Towards user journeys
for the delivery of cross-border services
ensuring data sovereignty

# D7.2 Communication, Networking plan and Dissemination strategy

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| **Document description** | This deliverable presents an exhaustive and structured strategy for dissemination and communication of the ACROSS project. It summarizes the objectives, target audience and plans to execute specific activities to achieve the related KPIs defined in the DoA. This plan will define how the different communities will be targeted. Secondly, it will detail the specific plan for networking activities, these activities comprise scientific publications, seminars, courses, networking with various projects and organisations, etc. Finally, it describes the project dissemination strategy to be adopted throughout the project lifetime. |

## About

The project is co-funded by the European Commission's Horizon 2020 research and innovation framework programme. Spanning through three years, ACROSS consists of a consortium of 10 partners from 7 countries:  Athens Technology Center (coordinator), Tecnalia, Dataport, Engineering, Fraunhofer, GRNET, TimeLex, The Lisbon Council, Waag and VARAM. The project kicked off its activities in February 2021, with an energising online meeting, where all partners took the floor to present their plans to make the project a great success.

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## Document Revision History

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| V0.1 | 05/04/2021 | Table of contents (ToC) created. | The Lisbon Council |
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## Executive Summary

This report sets out the dissemination and communication strategy as well as the plan to raise awareness, share knowledge, attract potential stakeholders in the context of the ACROSS project, through various means, including the ACROSS website, the use of social media, the distribution of communication material, publications in journals, participation in conferences & other relevant events. The report provides a comprehensive framework for actions that will support outreach efforts necessary to disseminate and sustain the achievements and benefits of the ACROSS project. It provides a focused dissemination & communication approach towards the key target audiences and the best approaches to engage and inform stakeholders to maximize knowledge of ACROSS activities. Specifically, communication efforts will spread learning materials produced by the project, ensure proper visibility of the project's actions, activities, and events, disseminate the project's outputs adequately to policymakers at different levels. Dissemination activities are also aimed at the research and scientific community, citizens, and businesses, displaying a common public image of the project, facilitating its recognition, raising awareness about it, attracting the relevant target groups, and finally exploiting similar international networks research initiatives.

To this aim, the plan contains some foundational elements such as the elaboration of individual communication and dissemination plans, the release of a functional website constituting the official platform to more effectively reach out to the desired stakeholders and better promote the cutting-edge results of the project, the organisation of a recurring annual event and webinars will be the chance to consolidate the project network, attract new stakeholders and spark inter-collaboration, and the continuous monitoring of the project's communication and dissemination activities on the scientific community and citizens by means of a set of measurable KPIs, which have been indicated in the present document. Each member of the consortium's active and continuous contribution will be fundamental to accomplish the list of objectives described in this plan. Furthermore, the project will leverage a highly committed scientific and research community that should encompass university members, PhD students, research centres, companies, similar EU-funded projects within the citizen science domain, policy makers and associations active both at national and European levels.

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## List of Terms and Abbreviations

| Abbreviation | Definition |
|---|---|
| DCP | Dissemination and communication plan |
| BI | Business intelligence |
| SDG | Single digital gateway |
| OOP | Once-only principle |
| EIF | European interoperability framework |
| KPI | Key performance indicator |
| CTA | Call to action |
| WP | Work package |
| PA | Public administration |
| SMEs | Small and medium-sized enterprises |

# 1 Introduction and Outline

The present **dissemination and communication plan (DCP)** introduces the ACROSS project's dissemination and communication strategy and its implementation plan to be used by the consortium to achieve the greatest possible visibility, accessibility and promotion of the project and its results during the grant period. This DCP will be a reference framework for evaluating the impact of dissemination and communication activities. Furthermore, the DCP will be **revised each year** to adjust the dissemination and communication strategies according to the status of the activities performed, results to be reached, new needs and possible risks identified, as well as based on the market assessment performed all along with the project duration. Any change will be outlined in each progress report.

The document is articulated into five main chapters, structured to appropriately present the overall ACROSS DCP objectives, strategy, target audiences, tools and means, channels and material for an efficient and effective implementation of communication, dissemination and exploitation activities within the project lifespan. Following an introduction providing general information on the project's context and objectives, chapter 2 gets to the heart of ACROSS's dissemination and communication strategy, describing the overall objectives, introducing the ecosystem around ACROSS and specifying the target audiences and the main stakeholders to be reached and engaged, the key messages to be delivered, as well as the channels and tools to be used. The document continues with Chapter 3 and 4, which outlines the project's branding strategy, and tools and channels utilised by the consortium. Finally, Chapter 5 shows the dissemination and communication activities' timeline, the work organisation and the expected impact, in addition to elaborating the mechanisms to be applied for the monitoring of communication and dissemination activities implemented, as well as for the accounting and mitigation of related risks.

The dissemination and communication activities will also ensure that the information about progress and key findings of the project are effectively communicated to the technical community and the general public across all EU countries. Communication and dissemination activities are expected to ensure that the project's advancements are widely diffused to the intended targeted audiences with appropriate mechanisms in a timely manner and that the key stakeholders for the project's exploitation and market uptake are early engaged and actively participating in the various implementation phases of the project. Dissemination is instrumental to effectively promote the exploitation activities, while it is closely related to the communication activities. The project's consortium aims to implement an intensive yet clear strategy and conduct effective dissemination, communication and exploitation activities from the very early stages of the project's implementation.

The following figure depicts the overall structure of the DCP (the explanation of the figure's content can be seen in the following chapters):
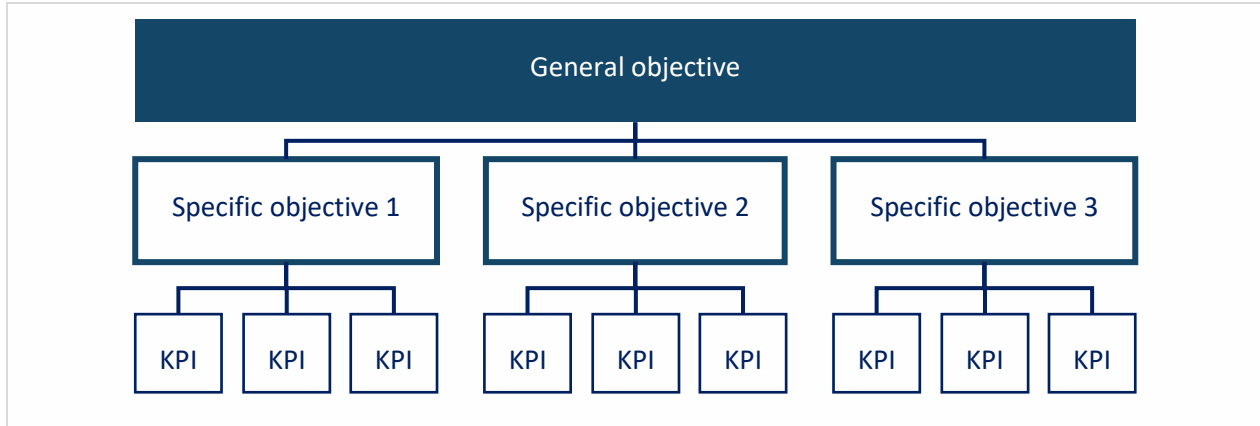
**Figure 1 –ACROSS DCP structure**

Based on the grant agreement of this project, this DCP has a general objective, which is then broken down into more specific, achievable objectives. Each specific objective has its own set of KPIs. The KPIs will be constantly measured and added on the deliverable D7.3: Dissemination, communication, and networking report (M12, M24, M36). The monitoring of KPIs will help the consortium understand if the specific objectives of the project's communication are being met and, by consequence, the general objective as well. This is the structure for the dissemination and communication strategy for ACROSS.

## 1.1 General Objective

ACROSS's main objective is to provide the means (tools, methods and techniques) to enable user-centric design and implementation of interoperable cross-border (digital) public services compliant with the current European regulations (e.g. the single digital gateway (SDG) and once-only principle (OOP), European interoperability framework (EIF) where the private sector can also interconnect their services while ensuring the data sovereignty of the citizens, who can set the privacy level that will allow the public and private sector to access to their data based on their requirements. In this regard, the communication plan is expected to aid in achieving this main objective. Therefore, it is necessary to propose a general objective (not to be confused with the project's main objective) for the communication plan, which can be broken down into smaller, specific objectives to achieve the general one.

In that regard, communication and dissemination activities are expected to ensure that the project's advancements are widely diffused to the intended targeted audiences with appropriate mechanisms in a timely manner and that the key stakeholders for the project's exploitation and market uptake are early engaged and actively participate in the various implementation phases of the project. Dissemination is instrumental to effectively promote the exploitation activities, while it is closely related to the communication activities. The following table depicts the general objective of the dissemination and communication plan.

**Table 1 - ACROSS dissemination and communication plan general objective**

| |
|---|
| **Maximize the impact of the project by ensuring proper communication and dissemination of the project results and subsequently to raise awareness to the scientific, industrial, and general public communities.** |

## 1.2  Specific Objectives

These specific objectives are smaller goals that will be necessary to achieve the general objective proposed in Table 1. Each of these specific objectives will be linked with a specific key performance indicator (KPI) – in order to facilitate the measurement and creation of constant reports. These specific objectives are key to understand if the communication and dissemination plan is being effective to achieve the general objective.

**Table 2 - ACROSS DPC specific objective**

| # | Specific objective |
|---|---|
| S1 | To widely disseminate and communicate the project concept, developments and findings to identified stakeholders using effective communication means and strategies. |
| S2 | To ensure that all the relevant communities will be reached out to in an interactive way, integrating their feedback at key timestamps of the project: namely specification requirements, market analysis, design, development, and evaluation periods, as well as during exploitation tasks. |
| S3 | To create and publish scientific contributions valuable for the research community. |
| S4 | To collaborate with other European projects in the relevant topics of ACROSS. |
| S5 | To participate in appropriate European and worldwide events (workshops, seminars, conferences, etc.) targeted at the public and private sector and academia with the ultimate goal not only to showcase ACROSS results and subsequently to prepare the way for a successful commercial exploitation of the project outcomes, but also to create an ACROSS community mobilising its members whenever it is needed (requirements definition process, evaluation period, etc.). |
| S6 | To address the future adoption and ensure the sustainability of the project results considering the market trends, the business scenarios and the consortium and partners' needs and strategies. This overall objective will be pursued by defining and managing a consistent and synergic strategy structured around specific analysis and exploitation activities. |
| S7 | The exploitation activities will both look at promoting the setup of concrete plans by the project's partners, as well as by external subjects, to adopt ACROSS outcomes into their products or offerings. |

## 1.3   Monitoring Indicators and KPIs

The communication and dissemination objectives mentioned above will be measured through KPIs clearly listed in the grant agreement, which defines a set of macro activities, which include more detailed, specific activities that the consortium will undertake to ensure an effective communication and outreach strategy spanning across a 36-months period. KPIs will be closely monitored throughout the whole duration of the project, with a view to ensure the successful achievement of all the results. To this end, the project partners will share a dissemination and communication log. Under specific circumstances, KPIs could be slightly adjusted with a common agreement of the consortium: every deviation from the initial KPI framework will be certainly proved and explained accordingly. KPIs tracker information tool is displayed in the table below. These KPIs will be present on D7.3: Dissemination, communication, and networking report.

The consortium will be using a power business intelligence (BI), such as Microsoft Power BI or SEMrush, to monitor most KPIs and build a dashboard visible for internal communication. These platforms will help track real-time data and generate very precise reports to the consortium and external stakeholders. Since one of the project's goals is to create a community of stakeholders that will promote ACROSS's objectives, the final conversion KPI will be the number of people subscribed to ACROSS's newsletter. In other words, how many promoters the project has. The subscription option should be used as the main call to action (CTA) on the website and social media links. The newsletter goal should be set as the main event on Google Analytics, allowing WP leaders to evaluate what types of posts and channels should be improved.

### Table 3 – Dissemination and communication KPIs

| KPIs | Description | Target | Partners involved | KPI Number | Specific Objective |
|---|---|---|---|---|---|
| SEO metrics | | | | | |
| Authority Score | Measure the overall quality of domain and influence on SEO. | > 15 | All | 1.1 | S1 |
| Organic keywords | The number of keywords bringing users to the analysed domain | > 15 | All | 1.2 | S1 |
| Ref. domains | The number of referring domains that have at least one backlink | > 30 | All | 1.3 | S2 |
| Site health | Measure the domain overall healthiness and user-friendliness | > 92% | The Lisbon Council | 1.4 | S2 |
| Visibility | CTR that shows the site's progress in the top keywords | > 26% | All | 1.5 | S2 |
| Social media | | | | | |
| Followers/Subscribers | Social audience across different channels | > 300 | All | 2.1 | S6 |
| Twitter followers | Total audience in the Twitter account | > 300 | All | 2.2 | S6 |
| Quantity of posts | Posting activity across different channels | > 30 | LC | 2.3 | S1 |
| Engagement | Engagement across channels (liking, commenting, sharing) | > 500 | All | 2.4 | S1 |

| | | | | | |
|---|---|---|---|---|---|
| **Content marketing** | | | | | |
| Brand monitoring | Number of mentions across social media and blogs | > 30 | All | 3.1 | S2 |
| **Link building** | | | | | |
| Backlinks | Number of successfully implemented backlinks | > 10 | All | 4.1 | S1 |
| **Organic traffic** | | | | | |
| Users | Total number of unique users on the website | > 100 | TECNALIA | 5.1 | S1 |
| New users | Total number of new users on a given period | > 70 | TECNALIA | 5.2 | S1 |
| Page views (sessions) | Total number of page sessions | > 1500/year | TECNALIA | 5.3 | S1 |
| Page/ Session | Total number of pages viewed per session | > 1.5 | TECNALIA | 5.4 | S1 |
| Avg. Session Duration | Avg. session duration on the website | 00:00:30 | TECNALIA | 5.5 | S1 |
| Duration of visits | More than 2 min. for 40% of users | 00:02:00 | TECNALIA | 5.6 | S1 |
| Bounce rate | Total number of bounce rate on o given period | < 75% | TECNALIA | 5.7 | S1 |
| **Events and workshops** | | | | | |
| Workshops organised | Workshops or webinars organised by the consortium | 1/year | All | 6.1 | S5 |
| Attended events | Workshops or webinars attended by the consortium | 5/year | TECNALIA, Fraunhofer, Timelex, LC, Waag | 6.2 | S5 |
| Events with presentations | Number of events where the project was briefed | > 20 | TECNALIA, Fraunhofer, Timelex, LC, Waag | 6.3 | S5 |
| **Industry partnerships** | | | | | |
| Industry contact points | Total number of interesting contact points in the industry | > 5 | TECNALIA, Fraunhofer, Timelex, LC, Waag | 7.1 | S6 |
| Contacts briefed | Total number of contact points briefed about the project | > 5 | TECNALIA, Fraunhofer, Timelex, LC, Waag | 7.2 | S6 |
| **Partnerships with other projects** | | | | | |
| EU projects with synergy | Total number of interesting contact points with other EU projects | > 5 | All | 8.1 | S4 |
| Joint activities | Total number of joint activities with other projects | > 5 | All | 8.2 | S4 |
| Partners' events | Total number of events organised with other partners | > 2 | TECNALIA, Fraunhofer, | 8.3 | S4 |

| | | | Timelex, LC, Waag | | |
|---|---|---|---|---|---|
| **Press media** | | | | | |
| Press releases | Total number of press media releases. | > 3 | LC | 9.1 | S2 |
| Mass media | Number of releases | 2 per country | All | 9.2 | S2 |
| **Brochures and other materials** | | | | | |
| Brochures | Number of leaflets / brochures produced | > 3 | TECNALIA | 10.1 | S7 |
| Project showcases | Number of different demonstration videos | > 3 | All | 10.2 | S7 |
| Project newsletter | Number of newsletters | 1/ year | LC | 10.3 | S1 |
| **Scientific publications and conferences** | | | | | |
| Journal publications | Number of scientific journals | > 2 | LC | 11.1 | S3 |
| Scientific conferences | Number of scientific conferences | > 15 | TECNALIA and Fraunhofer | 11.2 | S3 |
| Across newsletter | Total number of people on the project's mailing list (promoters) | > 150 | All | 12 | - |

As explained in Figure 1 each specific objective has its own set of KPIs. In order to better understand how the strategy is organised, the following Figure serves to visualise the integration of general objective, specific objectives and KPIs.
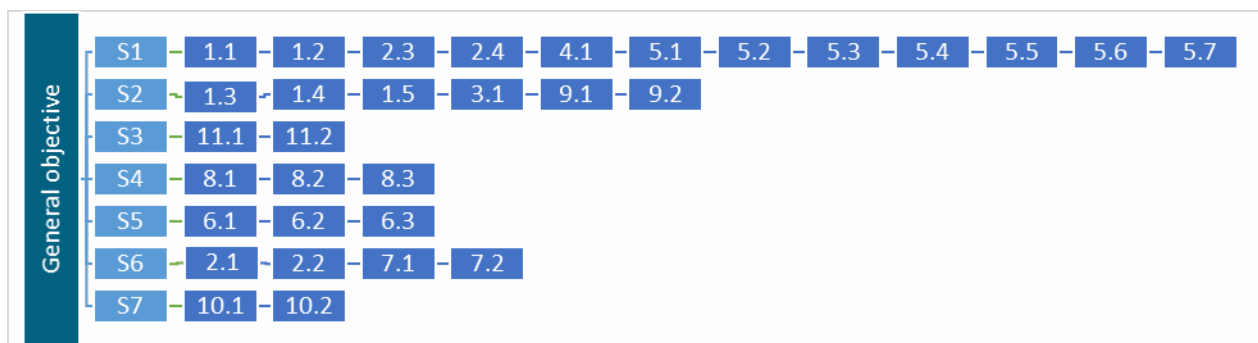


**Figure 2 -Dissemination and communication plan visualisation**

## 1.4  Consortium roles

ACROSS partners will collaboratively and actively promote ACROSS visibility through specific dissemination activities. The following table summarises the activities on how each partner will contribute individually to the project dissemination:

**Table 4 – Partners' roles**

| Partner | Dissemination activities |
|---|---|
| TECNALIA | TECNALIA will disseminate the results of the ACROSS project through the writing of scientific papers and journals, in agreement with the project's global dissemination plan.<br><br>Additionally, TECNALIA will disseminate the results in Spain and the Basque Country through their marketing services. The dissemination activities by TECNALIA will be focused on the presentation of both project objectives and results at conferences, seminars and workshops, to 1) present the resulting ACROSS solution to other ITS practitioners, 2) present and share the results of the impact of the use of disruptive technologies in the public sector and the society in general.<br><br>TECNALIA will also work on the research network building through exchanging knowledge gained in the project with other stakeholders from European research projects on social sciences, co-creation, big data architectures and analytics, data security and trust, and social transformations.<br><br>Additionally, internal dissemination channels within TECNALIA will also be used (the TECNALIA website, blogs). TECNALIA will also participate in all collaboration activities and meetings organised by the EC to find synergies and potential collaboration partners. |
| ATC | ATC will actively disseminate project objectives and results through its network of partners and established distribution channels towards its customer base. In addition, ATC will leverage its own long-standing experience in EU-wide research and innovation initiatives/projects and business partnerships. ATC will identify the most promising dissemination opportunities and exploit them to support the uptake of the ACROSS outcomes and maximise their impact. In particular, ATC will contribute to the project's visibility through 1) promotion at events or within communities of practice (e.g., BDVA); 2) content marketing (e.g., blog posts, white papers, videos, slide decks, brochures), 3) social media dissemination, and 4) promotion at internal and external events or within communities of practice. |
| Dataport | Because of the long-lasting cooperation with customers of the public sector, Dataport has built intense connections. Dataport will spread the ACROSS tools through customers and will help to create an acceptance for these tools. As a participant in different nationwide committees of the public sector, they will present the ACROSS tools throughout Germany and therefore support the dissemination. Dataport will also provide access to German eID infrastructure |

| Partner | Dissemination activities |
|---|---|
| | and analyse how to connect the German systems with the ones from Latvia and Greece. |
| ENGINEERING (ENG) | ENG will contribute to the dissemination of the ACROSS results by leveraging its own long-standing experience in EU-wide research and innovation initiatives/projects and business partnerships; ENG will identify the most promising dissemination opportunities and exploit them to support the uptake of the ACROSS outcomes and maximise their impact.<br><br>In particular, ENG will contribute to the project visibility through its networks, such as ANCI - Associazione Nazionale Comuni Italiani - Italian Association of Municipalities and FIWARE Foundation and BDVA subgroup TF7-SG8 on smart governance and smart cities, which ENG is a co-leader of. Furthermore, ENG will use its internal communication and dissemination channels (i.e. its institutional website, active social media presence and online magazines) to create a wide awareness of the project activities and progress and will make presentations to its Business Units, mainly to MUNICIPIA (the Engineering Group company dedicated to support local public administrations, citizens and local economies). |
| Fraunhofer | Fraunhofer FOKUS targeted audience is mainly Industry, Public Administrations and Academia. It will present the preliminary and final results at national and international scientific and public sector conferences and trade fairs. It will demonstrate and showcase the technical ACROSS results in the Fraunhofer eGovernment laboratory and thus exhibit towards more than 60 lab partners from industry, public administration and science.<br><br>As part of the Fraunhofer Society with over 70 top research institutions, Fraunhofer FOKUS is a large scientific body promoting the ACROSS results and activities. Fraunhofer FOKUS has chairs at various universities (Technical University of Berlin, Free University of Berlin, and University of Potsdam) and will include the ACROSS results in related lectures, seminars, and projects. |
| GRNET | GRNET will disseminate both project objectives and results of the ACROSS project within Greece in the public sector as the executive agency of the Ministry of Digital Governance. It will also use its wide existing academic and research network to disseminate the methodologies, frameworks and tools of interest. GRNET will also explore opportunities to present the results of the project to a national and European level in related public events and conferences. |

| Partner | Dissemination activities |
|---|---|
| The Lisbon Council (LC) | LC will disseminate the scientific and policy results through its own publications (Lisbon Council policy briefs series and), as well as through its own conferences and events, and it also commits to participate and present in workshops and/or international conferences, also organised by related projects, to exchange current practices and opinions. Finally, the Lisbon Council commits to disseminate the results of the ACROSS project across its extensive online community to be reached by means of its Web 2.0 channels supporting the global visibility of the project. The main target of the LC dissemination strategy are policy makers from European institutions and Member States, and communities such as EpsiPlatform, Innovatori P.A., W3C eGovernment Group, JoinUp Platform, LinkedIn Public Sector Transformation Group, Futurium, EU Open Data working group of the OKFN, BDVA subgroup TF7-SG8 on smart governance and smart cities. |
| Timelex | Timelex will disseminate the project through attending or speaking at relevant events and conferences, writing blog posts and using other channels for dissemination. Where appropriate Timelex will write short or long articles, or (white) papers and Timelex may publish in (peer-reviewed) legal journals to reach a specialised legal public in addition to the aforementioned dissemination actions which are aimed at a broader audience. |
| Ministry of Environmental Protection and Regional Development of the Republic of Latvia (VARAM) | VARAM as a national coordinator of the Single Digital Gateway (SDG) Regulation implementation in the Republic of Latvia intends to incorporate ACROSS dissemination as an integral part of its larger communication and dissemination activities aimed at national and municipal level public service providers. It is expected that by the end of year 2021, VARAM will intensify its communication activities about crosssector services, e.g., by publishing infographics, posts on VARAM social network accounts (Facebook, Twitter), having direct communication with other national-level institutions (ministries, agencies, other state institutions) regarding SDG requirements, once-only principle, and other related topics.<br><br>One of the dissemination channels might be national Interinstitutional Steering Committee of SDG implementation coordinated by VARAM. One year later, starting 2021, VARAM dissemination activities will also cover municipal and regional level (planning regions, municipalities, municipal institutions). Where appropriate, VARAM would disseminate ACROSS outcomes at different EU-level meetings. |
| Waag | Waag will disseminate the results of the ACROSS project through publications and demonstrators in agreement with the project's global dissemination plan. Additionally, Waag will disseminate the results in the Netherlands through their |

| Partner | Dissemination activities |
|---|---|
| | communication channels. The dissemination activities by Waag will be focused on the presentation of both project objectives and results at conferences, seminars and workshops, to 1) present the resulting ACROSS solution to other practitioners, 2) present and share the results of the impact of the use of disruptive technologies in the public sector and the society in general. ACROSS will also exchange knowledge gained in the project with other stakeholders from European research projects on social sciences, co-creation, big data architectures and analytics, artificial intelligence algorithms, intelligent transportation systems, and urban transformations, and look for synergies with other H2020 Waag is involved in. Waag intends to participate in collaboration activities and meetings organised by the EC in order to find synergies and potential collaboration partners. |

## 1.5 Stakeholders

All partners are committed throughout the project to mobilise the appropriate stakeholders to multiply the effects of dissemination and exploitation activities. Considering the inter-relation between the diverse activities to maximise the project's impact, it is important to identify the potential targeted audiences of ACROSS along with their specific interest in the project early on. ACROSS aims to reflect on a broad and inclusive range of stakeholders and aims to actively engage them in the project activities. Consequently, the project's communication activities need to find ways to address each of these stakeholders explicitly, based on their respective needs, characteristics, and possible motivation, in order to involve and engage them in the project, specifically in the project use cases. To maximise the probability of sustained engagement in ACROSS activities, each of the stakeholder groups and actors requires:

- specific, custom-made means of communication, and
- a carefully planned and implemented timing in the interaction with the project.

The stakeholders identified for ACROSS are the following:

**Table 5 - ACROSS stakeholder groups**

| Group | Goal | Approach | Timescale |
|---|---|---|---|
| **General public / citizens** | Communicate the goal of meeting citizens mobility needs, offering one-stop-shop access to seamless cross border digital public and third-party services aiming to reduce bureaucracy for the European citizens. | These stakeholders will be provided with information through social media, along with the project's website and participation at conferences. | The communication activities aiming to engage this target group have begun since the first month of the project and will be continued throughout the project's duration. |
| **Technical Community** | Involve the technical community in ways that make it easier for ACROSS to implement new seamless cross-border innovative services to support citizens mobility across the European Union. | The attention of the scientific community towards outcomes and scientific outputs will be drawn by the set up of ACROSS deliverables on the website, which they can follow to receive updates on ACROSS's newsletter. | Most of the communication and dissemination towards this target group will take place in the second part of the project, where tangible results will be available. |
| **Public sector** | Help public sector organisations to understand the cross-border mobility patterns and helps in designing efficient and relevant services meeting the needs of citizens. | The public sector will be provided with information through webinars, social media dissemination, project website, participation at project conferences. | The communication activities aiming to engage this target group have begun since the first month of the project and will be continued throughout the project's duration. |
| **Private sector and service providers** | Partner with private sector organisations to empower citizens and start-ups with capabilities to develop their own crossborder mobility services and potentially any life event, while creating an online open public service ecosystem. | These stakeholders will be provided with information through webinars, social media dissemination, project website, participation at project conferences. | The communication activities aiming to engage this target group have begun since the first month of the project and will be continued throughout the project's duration. |

| Group | Goal | Approach | Timescale |
|---|---|---|---|
| **National/EU decision-makers** | Provide the methods and tools to facilitate the PAs to adapt the new public services so that they can interoperate with other PAs and with the private sector supporting the European Regulation and applying the needed changes in the way the PAs deliver their services, to introduce cross-border aspects. | These stakeholders will be provided with information through webinars, social media dissemination, project website, participation at project conferences. | The communication activities are aiming to engage this target group will mostly take place in the second half of the project, when the results of the pilots will start to be available. |
| **European Commission** | Involve the European Commission to open new possibilities for pan-European interoperability of services and provide lessons learned and recommendations based on real use cases and validation. | These stakeholders will be provided with information through webinars, social media dissemination, project website, participation at project conferences. | The communication activities are aiming to engage this target group will mostly take place in the second half of the project, when the results of the pilots will start to be available. |

## 1.6 Personas

Personas have proven to be a good solution for the needs of connected consumers and citizens. Personas are different from stakeholders or target audiences. By definition, a persona encompasses more variables than a stakeholder, and one suggestion to define a persona is as follows:

**Table 6 – Persona definition**

**Persona or buyer persona is a semi-formal profile of an organisation's ideal customer. The goal is for policymakers and stakeholders of the project to better understand who the "consumers" of the project are and what are their needs, enabling more accurate communication strategies.**

That is, the persona brings more details, creating a greater connection and empathy of communication and dissemination strategies with the citizen - which leads to a more focused and efficient creation of action plans. In addition to what is already addressed by the "stakeholder" section, in a persona, it is possible to find aspects such as a fictitious name, profession, lifestyle, and pain points that are related to the project. Unlike the target audience, the persona can be used in all stages of communication and marketing.

**Table 7 - Personas**

| Persona 1: Garrison Evans (a) – Public sector, EU decision-makers, and European Commission | | |
|---|---|---|
| | Name | Garrison Evans |
| | Age | 45 to 54 years old |
| | Job title | Politician / Commissioner |
| | Level of education | Doctorate (e.g. PhD, EdD) |
| | Social networks | Facebook and Twitter |
| | Keywords | Cross-border mobility, pan-european interoperability of services, European interoperability framework (EIF) |
| Persona 2: Annie Spinnoza (b) – General public | | |
| | Name | Annie Spinnoza |
| | Age | 22 to 28 years old |
| | Job title | Student |
| | Level of education | Bachelor |
| | Social networks | Twitter and LinkedIn |
| | Keywords | How to move abroad within the EU? How to work in another country? How to validate my diploma? |
| Persona 3: Marie Beenhouwer (c) – Technical community | | |
| | Name | Marie Beenhouwer |
| | Age | 26 to 33 years old |
| | Job title | Public administration associate professor |
| | Level of education | Doctorate (e.g. PhD, EdD) |
| | Social networks | LinkedIn and Twitter |
| | Keywords | Frameworks for crossborder services, digital public services, European Interoperability Framework (EIF) |
| Persona 4: Frank Neumann (d) - Private sector and service providers | | |
| | Name | Frank Neumann |
| | Age | 25 to 36 years old |
| | Job title | Entrepreneur |
| | Level of education | Master of Science |
| | Social networks | LinkedIn |
| | Keywords | Crossborder mobility services, digital public services, public-private partnerships, startups and govtechs |

## 1.7 Communication funnel

A structured communication funnel process is essential to enhance the success of conversions and achieve better results on the dissemination and communication plan. Therefore, from the moment that leads fall into the communication pipeline, the consortium has full visibility of opportunities and can manage them in an organised and standardised way, easily identifying bottlenecks. Each persona has its own "user-journey" throughout the funnel, and each has its own preferences when reaching the ACROSS network. Every plan of action is used to move leads further into their own funnel. The main KPI to measure the communication efficiency will be the number of subscribers in the ACROSS mailing list.
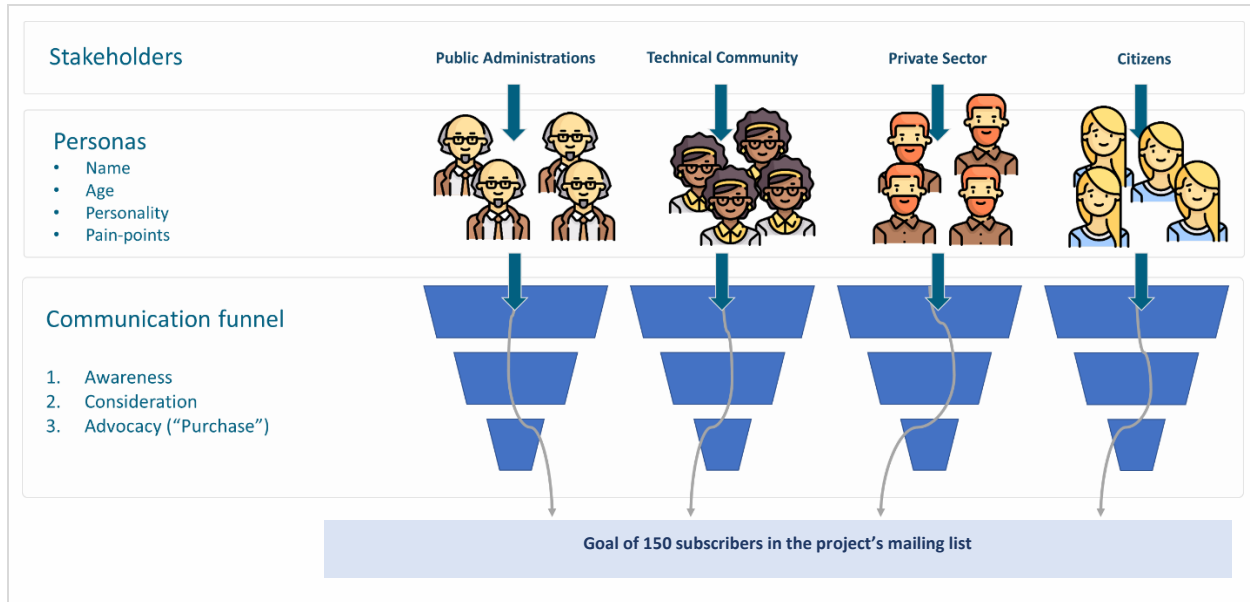
**Figure 3 – ACROSS communication funnel**

Each persona will have its own tag to separate each group. To organise all the leads, a platform such as MailChimp is used. When subscribing to the ACROSS newsletter, leads are able to tag their profile according to pre-defined questions, and the platform will organise contacts accordingly. The communication funnel will be revised constantly so improvements on the user journey can be made. Organising leads internally according to their profile will make the communication of the project more efficient, as each time project coordinators need to get in touch with stakeholders, they can address them with tailored messages or according to the persona's preferences. More in-depth actions are explained in chapter 2.2, which is destined for the dissemination plan.

# 2 Communication, stakeholder, and dissemination plan

## 2.1 Briefing for communication and dissemination

The ACROSS Consortium considers the dissemination and communication of project results of strategic importance, not just to inform stakeholders about the project advancements and results, but also to present projects intermediate findings to future users, get feedback and evaluate whether they meet their expectations and needs, thus achieving the project's objectives and maximising the adoption of its solution. To this end, ACROSS is adopting a funnelled approach, ensuring a wide and targeted communication within the ACROSS ecosystem of stakeholders, enable active engagement and achieve efficient dissemination of the project outcomes. This approach reduces the distance between dissemination and communication activities.

On the other hand, tailored **dissemination activities** will be used to target the main ACROSS stakeholders, identified and analysed in detail in chapter 2.2. Broad **communication activities** will be undertaken to promote project objectives, events, and findings in a clear and intelligible way to a broad, multi-disciplinary and varied audience, in accordance with the multi-disciplinary nature of the project. Channels, tools, and activities relating to this type of communication are defined in chapter 0 for the communication strategy. The dissemination will start from the very beginning of the project, disseminating well-tailored information about its objectives and expected outcomes. The communication will enter its climax later in the project. The activities will be integrated and intensified at the end of the project, thanks to the implementation of a specific ACROSS exploitation strategy.
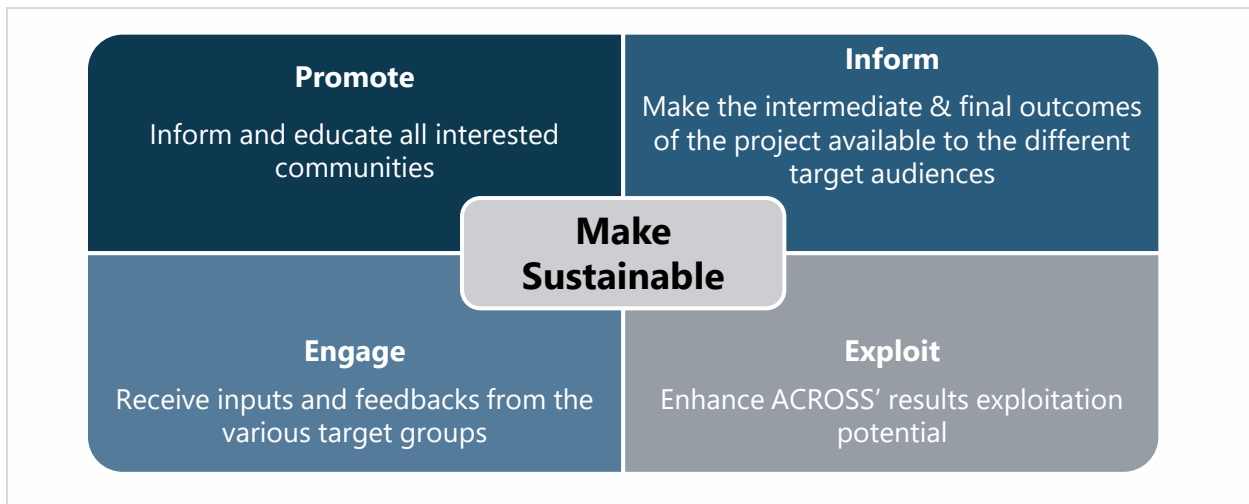


**Figure 4 - ACROSS communication and dissemination plan**

**The ACROSS dissemination activities aim at:**

- Ensuring the solution is in line with users' needs and expectations, involving users in the project and ensuring they are ready to benefit from the output as soon as the solutions are developed.
- Ensuring the most effective dissemination output of the research activities to the interested industrial communities, including customers and business partners of the consortium members, relevant players in the field at the European scale, and the scientific community through the publishing of papers.
- Establishing links with other European Union initiatives and projects that will enrich the ACROSS contents and development, also providing feedback for better knowledge sharing and management. This will guarantee an exchange of knowledge and good practices that can enrich bilateral objectives.
- Interacting with relevant European Union actors and networks through events, conferences, trade fairs.
- Gaining the support and commitment of key stakeholders who can be ambassadors of the project, by informing and involving key public entities and industrial players in the field of data sovereignty and cross border services. This will also account for potential adopters and users of the solution.
- Transfering the knowledge generated by project activities to the different stakeholders across the European Union countries, maximising project impacts during and beyond its closure. Target users will be able to benefit from its achievements and the scientific and industrial communities will be able to further develop its research findings in the future.

**The ACROSS communication activities aim at:**

- Engaging the community of people affected by the lack of interoperability between cross border services.
- Raising public awareness and ensuring maximum visibility of the project key facts, objectives and activities among the European Union and national public at large.
- Ensuring that project in-progress and final results reach a wide, multi-disciplinary and varied audience.
- Creating an intangible community based around main communication events and reflected in a tangible contacts database.
- Announcing and promoting ACROSS events, contributing to upgrade its attendance and engagement potential.
- Participating in and leveraging from existing European Union and national networks.
- Supporting the dissemination objectives.

The dissemination and communication strategy will support coordinated actions towards the achievement of these objectives by:

- Ensuring active involvement of all consortium partners to guarantee effective communication towards external stakeholders.
- Providing partners with guidelines and activities to be performed, targets to be reached and promotional material to be delivered during the project lifetime.

### 2.1.1 Internal communication

Efficient communication and collaboration will be one of the main objectives of the ACROSS consortium partners. For this reason, a web-based collaboration platform has been created in **Microsoft Teams,** offering each partner independent access to important documents such as deliverables, meeting minutes, agendas, supporting materials and other miscellaneous project information. This was organised between all the consortium partners at the beginning of the project. The access to this collaboration tool will be restricted only to the consortium members, thus avoiding the broadcasting of data and results unnecessarily. Furthermore, meetings will be organised monthly to ensure clear and efficient project management. Depending on the project needs, additional conference calls will be held. The schedules of the meetings will be fixed in advance to allow partners to be properly prepared. The project coordinator will take a comprehensive set of minutes at all meetings with clearly stated action points, time-plan and names of those responsible for the actions.

### 2.1.2 External communication and dissemination

Dissemination is the public disclosure of the results of the project in any medium. Building up to it involves a process of promotion and awareness-raising right from the beginning of a project. It makes research results known to various stakeholder groups (like research peers, industry and other commercial actors, professional organisations, policymakers) in a targeted way to enable them to use the results in their own work. This process must be planned and organised at the beginning of each project, usually in a dissemination plan. Communication means taking strategic and targeted measures for promoting the action itself and its results to a multitude of audiences and engaging in a two-way exchange. The aim is to reach out to society as a whole and, in particular, to some specific audiences while demonstrating how EU funding contributes to tackling societal challenges.

Different stakeholders will be mobilised according to the stakeholder analysis carried out at the beginning of the project. In that regard, the list of stakeholders mapped is included in the annexe section of this plan. With the stakeholder mapping completed, activities moved towards the identification of targets, messages, tools, and channels. Based on these findings, adequate and effective dissemination and communication actions will be produced to ensure the best impact of project results. All of these activities have received contributions from the project partners based on their knowledge of specific audiences. In the current phase, the team is designing a comprehensive set of dissemination and communication materials to facilitate easy recognition of the project and maximum external visibility. These materials include brochures, websites, social media channels and so on. Dissemination and communication materials will be tailored to different audiences to get the full effect from using both internal and external channels. The next phases entail the operationalisation of dissemination and communication activities, as well as the maintenance, which is essential to ensure persistent and long-lasting visibility of the project activities and outcomes. This will be accomplished by, among other things, maintaining the project website, creating the project website for data sovereignty literacy, applying the graphical profile and dissemination strategies consistently, as well as maintaining regular communication & dissemination on social media.

## 2.2 Dissemination

Dissemination activities will be implemented with a view:

- 👁 to raise awareness and openly demonstrate clear economic, social, and operational benefits of the use of the ACROSS solution in cross-border services;
- 👁 to disseminate the respective project outcomes to the widest possible community of potential beneficiaries.

Among the different objectives, the dissemination aims to transfer the knowledge generated by project activities to the different stakeholders across the European Union (and non-EU) countries, maximising project impacts during and beyond its closure. Target users will be able to benefit from its achievements, and the scientific and technical communities will be able to further develop its research findings.

### 2.2.1 Plans for dissemination

The dissemination activities will deal with the diffusion of research, scientific and technological knowledge generated within the context of the project, aiming to ensure both a mid– and long-term impact by informing the European target audiences. Dissemination activities are characterised by active, a priori awareness and validation by the targeted audiences. They will be collectively performed by all partners, according to each partner's profile and expertise. The for-profit partners will approach relevant industries, as well as their distributors and client networks, while the academic and research partners will focus on disseminating the project results towards research institutes, the technical community and universities across Europe, which constitute key target audiences. A plan is devised to ensure that the suitable interactive and/ or non-interactive dissemination activity is chosen based on the target audience and presents different intensities depending on the phase and the evolution of the project. This plan will be updated and evaluated at the end of each phase.

**Table 8 -Dissemination strategy in phases**

| | Phase 1 Attract – Raise awareness Activities' Intensity: Medium | Phase 2 Convert – Inform and interact Activities' Intensity: High | Phase 3 Engage – Promote Activities' Intensity: High | Phase 4 Analyse – Improve the strategy Activities' Intensity: Medium |
|---|---|---|---|---|
| **Persona** | **Activities** | | | |
| Garrison Evans (a) | Social media posts, on-page SEO, blog posts, events | CTA links on Twitter and website | Tailored newsletter and marketing automation | ACROSS reports, channel analysis, marketing BI |
| Annie Spinnoza (b) | Social media posts, on-page SEO, blog posts, landing pages, workshops | CTA on the website, links on social media and landing pages | Tailored newsletter and marketing automation | ACROSS reports, channel analysis, marketing BI |

| | | | | |
|---|---|---|---|---|
| Marie Beenhouwer (c) | Research articles, LinkedIn articles, social media posts, events | CTA on research articles and LinkedIn articles/posts | Tailored newsletter and marketing automation | ACROSS reports, channel analysis, marketing BI |
| Frank Neumann (d) | LinkedIn posts, on-page SEO, blog posts, landing pages, events | CTA on LinkedIn, website and landing pages | Tailored newsletter and marketing automation | ACROSS reports, channel analysis, marketing BI |

### 2.2.1.1 Phase 1: Attract – Raise awareness (M1 – M36)

This is the top of the funnel, and this phase is meant to raise awareness of the project's personas. During this phase, the consortium will create content that is relevant to the personas and attract visitors to familiarise themselves with the ACROSS project. To attract more visitors, the consortium will create social media posts, manage the website on-page SEO, create landing pages and blog posts. All of these are common methods of introducing someone to the project's goals. At this stage, the consortium will consider that the personas often do not know that they have a problem that is related to the project's solutions. Thus, the speech will be firstly focused on the persona's needs and problems, rather than disseminating the benefits of the project firstly.

### 2.2.1.2 Phase 2: Convert – Inform and interact (M12 – M36)

In the middle of the funnel, the goal is to take the potential persona to visit landing pages (a page that has all the elements aimed at converting the visitor into a lead), the website, and overall convince them to fill out a form in exchange for participating in ACROSS newsletter and getting the benefit of following the progress of the project with more depth and also to receive content that is relevant for that particular persona. This stage aims to turn an unknown user into a potential lead of the project. CTAs will be placed across different channels, in order to collect as many unknown leads of the project as possible. An example is the CTA present on the project's website:

**Figure 5 - ACROSS's website CTA**

### 2.2.1.3    Phase 3: Engage – Promote ACROSS (M12 – M36)

This is where a potential persona decides to actively engage with ACROSS. In most cases, conversions are how success is measured in a marketing funnel. Basically, leads who are already in the bottom stage of the funnel need a final motivation to complete the "purchase", in this case, to sign up to the newsletter. When a certain lead reaches a certain score, it will be considered a promoter of the project. Lead scoring is a technique used to identify those who are best prepared for promoting the project, qualifying, and prioritising leads automatically. The ranking of leads comes from two scores: profile (data such as their position and working segment) and interest (information such as access and content consumed).

For example, if the same person visits the project's website too often, that individual may have a higher score than others. When a certain persona becomes a promoter, based on the score that the ACROSS consortium pre-defines, that individual will start receiving content that is best suited for those who are already quite familiarised with the project. For ACROSS, this could be translated into an invitation for an online event or an encouragement to read a new publicised article. Ideally, the consortium will publicise landing pages where leads can register for an event or download rich material, like a report or project deliverable.

With this method, it will be possible to provide a more efficient scoring for personas and understand how many promoters the project currently has. An example of marketing automation can be seen in the following figure:
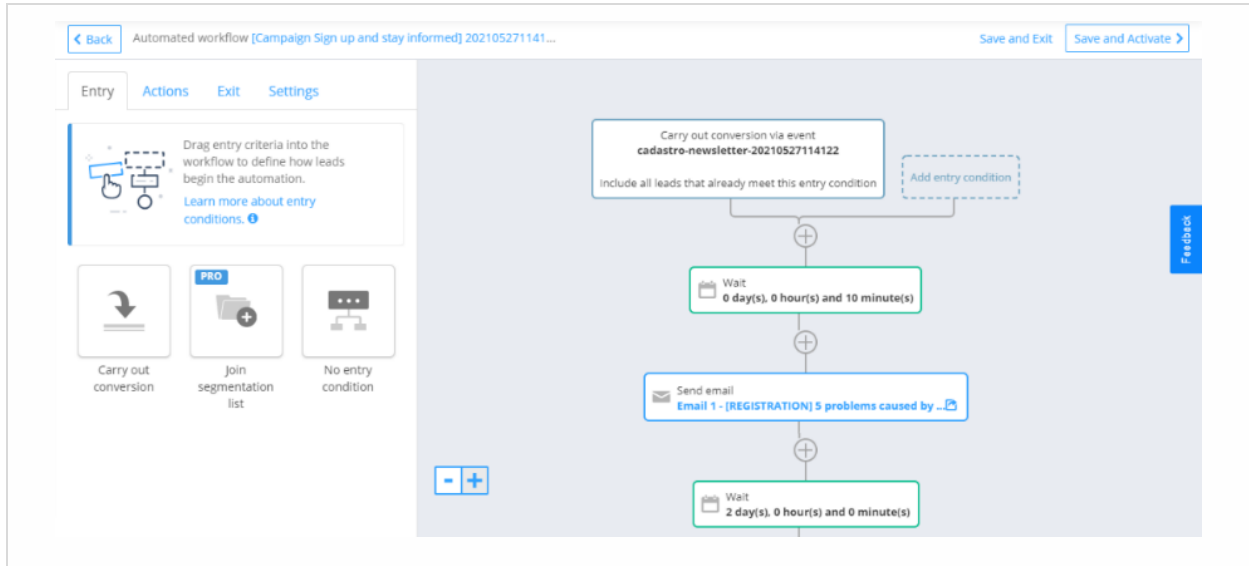


**Figure 6 - ACROSS email marketing automation example**

### 2.2.1.4 Phase 4: Analyse – Improve the strategy

As ACROSS's traffic grows, the consortium will analyse to see how the landing pages, blog posts, and social media posts convert and qualifies visitors. This analysis process must be repeatable a number of times to increase conversions. Conversion means that the percentage of people who visit your page actually sign up for the ACROSS newsletter, entering the project dissemination funnel. A digital marketing funnel strategy ensures that the consortium has all the tools and performance indicators to achieve the desired results of the communication and dissemination strategy. The funnel in digital marketing is formed by a series of steps that a potential persona goes through to become a promoter, from project recognition to final conversion (e.g., becoming a project promoter). By following this approach, the consortium of ACROSS will be able to gather a volume of qualified leads and enhance the project visibility among potential stakeholders.

By utilising certain software, it is also easier to be accountable and generate reports of the communication and dissemination strategy for all the partners. This facilitation is especially important to keep track of most of the KPIs proposed in the introductory section of this plan, in chapter 1.3. With a data dashboard, it is easy to visualise conversion rates and where the consortium has to improve over time, along with knowing which persona needs more attention than the other. This step is very important to constantly track ACROSS communication and optimise actions.

### 2.2.1.5   Dissemination example

To better visualize this strategy in action, the following figure is depicted to demonstrate how one of the personas could go through ACROSS's dissemination funnel. Each persona will have a different set of steps to follow before they are considered a promoter of the project.
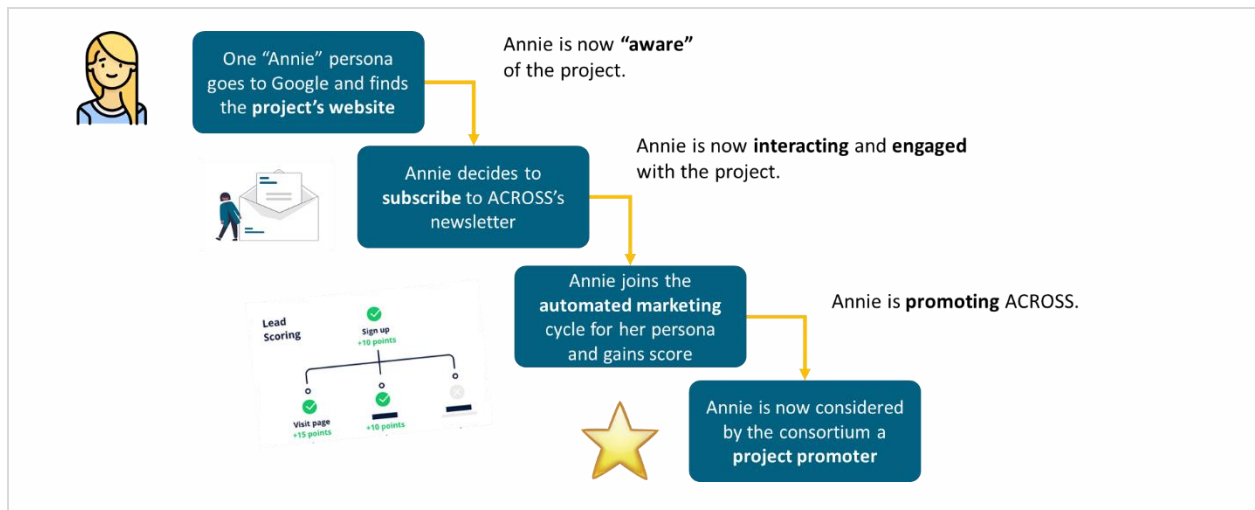


**Figure 7- ACROSS's dissemination example**

### 2.2.2   Dissemination to policymakers

Dissemination will target relevant public administrations at the national level and research units in different DGs, all of them related to IT topics, to raise knowledge on the solutions developed by ACROSS that public sector institutions can adopt. Public officials will be targeted via the project dissemination tools (social media) and engaged through events (workshops, including demos of the solution). The activity of the WP leader (the Lisbon Council) will be crucial to identify and grasp relevant networks and events at a national and local level. The preparation of dissemination material such as flyers, leaflets and posters will be used in this and subsequent events to incentivise the project awareness along with digital marketing activities. European Union institutions will be targeted through policy briefs in cooperation with linked projects. Organising common events and using the respective communication tools such as the newsletters to publish info on the project – will be used to widen (among other stakeholders) the audience of policy officers. Also, close communication and cooperation with the European Commission's project officers will be crucial to get into relevant networks and events. A list of events in which ACROSS partners intend to participate for dissemination to the public administration stakeholders can be consulted in annexe 1.

### 2.2.3   Scientific and technical dissemination

ACROSS will provide a range of challenging questions for scientists and will reinforce academic knowledge, leading also to joint research initiatives, opening new areas of research in the field of data sovereignty and cross-border digital services, to be further elaborated to be always updated with technological progress. Scientific dissemination will start in the first half of the project with the ACROSS website

implementation, which will be enriched with scientific content across the whole duration of the project. Once the ACROSS project results become relevant for archival journals, the consortium will aim to publish high-level articles in some of the most relevant journals related to the ACROSS topics. These publications will inform about project objectives, including the main service system specifications and the results achieved in order to reach potential users outside the consortium. Academic and research partners will participate in external European and international scientific conferences and events to show the project developments and achievements. International networks of academies in the cross-border services domain will be used as an awareness and dissemination channel. A non-exhaustive selection of international journals that are best suited for publishing ACROSS-funded scientific articles can be found in the annexe. In line with the project approach, the journals listed are multi-disciplinary and cover different scientific areas. Furthermore, a selection of forthcoming international conferences, covering different scientific areas, confirmed or under consideration by ACROSS partners can be found in the annexe.

### 2.2.4    Private sector dissemination

ACROSS targets the general public and the private sector, most specifically startups and the govtech industry, to raise interest in the technologies employed in the project, perform connections between the organisations developing these technologies and facilitate technology creation. This audience will be a critical part of the dissemination because of the importance of directly addressing SMEs, startups, and digital innovation hubs to ensure technical take up by competitive players. The participation in trade fairs and other dissemination tools (e.g., social media) will be the primary channels to reach them. In addition, to generate awareness within the business community, specific workshops and events will be organised to spread the innovative project results. Some partners are members of relevant networks at EU level, which will be used to reach a wider audience. Furthermore, a non-exhaustive list of events identified for dissemination to private sector stakeholders can be found in the annexe section.

### 2.2.5    ACROSS use cases result in dissemination campaign

The dissemination of ACROSS's outputs will make the knowledge developed throughout the project available. To reach peers in the research community, industry, commercial actors, professional organisations, policymakers and citizens' organisations at the local level, ACROSS will carry out demonstrations, training, workshops and social media campaigns in the locations where the use cases will take place, namely in and around the three countries: Greece, Germany and Latvia. The main targets of the dissemination strategy are policymakers from European institutions and member states and communities such as EpsiPlatform, Innovatori P.A., W3C eGovernment Group, JoinUp Platform, LinkedIn Public Sector Transformation Group.

### 2.2.6    Synergies with other initiatives and projects

ACROSS project is the next needed step towards the creation of a new solution using data sovereignty for the development of efficient cross-border services within the European Union. ACROSS will consider the lessons learnt by previous projects to integrate their key findings while also collaborating with ongoing partner projects as listed in the following table. To this end, a preliminary mapping activity was implemented, gathering also inputs from similar projects. A non-exhaustive list of related projects can be found below:

**Table 9 – ACROSS project synergy list**

| Project Name | Call | Timeline |
|---|---|---|
| ETAPAS - Ethical Technology Adoption in Public Administration Services | H2020-SC6-TRANSFORMATIONS-2020 | 1 November 2020 – 31 October 2023 |
| mGov4EU - Mobile Cross-Border Government Services for Europe | H2020-SC6-GOVERNANCE-2020 | 1 January 2021 – 31 December 2023 |
| AI4PublicPolicy - Automated, Transparent Citizen-Centric Public Policy Making based on Trusted Artificial Intelligence | H2020-SC6-GOVERNANCE-2020 | 1 March 2021 – 29 February 2024 |
| GLASS - SinGLe Sign-on eGovernAnce paradigm based on a distributed file exchange network for Security, transparency, cost effectiveness and truSt | H2020-SC6-GOVERNANCE-2020 | 1 January 2021 – 31 December 2023 |
| inGOV - Inclusive Governance Models and ICT Tools for Integrated Public Service Co-Creation and Provision | H2020-SC6-GOVERNANCE-2020 | 1 January 2021 – 31 December 2023 |
| UserCentriCities - Towards common digital government indicators and support for European cities | H2020-SC6-GOVERNANCE-2020 | 1 December 2020 – 31 May 2023 |
| INTERLINK - Innovating government and citizen co-delivery for the digital single market | H2020-SC6-GOVERNANCE-2020 | 1 January 2021 – 31 December 2023 |
| DECIDO - Evidence and Cloud for more informed and effective policies | H2020-SC6-GOVERNANCE-2020 | 1 March 2021 – 29 February 2024 |

## 2.3   Communication

Communication activities will be implemented with the view to reach out and build a sustainable user base for the project outputs, as well as to demonstrate the significance and business opportunities deriving from utilising the ACROSS solutions and assets in new products and services within public administrations.

In order to ensure that the different communication objectives are addressed effectively and the expectations of the target audience groups are met, specific attention will be paid to adapt the communication means, the measures and the content both to the needs and knowledge levels of these groups as well as to the status/ progress and needs of the project. The communication plan is depicted in

the following Table 10. For the communication strategy to achieve its listed objectives, all partners commit to undertake the activities that have been further detailed at the beginning of the project, and that will be revised along with the project as needed to maximise the expected impact. For this reason, well-defined procedures will be set up to ensure the quality of the communication in terms of form and content. The communication strategy of the project will assign responsibilities to partners according to their domain of expertise and existing liaisons to achieve optimum results in terms of communication.

### 2.3.1    Plans for Communication

**Table 10 – Communication strategy for ACROSS**

| | Phase 1 – Raise Awareness Activities' Intensity: Low | Phase 2 – Diffuse Knowledge Activities' Intensity: High | Phase 3 – Communication Climax Activities' Intensity: High | Phase 4 – Analyse Improve the strategy (ongoing) Activities' Intensity: Medium |
|---|---|---|---|---|
| **Area** | **Activities & outcomes** | | | |
| Project website | Design and development of the main project communication hub, complemented with analytics and search engine optimisation to consider each persona's needs | Regular update of the platform and tracking of analytics to measure impact and to provide content | Regular update of the platform and production of presentation material to be available in an interactive way | Evaluate the website with tools such as SEMrush to understand how to improve the website overtime |
| Social media presence | Establishment of presence in social media, where the project reproduces relevant content and monitors relevant hashtags, uploads material, follows influences and liaise with related projects and initiatives | Promote project's outcomes and events, interact with the relevant community, upload relevant material, reproduce relevant content and monitor relevant hashtags | Update the communication contents with the results of the validation study, produce infographics and launch of the ACROSS exploitation relevant communication | Use marketing platforms/ software to analyse social media presence and understand which types of posts work better for the project's personas |
| Project's blog | Deploy project's blog and provide content related to project's positioning and technologies | Frequently publish content to initiate discussions on specific issues relevant to the project to receive feedback | Move the Blog contents focus from projects focus to communication contents supporting Health literacy strategy | Use marketing platforms/ software to analyse the blog to understand which types of posts works better for the project's personas |
| Traditional media | Press release to announce the project's launch | Press release to announce the project's results | Press release to present the business case of the project's results | Send feedback (questionnaires) for those who have registered online and evaluate if the events or press |

| | | | | releases have been effective |
|---|---|---|---|---|
| Communication material | Design logo and project identity, prepare templates, project newsletter and promo video, prepare project brochure, factsheets and banners | Update brochure, banner and release frequently e-newsletters, publish content in EU ateliers (e.g. JoinUp, Cordis) | Prepare final Communication material for the project outcomes, the communication of the business model and | Check the number of downloads of each material overtime |

### 2.3.2 ACROSS Community

Almost every project needs to build a community, and ACROSS is not an exception: building up the ACROSS community is one of the main goals of the strategic communication plan. The community will definitely be able to benefit from an open-access content of all the content to be spread. The project content will be structured to reach all the relevant target groups and made up as already described: ACROSS website, ACROSS social media profiles, press and media initiatives, leaflets and posters, newsletters, organisation and participation in conferences.

All communication actions will be aimed at creating a "community of interest" around the ACROSS project. The general public will be targeted to maximise awareness of the project findings and their impact. For wide dissemination, ACROSS will have its own website with information about the results, next activities, evaluation processes, use case applications and public deliverables; it will organise community events based on workshops and where participants will collaborate on applying specifying solutions to a targeted context.

### 2.3.3 ACROSS Social Media Strategy

The massive dissemination of the ACROSS project will also take place through programmed management of a social media editorial calendar. ACROSS's social media channels are YouTube, LinkedIn and Twitter. Each of them was chosen to differentiate the message based on the persona, thus implementing a more targeted communication strategy. All project partners who have social media accounts will follow each other profiles, reposting or retweeting coherent content, tagging and mentioning the ACROSS profile. All the social media icons have been included in the footer of the https://across-h2020.eu/ website. The profile pictures contain the official logo. The covers have a clear reference to the homepage and branding of the https://across-h2020.eu/ website. All social profiles have been customised following the same consistency criterion to make themselves immediately recognisable.

The primary goal of ACROSS's social media execution will be to build an email list of all interested personas. This action will be set up as the main event on Google Analytics to make it easier to track the results of the social media interaction. Each persona is utilised to construct this social media plan. Social media pages will be mostly used to drive traffic to the website, where more tailored content will be provided in blogposts. A method has been designed for the internal planning of social media development over four years of the ACROSS project. Three social channels have been opened, all extremely varied by

audience target: Twitter, LinkedIn and YouTube. Each social network has a different target, so contents will be different in terms of tone, mood and message. Each official ACROSS social channel will be followed up by all the project partners, and each post will be reposted using mentions and hashtags coherent with project aims. For each content, one persona will be taken into consideration. The idea is that the social channels will help pushing people that do not know the project to become future promoters.

In the first year, there will be an improvement work to reach the right personas, thanks also to the support of repost and likes of each project partner.

- Thematic areas developed: user-centric design, cross-border digital public services, digital events and website updates. These thematic areas will be differently referenced on each social media content.
- Official hashtag: #across_eu
- Thematic areas hashtags: #digitalEU #digitalsinglemarket #digitaleu2030
- For mentions on Twitter and LinkedIn, the following names must be used:
  - o Twitter: @AcrossH2020
  - o LinkedIn: @ACROSS Project H2020
- Each post written by the ACROSS profile will contain thematic hashtags as well as links to the website. This will help social media users to discover the website by improving its ranking in search engines.
- Repost: each ACROSS project partner will be able to repost the contents published on official social networks, mentioning and using the official hashtag. This inner work method will generate views and allow social profiles to increase well-targeted followers.

### 2.3.3.1   Twitter

Twitter is a highly content-based social media and extremely concise. Also, in this case, the ACROSS project target is defined on interests, pages followed, hashtags followed, and people followed. For this reason, the content will be written in a way that is still different from other social media channels.

**Figure 8 - ACROSS Twitter account**

ACROSS project Twitter account was implemented according to the following criteria:

- Profile image with the official logo and cover with image referring to the homepage of https://across-h2020.eu/ website
- Brief description of the project, tagging the *HORIZON2020* profile and insertion of #across_eu hashtag
- Official # of the page: #across_eu
- Link to the official https://across-h2020.eu/ website

Here below some of the communication strategies applied to the Twitter social channel:

- Twitter posts require very concise textual content (280 characters). For this reason, short messages will be drawn up containing essential information: official and thematic hashtags within the text itself, @mentions and links to the corporate website https://across-h2020.eu/
- Each project partner follows the ACROSS account and vice versa. By tagging and retweeting each other, it will be possible to disseminate the contents in a widespread and institutional manner.
- Tweets will include relevant accounts and tag them accordingly.

### 2.3.3.2   LinkedIn

This social media is one of the most powerful tools in terms of disseminating professional information. ACROSS page has been implemented according to the following criteria:

- Profile image with the official logo and cover with image referring to the homepage of https://across-h2020.eu/ website

- Description of the project and references to *HORIZON2020* call
- CTA button has been added and invites users to visit the official website https://across-h2020.eu/
- The official hashtag of the page is #across_eu

Some communication strategies have been devised to be applied to the editorial calendar:

- Target: for each social channel, different content will be produced based on the target audience. LinkedIn is a social media based on the dissemination of highly professional content, and, for this reason, the content written will be in line with the social tone. Concise, professional and detailed style.
- Each post will include specific hashtags relating to issues such as digital public services, user-centred design, and data sovereignty in the European Union. This will allow the audience to receive targeted updates on specific areas of interest.
- Each project partner follows the ACROSS LinkedIn page and vice versa. These inner connections allow it to create targeted dissemination, conferring authority and recognition to the project.
- Each project partner will be able to repost the contents of the LinkedIn ACROSS page, mentioning the page, inserting the official hashtag #across_eu and indicating the official website https://across-h2020.eu/
- LinkedIn ACROSS profile will mention other institutional pages of the partners involved in the project.
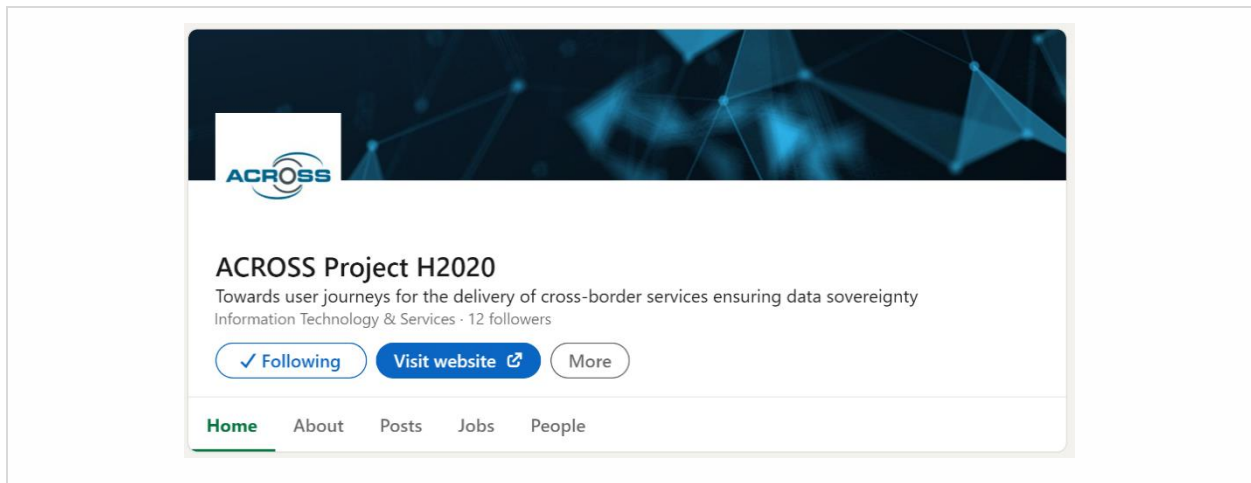


**Figure 9 - ACROSS LinkedIn profile page**

Mainly, partners will be able to tag the project LinkedIn profile in the social media groups, personal posts, and other company pages in order to disseminate the project in their own professional network.

In the following chapter, the project's branding is explained and how it is applied throughout the communication and dissemination.

# 3    ACROSS Branding

The project's visual identity comprises of a logo, templates for documents (e.g. press releases, newsletters, posters, reports, published deliverables etc.) and style guidelines for online and offline use.

A consistent visual identity will be used for all communication and dissemination activities. Templates for external communication and documents have been provided. There will be a final branding alignment across all formats and channels used to reach stakeholders, spanning the training, products and services, and integrated news, social media, brochures, banners, posters, and other collaterals. It is also worth mentioning that some of the designs presented in this plan might change over time, as adjustments might be necessary according to the personas' needs.

As a result of this homogeneous branding, the project aims at achieving the following outcomes:

- More effective memorisation and visual identification;
- Improved recognition and acknowledgement across a broad range of recipients;
- Strengthened loyalty and trust from the audience;
- Sustain the overall message that ACROSS wants to convey.

Information on European Union funding will always be present by a prominently displayed European Union emblem and the text suggested in the Grant Agreement: "The ACROSS project This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No: 959157." Further, it will be disclaimed that the content does not represent the opinion of the European Commission, and the European Commission is not responsible for any use that might be made of such content.

## 3.1    ACROSS Logo design

The ACROSS logo design process started at the very beginning of project activities in February 2021 and involved all the partners in the selection phase.  After preparing some samples, the consortium voted and agreed on utilising the following logo for the ACROSS project:



**Figure 10 - ACROSS final logo**

The ACROSS project logo will be widespread through the use of different communication channels. The logo will appear on screens, favicons and websites, business cards, brochures, presentations, templates, newspaper articles, press releases, banners, website headers. Coherent branding was needed, simple and effective, created to be recognisable at a glance.

## 3.2 ACROSS Website

An initial version of the project website has been previously evaluated and checked by all the partners involved in the project through the feedback of each page and assessment of the website's technical parameters, along with other communication tools and contents. The https://across-h2020.eu/ website and its sections have been designed and developed to let users access the most relevant information of the project organisation, objectives, and cross-border services domain targeted.
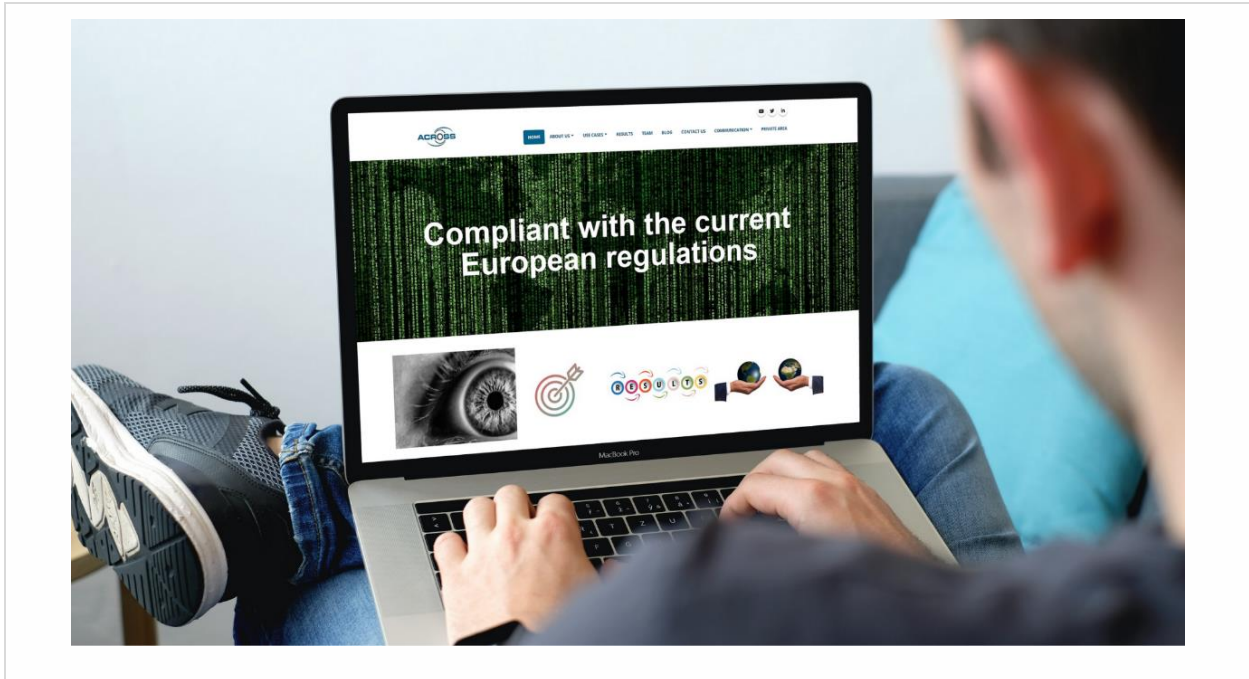


**Figure 11 - ACROSS website**

An initial audit was made to understand the potential technical gaps of the project's website. Improvements are planned throughout the project in order to enhance the website's performance and health. These metrics are all important, so the website can load fast and achieve good SEO rankings according to Google's parameters. The SEMrush SEO audit report will regularly monitor ACROSS's website to make sure that its health is ever improving and catch all upcoming issues before they become a concern for potential users.
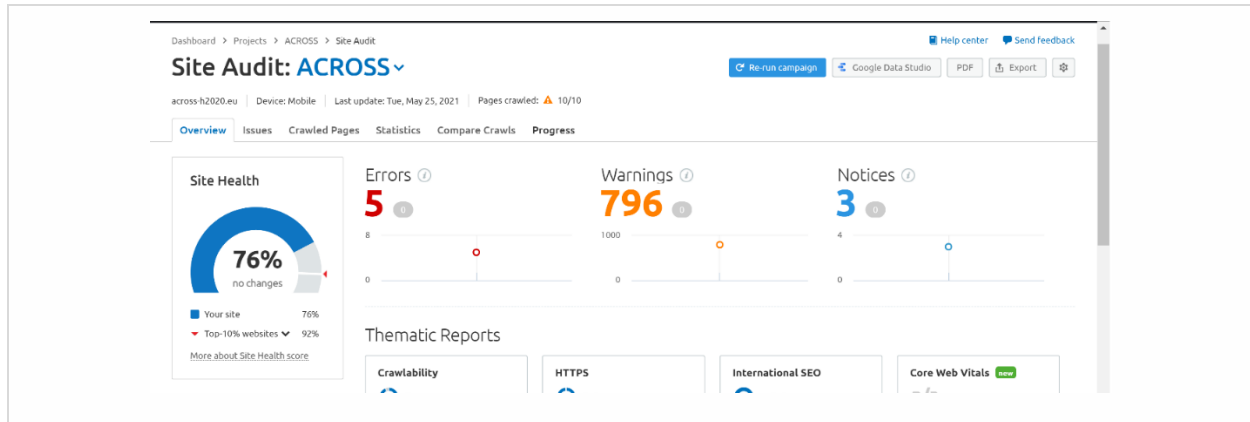
**Figure 12 - ACROSS SEMrush website audit**

Given the potential for disseminating content via the worldwide web, a system to facilitate the website's legibility has been applied in compliance with the rules of the W3C protocol. This protocol will help people with visual disabilities to access the web content. The website is fully responsive from any device, pc or mobile. The organisation of the contents is divided into subsections, each accessible from the main menu. The ACROSS website is an important tool because:

- Facilitates information about the project's objective, data sovereignty issues and how it can potentially affect every individual.
- Provides simple and broadcast information about the project and all the partners involved.
- Each single project progress step will be inserted in a timeline on the blog page.
- The "*Public deliverables*" and "*blog*" sections will be constantly updated with the contents written by the partners with the project's progress.
- It offers the possibility to contact the ACROSS project team directly.
- Help the consortium achieve the proposed goals and analyse important KPIs for the communication and dissemination of the project.

Website design and graphic lines are consistent with the narrative imagery that is to be expressed with the ACROSS project, focusing on simplicity and usability. The shades of blue, a colour that has always been used to express calm and trust, is also a reference to the technological world, are predominant throughout the site, from the choice of images to the information boxes ad hoc created, up to the titles, to the items of menus and CTA buttons. The site embodies a synthetic, expressive and effective communication channel of the project.

### 3.2.1    Homepage and Footer

On the homepage, users will find general information describing the project and from those who are involved, the vision, a button with a CTA that invites the user to join the ACROSS newsletter. The footer is on every page of the website. The flag of the European Union is always present with the caption about the HORIZON2020 call. Finally, the project coordinator's contacts and the references to the social media channels on YouTube, Twitter and LinkedIn.
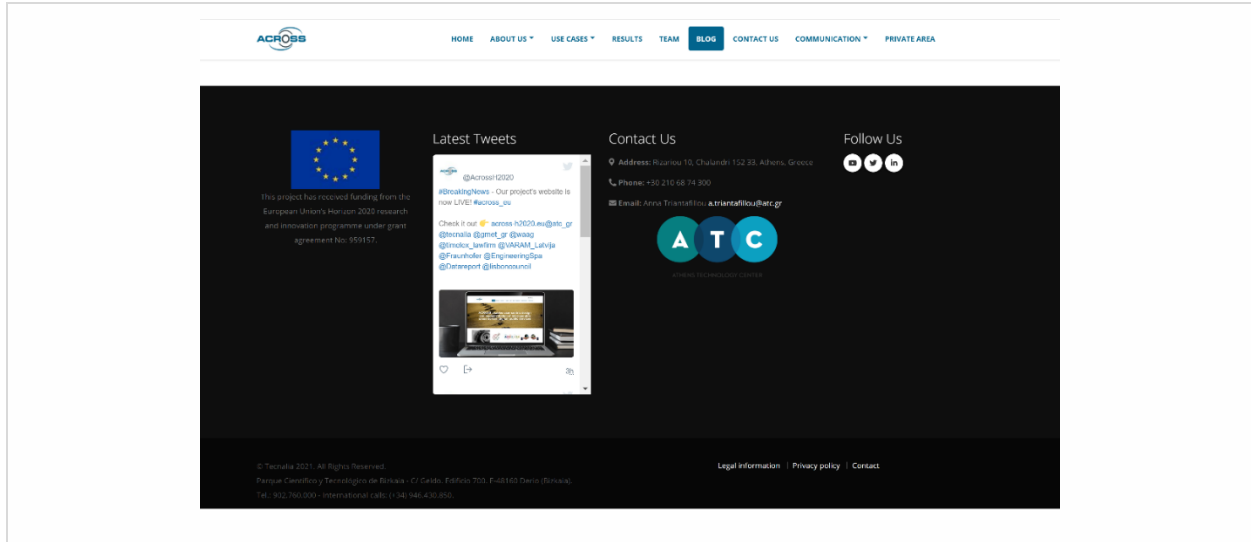
**Figure 13 - ACROSS website footer**

### 3.2.2    The Project

The project page has been divided into seven subpages: about us, key results, mission and vision, solutions, approach, objectives and benefits. Each of these pages are made to separate the project's information more efficiently.

### 3.2.3    Contact



On this page, users can find the easiest way to get in touch with the project team: the contact form. The general email of the project coordinator, Anna Triantafillou, a.triantafillou@atc.gr, is repeated on each page of the website because it is one of the ways for long-lasting communication with everyone interested in the ACROSS project. Joining the ACROSS community is always a possibility offered on several pages through a CTA button which allows the users to stay up to date by receiving the newsletter. Finally, users can find the footer on each page, as well as the references of the project coordinator, the general email (the correct way for long-lasting communication with everyone interested in this project) and the social media buttons—this express reachability towards the curators of the project website.

# 4 Communication and Dissemination Tools and Channels

ACROSS sets up different communication tools and channels to reach stakeholders leveraging consolidated networks and new engagement mechanisms.

## 4.1 Templates

To support the official communication of ACROSS project during events and meetings, a uniform slide master has been created on PowerPoint so all partners will be able to use it for presentations. Each slide can be customised with the partner's data and content, while other elements have been made fixed and non-modifiable, such as, for example, the caption "*This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No: 959157.*" and the official flag of the UE.

### 4.1.1 ACROSS physical documents templates

**A4 printed paper:**
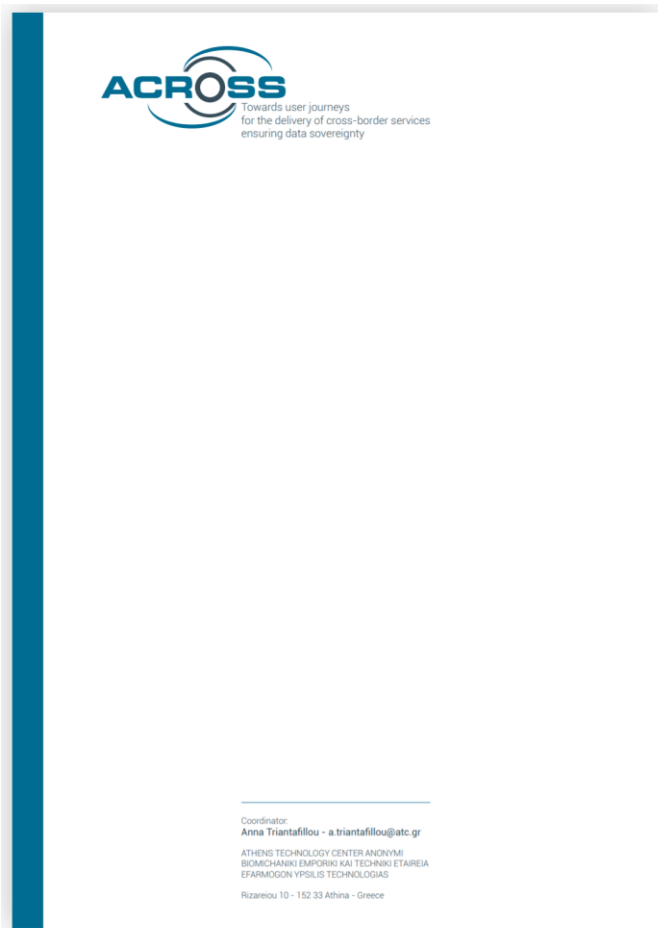
**Business cards:**
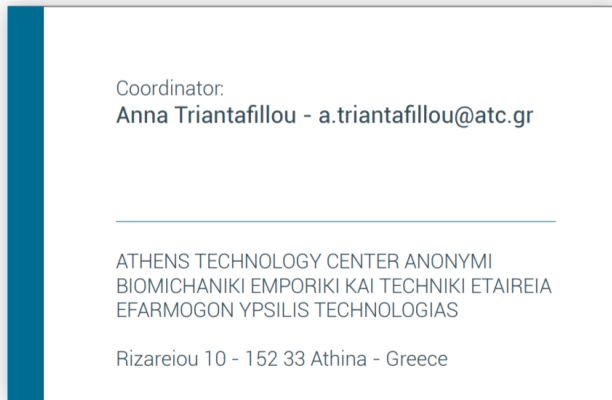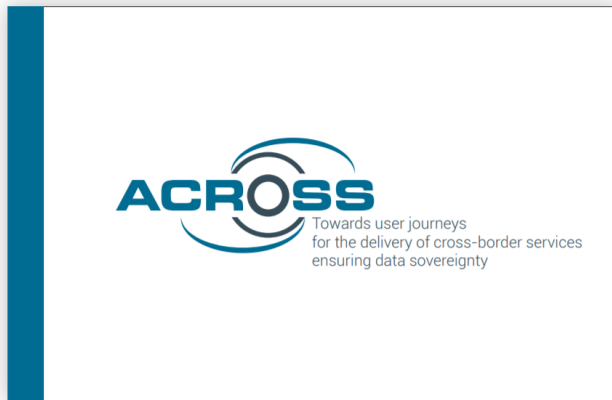




**Commercial envelope:**
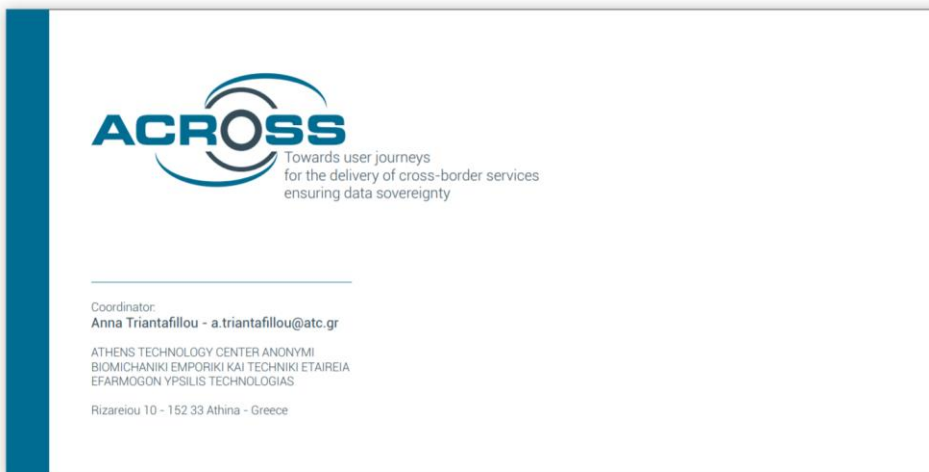
**A4 document folder - with pocket:**



## 4.1.2    ACROSS digital documents templates

**PowerPoint template:**

**Microsoft Word document template:**
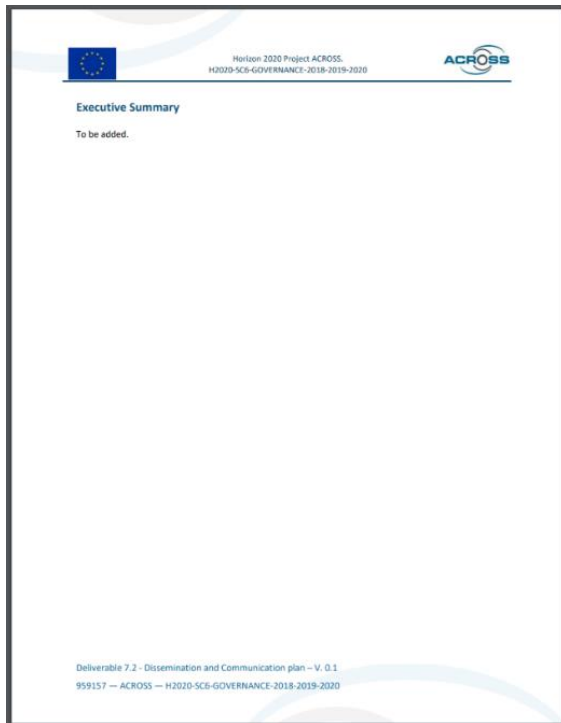


## 4.2 Newsletters

A flexible template for the newsletter was created. Through a newsletter platform such as *Mailchimp*, a basic structure has been set up and modified according to the content conveyed with a uniform graphic design. Each title and separator have been coloured with the logo's guideline palette. The header and footer will always keep the same graphic layout. Through a CTA button "Join our community" on the website's homepage, users will be able to indicate their email, and the users automatically will receive a newsletter. Thematic and updated content about the project status will be generated.

## 4.3 ACROSS Blog

The ACROSS blog is a tool that has the potential to help the project with its communication goals, appear at the top of search engines and, of course, engage more people about the project itself. Educating the public is one of the main benefits of having a blog. With it is possible to show the importance of the project's benefit and keep key stakeholders informed about the project's activities and overall progress. ACROSS will approach topics related to the digital sovereignty and cross-border segment and explore the pains that are solved by what the project offer.

**Figure 14 - ACROSS blog section**

All the news and events will be uploaded as a preview in a timeline. By clicking on the preview, users will be redirected to the full content of the article. A social wall is embedded on the website to show the ACROSS project social networks' posts, e.g., Facebook, LinkedIn, Twitter. All post interactions will be shown, like a virtual square where comments, likes and retweets will be visible to everyone.

## 4.4    Articles, scientific publications, and policy briefs

The consortium will draft articles for publication outlets, depending on the phase of project development and the stakeholders to which the communication is addressed. A detailed list of the main communication outlets on which we intend to publish articles is reported in the annexe section. It is important to underline that this list results from the collection of inputs from all partners through the progress of the project. On the other hand, as far as scientific publications are concerned, it will be published, at least, in two scientific articles, 15 abstracts (that will be published in conference proceedings) and two articles in industry magazines.

In addition, as one of ACROSS's main objectives is to impact the policymaker's community, three policy briefs will be issued in months 24, 36 and 48, respectively. At the end of the second year of the project, the first policy brief will contain the results from the research and design phase. The policy brief to be published at the end of the third year will focus on the lessons learned from the use cases implementation, while the third, to be submitted at the end of the project, will resume the most interesting highlights of the project. A list of publications produced will be kept updated in Microsoft Teams.

## 4.5    Press releases

Press releases about the ACROSS project activities and developments will be produced and distributed for publication among national/regional/EU press to further promote the project, focusing on broad audiences and more specific stakeholders. In particular, press releases will be published in correspondence with deliverables and milestones and following the development of use cases. Apart from

specific project activities, the topics covered may include opinions/interviews of experts within and out of the consortium, attracting media attention on relevant topics. Continuous cooperation with the press and media will be promoted by all ACROSS Partners. All press releases will also be available on the ACROSS project website as well as social media channels. The Lisbon Council has already provided an initial press release to be adapted and disseminated by all partners (see below). The backlinks to https://across-h2020.eu/ will also help with search engine ranking.



Figure 15 – Press release example

## 4.6    Third-party events

ACROSS consortium members have extensive knowledge of scientific, industry and policy events at European and national levels covering open data, digital government, data sovereignty, cross-border digital public services, artificial intelligence, and big data. The consortium will participate in these external events, including conferences, digital exhibitions, trade fairs, international forums, and meetups, to showcase the project results and distribute dissemination material. Association with linked projects and lever on the partners' existing networks will be foreseen to identify and reach these events.

## 4.7  Project Presentation

An overall presentation was designed, demonstrating the project at a glance, and is made available for partners and stakeholders to use during workshops and conferences. The presentation is short and direct, enabling anyone to disseminate the project's goal easily.
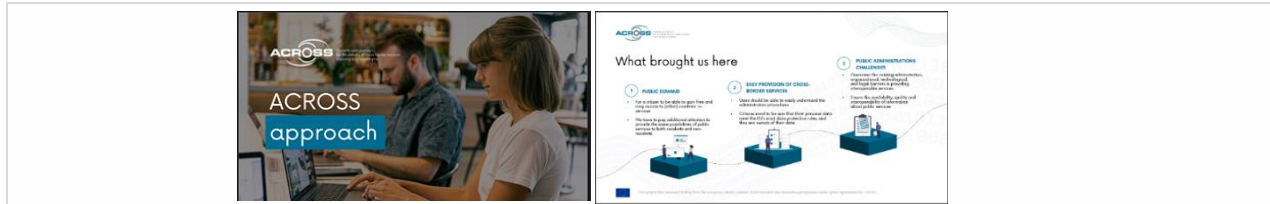


Figure 16 - ACROSS project presentation

# 5 Dissemination and Communication Monitoring

This chapter deals with activities timing, management and monitoring. More specifically, activities timing is planned by displaying a dissemination and communication timeline referring to each year of the project. Since the update of the DCP is scheduled for every 12 months, the timeline reported in the next section refers to the first year of the project. As far as the monitoring of dissemination and communication activities is concerned, this chapter deepens monitoring procedures and points out related KPIs of this communication strategy. A closely related activity to monitoring, covered by this chapter, is the identification of risks and the foresight of related mitigation actions, which is provided for in section 5.2.

## 5.1 Dissemination and Communication Timeline for the first year

The purpose of creating the timeline of activities as outlined in the table below (M1-M12) is to map the results and match the outreach activities as indicated within the timeline itself. The timeline will be added on Microsoft Teams (as "tasks"), so everyone inside the consortium is updated regularly about deadlines and deliverables that are necessary for this DCP.

**Table 11 - Timeline for the first year**

| Main activities | Sub-activities | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **ACROSS KOM** | Publication of first press release | X | | | | | | | | | | | |
| | Publication through partner's channels | | | X | | | | | | | | | |
| **WP7 KOM** | Organisation | | X | | | | | | | | | | |
| | Follow up | | | X | | | | | | | | | |
| **DPC plan drafting** | Partners' input | | | X | | | | | | | | | |
| | Drafting | | X | | | | | | | | | | |
| | Feedback collection and finalisation | | | | | X | | | | | | | |
| **Definition of visual identity** | Logo preferences collection and definition | | X | | | | | | | | | | |
| | Documents templates | | X | X | | | | | | | | | |
| **Brochure** | | X | | | | | | | | | | | |
| **Website set-up** | Mock-up definition | X | | | | | | | | | | | |
| | Finalisation | | X | | | | | | | | | | |
| **Social media account set up** | | X | | | | | | | | | | | |
| **Shared dissemination log** | | | X | X | X | X | X | X | X | X | X | X | X |
| **Mapping of stakeholders** | Partners' input | | X | | | | | | | | | | |
| | Mapping and engaging | | X | X | X | X | X | X | X | X | X | X | X |
| **Mapping of events** | Partners' input | | X | X | X | X | X | X | X | X | X | X | X |
| | Partners' subscription | | X | X | X | X | X | X | X | X | X | X | X |
| | Partners' input | | X | | | | | | | | | | |

| Mapping of publication outlets | Mapping | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Drafting and submission of scientific articles** | | | | | | | | | | | | | | | |
| **Launch of website** | Launch | | | | | | | | | | | | | | |
| | Content update | | | | | | | | | | | | | | |
| **Publication through social media** | | | | | | | | | | | | | | | |
| **YouTube video** | | | | | | | | | | | | | | | |
| **ACROSS overall project presentation** | | | | | | | | | | | | | | | |
| **Newsletter** | | | | | | | | | | | | | | | |
| **Workshops, webinars** | Design and organisation | | | | | | | | | | | | | | |
| | Announcement | | | | | | | | | | | | | | |
| **Publication of the first scientific article** | | | | | | | | | | | | | | | |
| **Publication of a scientific poster** | | | | | | | | | | | | | | | |
| **Participation in EU and national events** | | | | | | | | | | | | | | | |
| **Press release** | | | | | | | | | | | | | | | |

## 5.2 Risks and Mitigating Actions

An updated (with respect to the proposal) list of risks and mitigation actions is provided in the table below.

**Table 12 - Risks and mitigating actions**

| Risk | Rating | Mitigation |
|---|---|---|
| Partners do not agree with the licensing model for the final results of ACROSS. The project will not achieve the planned impact and subsequent exploitation | Medium | Detailed licensing indications will be included in the Consortium Agreement before the beginning of the project. |
| The project results do not achieve sufficient relevance in the software, cloud and IT sector in general. The project will not achieve the planned impact and subsequent exploitation. | High | All partners are interested in gaining new business based on the results and thus direct the project to impact creation. To achieve that, several actions are planned, which range from scientific dissemination to more industrial, more driven one, organization of workshops and training sessions with the industry, as well as setting up informal focus groups for discussion and to gather feedback on ACROSS's measurable outcomes. |
| The dissemination of the project results is not | Low | The dissemination plan will catch users as project sentinels to contribute to the dissemination of the results, emphasizing the planned impact. |

| Risk | Rating | Mitigation |
|---|---|---|
| sufficient to create an impact. The project will not achieve the planned impact and subsequent exploitation. | | |

## 5.3 Immediate next steps

| What | Responsible partner | Timing |
|---|---|---|
| Posts on social media | The Lisbon Council | M6 |
| Organisation of the first workshop in ICEGOV 2021 | Coordinator, the Lisbon Council | M9 |
| Planning, draft and publication of the first scientific paper | Coordinator, the Lisbon Council | M12 |

# 6 Conclusions

This document sets the beginning of the dissemination and communication plan of the ACROSS project, with its goals and specific actions to be carried out. As such, this document constitutes the reference plan to which all partners commit to contributing (with the different degree of effort foreseen by the ACROSS work plan, as stated in the grant agreement).

Some of the foundational elements pointed out by the present document are the following:

- ACROSS will build on a highly committed Scientific and Research community that should encompass members of universities, PhD students, research centres, companies, similar EU funded projects within the citizen science domain, policymakers and other associations active both at national and European level.
- The active and continuous contribution of each member of the consortium will be fundamental to accomplish the list of objectives described in this plan. The personal network of affiliates, partners and contacts of every member will be extensively used and will play a substantial role to ensure a proper promotion and dissemination strategy for the project, along its whole lifetime.
- The impacts of ACROSS communication activities on the scientific community will be monitored continuously, by means of a set of measurable KPIs, which have been indicated in the present document.
- Website release. A new functional website will constitute the official platform to reach out to the desired stakeholders more effectively and better promote the cutting-edge results of the Project.
- The organisation of a recurring annual event and webinars will be the chance to consolidate the project network, attract new stakeholders and spark inter-collaboration.

Leveraging this framework, large communication campaigns will be designed by the project consortium and accompanied by the production and release of multiple dissemination material, in pursuit of the following goals:

- Guarantee a harmonised, solid and common public image of the project, facilitating its recognition, raising awareness about it and attracting the relevant target groups.
- Ensure proper visibility of the project's actions, activities and events.
- Disseminate the project's outputs adequately to policymakers at different levels, the research and scientific community, citizens and businesses.
- Disseminate to a wide array of stakeholders, the learning and material produced by the project.
- Exploit similar international networks of citizen science initiatives through the involved partners for more effective outreach.

# 7 Annexes

## 7.1 ANNEX 1 – Initial stakeholder list (organisations)

| Stakeholder Name | Type | Based in |
|---|---|---|
| King's College London | Scientific community | United Kingdom |
| VTT Technical Research Centre of Finland | Scientific community | Finland |
| University of Oxford | Scientific community | United Kingdom |
| Eurocities | Citizens | Belgium |
| Amsterdam UMC | Scientific community | Netherlands |
| Karolinska Institutet (KI) | Scientific community | Sweden |
| University of Münster | Scientific community | Germany |
| FPS Policy and Support (BOSA) | Government authorities | Belgium |
| Tallinn University of Technology | Scientific community | Estonia |
| Società Italiana per l'Etica dell'Intelligenza Artificiale | Scientific community | Italy |
| Association for Computing Machinery | Scientific community | Non-EU countries |
| DG Research | EU institutions | Belgium |
| DG CNECT | EU institutions | Belgium |
| Dataethics.eu | Policy community | Denmark |
| European Centre for International Political Economy | Policy community | Belgium |
| Digital Europe | Industry | Belgium |
| AccessNow | Policy community | Belgium |
| Vrije Universiteit Brussel (VUB) Data analytics Lab | Scientific community | Belgium |
| Delft University of Technology | Scientific community | Netherlands |
| Munich School of Robotics and Machine Intelligence | Scientific community | Germany |
| Leiden University | Scientific community | Netherlands |
| Maastricht University | Scientific community | Netherlands |
| Sapienza Università di Roma | Scientific community | Italy |
| CINI - Consorzio Interuniversitario Nazionale per l'Informatica | Scientific community | Italy |
| Zurich University of Applied Sciences | Scientific community | Switzerland |

| Stakeholder Name | Type | Based in |
|---|---|---|
| Digital Innovation Hubs Network | Industry | Other European country |
| Smart Industry Fieldlabs | Industry | Netherlands |
| Cambridge Centre for Data-Driven Discovery (C2D3) | Scientific community | United Kingdom |
| Center for Data Innovation | Policy community | Belgium |
| Open Data Institute | Policy community | United Kingdom |
| De Montfort University - Centre for Computing and Social Responsibility | Scientific community | United Kingdom |
| Digital Ethics Lab | Scientific community | United Kingdom |
| Centre for Data Ethics and Innovation | Public Administrations | United Kingdom |
| Digital Catapult | Other | United Kingdom |
| Digital Catapult - Machine Intelligence Garage | Other | United Kingdom |
| Big Innovation Centre | Policy community | United Kingdom |
| OECD AI Observatory | Policy community | Non-European countries |
| Ethics of Algorithms | Scientific community | Germany |
| The Data and Disruptive Technology Forum | Policy community | United Kingdom |
| Institute for Ethics in Artificial Intelligence | Scientific community | Germany |
| Centre for Ethics and Technology | Scientific community | Netherlands |
| European Centre for Law, Science and New Technologies | Scientific community | Other European country |
| Agenzia per l'Italia digitale | Public Administrations | Italy |
| World Economic Forum | Policy community | Non-European countries |
| Montreal ethics | Scientific community | Non-European countries |
| The innovation group | Industry | Italy |
| TechUK | Other | United Kingdom |
| German association of the ICT industry | Other | Germany |
| Digital Government Society | Policy Community | Non-European Country |

| Stakeholder Name | Type | Based in |
|---|---|---|
| IEEE | Other | Non-European Country |
| University of Amsterdam | Scientific Community | Netherlands |
| Université Catholique de Lille | Scientific Community | France |
| Université de Technologie de Compiègne | Scientific Community | France |
| Society for Philosophy and Technology | Scientific Community | Non-European Country |
| Consumer Technology Association | Other | Non-European Country |
| University of Alcalà | Scientific Community | Spain |
| Johannes Kepler Universität Linz | Scientific community | Austria |
| Austrian Institute of Technology GmbH | Scientific community | Austria |
| Institute for Science and Technology Austria | Scientific community | Austria |
| Know-Center GmbH | Scientific community | Austria |
| Web for Interdisciplinary Research & Expertise | Industry | Switzerland |
| iRights.Lab | Scientific community | Germany |
| ki_Berlin | Scientific community | Germany |
| Distintict (https://www.dementiadistinct.com/) | Scientific community | EU |
| Cyprus Institute of Neurology and Genetics | Scientific community | Cyprus |
| University of Oulu | Scientific community | Finland |
| University of Helsinki | Scientific community | Finland |
| University of Eastern Finland (UEF) | Scientific community | Finland |
| University of Tampere | Scientific community | Finland |

## 7.2   ANNEX 2 – Third party events

| Event name | Organised by | Date |
|---|---|---|
| ICEGOV | University of the AEGEAN | 06/10/2021 – 08/10/2021 |
| Master of Digital 2022 | DIGITALEUROPE | 03/02/2022 – 04/02/2022 |
| ECEFS 2021 | AENEAS | 23/11/2021 – 25/11/2021 |
| EU Open Data Days - Shaping our future with open data | European Commission | 23/11/2021 – 25/11/2021 |
| Lisbon Web Summit 2021 | Web Summit | 01/11/2021 – 04/11/2021 |
| EGOV-CeDEM-ePart 2021 | Ifip | 07/09/2021 - 09/09/2021 |
| Virtual    Cross-border    C-Suite Winter | Cross-border CBCOMMERCE.EU | 15/10/2021 - 15/10/2021 |
| Data for Policy 2021 | Data for Policy.org | 14/09/2021 – 16/09/2021 |

## 7.3   ANNEX 3 – Publication outlets

| Publication outlet name | Type | Target Audience |
|---|---|---|
| Science Technology and Human values | Academic journal | Scientific community |
| Science and Engineering Ethics | Academic journal | Scientific community |
| Big Data & Society | Academic journal | Policy community |
| Big Data & Society blog | Online press (e.g. news websites, blogs) | Policy community |
| Open Access Government | Online press (e.g. news websites, blogs) | General public |
| Digital Government: Research and Practice | Academic journal | Policy community |
| Govtech.com (online portal to Government Technology, magazine covering information technology's role in state and local governments) | Information portal | General public |
| Analytics Insight | Industry/trade publication | Industry |
| Datanami | Industry/trade publication | Industry |
| insideBIGDATA | Industry/trade publication | Industry |
| Neural Computing and Applications | Academic journal | Scientific community |
| IEEE Journals | Academic journal | Scientific community |
| Triple A Research Journal of Multidisciplinary | Academic journal | Scientific community |
| Data & Policy | Academic journal | Scientific community |
| Lisbon Council Policy Brief Series | Other | Policy community |
| Transforming Government: People, Process and Policy | Academic journal | Scientific community |

| Publication outlet name | Type | Target Audience |
|---|---|---|
| Government Information Quarterly | Academic journal | Scientific community |
| Electronic Journal of e-Government | Academic journal | Scientific community |
| International Journal of E-Government Research | Academic journal | Scientific community |
| Journal of E-Government | Academic journal | Scientific community |
| eJournal of E-Democracy and Open Government | Academic journal | Scientific community |
| EpsiPlatform | Information portal | Policy community |
| Join-Up Platform | Information portal | EU institutions |
| LinkedIn Public Sector Transformation Group | Information portal | Policy community |
| International Journal of Human Computer Studies | Academic journal | Scientific community |
| Interactions | Industry/trade publication | Other |
| WAIE magazine e blog | Other | Other |
| Harvard Business Review | Online press (e.g. news websites, blogs) | Other |
| PwC Italy website | Information portal | Industry |
| Journal of Information Technology & Politics | Academic journal | Scientific community |
| Forum for offentlig service | Online press (e.g. news websites, blogs) | Public Administrations |
| Knowledge-Based Systems | Academic Journal | Scientific community |
| Scientific Reports | Academic Journal | Scientific community |