



## **D4.1**

# **Communication and Dissemination strategy and materials - update**

**ICT Policy, Research and Innovation  
for a Smart Society**

**September 2017**

[www.picasso-project.eu](http://www.picasso-project.eu)



## Project Deliverable

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**Authors (organisations):**

Eva Fadil (inno); contributions from all partners

**Reviewers (organisations):**

Svetlana Klessova (inno)

**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 external 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.

The present document is an updated version of the Communication and Dissemination Strategy prepared at the very beginning of the project.

**Keywords:**

Communication strategy, Dissemination, Outreach, Social Media strategy, Stakeholders

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## 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. The synergy between experts in ICT policies and in ICT technologies is a unique feature of PICASSO.

A number of analyses are being accomplished, as well as related publications, that for a major part are made public and contribute to the project's outreach. Dedicated communication and dissemination material are prepared that support the operational work and widespread dissemination through different channels (website, social media, publications ...). The outreach campaign includes 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 is deployed throughout the whole project and that covers 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 makes 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 the initial Communication and Dissemination Strategy was to provide a formal planning document for using and disseminating knowledge throughout the project. This document aimed to go a step further than what was described in the PICASSO Annex 1 - Description of Action (DoA) in terms of what should be done to assure effective communication about the project and its outcomes.

The updated Communication and Dissemination Strategy – this document – aims at providing more details to dissemination activity, notably with regards to target stakeholders and dissemination plans for project actions. It also specifies how impact maximization can be achieved.

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.

This document is an updated version of the Plan prepared at the beginning of the project and reflects thus already lessons learnt on communication and dissemination means.

The objective of the dissemination activities is:

*To support the project activities through targeted outreach to relevant stakeholder groups and thus maximise impact.*

Subsequently, the general objectives are of course 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. Their specific interest in the project is outlined in chapter 4.

#### Primary stakeholders:

- Representatives of Universities and Research Institutes/ Organisations, as well as Research Networks from the EU / from the US respectively
- Representatives of enterprises including SMEs, as well as Business Associations, working in the field of ICT from the EU / from the US respectively
- Policy stakeholders (Policy Makers, institutions / administrations) from the EU and the US and from EU Member States and lower policy levels in the EU and the US
- Other initiatives and projects targeting EU-US collaboration and / or one of the thematic focus areas of PICASSO

#### Secondary stakeholders:

- Funding agencies from the EU and the US
- Representatives of R&I intermediaries in the EU and the US (e.g. clusters, incubators, ...)
- Media and citizens from the EU and the US

### ★ Promotion and Dissemination Tools

The communication of the project is 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 is 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 is 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 use diverse promotion channels, such as the project website, press and media articles, flyers and posters, newsletters and webinars, as well as social media, according to the target audience. All the publicity material follows the PICASSO branding, defined at the start of the project.

It was decided to act on the following points regarding 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 (Trans-Atlantic Symposia), related to thematic Expert Groups and exchange on policy dialogue



- Disseminate analysis reports (Opportunity reports, White Paper...)
- Organise a set of webinars, focusing on three major subjects: policy dialogue, open consultation about collaboration in specific ICT topics, access opportunities in EU and US support 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 is through the participation in events. The project partners 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, informs the Project coordination team (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.

### ★ Reporting

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

- Website online (D4.2) – M3
- 4 e-newsletters summary (D4.3) – M30
- Exploitation and sustainability plan (D4.4) – draft M13, final M30; the draft is provided as confidential Annex to this updated Strategy
- 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 – Trans-Atlantic Symposium (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 are based on the inputs from project partners and activities of the Expert Groups during the project lifetime.

### ★ Impact maximisation

As specified in this report, PICASSO undertakes targeted dissemination actions for all public project activity with the aim of informing relevant stakeholders about achievements and involving them where relevant into the activities. The main aim of the dissemination is to maximise impact of achieved project results.

PICASSO is a relatively small project and even though diverse communication channels are used to promote the project activities, such as the project website, newsletters, social media, etc., it has been considered that real impact for an enhanced EU-US ICT collaboration can only be achieved through a targeted and strong event, bundling efforts with relevant other initiatives and organisations. This is specifically true in the current political context. To this regard PICASSO has organised a Symposium on technology and policy for a smart society at mid-term of the project lifetime (June 2017, Minneapolis, USA) and plans to organise a second edition of the

Symposium in spring 2018. Investigations for this Symposium are currently underway in order to ideally co-organise it with relevant strong players interested in a joint action such as National Science Foundation (NSF), the Big Data Value Association, etc. This event will be the opportunity to promote important project findings and most importantly to address key stakeholders interested in EU-US ICT collaboration.

The evaluation of dissemination activities performed within the project is based on a number of indicators which have been set up at the beginning of the project for measurement: for example, web site use and frequentation, numbers 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). The real and long-term impact of the project can however only be measured at a later stage, i.e. a certain time after the project end. This is why efforts are also spent to ensure impactful exploitation and sustainability of project results (see details in the Exploitation Plan, provided as confidential Annex to this report).

## 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. In its outreach activities, the PICASSO team will nevertheless concentrate on the primary and secondary stakeholders as outlined in chapter 4.

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 consultation by any external stakeholder.

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. **This updated version of the Communication and Dissemination Strategy provides details as a summary of activities and related target groups at the end of this section, specifying them on different levels of objectives.**

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 confidential Annex of the PICASSO exploitation plan in **section 7**.

### 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 identifies and organises 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 to gather input and feedback:** the interaction with these actors takes 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 communication of project results to the stakeholder groups:** 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 is a major platform of dissemination and acts as a dynamic information and communication tool expanding project activities. The portal gathers, promotes and communicates 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 initiatives and networks at EU-level to exploit synergies and maximise impact:** 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 facilitate the liaisons. PICASSO participate in and co-locates 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 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. Even though the general public is not one of the primary stakeholder groups, it is of 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 are done through

various channels such as Twitter, LinkedIn... Involvement is also possible during webinars. The Expert Groups welcome user associations at public workshops.

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

The expected outcomes of the dissemination activity according to the DoA in comparison to achievements as of month 20 (August 2017) are as follows:

		Target overall	Achieved by M20
<b>Access opportunities to the EU and US programmes</b>	Access opportunities in EU for US ICT firms / in US for EU firms (ICT calls)	20+	38
	Webinars on access opportunities (possibly jointly with other projects)	4	1
	Number of participants in the webinars	150+	41
	Info-sessions or info-packs at the project events or other events	10+	2
	Number of participants in info-sessions	500+	N/A
	Ad hoc advice to EU and US ICT specialists	50+	32
<b>CROSSROADS (content comes as contribution of other activities)</b>	ICT Programmes (EU and US) covered	10+	8
	Main ICT Calls (EU and US) covered	10+	38
	ICT projects and networks list, organised by topics	60+	351
	FAQ – number of questions	50+	13
	Helpdesk – number of requests	50+	32
	On line version	1	1
	Apps (iOS and Android)	2	2
	Users number by the end of the project	2000+	2113 [194 (web), 19 android, 1900 iOS]*
<b>Dissemination, promotion campaign, awareness creation</b>	Communication and dissemination plan	1	1
	Project brand set (logo, letterhead, PPT template, poster)	1	1
	Number of visits of the project web portal	5000+	7258
	Project presentations during other events	25+	55**
	Number of press-releases	10+	4
	Number of publications (articles, press releases, etc.)	20+	19
	Newsletters (on-line: with links to web site)	4	2
	PICASSO factsheets with summary of results (mid term and final)	2	1
<b>Sustainability</b>	Exploitation and Sustainability Plan	1	Draft

**Table 1: PICASSO Dissemination-related measurable performance indicators**

\* CROSSROADS users: It appeared that the iOS mobile app was downloaded 1900 times with very high user numbers in August 2017. The statistics show that the users predominantly (>95%) come from Asia – Pacific, even though the app has obviously not specifically been disseminated to stakeholders from this geographical zone. Even though this is surprising, it does not represent any risk, so no specific action is considered necessary. The dissemination to stakeholders from the target zones EU and USA is ongoing.

\*\* Among the project presentations, about 50% of the events have been public events (conferences, workshops, etc.) and about 50% of presentations were made in a rather smaller frame, e.g. bilateral meetings with industry stakeholders, EC units, etc.

It can be concluded that the project has already reached a certain number of objectives whilst the team will of course continue its outreach efforts during the remaining project period.

## 4. Project Mission and Targeted Audiences

*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***

In addition to the key message of the project mission, dissemination material generally highlights the following items:

- 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 have been running, whom are the activities addressed to and what are the results?
- What are upcoming activities and how can stakeholders be involved?

The information items listed above are addressed through all promotional channels, as the PICASSO web site, project card, dissemination mailings, etc. For detailed information about these publication channels, please see the following chapters.

### 4.1. PICASSO primary and secondary stakeholder groups

PICASSO engages with specific stakeholders in the EU and the US and adapts the communication messages and channels used to the audiences addressed. The stakeholder groups are divided into primary and secondary stakeholders. This distinction is made, as it became clear that PICASSO activities are generally specifically targeted to the primary stakeholder groups, engaging them into activity and addressing them directly (e.g. through dedicated outreach campaigns or in events). This does not preclude involving also stakeholders from the secondary groups, even though activity will not be specifically targeted to them. It is for this reason that all groups are mentioned here but details are provided for the primary stakeholder groups in particular.

It should be noted that the PICASSO Expert Groups which are set up on the four thematic focus topics (5G Networks, IoT/CPS, Big Data, Policy), are here presented as an outreach channel, as they are an integrated part of the PICASSO project concept. They involve representatives of different stakeholder groups, but are not considered a separate external stakeholder group themselves; all members have extensive networks they can reach out to in support of the PICASSO project dissemination.

The table below presents the **primary stakeholder groups** of PICASSO, what is considered their key interest in and main expectations from the project, as well as their benefits of being involved in / addressed by PICASSO. The tools and channels used to address them are presented further below.

### 1. Representatives of Universities and Research Institutes/ Organisations or Research-oriented Networks from the EU / from the US respectively

Definition: Representatives of this stakeholder group include scientific and technical experts from research-type organisations, active in a thematic area related to PICASSO.

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, information on implemented joint programmes in these fields (CROSSROADS), **new (strategic) collaboration opportunities.**

#### Benefits

- Learn about the US/EU ICT landscape, including projects, initiatives, networks and relevant research and industry actors
- Get the picture of ICT research and industry priorities and trends in the US/EU and identify the fields with an enhanced collaboration potential
- Learn about programmes and initiatives as a means of supporting research activities and become familiar with the corresponding procedures on how to participate in US/EU-funded projects, as well as relevant open calls
- For industry, the results will help to identify opportunities to increase competitiveness by international collaboration
- Raise awareness of their activities in the US/EU
- Gain experience in 5G Networks, Big Data and CPS/IoT, as well as policy issues related to these fields
- Learn about priorities and strategic directions on the thematic fields in the US/EU
- Connect to relevant stakeholders from the US/EU

### 2. Representatives of enterprises including SMEs and Business Associations/Networks, working in the field of ICT from the EU / from the US respectively

Definition: Representatives of this group include various actors from a business environment, mainly large and small companies, active in PICASSO focus areas.

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 (CROSSROADS), **new (strategic) collaboration opportunities.**

#### Benefits

Same as category 1.

### 3. Policy stakeholders (Policy Makers, institutions / administrations) from the EU and the US and from EU Member States and lower policy levels in the EU and the US



<p><u>Definition:</u> Representatives of this group include policy makers on individual level and policy organisations, interested in EU-US collaboration topics.</p> <p><u>Key interest:</u> Provision of policy briefs with important recommendations.</p> <p><u>Expected/wished sustainable main outcomes for this group:</u> <b>Policy briefs</b> and White Paper addressing major topics of EU-US common interest with concrete and easy to implement recommendations.</p>	<p><u>Benefits</u></p> <ul style="list-style-type: none"> <li>- Identify commonalities and differences between policy approaches related to the PICASSO focus areas</li> <li>- Learn about policy matters in both regions/countries related to the focus areas of the policy briefs (privacy &amp; data protection, security, standards...)</li> <li>- Identify strategic requirements of the US aligned with EU objectives and vice versa to further cooperation in 5G Networks, Big Data and CPS/IoT</li> <li>- Receive recommendations approved by experts from both regions/countries on strategic initiatives</li> <li>- Receive a recommended roadmap through the Whitepaper for high potential ICT policy initiatives in the EU-US policy dialogue</li> </ul>
<b>4. Other initiatives and projects targeting EU-US collaboration and / or one of the thematic focus areas of PICASSO</b>	
<p><u>Definition:</u> This group includes initiatives with technical focus, as well as policy-oriented initiatives, all with interest in EU-US collaboration or a thematic focus area of PICASSO. Examples are <b>Big Data Value Association</b>, <b>AIOTI</b>, <b>DISCOVERY</b>, <b>BILAT USA 4.0...</b> This group is addressed on EU / US level, even though national (EU Member States) initiatives may be interested as well of course.</p> <p><u>Key interest:</u> Information and knowledge exchange and mutual benefits through <b>synergies</b>.</p> <p><u>Expected/wished sustainable main outcomes for this group:</u> Potential take-up of PICASSO results in their activities (analyses reports, databases, networks...) and benefits for common stakeholder groups.</p>	<p><u>Benefits</u></p> <ul style="list-style-type: none"> <li>- Learn about the US/EU ICT landscape, including projects, initiatives, networks and relevant research and industry actors</li> <li>- Get the picture of ICT research and industry priorities and trends in the US/EU and identify the fields with an enhanced collaboration potential</li> <li>- Learn about programmes and initiatives as a means of supporting research activities and become familiar with the corresponding procedures on how to participate in US/EU-funded projects, as well as relevant open calls</li> <li>- Raise awareness of their activities in the US/EU</li> <li>- Gain experience in 5G Networks, Big Data and CPS/IoT, as well as policy issues related to these fields</li> <li>- Learn about priorities and strategic directions on the thematic fields in the US/EU</li> <li>- Connect to relevant stakeholders from the US/EU</li> </ul>

**Table 2: PICASSO primary stakeholder groups**

The table below presents the **secondary stakeholder groups** of PICASSO. As said, these are not targeted specifically but can be interested in activity and some can also be good catalysers for access to final (primary) target groups:

#### 5. Funding agencies from the EU and the US

Definition: Organisations in charge of support programmes for RDI projects.

Interest and involvement: Addressed in general outreach campaigns with news on the project activities, invitation to project events, etc. Information on these stakeholders is presented in some PICASSO analysis reports and presentation opportunities are offered in events.

Examples: National Institute of Standards and Technology, National Science Foundation, EC specific units...

#### 6. Representatives of R&I intermediaries in the EU and the US (e.g. clusters, incubators, ...)

Definition: Representatives of organisations acting as intermediaries in the RDI landscape, facilitating exchange between research- and business-oriented actors.

Interest and involvement: Addressed in general outreach campaigns with news on the project activities, invitation to project events, etc. PICASSO activity is developed for the benefit of this stakeholder group's members.

Examples: Clusters mapped on the European Cluster Collaboration Platform, Chambers of Commerce (of EU Member States in the USA for example), Select USA...

#### 7. Media and citizens from the EU and the US

Definition: This group includes both media representatives and "the general public" as the latter generally receives information through media; even though representatives of this group may be interested in PICASSO activities, no specific action is taken to involve them, as PICASSO has rather focussed activity.

Interest and involvement: This group is addressed 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.

Examples: Local journals at a location of a PICASSO event, scientific journals taking up information from a project analysis...

**Table 3: PICASSO secondary stakeholder groups**

## 4.2. Outreach tools used to address the primary stakeholders

As indicated in the tables above, the interest of the different stakeholder groups in PICASSO activity and results is diverse and it is suitable to adapt the channels and tools used for outreach to the different target audiences. For example, representatives of research-type organisations are used to gathering information in extensive analysis reports, they have most of the time the opportunity to participate in conferences or other events and are even often funded to do so. On the contrary, industry stakeholders have constraints in travel approvals, they prefer short and precise information summaries to extensive reports (experience proves this and for example a small needs analysis undertaken for the CROSSROADS tool has shown these results, even though numbers cannot be considered representative or of statistic value). Policy makers consider of highest value concrete recommendations on specific aspects that can be tackled through policy measures and they are generally in the demand of getting "feedback from the basis" on what policy measures are needed or which present difficulties to RDI stakeholders. Initiatives working on transatlantic collaboration topics or on thematic focus areas often look for synergies and how to achieve best impact for common target groups or beneficiaries, so they need information on the general scope of a project, but also regular news on ongoing activities.

The following table provides an overview on the dissemination tools/channels used for addressing the primary stakeholder groups. The different tools are further described in chapter 5.

	Web portal	Social Media <i>LinkedIn, twitter</i>	CROSSROADS	Outreach through EGs	Dissemination Kit	Newsletter and dissemination mailings	Project publications	Project events	Access opportunities (webinars, external events...)	Policy webinars	Consultation webinars
Representatives of Universities and Research Institutes/ Organisations	xxx	xxx	xxx	xxx	xx	xx	xxx	xxx	xxx		xxx
Representatives of enterprises / Business Networks	xxx	xxx	xxx	xxx	xx	xx	x	x	xxx		xxx
Policy stakeholders	xx	x	xxx	x	xx	xx	xxx	xx	xxx	xxx	x
Other initiatives and projects	xxx	xxx	xx	x	xx	xx	xx	xx	x	x	x

Table 4: Dissemination tools and channels for the primary stakeholder groups

## 5. 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 **the consortium, Expert Group members and their networks and contacts** on national, EU and US level.

### 5.1. 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 monitoring the implementation of 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 the content of the online tool and mobile app “CROSSROADS – Your EU-US info hub”), 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 – Trans-Atlantic Symposium - 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) and is supported by APRE for related stakeholder consultations (webinars).

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
<b>Promotion of H2020 ICT opportunities for US side and US ICT programmes opportunities for EU side (lead APRE) (M3-M30)</b>	
APRE	Project materials (project presentation, funding programmes...) to be presented on the web site and as part of the CROSSROADS content
APRE and FIU-EUCE	Webinars on Horizon 2020 ICT-calls
APRE	Brief info-sessions (10) or info-packs respectively
APRE	Helpdesk activities
<b>EU-US ICT community enhancement: supporting ICT expert groups activities (lead ATC) (M10-M30)</b>	
ATC	Action plan
APRE, support from TUD, ATC, TUDO, GNKS	Stakeholder consultation (webinars)
TUD, ATC, TUDO, contribution from GNKS	Organisation of public events in conjunction with the expert group meetings
<b>EU-US ICT policy and innovation conference – Trans-Atlantic Symposium (lead: APRE) M10 – M17</b>	
TLI, support from inno & APRE and contributions 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, support inno	Event report
<b>Final event “ICT for Smart Societies” (lead APRE) (M26-M30)</b>	
APRE support from TTHINK and ATC	Final event “ICT for Smart Societies”
inno	Final review

**Table 5: Partners’ dissemination responsibilities**

**All consortium partners 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.

## 5.2. Role of the Expert Groups 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 are 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 meet (either separately or jointly) and external participants from the dissemination stakeholder groups are expected to participate. A short introduction to the PICASSO project is presented in such events, as well as dissemination material distributed (project cards, etc.).

## 5.3. Tools for the Coordination of Dissemination Activities

In order to ensure that the communication strategy stays up to date, an internal monitoring process is put in place. Its main elements are listed in chapter 6. All partners have to report on their activities and opportunities. inno, as WP4 responsible, regularly checks the progress and, if needed, adjusts the planning. inno also supervises 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.

## 6. 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 “**hoW to disseminate**” and “**What to disseminate**” questions.*

Publications produced by PICASSO 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** are:

- 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
- Direct exchange with relevant stakeholders

### 6.1. PICASSO Branding

During the first three months of the project, the **PICASSO branding** has been 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:

#### 6.1.1. 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:





	<b>CMJN</b> : 97 / 75 / 08 / 01 <b>Pantone</b> : 2945C <b>RVB</b> : 0 / 81 / 153 <b>Web</b> : #005199		<b>CMJN</b> : 00 / 20 / 97 / 00 <b>Pantone</b> : 116C <b>RVB</b> : 250 / 205 / 12 <b>Web</b> : #facd0c
	<b>CMJN</b> : 93 / 85 / 27 / 19 <b>Pantone</b> : 534C <b>RVB</b> : 43 / 53 / 100 <b>Web</b> : #2b3564		<b>CMJN</b> : 07 / 97 / 78 / 01 <b>Pantone</b> : 186C <b>RVB</b> : 208 / 13 / 60 <b>Web</b> : #d00d3c

Figure 2: PICASSO visual identity

## 6.1.2. Other Branding elements

Based on the project logo and visual identity other branding elements are developed:

### ★ Flyers / project card:

A PICASSO flyer can be compiled and used to present the project, major activities and the project mission. Instead of a more complete “booklet” it has been decided to develop a project card which presents only few aspects, however is much handier and can easily be distributed at events. It serves as a calling card for presentation to influential readers – experts, national and local authorities, stakeholders, media representatives, etc. It provides also information on contacts such as the website url and social media access.

Additional material is:

- ★ **Project banner** (for events, webinars, etc.)
- ★ **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** has been 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 details 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 and showing them how they can get involved and / or benefit from project achievements.

## 6.2. PICASSO Online dissemination

### 6.2.1. 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 at the time of the set up:

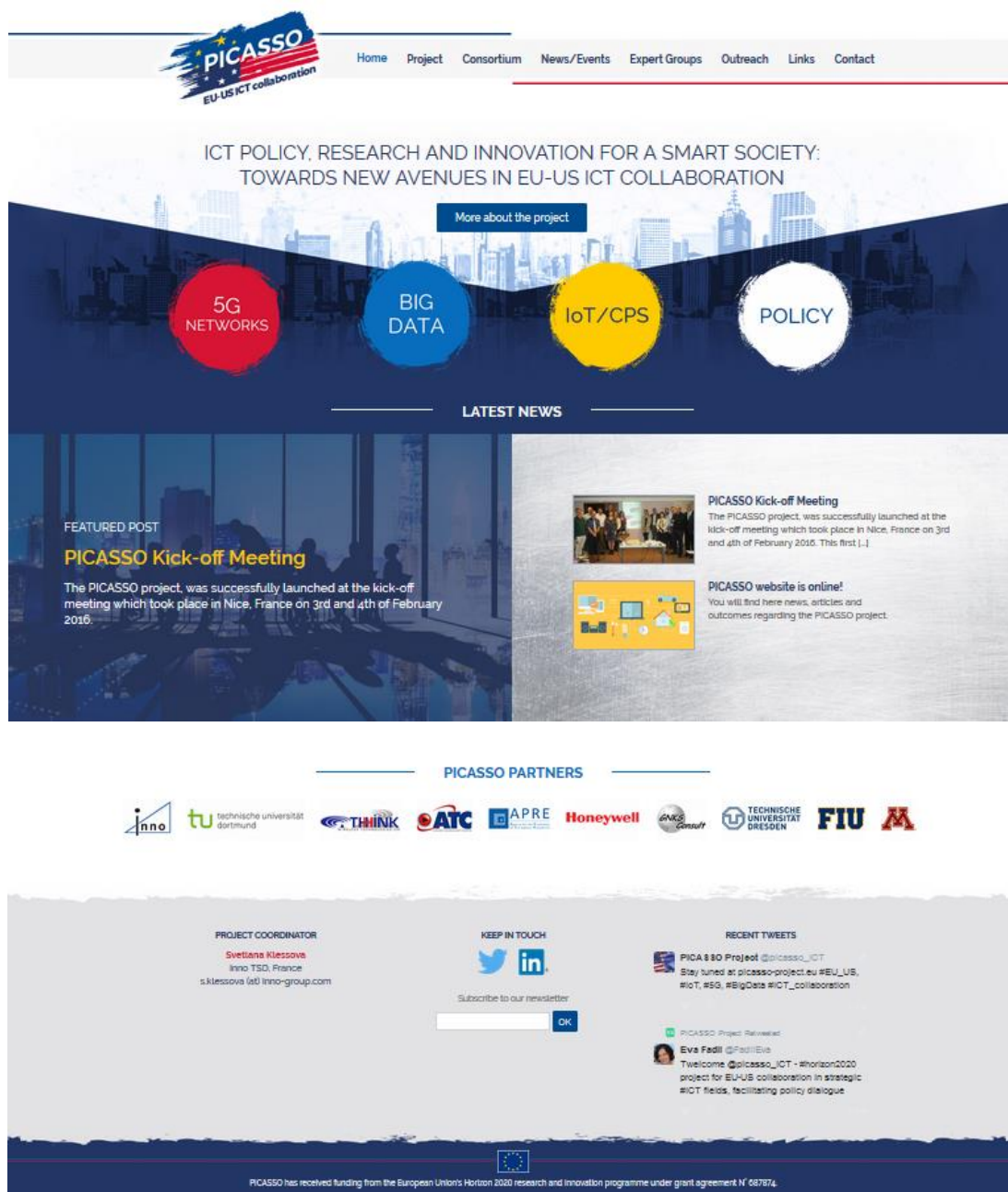


Figure 3: PICASSO home page

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 structure has been updated since to allow for easy navigation and access to information. Also, additional items such as the CROSSROADS web page access have been added prominently to the structure.

The content of the website is 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).

Promotion of the PICASSO project will also be done through other relevant web portals in order to create synergy effects. For example, close connections with collaboration partners such as networks and other initiatives with relevant objectives have been established throughout the first project period (e.g. DISCOVERY project, BILAT USA 4.0, but also CPSOS, 5GEnsure, etc.). Information on PICASSO has been published on their channels and vice versa, and linkages will further be provided as website cross-references.

The project website targets all of the primary stakeholders of the project and is of course also a source of information to secondary stakeholders. It presents 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.

## 6.2.2. Social Media – Strategy outline

Great emphasis has been placed by the project team to set up a PICASSO community consisting of people who will / may be interested in PICASSO implementations and activities. In this context, the project team exploits the power of social networks 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 has established profiles in professional social networks such as LinkedIn and Twitter. These are used as direct communication channels with other professionals from relevant fields. Regularly updates with the events, news or state of the project are published in the networks increasing the impact of PICASSO. An initial set of profiles have been created and are updated by all the partners on a regular basis. Previous experience has shown that Twitter is probably the best way to communicate events and publications, especially when we consider the penetration rate of Twitter into US society. On the other hand, LinkedIn is used mainly as a “news repository” in order to attract specialized audience.
- PICASSO has identified the most appropriate social network communities that already exist in the framework of EU and US regarding ICT Policy, Research and Innovation for ICT, Smart Societies, IoT, 5G, Big Data and EU-US ICT collaboration. These communities have been and will be approached in order to attract its members and subsequently enrich the PICASSO community.

### 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 are provided via Twitter.

In order to connect to already existing communities and build our own, PICASSO uses 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](https://twitter.com/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 uses mainly two tools for the analysis of its twitter activities: Twitter’s own analytics-system<sup>1</sup> gives a very good overview over current conversations and interactions with followers. For more details and insights, the PICASSO is going to apply [Twitonomy](http://www.twitonomy.com/)<sup>2</sup>, a third party tool, that’s available for free (in a basic version) to complete the overview. Data from both tools are displayed in the regular reporting.

## 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
Target Audience	All Stakeholders
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	All partners to provide content and posts

<sup>1</sup> <https://analytics.twitter.com/>

<sup>2</sup> <http://www.twitonomy.com/>

Table 6 : 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>) 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.

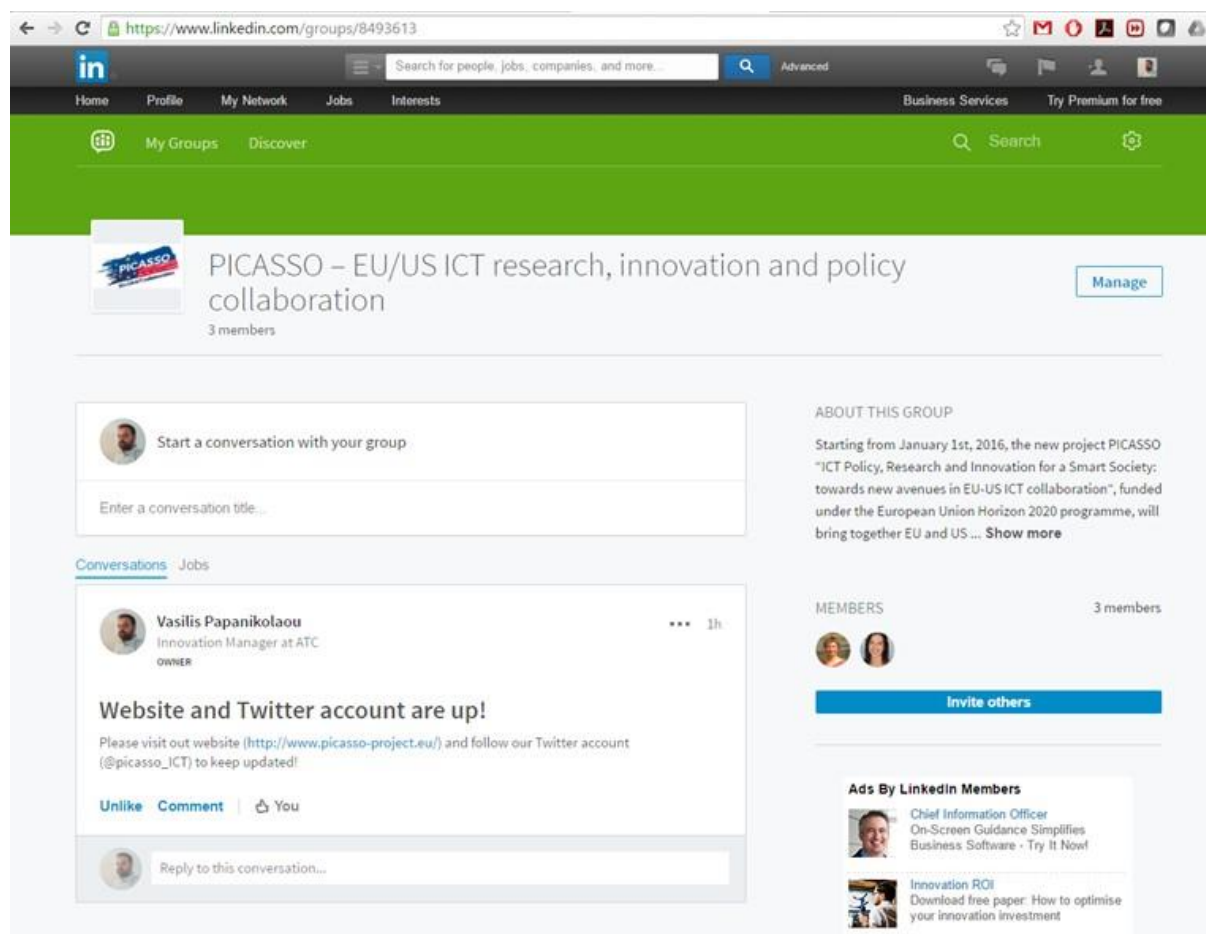


Figure 5: PICASSO Group on LinkedIn

## 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 touch with 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 monthly basis, or as we have content to add
Monitoring	ATC is monitoring the group as a minimum twice a week
Responsible Partner	All partners to provide content and posts

**Table 7: PICASSO LinkedIn account**

## YouTube

YouTube is highly regarded as a very effective dissemination channel for video content. As for now, PICASSO is not actively present on YouTube. A YouTube account exists only as a repository for videos from webinars and is not open to the public. If there is enough and sufficient content, the option of making this content publicly available will be examined.

## 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 does not 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**<sup>3</sup> 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.

### 6.2.3. News and Newsletter

During its lifetime the project develops and sends four newsletters summarising PICASSO's main achievements (activities, results and information produced). Newsletters are drafted in a direct, journalistic language, and are published also on the project's website. A generic "news" section serve for regular web news publications and is also the storage place for download of the project newsletters. The first two newsletters have been issued in month 9 and month 15 and the remaining two ones are planned indicatively in months 23 and 30, even though


<sup>3</sup> <http://www.slideshare.net/>

adjustments may be done to ensure a timely correspondence with the project's public events or major achievements.

### Mailing system

The newsletters are sent via a professional emailing solution, [Mailjet](#). This includes integrated services in support of marketing emails, automated messages, and targeted campaigns. It allows easy customisation of templates, integration with social media sharing options, and a monitoring system. The tool provides statistics for every newsletter sent (number of messages opened, clicked...). Considering that the average Newsletter open rate is about 25%, and click-through rate is 4.2%, we can consider PICASSO newsletter performing rates with around 45% opening and about 10% click-through in average as very good performance rates.

May, 2017 (1)



**PICASSO Project - Events**

Regular · PICASSO Newsletter

Sent Mon, May 15th 5:12 PM to 421 recipients

Sent


43.1%

7.2%

Opens

Clicks

March, 2017 (1)



**PICASSO Project Newsletter**

Regular · PICASSO Newsletter

Sent Thu, March 2nd 4:14 PM to 297 recipients

Sent


42.3%

7.8%

Opens

Clicks

January, 2017 (1)



**PICASSO Project - Events**

Regular · PICASSO Newsletter

Sent Tue, January 24th 11:27 AM to 265 recipients

Sent


46.4%

13.8%

Opens

Clicks

September, 2016 (1)



**PICASSO Newsletter**

Regular · PICASSO Newsletter

Sent Thu, September 29th, 2016 12:43 PM to 248 recipients

Sent

44.5%

11.7%

Opens

Clicks

### Editorial choices and flow

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



Besides being sent to subscribers, the newsletter is 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. Through these different channels used by the partners and also EG members, it can be estimated that several hundred relevant stakeholders can be reached; e.g. one of the partners has over 800 LinkedIn followers on his own.

#### Creation and management of a distribution list:

A mailing list has been progressively built, in different ways, and is continuously enriched. Firstly, consent is asked to participants to PICASSO's events, for being part of the distribution list. Secondly, a link "subscribe" has been put on the project website; and finally, regarding any other contacts that are considered as potentially interested in receiving the newsletter, the consortium partners have approached them with an informative email stating the possibility and the means to subscribe to the newsletter. All participants to webinars are equally added to the distribution list upon their consent, as well as numerous networks and initiatives with which PICASSO collaborates.

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

## 6.2.4. 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 (T3.3)	5	EU, US	200	Policy Makers, relevant industry, academia	M10-M28
Webinar related to access opportunities (T4.3)	4	EU, US	100	EU and US RDI specialists	M10-M28
Webinar related to ICT expert groups (if decided useful) (T4.4)	3	EU, US	100	EU and US RDI specialists	M10-M28

Table 8 : Webinar **provisional planning**

Webinars last maximum 2 hours. When possible and compatible with the amount of content available, a shorter length is targeted, with the objective to keep it as concise as possible and to increase its efficacy. Webinars generally 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", are 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 – is sought where relevant in order to align efforts and useful information and materials.

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

The following table provides an updated situation of the webinars. Webinars have been planned, taking into account several aspects: the publication date of the new H2020 programme; the possibility to join forces with the BILAT 4.0 project in the organisation of a webinar on US opportunities; and lately the interest generated by opportunity reports.

	1) Webinar related to policy issues (T3.3). Target: 5	2) Webinar related to access opportunities (T4.3). Target: 4	3) Webinar related to ICT expert groups (if decided useful) (T4.4). Target: 3
1	Privacy (Oct 11, 2016)	5G Network/EU opportunities (September 13th, 2016)	Opportunity report on IoT (Feb. 2, 2017)
2	Security (May 16, 2017)	On US opportunities – NIST and NSF agencies (Late November/early December 2017)	Opportunity report on Big Data (TBC)
3	Standardization (September 29th, 2017)	On new H2020 calls (within end of 2017)	Opportunity report on 5G (TBC)
4	Topic TBD (February 2018)	Topic TBD, preferably on US opportunities (End of March 2018)	
5	Topic TBD (end of April 2018)		

### 6.3. PICASSO planned events

Within the framework of PICASSO, 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 stakeholder groups (Research-specialists, companies, policy makers, other initiatives, etc.).

These events are, wherever possible and relevant, organised in conjunction with an external event (conference), in order to allow for synergies with the event participants and content. This will probably be the case for the 3<sup>rd</sup> Expert Group meetings/ Public workshops and the Final project event. The main project conference – the Transatlantic Symposium which took place in Minneapolis, Minnesota in June 2017 has in the contrary been organised as a stand-alone event. It was an international conference related to technology and policy aspects of smart cities, smart energy and smart transport and served for numerous presentation sessions and panel discussions on the four PICASSO focus areas as well. Besides a panel of project sessions, that have been organised as part of this conference, external speakers have also been invited for additional sessions, mostly presented through initiatives with which PICASSO regularly collaborates. All primary stakeholder groups were addressed as target audience in the dissemination, in addition of course to the project Expert Groups which gathered for their second EG meetings, as well as numerous local stakeholders from the RDI and policy fields.

The table below summarises the main project events (besides webinars, presented separately)<sup>4</sup>:

Name of Event	Number of events	Type of Event	Location and Date	Target audience (total)/ achieved audience	Target Stakeholder Groups
<b>First meeting of the 4 expert groups</b>	4 individual	4 parallel expert group meetings, and joint session (see below)	US (Washington, DC, May 2016)	50	Expert Group members and invited participants
<b>Public workshop in conjunction with the first meeting of the group</b>	1	Workshop	US (Washington, DC, May 2016)	30	ICT specialists from industry and academia, policy makers, other initiatives – thus all primary stakeholder groups
<b>Second meeting of each of the 4 expert groups</b>	4	4 parallel expert group meetings, and joint session	US (Minneapolis, June 2017)	50	Expert Group members and invited participants
<b>Trans-Atlantic Symposium</b>	1	EU-US conference (in conjunction with the 2 <sup>nd</sup> expert group meeting)	US (Minneapolis, June 2017)	100/90	All primary stakeholder groups + public
<b>Third meeting of each of the 4 Expert Groups (in conjunction with large events, such as thematic conferences). <i>Part of the meetings may be held in conjunction with the final project event, upon decision of each EG</i></b>	4	Expert group meetings	EU or US	50	Expert Group members and invited participants
<b>Final conference</b>	1	Conference	US	50	All primary stakeholder groups + public

**Table 9: Event planning**

<sup>4</sup> 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.

## 6.4. Publication Repository

In order to promote the advances by the project (thematic reports, policy recommendations, etc.), a complete publication repository is maintained on the project website. Part of the content is displayed in different sections of the website to correspond with other information on a topic:

- Project Communications
- Project Fact Sheets
- Conference papers (on the pages of the event)
- Presentations (on the pages of the event if related)
- Webinar records (webinar pages)
- etc.

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

### **IMPORTANT NOTE in case of scientific publications stemming from the project<sup>5</sup>:**

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

Until M20 of the project, no such issue could be reported.

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<sup>5</sup> 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.

## 7. 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 is done. In addition to the dissemination channels and tools specified above, external channels are used for the distribution of project results.

Regularly scheduled communication:

- Dissemination of project communications or major analysis reports through external media (other initiatives dissemination tools, online papers or platforms)

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, even though PICASSO is no research project and does not intend to deliver scientific publications.

### 7.1. Project Communications and Articles in Specialised Journals and Newspapers

Most of the partners involved in PICASSO have an extensive experience of working with specialised journals and newspapers and have used mass media to promote past or ongoing projects. Nevertheless, the “media” being only a secondary stakeholder group for PICASSO, no targeted action is scheduled to ensure outreach through them. Indeed, such specific efforts are unfortunately not possible within the limits of the project.

Nevertheless, this does not exclude take-up of information through media, notably on local level, for example after a project event.

Partners will try to attract journalists to participate in project events, even though only as secondary stakeholders.

#### **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."**

## 7.2. Project Presentations during Relevant Events

During the PICASSO project, a number of public events will be organised, as well as events mainly limited to EG members and joint sessions (expert groups and policy groups), conferences, workshops, webinars. 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 is actively presented by the partners at major events and conferences whenever possible.

An events list is established and regularly updated. It is used to continuously monitor and identify 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 is to inform stakeholders about the objectives of the project, its achievements and available outcomes. PICASSO partners generally make sure to distribute promotion material (project cards 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. 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.)

## 7.3. 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 and many more have been contacted and concrete interaction was sought so as to maximize the outreach of the PICASSO project (and vice versa). The collaborative activities include, for example:

- Involvement of each other's expert in Expert/Working Groups with DISCOVERY
- Invitation of members to the PICASSO Expert Groups (where relevant)

- Invitation to PICASSO events, where relevant involvement through dedicated sessions (e.g. in the Trans-Atlantic Symposium in Minneapolis)
- Presentation of PICASSO to other projects/initiatives' stakeholders at their events and distribution of project promotion material
- Cross-linkage of websites
- Interaction through social media
- Etc.



## 8. Dissemination Action Plan

### 8.1. Impact maximisation

PICASSO accompanies all its activities by targeted dissemination: this is undertaken in order to engage relevant stakeholders into project activity, to inform them and to promote results, under the overarching goal to achieve impact for an enhanced EU-US ICT collaboration.

PICASSO is a relatively small project and given also the current political situation, it has been considered that real impact for an enhanced EU-US ICT collaboration can only be achieved through a targeted event. Smaller communication items certainly contribute to impact, but only by bundling efforts with relevant other initiatives and organisations in one strong activity such an event can hope for more outstanding impact. To this regard PICASSO has already organised a Symposium on Technology and Policy for a smart society at mid-term of the project lifetime (June 2017, Minneapolis, USA) and plans to organise a second edition of the Symposium in spring 2018. This Symposium is aimed to take place in the USA and investigations are underway to co-organise it with relevant strong players interested in a joint action such as National Science Foundation (NSF), the Big Data Value Association, etc. This event will be the opportunity to promote important project findings and most importantly to address key stakeholders interested in EU-US ICT collaboration. As part of the exploitation plans of the project, it will be sought to suggest relevant key actors as those named before to consider organising such Symposium on a regular basis after the PICASSO project end. This would ensure the sustainability of the event and longer-term impact.

### 8.2. Monitoring of plan implementation and outreach results

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

Apart from this, the impact of the dissemination is evaluated on the basis of following further Indicators:

- Web site visits, measured especially after major communication activities (press releases, newsletters or major events).
- 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 is made every three months internally and all dissemination activity is kept in a monitoring file for reporting purposes.

### 8.3. Impact indicators for outreach activity M1-M18

In addition to the performance indicators outlined in chapter 3, the following facts can be reported on outreach activity undertaken during the first 18 months of the project. It should be noted that for some items the “soft facts” are of higher importance than quantitative figures, e.g. in consultative webinars it is not the number of attendees which is relevant but if there is a good exchange and relevant contributions. This is however very difficult to measure and can thus only be presented as “qualitative feedback”.

Outreach channel	Main target stakeholders	Impact
Website	All primary and secondary stakeholders	<ul style="list-style-type: none"> <li>- Visitors: 7258 (74% new visitors vs 26% returning visitors)</li> <li>- Page views: 29 573</li> <li>- Analysis reports uploaded: 4</li> <li>- Policy papers uploaded: 2 (3<sup>rd</sup> in September 2017)</li> <li>- Report downloads: 143 (since July 10<sup>th</sup>, 2017 only as no analytics available beforehand)</li> <li>- News published: 67</li> <li>- Links to initiatives established: 3 (many more offline)</li> </ul>
Social media	All primary and secondary stakeholders	<ul style="list-style-type: none"> <li>- Twitter followers: 172</li> <li>- Tweets: 313</li> <li>- Twitter Likes: 198</li> <li>- LinkedIn Group Members: 63</li> <li>- LinkedIn Posts: 25</li> </ul>
CROSSROADS	All primary stakeholders	<ul style="list-style-type: none"> <li>- Users through web access: 194</li> <li>- Users through mobile app: 19 android, 1900 iOS</li> <li>- Number of mobile app version updates: 7</li> <li>- Database contacts uploaded: 351</li> <li>- Events published: 38</li> <li>- Calls published: 33</li> </ul>
Outreach through Expert Groups	All primary stakeholders	<ul style="list-style-type: none"> <li>- EG members networks (part of relevant associations / networks, such as AIOTI or Big Data Value Association; access to several hundred stakeholder contacts...)</li> <li>- Strong support for invitations of speakers and participants in the Trans-Atlantic Symposium</li> </ul>
Dissemination Kit	All primary and secondary stakeholders	<ul style="list-style-type: none"> <li>- Project cards handed out at external events such as ICT Proposers Days, meetings with EC unit stakeholders, DISCOVERY workshop...</li> <li>- Project presentation used in PICASSO events and webinars and multiple external events</li> </ul>

Newsletter and dissemination mailings	All primary and secondary stakeholders	<ul style="list-style-type: none"> <li>- 3 Newsletter published</li> <li>- Outreach data base of 172 contacts</li> <li>- Additional and specific dissemination mailings at mid-term of the project (to Expert Groups and major stakeholders), for the launch of CROSSROADS (additional database gathered), after each project event (to speakers and participants)</li> </ul>
Project publications	All primary and secondary stakeholders	<ul style="list-style-type: none"> <li>- 3 Project communications published</li> <li>- 1 Mid-term fact sheet published</li> <li>- 4 Analysis reports published</li> <li>- 2 Policy papers published</li> <li>- 2 Feedback questionnaires</li> <li>- All reports and policy papers promoted through newsletters, website news and social media.</li> </ul>
Project events	All primary stakeholders	<ul style="list-style-type: none"> <li>- 1<sup>st</sup> and 2<sup>nd</sup> EG meetings organised: 25+ EG members participated in each</li> <li>- public event connected to 1<sup>st</sup> EG meetings: 50 participants; strong participation from policy makers and organisations such as NIST, NSF, NITRD.</li> <li>- Trans-Atlantic Symposium: 90 participants; 38 from EU (42%) and 52 from the US (58%), with a gender share of approx. 60% men and 40% women; 80% research-type stakeholders.</li> </ul>
Access opportunities activities (webinars, external events...)	All primary stakeholders	<ul style="list-style-type: none"> <li>- 147 registered participants, 41 attendees in 5G Opportunities webinar</li> <li>- Good representation of all stakeholder groups with dominance of representatives from research-type organisations thanks to strong dissemination through the NCP-Network</li> </ul>
Policy webinars	Policy makers	<ul style="list-style-type: none"> <li>- 39 registered participants, 25 attendees in 1<sup>st</sup> policy webinar on Data Protection and Privacy</li> <li>- 41 registered participants in policy webinar on Standardisation by mid September (organised 29 Sept 2017)</li> <li>- all PICASSO thematic areas represented, but obviously strong focus on policy aspects</li> <li>- Important feedback received on draft policy papers during webinars and in direct exchanges</li> </ul>
Consultation webinars	All primary stakeholders	<ul style="list-style-type: none"> <li>- 42 registered participants, 23 attendees in consultation webinar on IoT/CPS Opportunity report</li> <li>- strong participation from other initiatives (specific outreach had been done to AIOTI, ARTEMIS-IA, projects Road2CPS, TAMS4CPS, DISCOVERY,</li> </ul>

		HYCON2, oCPS, CPSE Labs, SafeTRANS-DE, CPSE Labs, BILAT USA 4.0, CPS Summit)
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Table 10: Impact indicators for outreach activity M1-M18

8.4. Dissemination operational timeline for M19-M30

In order to organise the dissemination actions relevant for all upcoming project activities, an operational timeline has been set up. It presents the different activities and related objectives, as well as target stakeholder groups, the expected benefit for them and dissemination channels. This overview is meant as a working document and will be updated over time when relevant.

Strategic objective	Specific dissemination objective	Activity (date) and its Operational objectives	Target group	Dissemination channel and dissemination indicators	Value for the target group	Specific interest (targeted impact)	Sustainability
<i>General project mission</i>	Policy EG: identify the stakeholders and provide information about identified and (possibly) resolved areas of potential overlap, conflict and gap in policies in EU-US ICT collaboration	<p>Policy brief on standardization (date October 2017): objective to inform policy makers on best strategies using standards policies to improve collaboration;</p> <p>Policy brief on Spectrum (date: November 2017): objective to explore how spectrum policies can better support EU/US ICT R&amp;I collaboration;</p> <p>Policy brief on Digital Communities (date: December 2017): objective to explore how all previously discussed policy aspects and the three technical PICASSO domains relate in practice, and impact society.</p>	Policy stakeholders: EC representatives of the future internet, IoT, Big Data, Privacy and Data Protection and 5G units in particular, as well as from the research support bodies in the US (NIST, NSF) and research organisations on both sides of the Atlantic. ...	<p>First ideas presented in Trans-Atlantic Symposium, Minneapolis, June 2017; Presentation and interactive discussion in dedicated webinar (Sept 2017; October 2017; and November 2017).</p> <p>Also discussed and presented in wider Internet Governance context (IGF2017, EuroDIG2018).</p>	Topic of high interest for EU and US; specific insights regarding the PICASSO focus areas; short and concise documents with recommendations.	Better understanding of issues in global context to support policy dialogues between US and EU research funding agencies and public and private research organisations.	<p>Part of the project results available via the project web portal.</p> <p>All policy papers' conclusions will be at the basis of a PICASSO Policy white paper towards the Summer of 2018 that will take the insights further in one comprehensive document.</p>

IoT/CPS EG: Execute dissemination and community enhancement activities that aim to widen the impact of the results (in particular the opportunity report, its recommendations, and proposals for strategic initiatives) that are obtained by the EG	Organization of a trans-Atlantic working meeting in 2018: Foster a common EU-US understanding, present and discuss the state of the art and the challenges for the specific technology topics identified in the opportunity report.	Academic/industry representatives (including the IoT/CPS Expert Group), industry associations, RDI initiatives / projects, EU and US policy stakeholders	Public meeting	Improvements in understanding of EU-US RDI and collaboration challenges and opportunities	See column to the right	Dissemination of ideas and guidelines for the establishment and support of EU-US collaboration actions that can be built upon by all relevant stakeholders, even after the project end.
	Dissemination of collaboration opportunities in the upcoming H2020 Work Programme	Academic/industry representatives (including the IoT/CPS Expert Group), industry associations, RDI initiatives / projects, EU and US policy stakeholders	Digital dissemination (e.g. by email and website), social media	Up-to-date information on opportunities for EU project calls with US participation options	Facilitation of the establishment of collaboration projects	Information disseminated on collaboration opportunities until the end of the new Work Programme
	Presentation of PICASSO concepts and results at public events	Academic/industry representatives (including the IoT/CPS Expert Group), industry associations, RDI initiatives / projects,	Presentations	Making experts beyond the PICASSO project aware of the PICASSO results	Widening of PICASSO audience	Dissemination of ideas and guidelines for the establishment and support of EU-US collaboration actions that can be built upon by

			EU and US policy stakeholders				all relevant stakeholders, even after the project end.
		Contributions to the PICASSO website and to other outreach activities	Academic/industry representatives (including the IoT/CPS Expert Group), industry associations, RDI initiatives / projects, EU and US policy stakeholders	E.g. contributions to project communications, newsletters, CROSSROADS)	Making experts beyond the PICASSO project aware of the PICASSO results	Widening of PICASSO audience	Dissemination of ideas and guidelines for the establishment and support of EU-US collaboration actions that can be built upon by all relevant stakeholders, even after the project end.
		Dissemination of strategic EU-US initiative proposals	EU and US policy stakeholders	Digital dissemination (e.g. by email and website), presentations at events	Making policy makers aware of challenges and collaboration opportunities on strategic topics	Promotion of the uptake of identified strategy initiative proposals by EU and US policy makers	Dissemination of ideas and guidelines for the establishment and support of EU-US collaboration actions that can be built upon by all relevant stakeholders, even after the project end.



<p>5G Networks EG: Identify key shareholders and audiences, deliver important messages and results to interesting groups for EU-US collaboration in the 5G domain in an effective way.</p>	<p>Opportunity report update (M19-M30): update the opportunity report according to all the discussion and comments carried out inside the group.</p>	<p>Policy makers, academia and industry players in the EU and US</p>	<p>Contacts through Expert Group members and network, Webinar</p> <p>Indicators: Engaged number and feedback</p>	<p>Topics of Interests for the EU-US R&amp;D&amp;I collaborations on 5G network</p>	<p>Understand challenges and opportunities on the EU-US collaboration in the 5G domain</p>	<p>The opportunity report will be available on the project website.</p>
	<p>Webinar (M25-M30): give a webinar on the final opportunity report, in regard to the identified technology theme and research topics</p>	<p>Policy makers, academia and industry players in the EU and US</p>	<p>Contacts through Expert Group members and social media, project website</p> <p>Indicators: Number of registration and participants</p>	<p>Topics of Interests for the EU-US R&amp;D&amp;I collaborations on 5G network</p>	<p>Understand challenges and opportunities on the EU-US collaboration in the 5G domain</p>	<p>The slides and discussion over webinar will be available on the project website.</p>
	<p>A public workshop (M26-M29): in conjunction with a major event in the 5G domain</p>	<p>Policy makers, academia and industry players in the EU and US</p>	<p>Contacts through Expert Group members, social media, project website, CROSSROADS, and portal of the major event</p> <p>Indicators: Number of registration and participants</p>	<p>Topics of Interests for the EU-US R&amp;D&amp;I collaborations on 5G network</p>	<p>Understand and discuss challenges and opportunities on the EU-US collaboration in the 5G domain</p> <p>Networking opportunities for individuals and organizations who are interested in EU-US collaboration</p>	<p>N/A</p>

		Strategic initiative proposals (M26-M28): propose strategic initiatives on EU-US collaboration mechanisms for policy maker	Policy makers and potential academia/industry players in the EU and US collaborations	Contacts through Expert Group members, social media and project website.  Indicators: Number of proposals and receptions from targeted group	Suggestions for establishing strategic EU-US collaboration initiatives	The suggestions are heard and considered by policy makers	Inputs for next phase EU-US collaboration discussion
Big Data EG: identify key stakeholders and Big Data professionals, from different organisations (i.e. policy, industry, research) and provide/exchange information on recent Big Data improvements and innovations and on EU-US collaboration on Big Data		Opportunity report Update (M26 – M30): Validate common areas and technological topics of common interest, between EU and US	Policy makers, EC and US representatives, industrial players	Webinars, Social Media, personal contacts  Indicators: Individuals engaged and provided feedback to the opportunity report	Topic of high interest for EU and US; specific insights regarding the Big Data sector	Use in policy discussions between EU and US stakeholders; input for final event	Part of the project results available via the project web portal; discussion document of BDVA and US BD Hubs
		Webinars (M21 – M30): EU or/and US R&D opportunities for collaboration and collection of feedback for the opportunity report	Policy makers, EC and US representatives, industrial players, R&D professionals	Social Media, Personal Contacts  Indicators: Number of participants	Topic of high interest for EU and US; specific insights regarding the Big Data sector, networking	Networking; exchange of thoughts	Input from Webinars to be included in the opportunity report; possibility for establishing new partnerships between EU and US R&D players

		Success Stories (M18 – M30): Collection of success stories on EU-US Big Data collaboration as good examples	Policy makers, EC and US representatives, industrial players, R&D professionals	Social Media, Personal Contacts, CROSSROADS, PICASSO Website  Indicators: No of success stories disseminated	Topic of high interest for EU and US; specific insights regarding transatlantic collaboration on the Big Data sector	Use in policy discussions; good examples for collaboration; input to the strategic EU-US initiatives actions	Part of the project results available via the project web portal and CROSSROADS
		EU-US Big Data Public Event (M23-M29): Dissemination of PICASSO results (related to Big Data) to selected audience and exchange of thoughts/promotion of discussion	Policy makers, EC and US representatives, industrial players, R&D professionals	Social Media, Personal Contacts, CROSSROADS, PICASSO Website  Indicators: No of participants	Topic of high interest for EU and US; specific insights regarding transatlantic collaboration on the Big Data sector	Dissemination of Big Data related issues and topics of joint collaboration; dissemination of the results of the opportunity report	N/A
		Suggestions for Strategic EU-US Initiatives (M16 – M28: Suggestion of strategic EU-US initiatives proposals related to the enhancement of collaboration in Big Data between EU and US and exploitation of possible paths for achieving sustainability	Policy makers, EC and US representatives, industrial players, R&D professionals	Social Media, Personal Contacts, CROSSROADS, PICASSO Website  Indicators: No of receivers, No of strategic initiatives suggested	Ideas and suggestions for joint EU-US initiatives on Big Data	Concrete suggestions for collaboration on Big Data to be provided as input to EU and US policy agencies	Input for policy discussions to the EC and to US policy makers;

	Transversal project activities: Promote project activities, involve the stakeholders where relevant in activities and inform them on results.	CROSSROADS: continuous updates and improvements, including integration of DISCOVERY database where suitable and feasible and sustainable establishment of the tool	All primary and secondary project stakeholders	<p>Promotion through dedicated emailings (project database, EG networks, relevant initiatives/projects), social media, events, direct exchange</p> <p>Indicators: No of users (webpages and mobile apps), No of pages viewed and time of use, Content (e.g. No of database items)</p>	Information on EU-US ICT programmes, initiatives / projects, open calls, events, etc.	Specific information on PICASSO focus topics in one common tool, easily accessible and user-friendly with information kept up to date	One of the major exploitable aspects, expected to become sustainable through take-over by another EU-US related initiative: Will be suggested to the NearUS initiative in due time which established a sustainable EU-US Network targeting RDI stakeholders.
		Access opportunities info packs and webinars	All primary stakeholder groups; National funding agencies	PICASSO channels (website, newsletters, social) and partners channels.	Have a synoptic clear explanation of the most important and meaningful opportunities in the EU and in US, including contact points.	Better understanding of EU-US collaboration opportunities; possibly access to other interested stakeholders to form a partnership	APRE support to access to H2020 is part of its core business, and will be continued automatically after the project end; regarding access to US opportunities, this will be done through its presence to international

							networks and research international cooperation projects.
		Final event	All stakeholder groups	All PICASSO channels (news publication, newsletter, emailing, social media, information through EGs and other relevant initiatives) and partner networks	Disseminate project results  Exchange of different stakeholders on PICASSO's focus topics	Specific transversal event bringing together experts (stakeholders) from different fields opens up for exchange with experts from other but related topics	Event concept can be taken over by an interested party for future events

## 9. PICASSO Results Exploitation

*To guarantee the transfer of project results beyond its lifetime, an initial exploitation strategy has been developed by inno separately from the present dissemination strategy and discussed at the 2nd expert group meeting. The early preparation givse 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 has elaborated a detailed plan (deliverable Exploitation and Sustainability Plan) that outlines the project exploitable assets. The draft plan is provided as confidential Annex to this document.

# 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](mailto:s.klessova@inno-group.com)) and  
the PICASSO Project Manager Eva Fadil ([e.fadil@inno-group.com](mailto:e.fadil@inno-group.com))*

<b>Name of the event</b>	
<b>Dates of the event</b>	
<b>Venue</b>	
<b>Type of audience:</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Scientific community (higher education, research)</li> <li><input type="checkbox"/> Industry</li> <li><input type="checkbox"/> Civil society</li> <li><input type="checkbox"/> Policy makers</li> <li><input type="checkbox"/> Medias</li> </ul>	
<b>Type of activity</b> <ul style="list-style-type: none"> <li><input type="checkbox"/> Publication</li> <li><input type="checkbox"/> Organisation of Conference</li> <li><input type="checkbox"/> Organisation of Workshops</li> <li><input type="checkbox"/> Websites/Applications</li> <li><input type="checkbox"/> Press releases</li> <li><input type="checkbox"/> Flyers</li> <li><input type="checkbox"/> Articles published in the popular press</li> <li><input type="checkbox"/> Videos</li> <li><input type="checkbox"/> Media briefings</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Presentations</li> <li><input type="checkbox"/> Oral presentation to a wider public</li> <li><input type="checkbox"/> Oral presentation to a scientific event</li> <li><input type="checkbox"/> Exhibitions</li> <li><input type="checkbox"/> Thesis</li> <li><input type="checkbox"/> Interviews</li> <li><input type="checkbox"/> Films</li> <li><input type="checkbox"/> TV clips</li> <li><input type="checkbox"/> Posters</li> </ul>
<b>Size of audience</b>	
<b>Countries addressed / represented</b>	
<b>Partner involved (name of the person)</b>	
<b>Title of presentation/paper (if applies)</b>	