

URBAN CO-CREATION DATA LAB

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Related Task	4.1 - Dissemination and Communication strategy and set up dissemination channels and material
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1 Executive Summary

This document is the **Milestone 3 - Dissemination and Communication Strategy** of the Activity 4 - Dissemination and Communication of results of the Action **Urban Co-creation Data Lab**, funded by the European Commission under the H2020ICT- 28-2017 Connecting Europe Facility (CEF) - Telecommunications Sector under the grant agreement n. INEA/CEF/ICT/A2018/1837945.

In accordance with CEF guidelines¹, the Beneficiaries must communicate and promote the Action and its results, “tools to reach and multiply your audiences that are proportionate to the scale of your Action”.

Within the aim of the activity, “to maximise dissemination of the Action results to a wide audience of researchers, city authorities, business organizations, EC and citizens”, this task should develop a Dissemination and Communication Strategy for the Action, describing which messages will be communicated and when, through which channels and to which stakeholders, and defining expected outcome and assessment metrics and tools.

This strategy will provide the framework within which the different mobilisation, awareness, promotion and exploitation activities will be carried out during the Action.

The highlines to be developed by the Beneficiaries to reach the communication goals are the following:

- Defining the communication objectives, roles and procedures;
- Synchronising communication activities within the Action Beneficiaries and other partners;
- Supporting the best information flow between the Action Beneficiaries;
- Clustering with relevant EU and international programmes and initiatives to enhance the impact and the broadcast of the Action.

2 Methodology

This strategy is a practical tool to be used by all Beneficiaries to develop their individual and collective communication activities efficiently and contribute to the global objective of the Action. It has been made taking into account the “Communicating CEF Actions”², the “Communicating EU research and innovation guidance for Action participants”³ and other relevant guidelines⁴.

Therefore, the development of this Strategy involves interaction among all the Beneficiaries. The main steps for the development of the Dissemination and Communication Strategy include:

¹<https://ec.europa.eu/inea/connecting-europe-facility/cef-energy/beneficiaries-info-point/publicity-guidelines-logos>

² https://ec.europa.eu/inea/sites/inea/files/comm_cef_leaflet_20180712.pdf

³ http://ec.europa.eu/research/participants/data/ref/h2020/other/gm/h2020-guide-comm_en.pdf

⁴ https://ec.europa.eu/info/sites/info/files/use-emblem_en.pdf

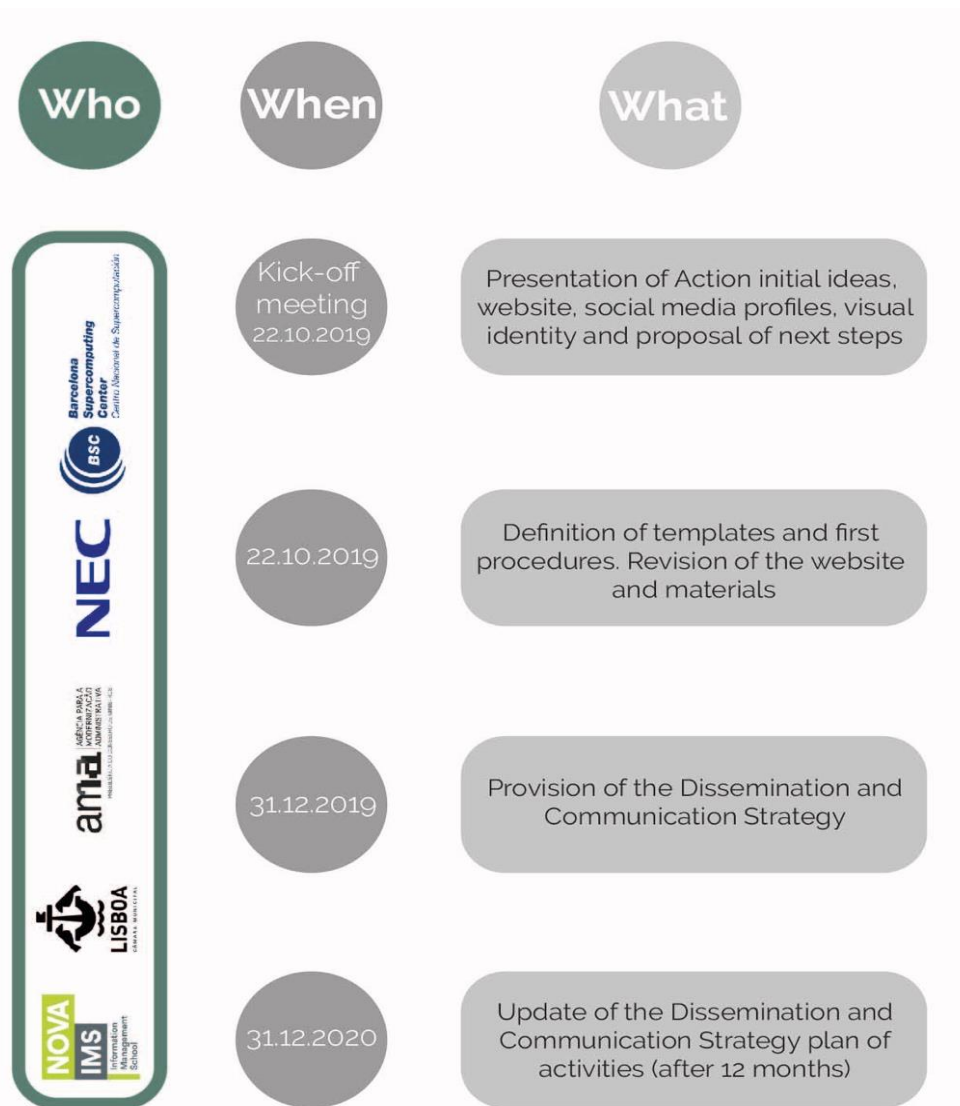


Figure 1 - Steps for the development of UCD Lab Dissemination and Communication Strategy

The strategy attends to the potentialities and strengths of the Action Beneficiaries. Each Beneficiary is integrated into a specific technical reality and has a deep understanding of the individuals and institutions that should be enrolled in the Action and of the best way to do it. In addition, most of the Beneficiaries have access to relevant networks that can be used to reach different target audiences and better communicate the Action assets.

This strategy will be updated, so Beneficiaries will be requested to send their feedback and information about the next planned activities and results of the activities carried out.

To be able to define and execute the Dissemination and Communication Strategy, the following media available in relation with the Action resources will be used:

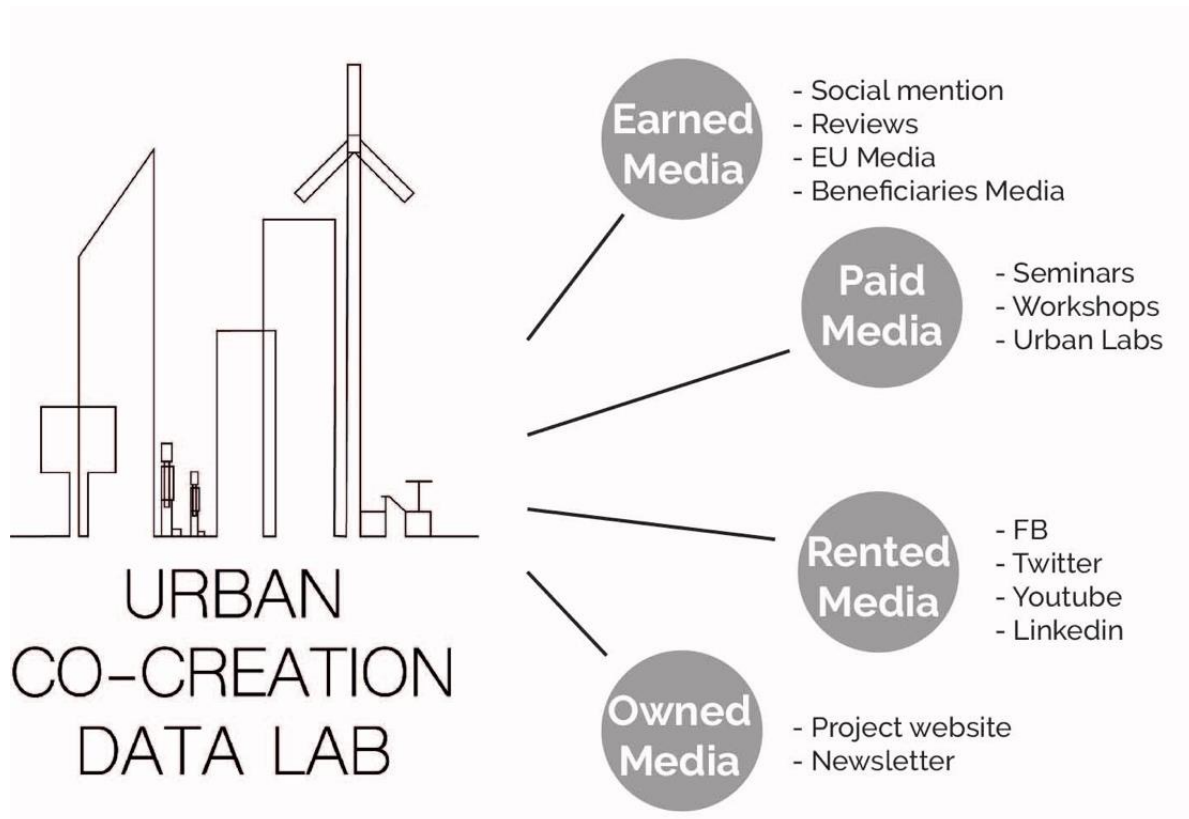


Figure 2 - Action media distribution

3 Objectives

The main communication objective within this Action is to ensure the outreach of UCD Labs results among relevant stakeholders and general public, as well as ensuring its sustainability beyond the runtime of the Action.

To ensure the best visibility of the Action and to increase its impact and outreach, to reach the communication objectives, the following activities should be undertaken:

- i Create a visible and distinguishable visual identity of the Action to make it easily recognisable in a way that all the communicative actions undertaken during the Action are traceable;
- ii Deploy a media planning to ensure that all the milestones of the Action have an accurate broadcasting and reach the targeted audience having the expected impact;
- iii Make a follow-up of the communication plan deployment, ensuring its correct functioning and making the necessary corrections when it is needed;
- iv Lay out the communication activities among all the Beneficiaries to ensure a correct deployment of the strategy;
- v Coordinate with external stakeholders, such as related Actions, institutions and media to ensure a high outreach of the communication activities.

3.1 Strategic Objectives

Within the aim of the main communication objective, the strategic objectives are:

- Communicate UCD Lab Action and its outcomes;
- Reach the target audiences and foster their interest in the Action;
- Broadcast to the general public the future benefits of the consecution of this Action;

- Assist the dissemination activities, contributing to the dissemination and exploitation of the Action results.

3.2 Operational Objectives

To reach the above-mentioned objectives, the following operational objectives that must be undertaken:

- Have a handbook to help the Action Beneficiaries to identify when an issue must be communicated, and which are the steps and responsibilities for that purpose;
- Identify the main communication activities and lines of action to be carried out throughout the course of the Action, planning and coordinating all the efforts;
- Set the targeted audiences, the main beneficiaries, the key messages and the principal media on which UCD Lab communication activities will focus.

4 What to communicate

4.1 The value of this Action

UCD Lab will create a platform to establish a working synergy between the stakeholders.

The UCD Lab Action merges from the necessity of supporting decision-making at the municipality level in order to provide citizens with high quality services in the areas of security, operational management and planning.

Henceforth, UCD Lab will stand out for developing a new generation of public services in the context of smart cities exploiting supercomputing facilities and public and private data to analyse complex combinations of large datasets in areas of public interest.

4.2 Key messages

The main messages of UCD Lab Action will be defined during its own development, once Work Packages deliver its goals established in the Grant Agreement and the deliverables are completed. The nature of the messages will be targeted to a different audience and will have a different thematic adapting to each of the objectives settle in this strategy.

From the very beginning, and until the first deliverables will be accessible and ready to disseminate, the key messages will be focused on the major assets of the Action:

- a) END-USERS, POLICY MAKERS AND GENERAL PUBLIC PILLAR KEY MESSAGES
 - A new generation of data driven public policy making
- b) TECHNICAL EXPERTISE PILLAR KEY MESSAGES
 - Using data science and artificial intelligence to unleash the power of cities data
- c) BUSINESS EXPERTISE PILLAR KEY MESSAGES
 - New data driven products and services for smart cities planning and management
- d) ETHICAL, LEGAL AND SOCIOECONOMIC EXPERTISE PILLAR KEY MESSAGES
 - Using collective intelligence and safeguarding personal privacy in a data driven city

5 Target groups

UCD Lab Action communications will extend from the most technical and experienced community working on analytic services, to the general public, going through other fields of knowledge.

UCD Lab Action audiences will be segmented as:

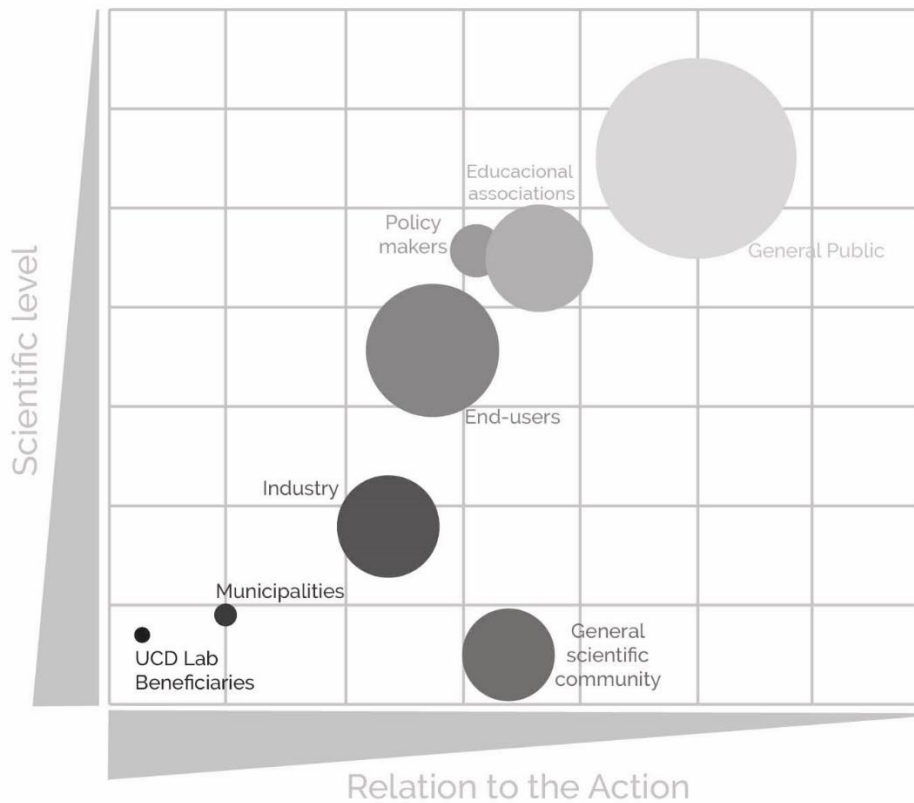


Figure 3 Audiences Matrix

These audiences will be segmented in internal and external audiences:

5.1 Internal Audience

The internal communications will be carried out between the Action Beneficiaries. These communications are essential to ensure a proper Action execution, with communication messages formulated and targeted to the right person in the right moment. Therefore, internal communication includes: meetings or plenary conference calls and private calls, in order to discuss technical nor managerial issues, showing results or taking decisions.

The main responsible for the definition of the communication procedures is NOVA IMS. Other Beneficiaries of the Action will be required to contribute and follow the defined procedures when performing internal or external communication activities. The internal communications procedures are defined in the Annex III: Communication procedures.

5.2 External Audience

Communication will take different manners according to the message that is being delivered and the target audience. For this purpose,

UCD LAB will focus on:

5.2.1 Primary

The primary target groups are those ones on which UCD Lab will primarily focus for the definition of the communicative activities.

5.2.2 Secondary

The secondary target groups are those that are important to reach and to consider when communicating the UCD LAB Action, but they are not so important for the consecution of the Action objectives.

Table 1 Secondary target groups

GROUP	COMPOSED OF	OBJECTIVE	MESSAGE
Mass media	Mass media, includes a diversified collection of media technologies that reach a large audience	Inform about ongoing research, Action concepts and objectives as well as benefits to society	This group is composed by non-technical professionals who must understand the purpose and benefits of the Action
End users and general public	Entrepreneurs, companies and workforce Main sectors influenced by developers' schools and other educational institutions General public	To obtain their feedback about the main barriers found when developing or working with urban data. To ensure their involvement in the disseminative activities proposed (urban labs, info days, seminars, etc.) and to ensure their acceptance of the strategies proposed in the Action (contributing to the subsequent sustainability of UCD LAB). To increase the awareness of the UCD LAB Action and to demonstrate the benefits. To inform about ongoing research, Action concepts and objectives as well as benefits to society	This group is formed by municipalities, entrepreneurs and workforce. They will also use the UCD LAB manuals, videos, etc., as Action-based learning methods to promote the benefits of urban data analytics among students, teachers, etc. This group also includes the final beneficiaries of UCD LAB outcomes. Social media and social networks will be crucial to disseminate UCD LAB outcomes

6 Communication channels, tools and activities

6.1 Action website

UCD LAB Website (www.urbandatalab.pt) is running since the first month of the Action, serving as a primary source of information regarding UCD LAB's objectives, progress and outcomes with the aim of organizing the Action information into a unified source of visitor's knowledge. According to the progress of the Action, the content of the website will be continuously extended and updated.

The website is aimed to reach all primary and secondary audiences of the UCD LAB Action. The main communication objectives of the UCD LAB website are:

- To provide relevant and current information to a wide audience;
- To ensure information is provided in an accessible and usable manner;
- To be a common documentation base for all the Beneficiaries, containing the main Action documentation and deliverables;
- To be an information database of all the activities and deliverables carried out by UCD LAB Action and its Beneficiaries.

UCD LAB Website will be a tool for an active promotion of Action results, business opportunities, investment opportunities and public awareness. The website includes both a public and a private restricted area.

- The private area includes the Action scheduling, deliverables with restricted access, reporting, other confidential documents and management tools;
- The public section of the UCD LAB website provides an Action overview highlighting the motivation, background and objectives, the technical content and the structure of the Action including the composition of the consortium. On the other hand, it will provide access to the Action's public deliverables and to the media centre with all press releases generated during the Action.

The maintenance of both areas is responsibility of the NOVA IMS, whilst the procurer of the information/documentation might be other Beneficiary of the Action. In this sense, the most remarkable documentation that must be delivered is referred to the WPs management, such as minutes or deliverables. These documents must be uploaded to the private area of the website by each WP leader as soon as they are validated to ensure that all the Beneficiaries of the Action have access to the latest documentation generated.

6.2 Action brochures and other materials

To contribute to the promotion and communication of the Action objectives and its outcomes, a number of brochures, videos, presentations, leaflets, posters, roll-ups and other materials will be produced. As Task leader, NOVA IMS will be responsible of these productions.

To communicate the Action objectives and expected results, promotional brochures will be designed and made available to be distributed in relevant events and in digital version. A promotional video explaining Action objectives and outcomes will be prepared, in order to illustrate the scientific and practical benefits resulting straight from the outcomes of the Action.

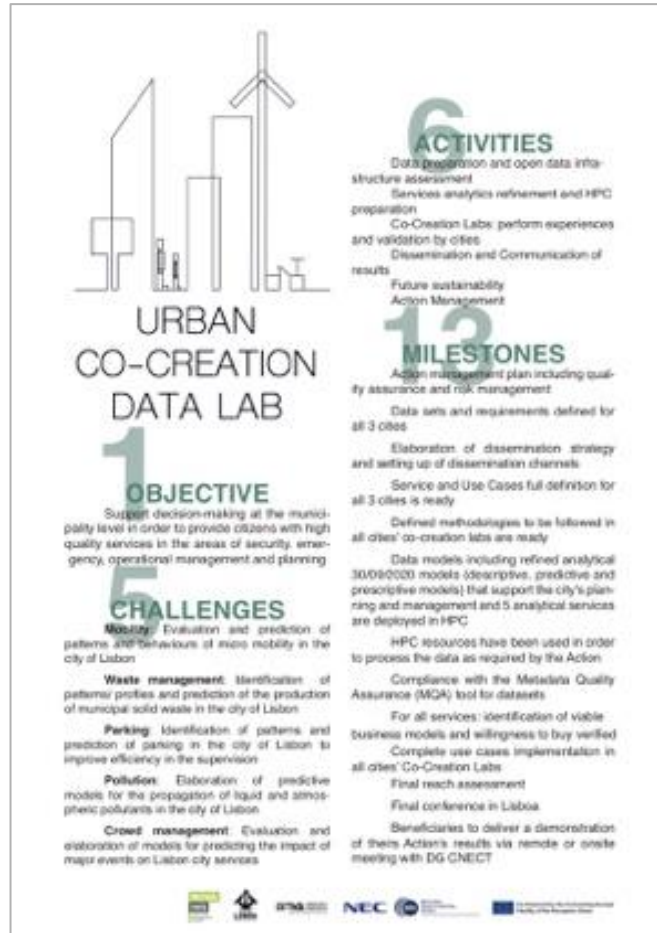


Figure 4 UCD LAB brochure

6.2.1 Brochure

To facilitate the explanation of UCD LAB purpose and its opportunities, NOVA IMS has already created a brochure that resumes the Action objectives and scheme. This brochure was designed to be able to be printed also as a billboard.

This document will be distributed in conferences, workshops and other events where Beneficiaries of the Action will present and promote the Action.

Other materials like this one will be elaborated to contribute to communicate the diverse key messages of UCD LAB, such as the results of the city labs.

6.2.2 Action releases and articles

The major achievements and milestones of the Action will be released and published in the Action website and delivered to mass media around Europe. These articles will be written by NOVA IMS with the technical contribution of the UCD LAB Beneficiaries when needed.

The main European media companies identified as relevant contacts for the distribution of UCD LAB news are:

Table 2 List of European medias identified

Media	Country	Type
LUSA	Portugal	Press Agency
Reuters	Europe	Press Agency

Media	Country	Type
Europa Press	Spain	Press Agency

UCD LAB will also use EC's media channels such as:

Table 3 List of EC's channels

Media	Description	Use to communicate KEY MESSAGE CATEGORIES (A-E Section 4.2)
Horizon Magazine https://horizon-magazine.eu/	<p>HORIZON is the EU Research & Innovation e-magazine. It covers the latest developments in EU funded research and innovation, communicating the priorities and achievements of EU-funded research, its impact on citizens' lives and its contribution to the EU goals of smart and sustainable growth</p>	<p>These media will be used to inform about the benefits and progress that UCD LAB will generate in Europe, informing about the open debates created and the results</p>
Action stories https://ec.europa.eu/programmes/horizon2020/en/newsroom/	<p>Articles about selected EU-funded research Actions, which led to breakthroughs, and that contribute to economic growth and creating jobs, and tackling societal challenges</p>	
research*EU - results magazine https://cordis.europa.eu/research-eu/en	<p>This print magazine features highlights from the EU-funded research and development Actions. It is published 10 times per year in English and covers mainly the research areas of biology and medicine, Social sciences and humanities, energy and transport, environment and society, IT and telecommunications, industrial technologies and space</p>	<p>This media will be used to inform about the existence of UCD LAB Action, explain its main challenges and inform about its progress</p>
Newsletters https://ec.europa.eu/info/research-and-innovation_en	<p>Newsletters are published by the European Commission for different research areas</p>	<p>UCD LAB will contact this media to reach a wider audience, potentiating its outreach</p>
Events on the CORDIS website https://cordis.europa.eu/news/en	<p>This website displays research-related conferences and events</p>	<p>UCD LAB public conferences and events will be displayed on this media to have a wider outreach</p>
Conferences and events organised by the European Commission	<p>The European Commission co-organises a variety of conferences. These may include exhibition areas or sessions</p>	<p>UCD LAB will work to be part of EC Conferences talking about the success that this Action means and the benefits for Europe that this kind of Action means</p>

Media	Description	Use to communicate KEY MESSAGE CATEGORIES (A-E Section 4.2)
UE Smart Cities Information System https://smartcities-infosystem.eu/newsroom https://twitter.com/smartcityiesscis	The Smart Cities Information System (SCIS) is a knowledge platform to exchange data, experience and know-how and to collaborate on the creation of smart cities, providing a high quality of life for its citizens in a clean, energy efficient and climate friendly urban environment. SCIS brings together project developers, cities, research institutions, industry, experts and citizens from across Europe	UCD LAB public conferences and events will be displayed on this platform to have a wider outreach
INNOVATION AND NETWORKS EXECUTIVE AGENCY (INEA) - Newsroom https://ec.europa.eu/inea/en/news-events/newsroom	List of the latest news items related to the INEA and the programs it manages. Includes the Events section for Agency-related happenings	This newsroom will be used to inform about the benefits and progress that UCD LAB, informing about the events and the results

6.2.3 Beneficiaries website

To increase the impact among the specialised audience, all the Beneficiaries of the Action will be asked to include a mention to the Action and their participation at this Action on their organization website.

Table 4 List of Beneficiaries of the Action webpages

Beneficiaries	Website publication
NOVA IMS	https://www.novaims.unl.pt/sc http://novacidade.pt/
CML	http://www.cm-lisboa.pt/investir/conhecimento-e-inovacao/inovacao-aberta http://www.cm-lisboa.pt/participar/lisboa-aberta
AMA	https://www.ama.gov.pt/web/agencia-para-a-modernizacao-administrativa/noticias2016
NEC Portugal	https://pt.nec.com/
BSC-CNS	https://www.bsc.es/news

6.2.4 Beneficiaries blogs / media

After every relevant Milestone of the Action, every Beneficiary of the Action who took part of it will be asked to make a mention on their owned media channels and/or profiles making proper reference to the Action:

- Referring to the Action name;
- Referring to the UE funding status;
- Describing their role in the Action and/or in the specific event.

Afterwards, UCD LAB's media channels and profiles (website, social media) will mention these publications to increase the impact of every communicative action.

6.3 Social networking communication tools

UCD LAB will own Action profiles on social media to increase the impact and generate straight communication channels to allow interactions with the audience through different tools depending on the communicative objective. Social networks are a powerful tool to achieve a multiplier promotional effect on communication activities, that is why the Action profiles will be constantly updated to show UCD LAB as an active and interesting Action.

The presence of the Action on social media is fundamental to accomplish the objectives, it will be used as a relevant tool to reach third parties, the research community and to interact with the general public. The availability of new Action results will be communicated informing about its progress, disseminating the Action outcomes and creating a scientific hub interested in collaborating with the Action. It will be crucial to reach a high level of followers to have a real impact.

The content will be generated by NOVA IMS with the collaboration of other Beneficiaries of the Action. The Beneficiaries of the Action will also publish the relevant information in their social networks. This communication channel is expected to be rather efficient in communicating Action evolutions and stabilising strong presence.

6.3.1 Twitter

Twitter will be used for a big scale bidirectional communication, with all the audience present on this social media, but focusing on a technical audience from the robotics area. This Social Media will be crucial on Events to broadcast UCD LAB role on these scenarios and attract followers through real time information.

- Objective: Increase awareness of the Action and its progress / create a network / Increase public awareness on urban data / educate on its use;
- Audiences: General Public, scientific community;
- Message: Information about events, share documents, articles & reviews;
- Type of content: Infographics, videos, links, news, documents;
- Content producers: All the Beneficiaries of the Action, stakeholders, leaders, scientist...

On twitter, UCD LAB will use the following hashtags and tags recommended by the European Commission:

- Hashtags: #CEFTelecom #SmartCities #DigitalAgenda #INEA #Horizon2020

In addition, UCD LAB will use the following hashtags and tag other profiles according to each communication:

- Hashtags: hashtags from events where UCD LAB participates, #SmartCitiesTour2020;
- Profiles: hashtags of the Beneficiaries of the Action @NOVAIMS @NOVACidade @CML @LisboaAberta

6.3.2 LinkedIn

LinkedIn is a professional social network and will be used to reach a business and scientific audience. Will be the scenario to share news and articles about the progress and outcomes of the Action.

- Objective: Disseminate the progress of the Action among the scientific community and professional stakeholders / attract knowledge and generate awareness;
- Audiences: Scientific community, professionals from related areas;

- **Message:** Achievements reached along the Action to help end users understand the state of the technology and keep updated on the advances of technology. Content related from stakeholders;
- **Type of content:** Infographics, pictures, videos, links, news, documents;
- **Content producers:** All the members in the consortium, stakeholders, leaders, scientist...

6.3.3 YouTube

YouTube will be used to share audio-visual contents that will be shared on other medias and platforms.

The Beneficiaries will be asked to communicate the relevant milestones of the Action, as well as their participation in Action events on their social media profiles.

The consortium Beneficiaries profiles on social media are listed in the table below:

Table 5 List of Beneficiaries of the Action social media profiles

Beneficiaries	LinkedIn	Twitter	Facebook	YouTube
NOVA IMS	https://www.linkedin.com/company/novaims/	https://twitter.com/NOVAIMS	https://www.facebook.com/NOVAIMSCidade/	https://www.youtube.com/channel/UCsnBtRf00qo_-dGdx9uVOHA
CML	https://www.linkedin.com/in/lisboa-inteligente-b750b218a/		https://www.facebook.com/Lisboa-Inteligente-100576748012242/	
AMA				
NEC Portugal	https://www.linkedin.com/company/nec-portugal/	https://twitter.com/NEC_corp	https://www.facebook.com/nec.global/	https://www.youtube.com/user/NECglobalOfficial
BSC-CNS	https://es.linkedin.com/company/barcelona-supercomputing-center	https://twitter.com/BSC_CNS	https://www.facebook.com/BSCCNS	https://www.youtube.com/BSCCNS

6.4 Action events

UCD LAB will schedule a number of Urban data labs, Info days, webinars and other kind of events that are planned for the right performance and the success of the Action, to increase the impact of these events, NOVA IMS will contribute to their diffusion.

In addition, UCD LAB will schedule a number of events, and attend additional ones from third parties to inform about the existence of UCD LAB Action, its evolution and communicate the results. This work will be done in coordination with the disseminative activities.

To inform about these events, UCD LAB will use the resources provided by the Commission:

Table 6 List of External Events

Resource	Contents	Use
Events on the Commission’s Research & Innovation website https://ec.europa.eu/info/research-and-innovation/events_en	This website displays research and innovation-related labs, conferences and events	UCD LAB will inform about the forthcoming labs, conferences and workshops

Resource	Contents	Use
Events on the CORDIS website https://cordis.europa.eu/news/en	This website displays research related labs, conferences and events	UCD LAB will inform about the forthcoming labs, conferences and workshops
Conferences and events organised by the European Commission	Throughout the year, the European Commission (co-organises a variety of conferences, both in Brussels and elsewhere. These may include exhibition areas or sessions at which you could present your work	Through the Action Officer, UCD LAB will be informed about these events where it will be possible to inform about the Action to an audience interested in urban analytics
INEA Events https://ec.europa.eu/inea/en/news-events/events	This website displays research related labs, conferences and events	UCD LAB will inform about the forthcoming labs, conferences and workshops
Smart cities European Commission https://ec.europa.eu/info/eu-regional-and-urban-development/topics/cities-and-urban-development/city-initiatives/smart-cities_en#related-events	This website displays research related labs, conferences and events	UCD LAB will inform about the forthcoming labs, conferences and workshops

7 Communication means and contents

Following the analysis of the above descriptions of the Dissemination and Communication Strategy plan of action, the present section aims to identify the content/possible content of the various Action communication means. This information is included in the table below:

Table 7 Communication means and contents

KEY MESSAGES	Action website	Action brochures	Action leaflets	Action poster	Videos	Publication in mass media	LinkedIn	Twitter	Action events	Beneficiaries events
END USERS, POLICY MAKERS AND GENERAL PUBLIC PILLAR										
Urban data analytics are beneficial for the society, they help people and foster societal progress	X				X	X	X		X	X
UCD Labs will promote a better society with more adapted services and integrated information	X	X			X	X	X	X	X	X
UCD Labs will help in the creation of a municipality's interactive platform	X	X			X	X	X		X	X
UCD Labs will contribute to identify regulatory needs and gaps applicable in the EU	X	X			X	X			X	X

KEY MESSAGES	Action website	Action brochures	Action leaflets	Action poster	Videos	Publication in mass media	LinkedIn	Twitter	Action events	Beneficiaries events
UCD Labs events (conferences, workshops, webinars, etc.) are taking place in order to awareness about the needs and gaps in the urban data fields	X	X	X		X	X	X	X	X	X
TECHNICAL EXPERTISE PILLAR										
UCD Labs will coordinates workshops with stakeholders to identify gaps and needs in the regulatory and ion related to	X	X	X				X	X	X	X
UCD Labs will work on data and services standardization and development of an approach to horizontal/transversal aspects into standardization activities	X	X					X	X	X	X
BUSINESS EXPERTISE PILLAR										
UCD Labs will work on removing or cutting down the non-technical barriers in the diffusion of data real-life applications	X	X	X	X	X	X	X	X	X	X
UCD Labs will developed business models to facilitate the access to new market opportunities in specific analytical services	X	X			X	X	X	X	X	X
ETICHAL, LEGAL & SOCIOECONOMIC EXPERTISE PILLAR										
UCD Labs will contribute to identify the needs and gaps in the regulatory framework applicable to European Member States	X	X			X	X	X	X	X	X
Conferences and Workshops on the compliance with existing regulatory framework and its assessment are taking place in order improve the existing regulations	X	X			X	X	X	X	X	X
UCD labs will bring together experts to debate about these issues related to urban data analytics	X	X			X	X	X	X	X	X

8 Action plan

The Dissemination and Communication Strategy plan of action includes the main events and actions to be carried out during UCD LAB Action execution, most of them involving all the Beneficiaries. Many of the activities and actions included in the action plan were already defined in the UCD LAB Grant Agreement and therefore the allocation of responsibilities among Beneficiaries and the respective budget are already partially defined. The first version of the Action Plan is provided below.

Table 8 Action Plan Planification

Events and actions to be carried out	Strategic Objectives / Expected results ⁵	Purposes	Target audience	Implementation period	Comments
Elaboration and implementation of a strategy for boosting the UCD Lab social networks	1, 2, 3 and 4	<ul style="list-style-type: none"> - Capture the interest of social network users to follow up the implementation of the Action and to participate in the multiple activities provided for therein; - Disseminate, in an engaging way, contents and products of organizations (people/ organizations/ reference initiatives) content and products related to Urban Data Analytics that are a reference at national and international level; - Promote the Action Official Portal; - All target audiences identified 	All target audiences identified in the Strategy	Implementation during the course of the Action	This action goes hand in hand with the implementation of the Action, providing a space for continuous sharing and feedback. In this sense, the production of the contents must be contemplated, from texts, to images and videos that give visibility and entertain in an educational way. Facebook would have a greater focus (PT) and Twitter would promote international disclosure. Social networks are fundamental communication tools nowadays (from chats to online courses to the dissemination and notification about events, interconnection with other entities and initiatives, etc.) and its good use allows to increase its impact.
Creation of the Action brand and visual identity	1, 2, 3 and 4	Facilitate the capture of public attention and engagement with the messages to be conveyed	All target audiences identified in the Strategy	2019	The creation of a brand for the Action and of a visual identity that accompanies all the activities, resources and communication elements of the Strategy is a primordial factor of public recognition. The brand and visual identity should be related to Cities. A UCD Lab logo and a Graphic Standards Manual should be created.

⁵ Strategic Objectives:

1. Communicate UCD Lab Action and its outcomes;
2. Reach the target audiences and foster their interest in the Action;
3. Broadcast to the general public the future benefits of the consecution of this Action;
4. Assist the dissemination activities, contributing to the dissemination and exploitation of the Action results.



MS 3 - Dissemination and Communication Strategy

Events and actions to be carried out	Strategic Objectives / Expected results ⁵	Purposes	Target audience	Implementation period	Comments
					Graphic models should be created for communication materials.
Elaboration of Action promotional materials	1, 2, 3 and 4	Strengthen the visibility the Action and the direct support it receives, ensuring the standardisation of information	All target audiences identified in the Strategy	Implementation during the course of the Action	Examples of institutional materials: Roll ups, banners, flags, pop-ups, billboards, flyers, posters for events, others to be defined. Examples of supplementary materials: flyers, postcards with key messages to give to people participating in different activities, t-shirts, others to be defined
Identification of key messages and basic concepts to be transmitted on Urban Data Analytics	2 and 3	Foster the apprehension of concepts about Urban Data Analytics and the appropriation of key messages	- Media and journalists; - Other non-governmental multipliers; - Formal and informal education sector; - General public	2020	The key messages and basic concepts should consider what is described in the General guidelines for content production and key messages chapter of the Strategy
Maintenance and updating of the UCD Lab Official Portal	1, 2, 3 and 4	- Share relevant and up to-date information on Urban Data Analytics; - Provide a reference platform for communication and information on Urban Data Analytics	All target audiences identified in the Strategy	Implementation during the course of the Action	
Supporting the elaboration of multiple publications on subjects related to Urban Data Analytics	1 and 2	Support the elaboration of papers and studies on Urban Data Analytics, Smart Cities and Sustainable Development	All target audiences identified in the strategy	Implementation during the course of the Action	The Portal already exists and can be found at:
Fostering scientific research on Urban Data Analytics	2	- Increase knowledge on multiple topics related to Urban Data Analytics;	Private sector/economic agents	Implementation during the course of the Action	- Promote research projects on social perception about multiple aspects related to Urban Data that allow to identify the main needs and target audience and to improve the effectiveness of the adopted models;



MS 3 - Dissemination and Communication Strategy

Events and actions to be carried out	Strategic Objectives / Expected results ⁵	Purposes	Target audience	Implementation period	Comments
		<ul style="list-style-type: none"> - Support decision-making based on the knowledge generated; - Produce scientific contents and disseminate them, supporting the building of collective knowledge 			<ul style="list-style-type: none"> - Support the publication of relevant research on Urban Data Analytics; - Promote corporate support of Urban Data Analytics research
Monitoring and evaluation of the Strategy	3 and 4	Determine the effectiveness and efficiency of the communication activities foreseen in the action plan of the Strategy	<ul style="list-style-type: none"> - Local authorities, representatives of the ruler bodies and the ministries, and technicians of the institutions that are part of the Action; - Action implementation Beneficiaries and cooperation partners 	Implementation during the course of the Action	The monitoring and evaluation of the activities are fundamental to understand their success, allowing to analyse the effectiveness of the Strategy in the fulfilment of its objectives. Monitoring evolution allows continuous improvement



9 Monitoring

The main objective of monitoring and evaluation is to ensure a high-quality communication strategy execution.

The Action has an overall evaluation strategy to ensure the above-mentioned quality, however a separate monitoring focused on communication activities is vital as the impact of those activities contribute to the successful implementation of the Action. It is important that this evaluation is carried out on a continuous basis to ensure:

- An effective impact assessment and update or redefinition of communication activities;
- Ensure the quality of the communication activities carried out.

Monitoring can be broken down into sub-sections:

- Performance measurement;
- Impact;
- Reporting;
- Monitoring and assessment.

9.1 Performance Measurement

The consecution of this plan will be measured according to the following indicators:

- The level of acknowledge of the Action around Europe in two levels: the main UCD LAB's stakeholders and the general public;
- Rates regarding Website and Social media activities: a careful monitoring of UCD LAB website hits will be done together with an analysis of the impact of events (e.g. publication of a new article). Using web tools for analysing visitor traffic and giving a complete picture of number of visitors, visited pages, geographical coverage including the audience's needs and interest;
- Number of articles in non-scientific publications: the partner in charge will keep track of the number of publications;
- Number of external contact requests: a contact form on UCD LAB website will allow outside people to contact. A specific form field asking for how they have heard about UCD LAB and analysing the type of request will help identify where or how our communication has been efficient and reinforce it in other areas wherever needed such requests for information;
- Number of attendants to the Action events.

9.2 Impact

Impact is a tool to ensure that the Action objectives are being accomplished through a selection of tailored activities. Impact with regard to communication activities can help the consortium to understand the reach and sustainability of the Action's results. Furthermore, the impact can also be used to measure and assess the promotion activities in terms of their relevance, quality, and promotion channel.

Impact is often measured through indicators; both quantitative and qualitative should be considered for the activity/action. Task 8.4 indicators are included in the table below:

Table 9 Indicators of assessment

Indicator	September 2020	September 2021	Source & methodology
Number of visits to www.urbandatalab.pt	>5000	>7500	Analytics
Accumulated number of brochures distributed	10	20	Registry of dissemination activities
Accumulated number of followers on Twitter	>500	>2000	Twitter registry
Accumulated number of followers on LinkedIn	>500	>2000	LinkedIn registry
Accumulated number of followers on Facebook	>2500	>5000	Facebook registry
Accumulated number of press releases distributed	5	10	Registry of dissemination activities
Accumulated number of articles published on www.urbandatalab.pt	25	30	Registry of dissemination activities
Accumulated number of articles published on external media	25	30	Registry of dissemination activities
Accumulated number of participants in webinars/streaming and workshops	150	450	Participant list
Accumulated number of relevant events on which participants participate	5	6	Registry of dissemination activities

9.3 Reporting

To facilitate an accurate monitoring and assessment of the communication activities, and to understand the impact of the actions carried out, it is necessary for all Beneficiaries to register the activities that they implement. In this sense, there will be available in the private area of the website a section to report every communication activity or publication (articles, publications on blog, etc.) made by each consortium member.

These activities include both the previewed and the ad-hoc activities.

Therefore:

- All Beneficiaries must consider the communication procedures settle in this document;
- All Beneficiaries should register the activities in the communication reporting document available in the private area of the website;
- All Beneficiaries should save evidence of the activities conducted.

By performing regular monitoring of the activities, it is possible to assess if the action plan is being carried out properly and if it is on time. It will also be possible to see which activities had the biggest impact on the stakeholders (both in quantitative and qualitative terms). The conclusions from these reporting will be considered for the communication plan annual updates.

9.4 Monitoring and assessment

The process of monitoring of communication activities can be outlined as follows:

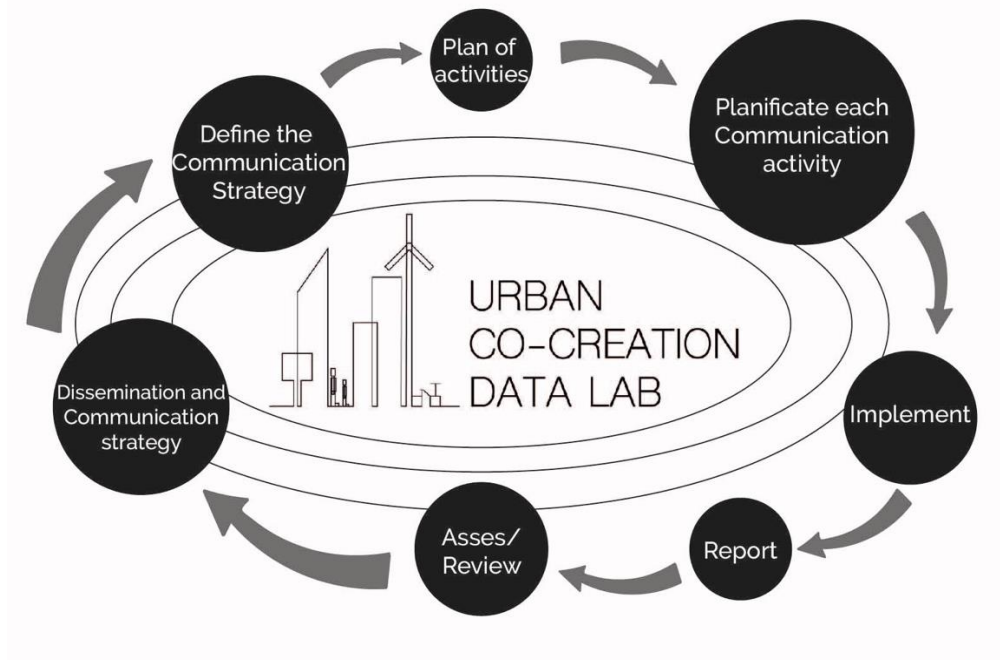
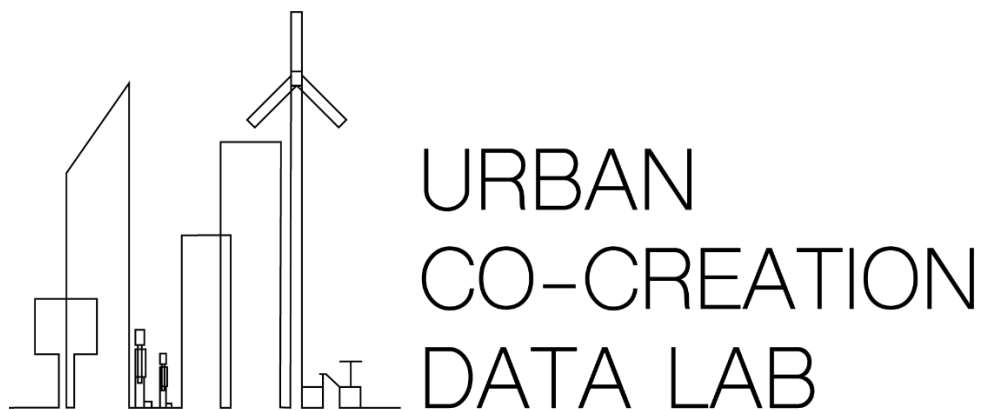


Figure 5 Monitoring Process

As the figure shows, the monitoring is a continuous process that will assess the overall activities/results, but also evaluate each individual activity and its impact on the Action as a whole. It is most likely that the Communication Plan will be updated according to the results of such evaluations.

9.5 Logo

We have developed a trademark specially for this Action where we assembly the Action name, it's purpose and an iconic representation that refers to the liaison that we want to create with this Action.



This logo must be used on every dissemination or communication activity that any Beneficiary unfolds during the length of the Action. It can be used on both-top sides and in the left bottom side, leaving top-right and the bottom space available to include the EU-flag logo accompanied by the legal text.

For the identification of the Action on social media, we have created a combination of the Action logo with the mandatory requirement to announce the public funding nature of this Action with EU funds:



9.6 EU logo

All the documents referring to the Action must include the EU-flag logo, according to the [European Commission guidelines](#).



9.7 Typography

The selected typography for this Action is “Raleway” and “Helvetica”, a typography that is easily legible, mostly on computers, an important benefit for an Action where there will be a lot of large documents that we intend to be read by many people.

9.8 Colours

We have selected the black and the white.

10 Annexes

Annexe I: Visual Identity

To be recognisable and identifiable we have developed a visual identity for the Action to make every document and actuation identifiable and make trackable the storyteller and the evolution of the Action.

Annex II: Social media management

The social media management is a task who's responsible is NOVA IMS, he will be responsible of the creation and maintenance of the profiles, programming, executing and making the follow up of all the publications. NOVA IMS will elaborate a publications calendar feed with information from all the consortium Beneficiaries such as assistance to workshops or conferences, the main milestones of the Action and the broadcast of the Action on mass media.

There are three kinds of possible scenarios:

- Programmed posts inside the Action: NOVA IMS will be in charge of carrying out the post on the whole;
- Assistance to conferences, workshops or events where NOVA IMS doesn't assist: on this situation, as long as it would be possible, NOVA IMS will keep in contact with the Beneficiaries of the Action assisting to the event to keep informed and make publications in real time and interacting with other users. In the case that this situation can't be carried out, NOVA IMS will give access to a Beneficiaries of the Action member assisting to the event to publish and inform about the UCD LAB implication in such event; in these cases, the person publishing on UCD LAB social media profiles must have in mind all the procedures and meet the Action tone and public image;
- Answer to technical issues out of the scope of NOVA IMS: in the situations where a comment from a user in social media brings NOVA IMS out of its scope, he might ask the collaboration of other Beneficiaries of the Action to give the best answer.

Annex III: Communication procedures

Internal Communication

NOVA IMS will work for an effective communication and dissemination strategy under the following responsibilities:

- Inform to all the Beneficiaries of the Action about the progress and results of the Action;
- Coordinate all the communication and dissemination activities among the Beneficiaries of the Action;
- Define the communication and dissemination strategy and execute them.

The main communication tool used for internal communications among the Beneficiaries of the Action will be the e-mail. To better target every communication, a mailing list in the private area of the Action website (urbandatalab.pt) was created including detailed information about the role of Beneficiaries' main contacts that should be contacted depending on the purpose of the communication: technical/Action organizational issues, administrative and financial issues, and dissemination issues.

Table 1 UCD LAB Mailing List (Distribution Lists)

Beneficiaries	Team member name	E-mail
NOVA IMS	Miguel de Castro Neto	mneto@novaims.unl.pt
	Ana Mouro Gomes	amgomes@novaims.unl.pt
	Pedro Alexandre Reis Sarmento	psarmento@isegi.unl.pt
CML	João Tremoço	joao.tremoceiro@cm-lisboa.pt
	Célia Aguiar	celia.aguiar@cm-lisboa.pt
	Susana Lourenço Marques	susana.marques@cm-lisboa.pt
AMA		
NEC Portugal	João Paulo Fernandes	Joao.fernandes@emea.nec.com
	Hicham Chiker	Hicham.Chiker@EMEA.NEC.COM
	João Galhordas	joao.galhordas@emea.nec.com
BSC-CNS	Oriol Lehmkuhl	Oriol.lehmkuhl@bsc.es
	Jorge Garcia	jorge.garcia@bsc.es
	Marta Rosello	marta.rossello@bsc.es
	Joan Calafell	joan.calafell@bsc.es

NOVA IMS will keep Table 1 up to date during the progress of the Action.

With stakeholders

UCD LAB Action will work hard on establishing close interactions with municipalities, working groups and committees involved in similar or related activities in Europe including:

- current European initiatives focused on urban data / urban analytics;
- other European funded actions working on similar perspectives;
- the private and academic community;
- standardisation bodies and policy makers.

These interactions will have two levels: a mass communication level and a person to person level. This means that UCD LAB will have to elaborate mass media communications to reach a high level of audiences and, in parallel, will speak with identified relevant entities that will contribute to the execution of the Action.

These communications will follow the following procedure:

- Mass media communications usually will come from a WP necessity, from the Task Coordinator. On these situations, NOVA IMS, will receive the instructions on the type and content for the communication, will validate the communication with the proposer of the communication and disseminate it;
- One to one communication, this kind of communications will follow the Visual Identity rules indicated in Annexe I.

With Communication Agencies/Players

NOVA IMS will be in charge of coordinating and managing the communication activities with third parties such as the EU communication agencies, press media, suppliers, etc.