This project has received funding from the ECSEL Joint Undertaking under grant agreement No 101007326.
This Joint Undertaking receives support from the European Union's
Horizon 2020 research and innovation programme and the ECSEL member states.

Automotive Intelligence for/at Connected Shared Mobility

Deliverable	**Broad Strategies for Stakeholder Engagement & Initial Dissemination and Communication Plan**		
Involved WPs	All	**Deliverable type**	Public
Project	***AI4CSM***	**Grant Agreement Number**	101007326
Deliverable File	D7.2	**Last Modified**	15.03.2022
Due Date	28.02.2022	**Actual Submission Date**	17.03.2022
Status	Final	**Version**	1.0
Contact Person	George Dimitrakopoulos	**Organisation**	IFAG
Phone	+4915173002121	**E-Mail**	Dimitrakopoulos.external@infineon.com

Document history			
V	**Date**	**Author**	**Description**
0.1	01.02.2022	George Dimitrakopoulos	Initial Version
0.2	22.02.2022	George Dimitrakopoulos	Updated Version
1.0	17.03.2022	George Dimitrakopoulos	Final and reviewed Version

Disclaimer

The opinion stated in this document reflects the opinion of the authors and not the opinion of the European Commission. The Agency is not responsible for any use that may be made of the information contained (Art. 29.5 of the GA).

Table of contents

1 Executive/ Publishable summary

This document presents an initial plan for managing the impact created within the AI4CSM project, in terms of:

a) Dissemination plan
b) Communication plan
c) Identification of key stakeholders for transmitting the AI4CSM messages

In this respect, the present deliverable can be considered a live document, in the sense that partners will monitor the performance of the plan in the end of every year and update it accordingly, in order to reach the pre-defined, as well as additional-elaborated targets and Key Performance Indicators (KPIs).

After a short introduction and explanation of the document scope, the document presents the impact assessment methodology, focusing on the identification and management of the stakeholder groups of relevance to the project (Section 4).

Then, section 5 contains an overview of the initial dissemination plan, whereas section 6 explains the relevant actions within the framework of communication plan.

Moreover, section 7 goes quickly through exploitation, which will be thoroughly analyzed within other future deliverables.

Conclusions are provided in section 8.

2 Non publishable information

Not applicable

3 Introduction & Scope

3.1 Purpose and target group

Effective impact management is particularly important because of the geographic and psychological distances that separate the interested audiences of a project, so we intend to establish a unified outlook between a sender and a receiver of the message we want to disseminate and communicate. The AI4CSM consortium considered the potential parameters that may act as noise and proceeded with the formation of a plan designed to be:

- Flexible enough, in order to be adjusted in accordance with the results of the feedback received by the demonstrators taking into consideration the following aspects:
  - Cultural /domain noise (lack of language skills may render a brochure useless – translation options have been discussed).
  - Periodical analysis of the portal's traffic statistics and social media traffic statistics.
  - Collection and analysis of surveys, events participants feedback forms, emails, etc.
- Thorough in disseminating information and publications produced both by the project and separately by partners via various activities (web channels, printed material) ensuring that information have been carefully reviewed and selected;
- Multifaceted by employing the following means:
  - Online-based means (redistributing content to other stakeholders' portals, building this way a network)
  - Paper-based means (publications)
  - Physical events, through direct contacts via events and conferences (distributions of the promotional materials, face to face discussions)
  - E-mail exchange
  - Measurable and Traceable by employing quality indicators for all services undertaken and tracking the progress of the dissemination progress.

Beyond the aforementioned plan someone should consider that a priority is to try and work more on the aspect of involving all the teams and stakeholder.

The overall process followed towards development of a detailed impact strategy has been to:

- Identify the target audiences
- Consider the specificities of the target audiences.
- Ensure that the specially calibrated per case message is clearly defined and addresses the needs of each target audience.
- Select/fine-tune the dissemination/communication activities.
- We focus on the following types of activities:
- Scientific Based- awareness raising scientific material
- Print-based – awareness-raising material, hard-copy publications and presentations; promotional material (brochures, leaflets etc.);
- Events-based –active presence in international conferences, workshops – as well as the organisation of at least one event per year;

- Web-based dissemination activities– newsletters, e-publications/ online papers and reports, social networking presence, RSS feeds; using the website as a dissemination hub and build a web-based strategy central to the site
- Press based- newspapers, journals, etc.

3.2 Contributions of partners

The deliverable is prepared by IFAG, but all partners have contributed, as it is essential that the whole AI4CSM consortium is aligned when it comes to impact management.

3.3 Relation to other activities in the project

This document describes the overall impact management of the AI4CSM project, including all Work Packages and all Supply Chains. In particular, it provides further guidance to the activities related to WP7 Dissemination, Exploitation and Standardization.

4 Impact assessment methodology

4.1 Overview

This section outlines the methodology geared towards performing a qualitative (in terms of strategy) and quantitative (in terms of concrete measures) assessment of the development and execution of the activities related to the impact measurement for ***AI4CSM*** project.

A further aim is to exploit the findings of the project, in creating a cross assessment toolkit for measuring the success of the demonstrators in the SCs and to assess further the results springing from the SCs run (resulting in demonstrators). The methodology and the evaluation instruments suggested in this deliverable will be used/are already used in extent in the demonstrators. In any case, to evaluate is to assess delivery of policies and activities. Beyond being a formal requirement, evaluation is about improving the work we do; about adding to our professional skills and experience; and about helping our colleagues to improve.

Per section and impact type we illustrate the criteria and evaluation steps. The overview of evaluation instruments and the Indicators and Sources will be provided at the updated versions of this deliverable. Due to the nature of the evaluation and the prerequisite of measuring the success of the demonstrators, a functional benchmarking will be conducted, that is, we will not compare the demonstrators to direct competitors, but rather we will compare common elements of a particular set of practices between the demonstrators. Especially the focus will be here in how the different demonstrators evaluate the relevance, efficiency and effectiveness of the use of the project findings.

Additionally, the performance, security, openness, and scalability of the project solutions, will be evaluated, at a more technical level. Thus, although the demonstrators are different we will be able to understand the use behaviour and the learning's that will be used to provide feedback to the user requirements analysis and scenario creation in order to ensure that the delivered continually meet user needs.

In

, the criteria and the general evaluation questions related to the project impact are presented. These criteria and the questions are of high-level impact and the project will need to answer having collected and analysed the outcomes and the results of both the demonstrator and proof of concept evaluation as also of the technical evaluation.

TABLE 1. CRITERIA AND THE GENERAL EVALUATION QUESTIONS RELATED TO THE PROJECT IMPACT

Criteria	General Evaluation Questions
Relevance	Does ***AI4CSM*** satisfy the needs of users and potential users?
Efficiency	Do ***AI4CSM*** solutions contribute to an at least 20% increase in the productivity of the respective sectors?
Effectiveness	Which kinds of benefits have we gained by the use of the ***AI4CSM*** solutions in connected and shared mobility? Did the project achieve the objectives it has set?

Impact will be achieved along the lines of 4 dimensions, namely (a) dissemination, (b) communication, (c) exploitation, as well as (d) demonstrator specific activities that span across all 3 previous dimensions.

4.2 Identification of stakeholders / target audiences

Considering the inter-relation between the diverse activities to maximize the project's impact, it is important to early identify the potential targeted audiences of ***AI4CSM*** along with their specific interest in the project. An initial list of such target groups for ***AI4CSM*** is depicted in Table 2.

Overall, the dissemination and communication strategy is expected to target all directly involved and interested parties. The target audiences of ***AI4CSM*** include the industry (OEMs, tier-1 and tier-2 suppliers, technology providers related to connected and smart mobility), policy makers, transport consultants and similar domain experts, academia and related research organisations, the media etc. It is also expected to identify potential interested members who could add value on the project developments and indirectly results, exchange good practices and spread the word of the project increasing audience participation in the ***AI4CSM*** activities and developments and as an effect the big data community.

These audiences are segmented according to the following criteria:

By role:

Policymakers at EU level – traditionally members of EU institutions, but also national and regional transport related administrations and international transport organisations.

Organisations and individuals involved in transport research; and policy analysis (e.g. ERTICO).

A wide range of organisations that may be players and/or catalysts who could be both providers and 'consumers' of information, and might also play additional roles in linking, multiplying advising, and supporting other players in such fields.

By affiliation:

- From public sector or interested parties from industry.

By geographic spread/situation:

- From multinational/international through to local levels. Special focus should be paid to the audiences present at local events in the pilot locations.

By organisation size:

- From large structures through to individual operators.

TABLE 2: *AI4CSM* IDENTIFIED TARGET GROUPS

Target Group	Interest in the Project
A – Connected and shared mobility Industry Stakeholders (semiconductor manufacturers, tier-1 suppliers, OEMs, technology providers)	*i)* Utilisation of project's results in everyday operations; *ii)* Strengthened innovation by blending with in-house artefacts; *iii)* Training on project's outcomes; *iv)* Participation in the project's events; *v)* Exploitation of project's open-source results; *vi)* Inspiration for new ideas and applications

B - Researchers and Academia: Individuals engaged in research initiatives and/or working in research/academic institutes conducting core or application research on connected and shared mobility	*i)* Further advancements on connected and shared mobility, as well as on the research through extension / reuse of the project's outputs in the investigated and in other application domains; ii) Inspiration for future research initiatives based on the project's concept and results; *iii)* Participation in the project's events
C - Industry Associations & Technology Clusters: European initiatives and clusters Various EU and national unions, etc.; Major industry associations	*i)* Inclusion of project's results to collaborative research activities (roadmap, white papers, position papers); *ii)* Dissemination of project's results to their members; iii) Bilateral participation in events for knowledge exchange
D - Participants, project partners and relevant stakeholders active in Horizon Europe related to connected and shared mobility	i) Identification of common topics; ii) Synergies and collaborations for results promotion; *iii)* Enhancing innovation through results combination; *iv)* co-organisation of events; *v)* Research Agenda formulation
E – CCAM policy-makers (at any level like EC Directorates and Units, Ministries and Governments, Regulatory Agencies), Standardisation Organisations (ETSI, etc.)	*i)* Evaluation of the project's Social-Technological-Economic-Environmental-Political (STEEP) aspects; *ii)* Definition of future research and innovation directions for the EC initiatives, considering the project's acquired knowledge and experience; *iii)* Inputs for standardization activities
G – General Public: Citizens / users of CCAM solutions who benefit from the project outcomes	Acquire new experiences and utilize the project results in scenarios that are addressed to the general public for gathering feedback

4.2.1 Audience Classes

The different Audience Classes are (see also Figure 1):

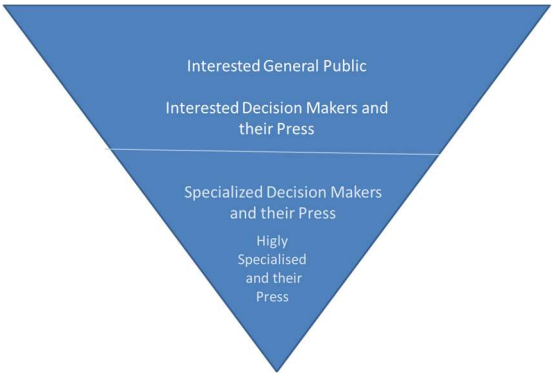

FIGURE 1: TARGETED AUDIENCES

General public': this Class does not actively seek information. This lack of motivation is coupled to a low understanding of how the EU, its institutions and their programmes work, Reaching them is, therefore, particularly difficult. Messages should focus on 'European Added Value' in areas of interest to *them,* rather than the EU's institutions, policies and programmes;

'Interested audiences': the other audiences in the pyramid's upper half are not involved in transport directly, but *they know it is important, may have an influence over it, and need clear, useful, non-technical information.* Two basic sub-classes are often distinguished:

'Interested public': while not highly motivated to seek and study information, they are interested enough to visit a website, read a relevant newspaper article or even thumb through a brochure (if we can get it to them);

'Interested decision-makers[1]': while not in the sector, they may influence it and/or benefit from our content. Examples include influential organisations in the fields of research, environment, urban planning at local or regional levels, etc.

Specialised audiences, in the lower half of the Inverted Pyramid, are in the transport or connected and shared mobility sector – i.e., they are professionally motivated to get involved in ***AI4CSM***. These groups are often where 'stakeholders' are found. Two Audience subclasses are often distinguished:

'Specialised decision-makers': these are the people who may, for example, decide whether their organisation should get involved and invest in connected and shared mobility

'Highly specialised': these are people who are directly involved in relevant work in their day-to-day work.

Structuring our audiences will have real impacts on what communication we produce, and how we write, design and distribute them.

For example:

Language style: The language style used in the different products will vary, generally becoming more specialised at deeper levels. This is because it is *not* true that jargon is to be avoided at all costs – specialised audiences understand jargon, and will quickly tire of material explaining things to them which they already know, in language they would consider infantile. Technical language, therefore, has its place – but not in products written for 'upper pyramid' audiences;

Design style: This is equally true for design issues – it may actually be counter-productive, as well as a waste of resources, to design a report aimed at highly specialised audiences as a glossy product, covered with 'smiling happy family' images. In this case, the product type is inappropriate for both audience and message.

Content: Content is crucial in successful communication. Content has to be aligned with audience classes so for specific products this fact will be considered before production of the respective promotional material. Content differs from:

- General public to
- Decision makers to
- Industry to
- Researchers/specialists

Within this line:

- *General public* needs general information that is easy to understand.
- *Decision makers* need information that relates to their policy makers (e.g., how and to what level do measure contribute to their policy goals)
- *Researchers* want to have in-depth information on methodology, results springing from the measures tested by the demonstration cities and uncertainties of those results

And the media? The media are a *means*, not an end. For example:

[1] Note that 'decision-makers' in this view can be in policy, business or society at large.

- Interested audiences can be reached through the Financial Times' front page;
- Specialised decision-makers can be reached via the Financial Times' front page and relevant section;
- Highly specialised people have their own scientific/industrial journals and magazines which will carry more technical information.

In other words, the media represent a multiplier effect. They are often an important multiplier; however, that merits its own communication products (e.g., press releases, backgrounders, interview opportunities, technical briefings, articles). The media are thus covered in the Multiplier Programme in more detail.

While the media can be treated as an audience in their own right, we have grouped them with their readers as the level of detail and key messages are (roughly) the same. To reach a business decision-maker via a business journalist, for example, the journalist must have access to the same level of information that the business decision-maker would expect to read in tomorrow's newspaper. However, the consortium will need to compose the material in a way suited to the media (e.g., via a press release, background factsheets, interviews). For this manner the SC or the WP leader has empowered its team with editors and journalists that could ensure on the content quality and writing style bringing on board experience gained from projects within the ECSEL / KDT or the H2020 and HE frameworks, etc.

The audiences can be classified as at the table depicted below:

TABLE 3: COMMUNICATION – AUDIENCE CLASSES

Audience Class	Audience Group	Notes
Interested decision-makers	Local related politicians and & their civil servants	Local politicians in fields which are related to transport (environment, health, business/ employment), and the civil servants who work for them
	Regional/national transport politicians and & their civil servants	In the transport field, but operating at a different political level
	Local business leaders	Concerned about the competitiveness of their city in functioning efficiently and helping them attract talent
Specialised decision-makers	Local mobility politicians	The local politicians and other public decision-makers most directly interested on the use of big data in transport
	Transport industry and & research leaders	Decision-makers in the private and research sectors supplying technical solutions in urban transport
Highly Specialized	Local mobility servants/experts Other urban planning professionals	Experts working for the local mobility politicians, above, as well as consultants, analysts etc.
	Transport industry/research professionals	Professionals in the private and research sectors supplying technical solutions in urban transport

4.2.2 Our goals for these audiences

We do not communicate with the audiences without a reason – we wish to initiate an outcome, worthy enough convincing a CEO to invest at an innovative approach to public transport planning piloted in a city, or similarly when helping cities team up with technology providers to propose a project.

Table 4 therefore sets out the goals we wish to reach for each audience category and under these lights all activities are organized around the achievement of these goals.

In this version of the document, these goals are unchecked against audience expectations and motivations representing our ambitions.

In the final version of this communications strategy, these goals will be validated using the audience research, so we will know whether they are realistic. ***AI4CSM*** undertook an audience prioritisation exercise for reaching to the table depicted below:

TABLE 4: GOALS PER AUDIENCE

Audience Group	Project goals
All	Be a Multiplier: promote ***AI4CSM*** benefits to their audiences
Interested Audiences	
Concerned citizens	Pressure local politicians to learn from ***AI4CSM*** and influence the openness of data. Use: "cities like ours did this and it worked. Why not us?"
Local related politicians and civil servants	Recommend ***AI4CSM*** - to their peers in transport
Regional/national environment and transport politicians and civil servants	Recommend ***AI4CSM*** - to city transport decision makers in their region/country that could influence the use of big data at local level owned by the cities, and openness of data.
Specialized Audiences	
Local mobility politicians	Join the big data community to contribute to community learning, learn from ***AI4CSM*** results, and transfer them to their city. (Likely to direct civil servants to do so)
their civil servants, other urban planning professionals	Idem (Likely to actually do the majority of the work)
Transport industry and the research leaders	Join the big data community to contribute to learning, learn from ***AI4CSM*** results, and transfer them to their urban transport projects (research, demonstration, implementation) (likely to tell their professionals, below, to do so)
Transport industry/research professionals	I (Likely to actually do the majority of the work)

4.2.3 Multipliers

Multipliers have an immensely important role as 'message transmitters' to potentially new outlets To create a multiplier effect on project results through a two-sided innovation and incubation strategy is foreseen by the project. Multiplier organisations may not necessarily be large in numbers but may have enough influence to derive direct and/or indirect benefit from their actions in support of ***AI4CSM***.

The key motivators of the strategy as these are identified at the inception phase of the project are:

- These "intermediary" organisations who play a very significant role in supporting other audience/users and have the expert local knowledge and presence to perform actions that cannot easily and effectively be achieved by a centralised project team.
- Effective mobilisation of these key individuals/organisations can save money and effort, and can boost significantly the total impact of promotion activities.
- Differing from government ministries (which can be used for passive publicity purposes), multipliers will be identified and contacted at the onset of the contractual period.

The value of ***AI4CSM*** for their organisation will be underlined, and as a direct benefit we might offer one or a **combination of the following incentives**:

- coverage of local news on a regular basis.
- advanced information on events and conferences.
    - Receiving know how and being on board o latest developments, belonging in the project "interest group".

More specifically and as planned in ***AI4CSM***, TG (WP7 leader) will engage high-level external experts. IFAG will engage ***AI4CSM*** with those projects compiling the mobility.e umbrella within ECSEL, as well as through identifying similar initiatives within KDT.

4.2.4 Exploring Synergies

The key success factors for the dissemination of ***AI4CSM*** are both individual and institutional. For this reason we will rely on the diversity of actors, and a variety of networks. In this respect, this subsection sets the scene for creating a plan to explore those synergies.

At this stage, the dissemination process of ***AI4CSM*** will attempt to bring to light possible synergies in the impact related activities. Exploring synergies with other projects within ECSEL/KDT, committees, networks and initiatives, may prove to be a cost-efficient and future ensured manner to promote the project and disseminate it through the channels and services of the synergy projects.

Online synergies

In particular we could investigate specific activities that could create online synergies with other projects such as:

Other related projects, services, committees, and initiatives. The interaction between the abovementioned could have a combined effect in terms of dissemination impact that would be greater than the sum of their individual effects. These online synergies may involve:

- Special coverage on themes, publication of a targeted blog referring to an ***AI4CSM*** deliverable
- Advertisement of special issues, piggy back and on line advertisement on events, e.g. workshop, e.g.
- Web banner campaigns
- Electronic poster campaigns
- Cooperation with other framework contracts, i.e. relevant support actions under ECSEL and KDT.
- RSS feed exchange on the targeted project websites

Although this type of "interaction" between other projects, initiatives and services may be primarily influenced by political decisions (for example upon EC approval or suggestion), it is important to note that such synergies can provide long-term promotional and visibility solutions that are mutually beneficial to all parties involved due to their combined effect as explained above.

5 Impact through dissemination

Dissemination literally means sowing seeds, and going beyond publication of the project results and achievements targeting at diffusing research findings to specific audiences.

Dissemination and the evaluation of the dissemination strategies utilized can also provide a better understanding of the barriers to dissemination and lead to greater utilization of the most effective dissemination strategies in future research projects. It is not a single act since it involves several mechanisms throughout the life of the project and each activity targeting at achieving a specific goal. Under this light, dissemination activities should be carefully and appropriately considered and outlined in a dissemination strategy from the inception phase of the project, focusing on the needs of the audiences who will use the knowledge and as an effect disseminate research findings. In order to respond to the need for high quality and creativity that meet the specificity of the engaged audiences, ***AI4CSM*** will produce sets of promotional material with the possibility to flavour them with national or local content where applicable with the cooperation of demonstrators or local stakeholders which will be diffused on specific dissemination channels and tools. The analytical list of dissemination tools foreseen until the end of the project are carefully described below. Developing dissemination products organisation and the inclusion of several sub-processes such as information gathering, analysis and translating among others is foreseen.

5.1 Dissemination objectives

Dissemination activities are expected to diffuse the scientific and technological knowledge generated in the context of the project, aiming to ensure both a mid– and long-term impact by informing the European target audiences A-G. The dissemination strategy to be applied is aligned to the following objectives:

- DISS. OBJ. I: Maximize ***AI4CSM*** outreach in the target audiences via appropriate key messages. (Target Audiences: A-G)
- DISS. OBJ. II: Diffuse the scientific and technological knowledge generated in the project within and beyond the project's consortium. (Target Audiences: A-F)
- DISS. OBJ. III: Establish liaisons with other projects and initiatives for knowledge and innovation transfer. (Target Audiences: D-E)
- DISS. OBJ. IV: Engage the targeted audiences to get feedback, validate and ensure broad applicability of the project's results. (Target Audiences: A, B, C, D, E, F)
- DISS. OBJ. V: Attract potential users / clients, foster the acceptance of the project's outcomes by new and current users and stimulate the appropriate market segments to support the project's exploitation strategy. (Target Audiences: A, C, E)
- DISS. OBJ. VI: Encourage the development of further outcomes in new initiatives. (Target Audiences: A, B, C, E)

The project's dissemination activities will be characterized by active, a priori awareness and validation by the targeted audiences and will be collectively performed by all partners, according to each partner's profile and expertise. The industrial partners will approach their relevant industry sectors, as well as their distributors and client networks, while the academic and research partners will focus on disseminating the project results towards research institutes and universities across Europe.

5.2 Detailed activities planned

Out initial dissemination plan ensures that the suitable interactive and / or non-interactive dissemination activity is chosen based on the target audience, and presents different intensity depending on the phase

and the evolution of the project. It needs to be noted, that this plan is complemented by another phase "Phase IV: Post-project Dissemination" which will be developed during the project and will cater for the further promotion and exploitation of project's results beyond the contractual implementation. In fact, the creation of a community of interested stakeholders and potential users is anticipated to ensure sustainability and transfer of data and knowledge beyond the project duration, ensuring in such a way the continuation of research and the increased take-up of results. For this reason, the project's dissemination activities will also include continuous monitoring of the achieved impact in order to increase the size of the community, along the project.

Research Community

- *Special Issues organization:* The consortium will organize networking event to foster mindset change to apply connected and shared mobility solutions in the Digitalized society. The high scientific profile of the participating academic and research institutes guarantees the success of these special issues, which will demonstrate the project's achievements worldwide.
- *Workshops organization:* The consortium will organize workshops throughout the project's duration, where interested researchers and industry professionals can go and learn about connected and shared mobility and how to implement it.
- *Contribution to international journals and conferences:* All the interesting and innovative research results of ***AI4CSM*** will be published in leading international journals in the field, as well as presented to international conferences. It must be pointed out that all principal investigators from research and academia involved in ***AI4CSM*** comprise well-recognised experts in their field and they participate in wider associations in their fields of expertise, ensuring this way the successful dissemination of ***AI4CSM*** results and research findings. Achievable qualitative and quantitative targets will be set during the dissemination planning. It must be pointed out that all principal investigators from research and academia involved in ***AI4CSM*** comprise well-recognised experts in their field and they participate in wider associations in their fields of expertise, ensuring this way the successful dissemination of ***AI4CSM*** results and research findings.
  An initial list of potentially interesting conferences and journals includes IEEE Transactions on Vehicular Technology, IEEE Intelligent Transportation Systems Magazine, IEEE Transactions on Industrial Electronics, European Transport Research Review (Open Access), Transport (Open Access), Transportation Research, Part C: Emerging Technologies, International Journal of Intelligent Transportation Systems Research, Advances in Transportation Studies, Archives of Transport (Open Access), International Journal of Computer Vision, Knowledge-Based Systems, Neural Computing and Applications, Cognitive Processing, International Conference on Extending Database Technology, EDBT, European Safety and Reliability Conference, ESREL , ACIS Conference on Software Engineering Research, Management and Applications, ACM Conference on Embedded Software, International Wireless Communications and Mobile Computing Conference, ACM/IEEE International Conference on Modelling, Analysis and Simulation of Wireless and Mobile Systems, Advanced Concepts for Intelligent Vision Systems, IEEE Conference on Intelligent Transportation Systems, etc.

Achievable qualitative and quantitative targets will be set during the dissemination planning. Our initial targets include: **two related conferences** in which ***AI4CSM*** will be active, **one press release per year**, **6 publications in scientific conferences per year**, **4 publications in scientific journals per year**, **3 newsletters**, **four Master Thesis** and at least **two PhD Thesis**.

Contribution of Industrial and Business world

AI4CSM has a group of industrial partners, SMEs and research institutes, with strong networking profiles, which will lead the dissemination of the project's outcomes to the industry. This will be achieved through direct dissemination activities such as e-marketing campaigns, news groups, mailing lists / e-Zines (electronic magazines), online press and on-site promotions. Furthermore, dissemination through partners' web sites, with their experiences of this solution and the high level of service provided by the ***AI4CSM*** platform will be sought.

Exhibitions and participation in specialised events, forums and platforms, will guarantee wide dissemination of the results in EUs scientific and innovative business scenes. Finally, indirect dissemination will be accomplished via consortium partners' public relations, word of mouth, articles and assessment written by independent reviewers.

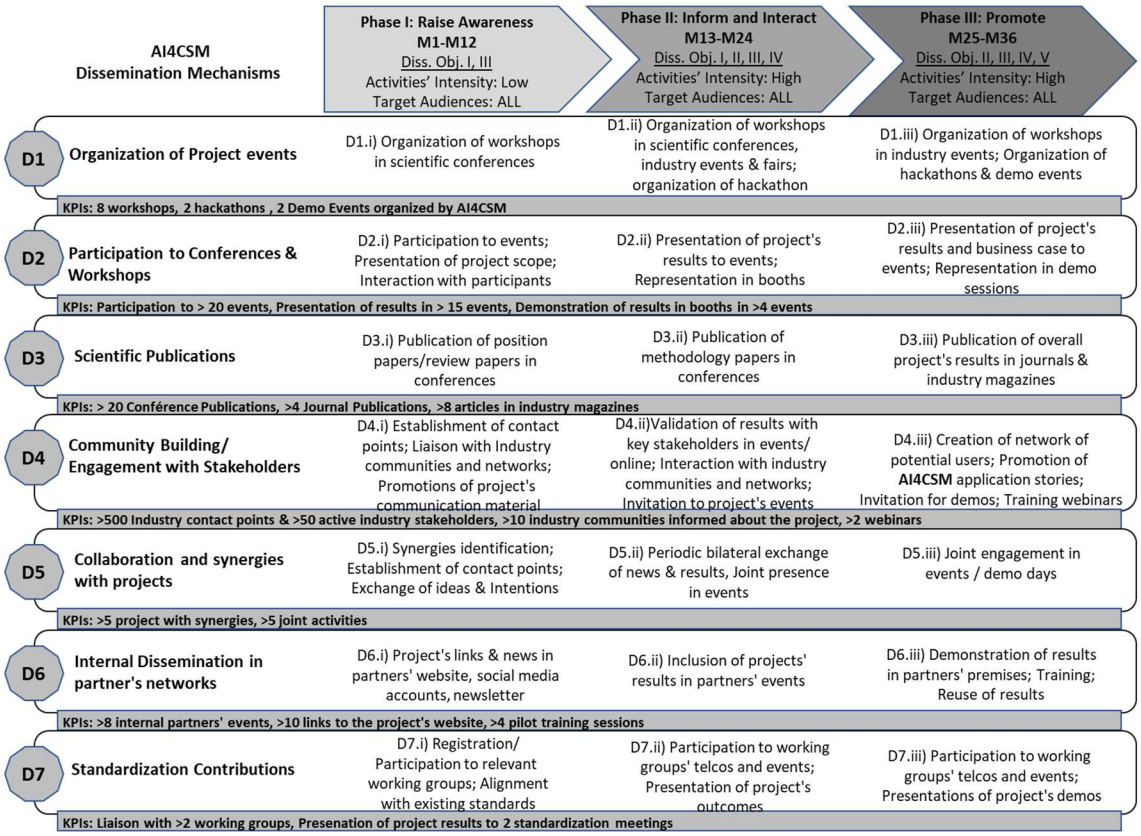

Figure 2: ***AI4CSM*** plan for dissemination activities

6 Impact through communication

All across Europe scientific institutions and innovative companies face the demands of a challenging a new research framework: KDT where we identify a switch in the strategic focus which now is focusing on challenge- and impact-driven. Assessing the impact and value of communication activities, gaining organisational support or simply learning how to work better are amongst the key benefits of evaluation.

Most communication campaigns aim to change individual attitudes and behaviours or to mobilise public and decision-maker support for policy change - or a combination of both. A visual representation of the pathway between communication activities, the intended outputs, outcomes and ultimate impact is important in pinpointing the evaluation.

TABLE 5: PATHWAY BETWEEN COMMUNICATION ACTIVITIES

Activities	Output	Outcome	Impact
Media	Coalitions	Awareness	Behavior Changes
Web	Production of material	Opinions	
Coalitions	Media Coverage	Behavior/Mobilisation	
	Events Held	Policy Maker Support	Policy Changes
	Web Traffic Analysis	Policy Support Mobilisation	
	etc		

Most communication evaluation focuses on output: measuring communication performance (e.g. number of press releases issued, events held, press presence, number of communication messages exposed etc.). Although this can be useful initial feedback, far more important is to measure outcomes: did communication activities result in any opinion, attitude and/or behaviour change amongst targeted audiences? Of similar importance leading to change is the need to craft specialized messages that makes a project passing a sustainable story to the world.

The aim of evaluation may not always be to prove that communication efforts definitely caused change, but to assess the assumptions and quality of the communication activities.

Methods to evaluate communication campaigns vary according to the objectives set and activities used. In the evaluation section, we suggest a methodology for evaluation

6.1 Overview

All actions that contribute to the diffusion of the project's results beyond the consortium and the direct stakeholders are considered as Communication activities. In essence, the main objective of the communication activities is to maximize the project's innovation potential and to attract a wide range of stakeholders who are invited to embrace the project's results and benefit from the project's advancements. In this direction, ***AI4CSM*** will:

- Define concrete and measurable objectives for the communication activities and will link these objectives with the appropriate target groups.
- Implement a solid, modern and inclusive communication strategy.

- Set up the different channels, tools and mechanisms that will be used to implement the communication plan and reach the targeted audiences.
- Define the guidelines for the implementation of communication and dissemination actions (e.g. project identity, messages to convey, internal reporting rules, etc.).
- Put into action an iterative communication and learning process, which shall measure the level of response per communication mechanism and interpret the corresponding insights.
- Closely monitor the impact of the communication activities in order to be able to apply corrective actions whenever necessary and identify opportunities that can maximize visibility.

6.2 Communication objectives

The communication strategy is driven by the following communication objectives which are directly linked with the different phases of the project and the corresponding targeted audiences:

- COMM.OBJ. I: To create awareness of the project among the full range of potential adopters / users in the general public. (Target Audiences: A-G)
- COMM.OBJ. II: To provide a clear view of the project's concept, goals and results by formulating adapted key messages, and preparing communication material. (Target Audiences: A-G)
- COMM.OBJ. III: To create an active community of potential users and collect feedback to be considered by the project's activities. (Target Audiences: A-G)
- COMM.OBJ. IV: To prepare the ground for the exploitation of project's results. (Target Audiences: A-G)
- COMM.OBJ. V: To support targeted dissemination of the project's results. (Target Audiences: A-G)

6.3 Detailed activities planned

To ensure the different communication objectives are addressed effectively and 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. An initial communication plan is depicted in Figure 16. It needs to be noted that an additional phase, "Phase IV: Post-project Communication", is also envisaged to guarantee further promotion of project's results beyond its contractual implementation but is not depicted in that figure.

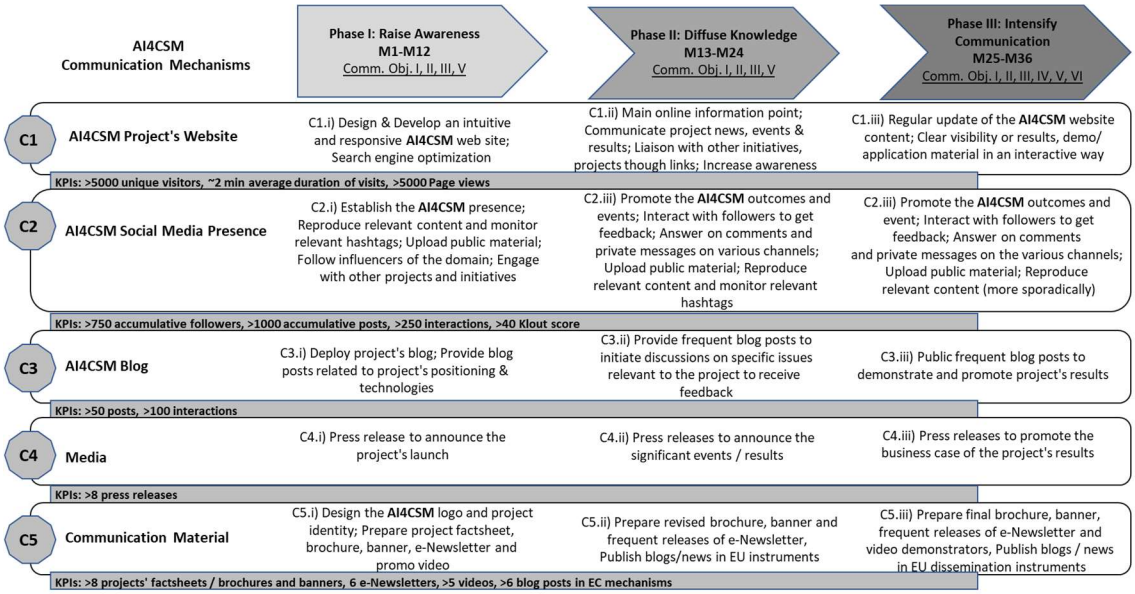

FIGURE 3: *AI4CSM* PLAN FOR COMMUNICATION ACTIVITIES

7 Impact through exploitation

Although dissemination and exploitation are closely related, they are distinct processes. While the mechanisms for dissemination and exploitation (mainstreaming and multiplication of results) often overlap, dissemination (including also information provision and awareness raising) can take place from the beginning of a project and intensify as results are becoming available, but full exploitation can happen only when it becomes possible to transfer what has been learnt into new policies and improved practices. Exploitation is a process that reaches beyond the life of the project so that its results are sustained.

The process of disseminating and exploiting the results of projects with a view to optimise their value, strengthen their impact, transfer them, integrate them in a sustainable way and use them actively in systems and practices at local, regional, national and European levels increase the global impact of the project.

.Any action to disseminate know-how must be compatible with IPR, confidentiality requirements and the legitimate interests of the partners as established in the project consortium agreement. Partners should be informed prior to dissemination and along these lines, the coordinator and WP leader should be receiving notification for all activities involving the results diffusion from partners well in advance.

This is the process for measuring impact through SC specific activities focusing on the various demonstrators (communication on behalf of demonstrator related partners, demonstration activities, open demonstrator workshops, etc.).

This process involves reports from demonstrator partners in the following form:

- Demonstrator Scope.
- Demonstrator Objectives.
- Demonstrator Resources.
- Demonstrator Reference Group.
- Demonstrator Participants.
- Demonstrator Schedule .
- Success Criteria and Metrics (Key Performance Indicators – KPIs).
- Demonstrator Impact Evaluation.

8 Conclusions

This document has presented an initial plan for managing the impact created within the AI4CSM project, in terms of:

a) Dissemination plan
b) Communication plan
c) Identification of key stakeholders for transmitting the AI4CSM messages

9 References

List of figures

List of tables

- Last page of the document is intended to be blank! -