraged to participate in external events and disseminate information about PICASSO.

An important way to make the project known is to ensure that PICASSO is presented at events where possible target audiences attend. The project shall actively be presented by the partners at major events and conferences whenever possible.

An events list will be established and shall be regularly updated. It will be necessary to continuously monitor and identity dissemination opportunities, to set the criteria for participation in these events and to decide which events should be supported and which communication/dissemination tools should be used.

The goal will be to inform stakeholders about the objectives of the project, its achievements and available outcomes. PICASSO partners will make sure to distribute promotion material (flyers, etc.) at those events and, where possible, to make presentations.

All partners will keep track of the events they attend, and a complete list will be reported in the final awareness-raising and dissemination report.

IMPORTANT NOTE:

All the partners are requested to prepare the list of upcoming national events in the next 12 months where they plan to participate in relation to PICASSO dissemination (with or without partial funding of PICASSO) and report it to the WP4 leader and project coordinator.

In addition, all participation in an event must be reported by the project partners using the form provided in Annex A. The reporting must include:

- Country, location
- Name and dates of the event
- Event programme
- The list of attendees from PICASSO

PICASSO partner participation (short report – 0,5 page maximum – the type of participation, project promotion-e.g. project presentation, banner, project material distribution, interview with mass-media, personal contacts established for further collaboration under the project, etc.)

6.3.   Networking with the relevant communities

In order to increase the efficiency of the project, the activities pursued by PICASSO need to be synchronised with relevant external initiatives and to be confronted with different stakeholder's views.

In particular, with:

- Projects funded under the same call (DISCOVERY project) or relevant to the collaborative approach (e.g. BILAT 4.0 project, European Cluster Collaboration Platform - ECCP)
- EU innovation related initiatives, such as: Big Data Value, Global Internet Policy Observatory (GIPO); Advanced 5G networks for the Future Internet, Energy-efficient Buildings…
- Mirror US initiatives, e.g., for IoT: Industrial Internet Consortium, Allseen Alliance, Open Internet Consortium.

For this purpose, each of these projects / initiatives will be contacted and concrete interaction sought so as to maximize the outreach of the PICASSO project (and vice versa), for example:

- Involvement of each other's expert in Expert/Working Groups with DISCOVERY
- Presentation of PICASSO to other projects/initiatives' stakeholders at their events (e.g. already undertaken for BILAT USA 4.0 and planned with the ECCP at an event dedicated to EU-US collaboration in April 2016) and distribution of project promotion material
- Cross-linkage of websites
- Interaction through social media
- Etc.

7. PICASSO Results Exploitation

To guarantee the transfer of project results beyond its lifetime, an initial exploitation strategy will be developed by inno by M13 separately from the present dissemination strategy and discussed at the 2nd expert group meeting. The early preparation will give more time to its implementation. The final exploitation and sustainability plan will be prepared at the end of the project on the basis of initial document. The following section gives an overview of the first exploitation ideas

Towards the post-project exploitation of project assets, the PICASSO consortium will elaborate a detailed plan (deliverable Exploitation and Sustainability Plan) that will examine alternative and/or additional paths, business models and sustainability actions, including a deeper assessment of innovative ideas. The scope of the plan will be to create a long lasting effect after the project completion, whereas a major part of it will elaborate on the continuation of the developed value -creation mechanisms. The initial Exploitation and Sustainability plan will be created immediately after the first year of the project, to ensure that PICASSO team has enough time to implement it. Its final version will be prepared M30.

Several exploitable assets stemming from dissemination activity are foreseen and various options are examined and expected to be updated / enhanced during project implementation. The pool of such PICASSO assets (besides those from other project activity of course) that are expected to be exploited well-beyond the completion of the project comprises:

-     Web site (will be maintained at least 24 months after the project completion)
-     ICT Industry Toolkit
-     Webinars (recorded)

Dissemination will support the promotion of all project assets and lessons learnt will be integrated.

A separate deliverable D4.4 will define the Exploitation and sustainability Plan of the project.

The project contains a mix of partners covering SME's, large companies, policy organisations, technical universities and academia all with a direct interest in the outcomes of the project. The industrial partners see the outcomes of the project as core input which will be exploited both internally and externally. Internally, the knowledge gained through wide consultation with industry to establish business opportunities/models, industrial drivers and barriers to exploitation will be used to align internal company roadmaps, priorities with respect to the application domains, and to strategically direct funding. At an external level PICASSO will allow networking with many key actors with a wide coverage of the application domains. This is likely to highlight new business opportunities across domains and result in the formation of new business partnerships. A major interest here is engagement with companies on both sides of the Atlantic to pursue mutual commercial markets on a global scale. It must be remembered, however, that the future "smart everywhere" vision requires development of an industry led ecosystem that encompasses the whole value chain including researchers, SMEs, large companies and policy organisations. Here the PICASSO technical universities, academic and policy partners will contribute to the formation and sustainability of an ecosystem as well as exploit the project outcomes within their internal research activities and networks.

Annex A - PICASSO External Communication Reporting Form

PICASSO EXTERNAL COMMUNICATION FORM

FORM to be filled in and sent to
the PICASSO Project Coordinator Svetlana Klessova (s.klessova@inno-group.com) and
the PICASSO Project Manager Eva Fadil (e.fadil@inno-group.com)

Name of the event	
Dates of the event	
Venue	

Type of audience:

- ☐ Scientific community (higher education, research)
- ☐ Industry
- ☐ Civil society
- ☐ Policy makers
- ☐ Medias

Type of activity

☐ Publication ☐ Organisation of Conference ☐ Organisation of Workshops ☐ Websites/Applications ☐ Press releases ☐ Flyers ☐ Articles published in the popular press ☐ Videos ☐ Media briefings	☐ Presentations ☐ Oral presentation to a wider public ☐ Oral presentation to a scientific event ☐ Exhibitions ☐ Thesis ☐ Interviews ☐ Films ☐ TV clips ☐ Posters

Size of audience	
Countries addressed / represented	
Partner involved (name of the person)	
Title of presentation/paper (if applies)	