

DELIVERABLE

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D8.1 COMMUNICATION PLAN

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Revision History

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Executive Summary

OpenTransportNet - Spatially Referenced Data Hubs for Innovation in the Transport Sector - (OTN) aims to make GI more accessible and useable for both business innovators and public sector stakeholders through a series of collaborative virtual service hubs aggregating, harmonising and visualising open transport-related data from a wide variety of sources. A further layer of business support services on the Hubs will drive the rapid creation of innovative new applications and services.

This Communications Plan sets out a clear strategy allowing the project partners to address all relevant project stakeholders involved in the development, deployment and growth of the OTN solution on the regional, national, EU and global levels. The Plan outlines all activities that will be delivered during the course of T8.3 Communication and Dissemination Activities and the liaison with the WP6 Pilot Deployment and Validation and WP7 Innovation Impact and Evaluation. The Plan describes the overall design and use of strategic communication tools that will be used by the WP8 lead ISSY with support of all project partners to deliver the deployment of large-scale communication and promotion campaigns that will ensure a widespread dissemination of the OTN solution and the project results.

The communication plan initially sets out the Audience, categorizing it into several main Stakeholder Groups and Demographics, mapping their interests and defining key messages. The plan then moves on to describing major tactics to be used during the course of the communication strategy, along with a brief overview of the expected impact of each tactic type, before entering the core of the strategy.

The strategy is formulated in terms of two simple, easy-to-implement tiers (Pilot and Project levels), which reflect the work required to be delivered by the communication WP covering all areas of the project. Each level, subdivided into different project phases, has a specific purpose. Phase-specific Mini-Campaigns will outline objectives, inputs and activities to be carried out, will describe expected impact, key messages and underline Partner responsibilities.

The final sections of the plan describe monitoring and evaluation mechanisms and management responsibilities of project partners, as well as reporting structures ensuring that every partner in the consortium is involved in communication and outreach activities in the most effective manner.

1 Introduction and Objectives

1.1 Introduction to OTN

OpenTransportNet - *Spatially Referenced Data Hubs for Innovation in the Transport Sector* - (OTN) aims to overcome the barriers that are stopping cities from unlocking the benefits presented by the increasing availability of Open Data (OD) and Geospatial Information (GI).

Building on common standards for Geospatial Information use, such as the INSPIRE Directive, OpenTransportNet will make GI more accessible and useable for both business innovators and public sector stakeholders through a series of collaborative virtual service hubs that aggregate, harmonise and visualise open transport-related data from a wide variety of sources.

By making it easier for users to understand and develop insights from data, OTN will increase their innovation capacity to create new services for the transport domain. A layer of business support services on the Hubs will support the end-users in their creation of innovative new applications and services and help them to go to market with their innovations.

1.2 Expected Impact

As described above OpenTransportNet will increase innovation capacity in the Public Sector and SME Private Sector across Europe by opening, harmonizing and promoting a full range of transport data to achieve the following impacts:

- Stimulation of new service ideas;
- Improvement of decision-making processes;
- Creation of new business opportunities;
- Enhancement of the quality of applications and services in the transport domain
- Advancement of GI standards such as INSPIRE and Copernicus

1.3 Purpose of the Communications Plan

The success of OpenTransportNet will not only be judged on its technical achievements, i.e. the creation of the Hubs, but even more importantly on its ability to communicate with and engage stakeholders in using the Hubs to deliver the expected impacts and achieve the overall project vision. This document outlines the Communication Strategy and approach that OTN will adopt throughout the project lifecycle to engage stakeholders to achieve the following objectives:

- To support the project at each stage of its lifecycle in achieving overall goals and objectives
- To ensure the appropriate stakeholders are engaged in the project at relevant points of delivery
- To promote the achievements and outputs of the project to encourage new adopters of OTN
- To outreach to relevant projects and initiatives to share knowledge and bolster innovation

To ensure that the Communications Strategy will meet its objectives, it is completely reliant on the participation and support of ALL project partners. For outreach to deliver effective results, the Hub development stages need to be delivered on time meeting all user requirements. In addition ALL partners are expected to leverage their contacts and networks to support European-wide dissemination actions in order to help stimulate demand for the Hub solutions.

2 Stakeholder Management

To create a clear, compelling and effective Communications Plan it is important to know exactly who the stakeholders are that will need to be engaged with during the project. A stakeholder is defined as anyone that will be impacted by the project either positively or negatively. The benefits of understanding OTN's stakeholders are that complex numbers of stakeholders can be grouped and managed using specific strategies. Powerful and influential stakeholders can be identified early so they can be engaged in co-design so their input can shape the architecture and overall Hub solution. Plus conflicts and issues can be identified at an early stage allowing strategies for resolving potential risks to be mitigated before they turn into issues. OTN's diverse set of stakeholders include:

- Citizens, local communities and organisations - *will benefit from new services created by OTN*
- SMEs, entrepreneurs and networks - *can access data and tools to create new services*
- Local incubators and innovation Centres - *can provide OTN as a resource to help their members*
- Government decision-makers - *can use insights from OTN data to make better decisions*
- Public and Private Sector Data Owners - *need to release data to increase value of the Hubs*
- Urban Planning departments - *can generate insights to inform decision making*
- Transport operators, both public and private - *can enhance existing services, create new ones*
- Expert communities (e.g. Smart City networks) - *benefit from the state-of-art advances of OTN*
- Standards Bodies (e.g. INSPIRE, W3C, Open Geospatial Consortium - OGC) - *advance standards/common approaches from OTN outcomes*
- Other similar projects - *share resources, lessons learned and undertake joint research*
- Traditional, Online and Specialist media - *good news stories about OTN and its achievements*
- European Commission - *meeting project targets, advancing innovation capacity across Europe*
- OTN Consortium - *what needs to be done, where, when, how and by whom*

To manage this broad and complex group, OTN has categorised the stakeholder types into four categories using the OGC's Managing Successful Programmes (MSP) framework¹:

- **Users:** The people who will use the outputs or products derived from the project. For OTN they are the beneficiaries of the Hubs and include citizens, SME's and City Managers
- **Governors:** These are the folk who have an interest in how things are managed on the project. For OTN this includes the European Commission
- **Influencers:** These are the groups of people who have the ability to change the direction of the project. For OTN these groups include Media, Policy Makers and Standard bodies such as W3C and the OGC who will be providing expert advice to the project through special Open GI Panels
- **Providers:** As expected, this group includes everyone delivering the project. For OTN this is the entire project consortium and can be expanded to include anyone who provides resources to the project, for example new data owners.

It is worth noting at this stage that individuals may fall into more than one category. For example city managers can be both Users and Influencers, as they can use the Hub to generate insights from data, but also have control as to whether their City adopts the Hub solution permanently.

The purpose of categorising the stakeholders is to be able to provide them with targeted communication material that is meaningful to their needs and role. In order to understand the needs of the different groups, OTN has undertaken an Interest Mapping exercise as shown in the table below.

¹ <http://www.msp-officialsite.com/home/Home.asp>

OTN Stakeholders		Areas of Interest													
		CIP Work Programme	Project Management	Geo-Spatial and Linked Data	Open Data Benefits	INSPIRE standards	Data Insights and Services	New Service Development	Hub Training	Business Support Tools	Project Achievements	Lessons Learned	News	Conferences and Events	Business Plan
Users	Citizens				•		•	•					•		
	SMES			•	•		•	•	•	•	•		•	•	•
	Incubators				•				•	•			•		
	City Depts.			•	•	•	•	•	•	•	•	•	•	•	•
	Data Owners			•	•	•	•	•	•	•	•	•	•	•	•
Governors	European Commission	•	•	•	•	•	•	•	•	•	•	•	•	•	•
	OTN Consortium	•	•	•	•	•	•	•	•	•	•	•	•	•	•
	Other Projects			•	•	•	•	•			•	•	•	•	
	Expert Communities			•	•	•	•	•			•	•	•	•	
Influencers	Decision Makers				•		•	•			•		•		
	Media										•		•	•	
	Standards Bodies			•		•					•		•	•	
Providers	Data Owners			•	•	•	•	•	•	•	•	•	•	•	•
	OTN Consortium	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Table 1: Stakeholder Interest Map

The Stakeholder Interest Map confirms the following information about our groups:



Users: This group cares about benefits, insights from data, training and news. It is important not to drown them in technical information about data and INSPIRE standards so they become confused and lose interest in OTN.



Governors: Are interested in the same elements as Users, but also require further information on how the project achieves its impact. They are not necessarily interested in using the Hubs directly themselves but would like to understand the benefits of it.




















Influencers: Primarily interested in project achievements and project news, so they can share knowledge and help promote OTN. Influencers require the highlights of the project, but like Users do not want to get bogged down in technical detail (unless they are from specialist media).












Providers: As expected are interested in nearly every aspect of the OTN project.

3 Tactics for Outreach

Now we know who the key Stakeholders are for OTN we can decide which are the best channels for reaching and engaging with them during the project.

<u>Tactic</u>	<u>Description</u>	<u>Most Appropriate For</u>
OTN Project Website (see Annex B)	The Project Website is separate to the Hubs themselves. It will contain information relating to the project and its partners and will promote the projects achievements and host the outputs (deliverables) from the project as they are delivered.	  
Social Media Channels	Social Networking helps to connect with stakeholders on a regular real-time basis by developing a personality for the project. Facebook, LinkedIn and Twitter will be used to engage with members, gather their feedback and update them with small, useful pieces of information or tasks rather than larger news items which can be overlooked.	  
Leaflets and Flyers	Leaflets and other communication tools will be useful to disseminate the project information succinctly and clearly to different audiences at specific events, conferences and other outreach opportunities.	  
Posters	Displaying eye-catching posters in prominent public positions is a useful technique to grab passer-by's interests and give them a call to action, e.g. Attend a workshop, launch event, access the OTN Hub	
Newsletters	Regular newsletters (at key points of project achievement) provide an opportunity to provide already engaged stakeholders with an update of project activities, remind them of the benefits of OTN and encourage them to stay involved or participate in any new tasks that we need input for.	 
Publications	Publications range from opinion piece Blogs to White Papers for Journals. They are mostly used to engage specialist audiences and focus on a specific question or issue that need to be answered.	 
Presentations	They will be used to draw expert attention to OTN, to highlight the technical advances made by the project and gain buy-in to the long-term benefits of this form of Open Innovation platform use.	  

Conference Speaking and or Exhibiting	Conferences are key to connect with specialist groups and disseminate information about the project at an appropriate relevant level of detail to provide particular reference to those specialist areas. This allows for detailed and personalized contact, as well as provide good networking opportunities.	
Press Releases	Press Releases will be used to attract favourable press coverage of the project and its results and to boost the success of the pilots. It will help generating a wider network of stakeholders for the project.	
Training Event	Instructional events can be held at various trade shows, conferences and events. These events will build knowledge and competency among citizen/business app developer communities. They will contribute in generating a stakeholder community for the pilot deployment of the platform.	 
Gamification	Gamification techniques such as awarding badges for achieving certain levels of use will be incorporated into the OTN Hubs to motivate users to keep returning to the Hubs to volunteer information and use the services	 
Video	Videos of the Hub solution in action and feedback from users and influencers will be created to provide compelling visual material that will easily showcase OTN benefits in a matter of minutes	  

The list of tactics will be reviewed and updated as the OTN project progresses. All tactical communications material will be stored on the MyMinds project portal where it can be accessed by any member of the OTN Consortium.

4 Strategy for Outreach

The previous sections of our Communications Plan outlined who our target audience is, why they need to be engaged and provided an overview of the tactics that may be adopted for engaging with them. In order to deploy these tactics effectively over the three-year project period to help OTN achieve its goals, the Dissemination Team has developed a tailored communications strategy for engagement based on the two levels of outreach:

- 1) **Pilot level Communications:** at the Pilot level, the Communication strategy will focus on growing the local user base of the OTN Hubs to validate the solution and provide concrete impact evidence for continuous use and adoption by new customers. Engagement at this level will mainly focus on Users and Local Influencers. Key Objectives include:
 - Engage Data Owners and encourage them to open their data to OTN Hubs;
 - Engage Users (SMEs, Citizens, Authorities) to help in the process of shaping the Hubs
 - Grow local communities to use and support the data Hubs - increase end user capacity

- 2) **Broader European Level Communications:** at the Project level, the Communication Strategy will focus on showcasing project achievements and findings to identify potential adopters for new Hub instances. Engagement will mainly focus on National and European Influencers and Governors. Key Objectives include:
 - Cluster with relevant projects in the GI and Transport fields to identify shared opportunities for knowledge exchange and growth
 - Ensure pilot findings are translated into key messages for the Open GI Panels led by UWB
 - Find a Proof of Concept site to establish the validity of OTNs business model for scalability
 - Identify and attract new Adopters that will set up new Hub instances

To manage each of the above communication levels in an effective way, where the inputs and outputs of each process supports each other, OTN will adopt and adapt a traditional sales and marketing funnel framework. The framework works on the basis that the first stages of communication focus on raising Awareness and Interest in the OTN solution through its initial research and piloting activities. As the impact evidence builds the project then moves into a phase that creates Desire for the OTN solution by showcasing the evidenced benefits, before finally transitioning into an Action or 'sales' stage where Stakeholders are taking up the Hub solution outside of the pilots.



Figure 1: OTN Communications Funnel Framework

The Framework will be deployed through a series of mini-campaigns as shown below:

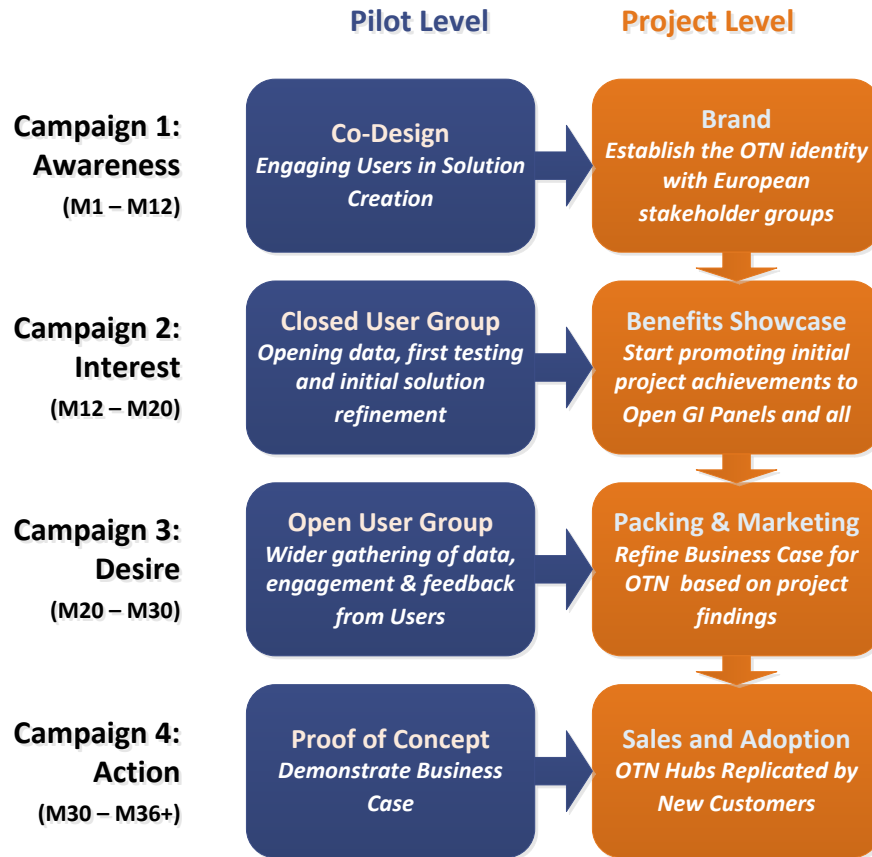


Figure 2: Communication Campaign Strategy Overview

Each Campaign phase is designed to ensure the pilot level achievements and outputs are fed into wider European/project level dissemination efforts, to create a cascading sales effect that will stimulate demand and adoption of new OTN Hubs.

The pilot level campaign phases are based on the pilot testing phases from closed user group testing to the deployment of a new Hub deployment as a proof of concept strategy. The project level phases follow the steps needed to prepare the OTN solution to go to market.

The following chapter will outline the high level strategy for each of the Campaign phases. Each Campaign will be revised at the start, appropriate messages and material created, and activities will be managed through coordination on OTNs project management portal - MyMinds. A specific pilot toolkit will contain key communication material that each pilot site may need for their engagement activities such as, template workshop posters, press release template, slide decks, flyers, and a local newsletter template.

5 The Campaigns

5.1 Campaign 1: M1-M12: Awareness

LEVEL	PILOT LEVEL: Co-DESIGN	PROJECT LEVEL: BRAND
Aim	Engage end-users in co-design activities to gather their requirements and gain buy-in	Establish the OTN name as an up and coming project - watch this space
Inputs	<ul style="list-style-type: none"> List of identified stakeholders; List of local dissemination events; List of local and national press contacts; 	<ul style="list-style-type: none"> List of associated projects; List of relevant events/conferences List of major Social Media channels List of European press contacts.
Tasks	<ul style="list-style-type: none"> Send flyers/brochures to stakeholders to introduce them to the project; Personal calls and email Invitations to invite stakeholders to Co-Design workshops Attend local events to speak about OTN and its aims Host Co-Design workshops Keeps participants informed after workshops through local newsletters, email updates 	<ul style="list-style-type: none"> Send out project launch Press Release to specialist and mainstream press as well as pan European online and offline media. Connect the project with existing EU initiatives targeting GI, OD and Open Innovation Attend conferences and networking events to announce that the OTN project has launched Distribute information (flyers, brochures) at events, encourage sign up to the news letter Set up and use the websites and social networking channels (Facebook, Twitter, LinkedIn) to reach broader community
Targets	<ul style="list-style-type: none"> Minimum 1 workshop hosted per pilot 5 local events/workshops attended; 10 datasets and owners identified; Local media coverage - 5 articles published in local/specialised press 	<ul style="list-style-type: none"> 4 international specialised events attended; 150 contacts added to newsletter; 200 Facebook followers; 200 Twitter followers; 50 LinkedIn members; 5 EU projects affiliated to OTN; 10 articles in international/European press.
Key Messages	<p>USERS</p> <ul style="list-style-type: none"> Be part of a cutting edge new project that can enhance your business offerings and <p>GOVERNORS/</p> <ul style="list-style-type: none"> Find out how OTN will help you make more informed decisions, deliver better services and save you money. 	<p>GOVERNORS</p> <ul style="list-style-type: none"> OTN Hubs are coming soon to unlock innovation in the transport sector; <p>INFLUENCERS</p> <ul style="list-style-type: none"> OTN will advance semantic standards for GI use - INSPIRE, Copernicus etc.
Partner roles	BCC, HSRS and ANTR to lead Pilot dissemination activities.	WP8 leader ISSY and 21c to lead and coordinate dissemination activities; All partners to conduct relevant dissemination activities and promote the OTN solution.

Table 2: Awareness Campaign

5.2 Campaign 2: M12-20: Interest

LEVEL	PILOT LEVEL: CLOSED USER GROUP (CUG)	PROJECT LEVEL: BENEFITS SHOWCASE
Aim	Gather user-feedback to improve the initial beta-solution	Further building the OTN brand on a larger scale based on actual project impact
Inputs	<ul style="list-style-type: none"> Selected user group participants 	<ul style="list-style-type: none"> List of EU speaking opportunities List of affiliated projects List of Social Media channels
Tasks	<ul style="list-style-type: none"> Invite contacts to participate in CUG Run training sessions to guide stakeholders on using Hub and capture their feedback Encourage participants to bring their friends/contacts/colleagues to the CUG events Identify gamification techniques Networking activities with stakeholders during local events. Dissemination of closed-user group results through local newsletters and social media channels Encourage dataowners to commit more datasets on the hub? See the relevant targets in the DOW part B, 	<ul style="list-style-type: none"> Feed back relevant project findings into Open GI panels to influence standards discussions Use existing consortium social networking contacts (Facebook, Twitter, LinkedIn) to promote first results; Regular press contacts; write short articles to disseminate first results and advertise the open call for OTN Hub testing; Write scientific papers to start showcasing the OTN collaborative design approach. Secure speaking slots at relevant conferences to promote first findings Dissemination of closed-user group results and project progress through regular Online Newsletters.
Targets	<ul style="list-style-type: none"> 50 Participants in the CUG 1 Local newsletter distributed 150 datasets Gamification techniques identified 	<ul style="list-style-type: none"> 200 total sign-ups for the OTN Newsletter; 250 Facebook followers; 300 Twitter followers; 10 total affiliated EU projects; 10 articles in international/European press.
Key Messages	<p>USERS</p> <ul style="list-style-type: none"> OTN is a platform designed by local users for local users; OTN gives you the chance to shape the transport services you want and need <p>PUBLIC ADMINISTRATION</p> <ul style="list-style-type: none"> OTN will help you better communicate and collaborate with SMEs and citizens. 	<p>GOVERNORS</p> <ul style="list-style-type: none"> OTN is a platform designed by users for users to bolster Collaborative Innovation across Europe The OTN solution will promote the benefits of collaborative innovation and design at the local, national and European levels <p>INFLUENCERS</p> <ul style="list-style-type: none"> OTN will advance semantic standards for GI use - INSPIRE, Copernicus etc.
Partner roles	<p>BCC, HSRS and ANTR to lead Pilot CUG Dissemination activities.</p> <p>CEN and 21c to collect feedback form users and in collaboration with the Technical Partners (INTRA, UWB, HSRS, EX, ECIP) integrate it into the Hub functionalities.</p>	<p>WP8 leader ISSY and 21c to lead and coordinate dissemination activities;</p> <p>All partners to locally conduct relevant dissemination activities and promote the OTN solution.</p>

Table 3: Interest Campaign

5.3 Campaign3: M20-30: Desire

LEVEL	PILOT LEVEL: OPEN USER GROUP (OUG)	PROJECT LEVEL: PACKING & MARKETING
Aim	Open OTN to a wider user base	Use pilot feedback to prepare and package OTN for marketing (in the following phase)
Inputs	<ul style="list-style-type: none"> List of local contacts for local Chambers of Commerce/Business Orgs/Incubators, open community, universities etc; Identification of advertising channels (social media, newspapers, events, etc.); Adapted marketing materials (flyers, banners, posters) 	<ul style="list-style-type: none"> List of EU conferences and events; List of affiliated projects; List of Social Media channels Findings and results from the user group testing Knowledge from other similar EU projects
Tasks	<ul style="list-style-type: none"> Open call by Pilot Partners to Pilot audience to access and use the local innovation Hub; Run business innovation workshops in conjunction with local business organizations such as the Chamber of Commerce and other public & private sector actors; Promote the results of the Open User Group testing phase via Online Newsletter, online and offline media; Make use of community events (e.g. fests, community meeting) organized by local organisations to promote OTN Gamification - Distribute online reward badges to participants in the Open User Group 	<ul style="list-style-type: none"> Use newly formed connections with EU project leaders to share knowledge and network with their contacts; Use existing consortium social networking contacts (Facebook, Twitter, LinkedIn) to promote first results; Dissemination of Open User group results and project progress through regular Online Newsletters; Write scientific Transport Innovation papers targeting specialist publications in order to engage R&D institutions. Host stands at relevant conferences to demonstrate the OTN solution Use project findings to create a compelling business case for adoption of OTN
Targets	<ul style="list-style-type: none"> 300 (3x100 in each pilot) Participants in OUG; 100 Registered users for each local Hub; 3 workshops/training events organised; 5 local events/workshops attended; 350 n datasets added onto the Hub; 10 articles published in local press. 	<ul style="list-style-type: none"> 6 international specialised events attended; 300 total contacts added to the newsletter; 350 Facebook followers; 500 on Twitter 75 LinkedIn members; Identification of Proof of Concept site 15 articles in international/European press; 2 scientific publications.
Key Messages	<p>USERS</p> <ul style="list-style-type: none"> OTN is a platform designed by local users for local users; OTN gives you the chance to create the services you want and need 	<p>GOVERNORS</p> <ul style="list-style-type: none"> OTN provides a compelling business case for open GI data and open innovation; OTN unlocks innovation potential of your city by using best assets - data and citizens
Partner Roles	BCC, HSRS and ANTR, led by CEN and assisted by IMINDS will identify and promote innovative new services and continuously encourage end-user involvement;	WP8 leader ISSY and 21c to lead and coordinate dissemination activities and business case development; All partners to conduct relevant dissemination activities.

Table 4: Desire Campaign

5.4 Campaign 4: M30-M36+: Sales and Adoption

LEVEL	PILOT LEVEL: PROOF OF CONCEPT (PoC)	PROJECT LEVEL: SALES & ADOPTION
Aim	Pilots to support a new replication of OTN as a Proof of Concept demonstration	Promote the OTN business case to potential adopter and encourage new Hub take-up
Inputs	<ul style="list-style-type: none"> Fully tested operational & final version of the OTN platform, Large stakeholder register and user-base; Lots of local news coverage Gamification User Loyalty Scheme. 	<ul style="list-style-type: none"> Tested business case with concrete use evidence from pilots Large stakeholder register and user-base; Strong specialized networks and contacts Well-established OTN brand) and strong public awareness of the project.
Tasks	<ul style="list-style-type: none"> Maintain user base of local Hubs Run local press event to showcase power and value of the Hubs Support Project level dissemination activities Run a workshop with PoC site to help them with their Hub set-up 	<ul style="list-style-type: none"> Attend conferences across Europe (as speakers) to engage new adopters Write papers to showcase results Write success stories and disseminate them across media to build credibility in solution Engage all stakeholders to promote the project outcomes via their networks; Host a final project conference to showcase OTN and launch the new business venture
Targets	<ul style="list-style-type: none"> 200+ Registered Users on each Local Hubs; 5 workshops/training events organised; 5 local events/workshops attended; Local media coverage - 15 articles published in local/specialised press. 	<ul style="list-style-type: none"> 5 potential new adopters 5 international specialised events attended; 375 total contacts added to the newsletter; 450 Facebook followers; 600 on Twitter 100 LinkedIn members; 15 articles in international/European press;
Key Messages	USERS <ul style="list-style-type: none"> OTN Hub is ready to improve traffic and mobility challenges in your city; OTN Hubs give you the chance to improve accuracy of public open data and decision-making processes by volunteering GI; 	GOVERNORS and INFLUENCERS <ul style="list-style-type: none"> OTN provides a tested business case, ready to be used by your city OTN advances GI INSPIRE standards and enables smaller firms to compete with the likes of Google
Partner Roles	BCC, HSRS and ANTR to continue running their Hubs whilst providing peer support to the Proof of Concept site.	WP8 leader ISSY and 21c to lead and coordinate dissemination activities; All partners to locally conduct relevant dissemination activities to promote the OTN solution; All partners to actively engage new cities or users to join the OTN community and adopt the Hub solution.

Table 5: Sales and Adoption Campaign

Please note all activities and messages will be reviewed and updated at the start of each campaign phase.

6 Roles and Responsibilities

As mentioned at the start of this document Communications is a labour intensive task requiring the commitment and involvement of all the project partners. The mini-campaign plans above outlined key roles for each phase and this chapter provides a guide to the weekly and monthly activities to be undertaken by all.

6.1 Regular Activities

Daily - Weekly Activities	Purpose
<p>Post an article, start or take part in a discussion using OTN's Social Media Channels:</p> <ul style="list-style-type: none"> • Facebook: OpenTransportNet • Twitter: @OpenTnet • LinkedIn: OpenTransportNet <p>A Guide to Social Media is provided in Annex A.</p>	<p>Use direct messages to strike up conversations and build relationships with relevant stakeholders and encourage them to participate in relevant project activities:</p> <ul style="list-style-type: none"> • Campaign 1: Building awareness about OTN • Campaign 2 & 3: Showcasing first Pilot results and impact • Campaign 4: Call for new cities and new users to adopt the solution
Outreach to specific stakeholders	Targeting different people/groups each week will help to gradually and effectively build up a broad database of contacts rather than having to do it in one shot at key project points
Report of dissemination activities undertaken	Once a week fill out the Google reporting doc hosted on MyMinds to ensure you get credit for all your activities
Monthly Activities	Purpose
Post an article under the News Section of the Website to promote project achievements or dissemination activities	Displays dynamism, promotes project achievements and gives the social media channels something to promote about the benefits of adopting OTN
Update the Calendar of Events with potential new conferences and promotion opportunities	Provides a good overview of the future events at which OTN can be disseminated, and allows for forward planning
Decide on any paper submissions for conferences	Provides credible results for specialised audiences that will help support and influence the use of OTN

Table 6: Regular Activities

6.2 Planning and Decision Making

The OTN Communications team have seen from other projects that many communication activities are taken for the sake of ticking a communications check box, with out much thought of what each Comms activity needs to achieve. In order to ensure that OTN is different and derives maximum value for its communications efforts, the Comms Team have created a decision tree for Partners to help them in making decisions about how they spend their budget on major dissemination conference activities:

All project dissemination events should be discussed on the MyMinds project portal, and be listed in the event calendar on the project website

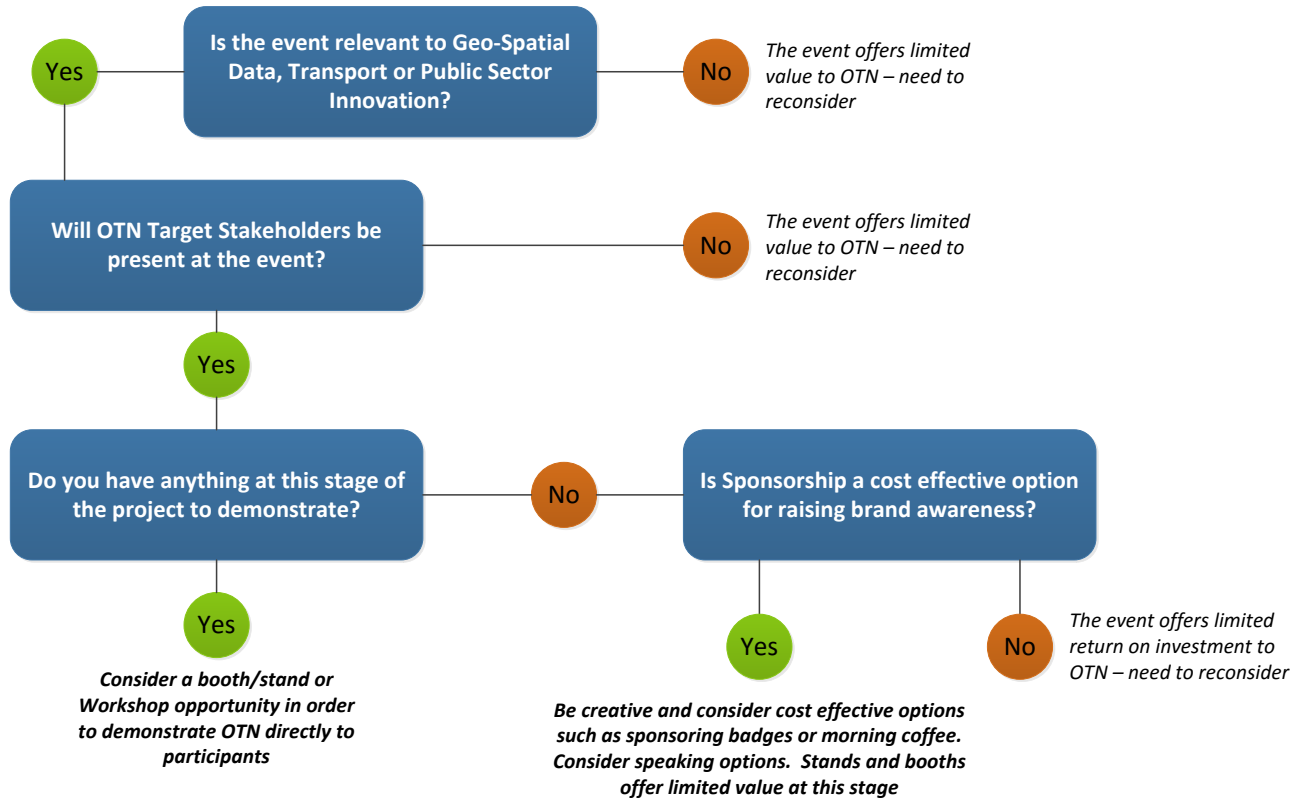


Figure 3: Decision Making Tree for Conference Spending

6.3 Deliverables

In addition to meeting communications targets and objectives, OTN has a number of official deliverables to create and submit to the European Commission during the lifecycle of the project. Comms Lead Issy, with the support of 21c, will liaise with all partners to ensure these deliverables are produced on time.

- **D8.1 Communication Plan - PU (M3)**
Comprehensive plan outlining communication strategy, planning, activities, and measurement criteria for the WP.
- **D8.2 Communication Collateral & Website - PU (M6)**
Production of all material finalized and project website up and running.
- **D8.3 Dissemination Report - PP (M36)**
Reporting on accomplished dissemination activities
- **D8.4 Market Analysis - PU (M20)**
Report on the potential market opportunity across Europe for the OpenTransportNet solution
- **D8.5-6 Commercialisation Plan Draft/Final- PU (M25, M36)**
Overview of the exploitation strategy for the project after initial funding ends - Approach to promotion and Business case for the OpenTransportNet solution.

7 Evaluation

During the course of the project, the Communications Lead (Issy) will work in close conjunction with the Results and Validation Lead (Intrasoft) to deploy a comprehensive evaluation strategy to measure communication impact. which will include number of new Local Authorities and Businesses associated, Google hits analysis, number of users visiting the platform, contributions of specialist communities, numbers and types of news articles among key communities such as Open Innovation or GI Data, numbers of conference presentations, uptake and use of platform by local governments, feedback from stakeholders, knowledge transfer between sectors etc.

7.1 Capturing Results

To capture results of the different tactics deployed during project life, several measurements and indicators have to be set. The table below outlines the method of measurement necessary to assess the success of the communication strategy and the associated indicators.

Indicator	Method of Measurement
Phase I: Awareness	
Number of conferences attended	Enrollment confirmations provided by participating partners
Number of contacts added to newsletter	Website Analytics
Number of business cards exchanged with potential partners	Excel File of contacts
Number of workshops/training sessions organised in the pilot sites and the number of attendees	Statistics from Pilot Sites
Engagement with end users measured by the number of VGI datasets uploaded in each pilot site	Statistics from Pilot Sites
Phase II: Interest	
Number of users involved in the Closed Group testing phase	Enrollment list from Pilot sites
Number of new VGI datasets uploaded in each pilot site	OTN Website statistics
Number of new services/apps generated through the hubs	OTN Website statistics
Phase III: Desire	
Number of users in each local innovation Hubs	Statistics from Pilot sites
Number of new data sources generated by users	Statistics from OTN Hub
Press Hits	Content analysis of offline and online press

OTN Website Traffic	Google Analytics
Analysis of Facebook page (number of likes, etc.)	Facebook Statistics
Number of tweets, retweets and followers	Twitter Analytics tools
Number of specialised networks who joined the OTN platform	OTN Website Statistics
Strong stakeholders awareness of the project (logo, branding, content, services)	Online Surveys
Phase IV: Action	
Strong public awareness of the project and brand identification	Online Surveys
OTN Website Traffic	Google Analytics
Analysis of Facebook page	Facebook Statistics
Number of tweets, re-tweets and followers	Twitter Analytics tools
Number of new Hubs created	OTN Website Statistics
Number of publications pertaining to the project	Web search
Number of projects affiliated with OTN	Excel lists of affiliated projects

Table 7: Results Capture

7.2 Measuring Impact

The goal of the mini dissemination campaigns is two-fold: firstly, to build a strong network of stakeholders, encourage end users to participate on the OTN Hubs and to share GI data. The second aim is to promote the OTN Hub innovative services and advertise them to the potential adopters. Previous sections outlined strategies, communication tactics, techniques and quantitative indicators to capture the results. The table below outlines the four key areas on which the dissemination activities can be judged. These will be used to evaluate the quality of the material produced and therefore its ability to connect effectively with its target stakeholders.

Category	Measurement	Techniques
Clarity	Are the engagement tactics relevant and recognisable? Is brand identity clear to target audiences?	<ul style="list-style-type: none"> Website Pop-up surveys Newsletter information and feedback Conference and event feedback
Focus	Has the right message been delivered to the right audience? Are audiences clear on the	<ul style="list-style-type: none"> User feedback from the Hubs (data mash-ups, forums, tools...)

	function of the infrastructure?	<ul style="list-style-type: none"> • Expert feedback from open innovation and GI data communities • User uptake levels and website traffic levels • Media evaluation
Effectiveness	Is there an effective delivery mechanism for each message? Can specialist messages reach the appropriate audience?	
Responsiveness	Is there a system of collating feedback to determine effectiveness? Does this efficiently remodel activity based on current feedback?	

Table 8: Measurement Criteria

The specific materials, tools and tactics employed by these plans have different content. Therefore the expectations of success have no single evaluation criteria. The table below will expand on the metrics for success outlined above to assess the type and quality of materials.

Task Name	Evaluation Criteria
Project Logo/Branding	<ul style="list-style-type: none"> - Level of positive identification of Logo/Branding with OTN's core functions and aims.
Project Website	<ul style="list-style-type: none"> - Google Analytics data to record number of unique visitors per day and geographical reach - Number of users engaged in site activity
Project Leaflet	<ul style="list-style-type: none"> - Distribution rate against levels of interest/affiliation - Type of specialist information against affiliation
Facebook Group	<ul style="list-style-type: none"> - Membership data and page activity (posts/comments/likes)
Twitter Page	<ul style="list-style-type: none"> - Follower numbers and interest levels (re-tweets and tags)
LinkedIn Group	<ul style="list-style-type: none"> - Number of members engaged in group activity
Flickr Account	<ul style="list-style-type: none"> - Photograph numbers and traffic data (views/comments)
Newsletter	<ul style="list-style-type: none"> - Number of subscribers - Circulation rates against infrastructure uptake
Press releases	<ul style="list-style-type: none"> - Positivity/negativity of coverage - Rates of coverage and general news interest
Directory of Conferences	<ul style="list-style-type: none"> - Number of projects affiliated with OTN - Size of secondary network and percentage affiliation with the field's major players
Publication Directory	<ul style="list-style-type: none"> - Number of publications pertaining to the project - Audience per publication and level of open access compliance they

	demonstrate
Affiliation Compendium	- Percentage of relevant projects/organisations/individuals which have at least a secondary connection to OTN
Networking Events	- Number of affiliations/connections generated - Level of platform uptake/site traffic
Conferences	- Attendance numbers at events - Level of affiliation
Training events/ Workshops	- Number of researchers in attendance - Participation numbers for platform

Table 9: Specific Measurement Criteria

7.3 Feedback into campaigns

The OTN Communication Strategy will adopt a scalable and upgradeable approach:

- The close monitoring of success criteria will allow continuous evaluation of the effectiveness of the Communication Strategy and allow ongoing adjustments in the different phases of the project;
- Additionally, the end-user and stakeholder feedback gathered during all different phases of the project will be re-injected into the Mini-Communication campaigns as to ensure validity and efficiency of the overall OTN Communication Strategy;
- WP8 will work closely with WP7 Innovation Impact and Evaluation led by Living Lab-experienced Partner iMinds. WP8 will follow some of the key objectives of WP7 (respectively the Identification of a methodology to assess the impact of the project and Creation of an assessment tool for measuring Pilot success) in order to continuously derive insights and refine each Phase of the Communication strategy and match with results from ongoing evaluation of project success.
- Finally ISP, UWB and 21c will work closely with Issy to ensure pilot findings are fed into the Open GI panels who will be guiding the project in terms of its use of geo spatial data standards

8 Conclusion

In order to create a Communications Plan that is easy to follow by every single member of the OTN Consortium, the Communications decided to build a practical tool around the needs of Partners.

At the start of each Campaign phase Partners can pull out the one page Campaign overview and post it next to their work-station so they have a clear strategy/summary that can help guide their dissemination activities. The Campaign Phase overviews are not set in stone, they are there to guide partners in their thinking around activities. New ideas for engagement will arise during the course of the project and these will be assimilated and adopted into the Plan at the start of each phase, along with a review of messages and tactics/campaign material.

In addition to the Campaign overviews, the Comms Team created a weekly and monthly activity table/checklist and a decision tree for how to best attend conferences in a way that gives clear value for money to OTN.

Finally in conclusion, Communications is a creative process and the Comms Team welcome any ideas or questions from the Consortium at any time. The MyMinds project management discussion boards are always open!

Annex A: Social Media Guidelines

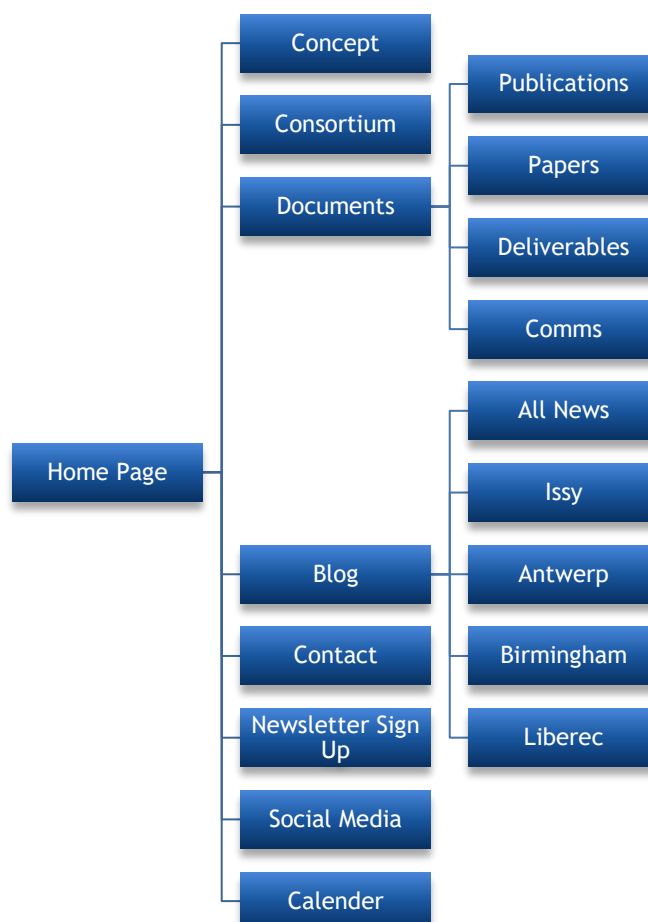
It has come to the OTN Comms team attention that many of the project partners are unsure how to use Twitter effectively. The following seven rules provide a really simple guide to tweeting powerful, effective messages. When promoting your organization on twitter, it is essential to maintain a strong brand identity without sounding phoney or forced. The simple guidelines below will help you to write killer tweets about your company in a professional way that builds our following and helps the project achieve success:

1. **Always have a Call to Action:** Any tweet about OTN should contain a strong call to action. The user needs a clear idea of what you want them to do and be presented with a simple way to do it.
2. **Minimise @s and #s in the Text** - Strong tweets should not be complicated by a large number of hashtags and handles. When sending out a tweet about OTN, keep to a maximum of 1 hashtag OR 1 handle.
3. **Always Vary the Text** - When sending multiple tweets about a particular subject, never copy the same text. Always focus on a specific aspect that would interest your followers and pick different topics for different tweets.
4. **1 Tweet, 1 Message** - Never say too much. Your tweet should only have 1 thing to say to the reader and it should be incredibly clear what that is.
5. **Always Follow-Up with Retweets** - If someone retweets you, write a personal tweet to their @handle. People respond well to personal follow-ups
6. **Think Like a Reader** - Always start by what you think OTN readers care about most. Write from their perspective to make sure you pack a punch
7. **Always use a URL Shortener** - Use bit.ly or a similar service to shorten URLs and track click-through rate to measure impact.
8. Don't start a Tweet with an @-handle, unless you actively reach out to this person. Tweets that start with @ (like this <https://twitter.com/OpenTnet/status/459261910966611968>) are regarded as a conversation and will only be shown to people that follow both users.

Annex B: Simple Website Brief

Requirements

- Simple, light and elegant design with clear navigation structure
- Home page to contain large picture across top of site with logo and navigation above it (see Seine Ouest and MyNeighbourhood examples below)
- Home page to contain blog stream of all news articles plus the Twitter stream
- All news blog posts to include a picture
- Partners to be easily able to upload content themselves
- Blog page to have option to see news by pilot site location
- A calendar for the key dates (events, project meetings, ...)
- Newsletter sign up box
- Site needs to be optimised for mobile (tablet/smartphone).
- Website flow to be as follows:



Questions

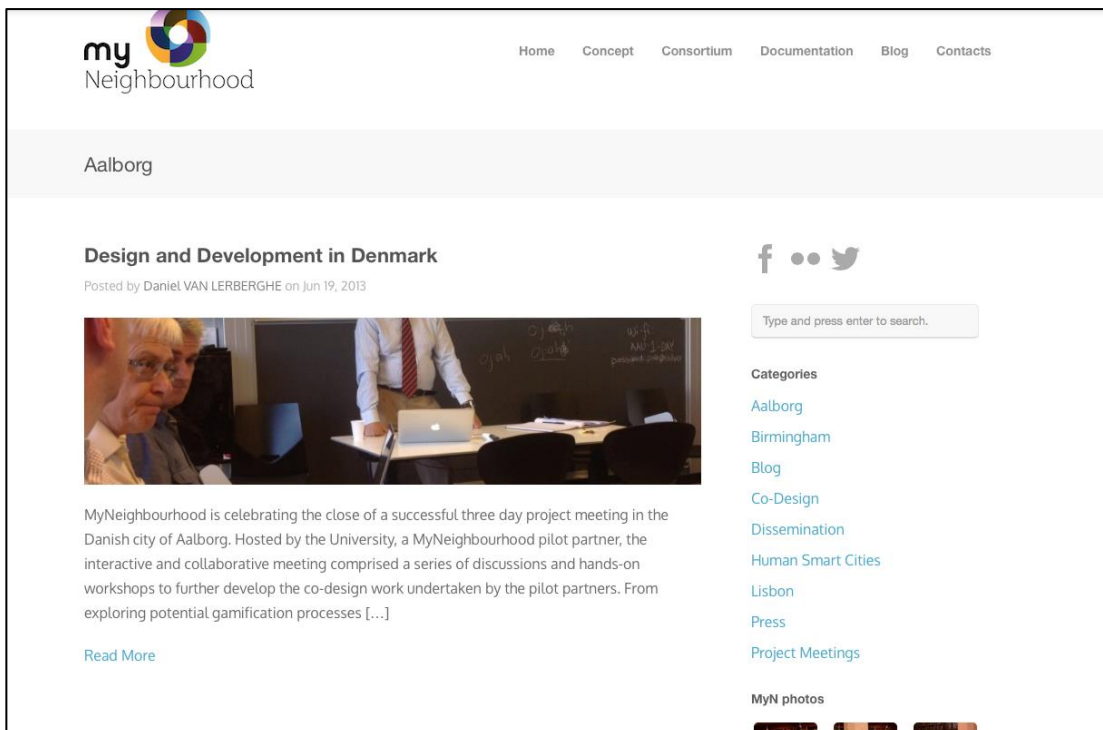
- Can the site be multi-lingual?
- Please note that the project website will be separate to the actual OTN Hub platform. These can be linked via a separate button at a later date but should remain to distinct portals.

Please visit the following sites to see the look, feel and layout:

Example site 1: Seine Ouest (<http://seineouestdigital.fr>)







Example site 2: MyNeighbourhood



Annex B: EU Projects to Engage

European Project Logo	Focus	Shared Partner
	<p>The goal of this project is to deliver the European Location Framework (ELF) required to provide up-to-date, authoritative, interoperable, cross-border, reference geo-information for use by the European public and private sectors.</p>	<p>No shared partners</p>
	<ul style="list-style-type: none"> • Bridging services, information and data for Europe with a focus on natural hazards • Builds on existing SDI's in order to provide users with more complete and adequate data and processing tools 	<p>UWB</p>
	<ul style="list-style-type: none"> • Service platform for aggregation, processing and analysis of urban/regional planning data • such as transport infrastructure, regional plans, urban plans and zoning plans. 	<p>HSRS/UWB</p>
	<ul style="list-style-type: none"> • Focuses in the adoption of INSPIRE standards through a participatory process to design and validate Data, Metadata and Services Specifications with real citizens and business. • Test OSM data with OpenLinkedData 	<p>HSRS</p>
	<p>Free collaborative created European Map</p>	<p>HSRS/UWB</p>
	<ul style="list-style-type: none"> • HUMBOLDT contributes to the implementation of a European Spatial Data Infrastructure (ESDI) that integrates the diversity of spatial data available for a multitude of European organisations • Enables organisations to document, publish and harmonise their spatial information. • The software tools and processes created will demonstrate the feasibility and benefits of an Infrastructure for Spatial Information in Europe as planned by the INSPIRE initiative 	<p>HSRS</p>
	<ul style="list-style-type: none"> • Aim at harmonisation of spatial planning data and related metadata according to the INSPIRE principles. • The Plan4all geoportal provides the means to search for spatial data sets and spatial data services with regard to spatial planning. It allows the user to view and download spatial data sets (subject to access restrictions) and related metadata. 	<p>UWB/HSRS</p>

	<ul style="list-style-type: none"> • Contributing to the Global Earth Observation System of Systems (GEOSS) by promoting the use of web-based services to share and process large amounts of key environmental information in the Black Sea catchment (2.2 mio. km², 24 countries, 160 million inhabitants). The main aim of the project is to assess water resource in the past, the present and the future, according to different development scenarios. • The objective is also to develop datasets that are compatible with the European INSPIRE Directive on spatial data sharing across Europe. The data and metadata gathered and produced on the Black Sea catchment will be distributed through the enviroGRIDS geoportal. 	<p>HSRS</p>
	<ul style="list-style-type: none"> • Demonstrates the added value to the scientific community and society of making existing systems and applications interoperable and used within the GEOSS and INSPIRE frameworks. The project built an initial operating capacity for a European Environment Earth Observation. • The extension of INSPIRE and GEOSS components with concepts emerging in the Web 2.0 communities in respect to user interactions and resource discovery. 	<p>No shared partners</p>
	<ul style="list-style-type: none"> • Provides base cartography datasets for Europe on the following themes: administrative units, hydrography, transportation networks, elevation. • Intends to develop a common data model in order to enable access to consistent and homogenous reference data provided by cartographic authorities of different countries and levels (national, regional and local). Under inspire objective 	<p>No shared partners</p>
	<ul style="list-style-type: none"> • An integration platform that will provide to the users a variety of standardized web services under a friendly 3D interface like Google Earth developed specifically for this purpose. • The web services will cover various aspects of everyday life such as Civil Protection, Environment, Forest Fires Simulation and Management, Tourism, Retail Operations, Marketing, Statistics, Education, Virtual Tour, Real Time Weather Forecasting, Transportation, Yachting Services etc. • The platform will be open-ended. The API will be made available to the developers' community giving the ability to develop additional web services following standardized procedures as described by OGC. 	<p>No shared partners</p>

	<ul style="list-style-type: none"> The main goal of ENGAGE project is the deployment and use of an advanced service infrastructure, incorporating distributed and diverse public sector information resources as well as data curation, semantic annotation and visualisation tools, capable of supporting scientific collaboration and governance-related research from multi-disciplinary scientific communities, while also empowering the deployment of open governmental data towards citizens. 	<p>INTRASOFT</p>
	<ul style="list-style-type: none"> Increased publishing of Open Data by local Governments User-friendly toolkit for citizen app designers 	<p>CORVE and ISP 21c Issy Media iMinds Intrasoft</p>
	<ul style="list-style-type: none"> MyNeighbourhood vision is twofold as combining a specific concept of smart city and a evocative idea of how a community can be developed at the scale of urban neighbourhoods. Creation of local open innovation ecosystem to co-create local services 	<p>CEN BCC</p>

Annex C: Initial List of Events

Event	Location	Date	Content	Website
Geographical Information				
Geospatial World Forum	Geneve, Switzerland	5-9 May 2014	Revolving around the theme "geoSMART Planet: Resources + Infrastructure & YOU!" the conference will delve into the various innovative and integrative systems supported by geospatial technologies for enabling better, efficient use of resources, organised development of infrastructure and last but not least, enabling the common man to live a smart and easy life.	http://www.geospatialworldforum.org
35th annual conference of the European Association of Geographer (EUROGEO).	Valetta, Malta	15-17 May 2014	The theme is The Power of Geography and the Role of Spatial Information and it will highlight an increasingly important and rapidly growing field affecting all aspects of society in Europe and beyond.	http://www.eurogeo.nl/malta2014/
GEO BUSINESS 2014	London, UK	28-29 May 2014	GEO Business, is a major new geospatial event for everyone involved in the gathering, storing, processing and delivering of geospatial information. A hands-on geospatial event that not only incorporates an international trade exhibition and a cutting edge conference, but also a programme of live workshops and demonstrations featuring the technology and services used by those working with spatial data	http://geobusinessshow.com/
5th International Conference on Cartography and GIS	Riviera, Bulgaria	15 - 21 June, 2014	The aim of the conference is to collect knowledge and share experience about the latest achievements in the field of cartography and GIS.	http://iccgis2014.cartography-gis.com/Home.html
The 10th International Conference on ASIA GIS (ASIA GIS 2014)	Chiang Mai, Thailand	16-17 June 2014	Geospatial technology has gained significant attention among Asia countries in recent years. Many hot topics such as cloud computing, big data, sensor web, smart cities, and sustainable development are closely related to geospatial technology. Asia GIS Conference gives a great opportunity for you to discover GIS innovations and applications from around the Asia countries and to build new connections with the geospatial community in Asia region.	http://asiagis2014.gistda.or.th/
EARSeL Symposium 2014	Warsaw, Poland	16-20 June 2014	EARSeL is a scientific network of European remote sensing laboratories, coming from both academia and the commercial/industrial sector, which covers all fields of geoinformation and earth observation through remote sensing	http://www.earsel.org/symposia/2014-symposium-Warsaw/index.php
Geographical Analysis, Urban Modeling,	Guimaraes, Portugal	30 June - 3 July 2014	Focuses on overabundance of spatial data such as volunteered geographic information activities (e.g. OpenStreetMap, Wikimapia), public initiatives (e.g. Open data, Spatial Data Infrastructures, Geo-	http://oldwww.unibas.it/utenti/murgante/geog_an_mod_14/in

Spatial Statistics GEOG-AN-MOD 14			portals) and private projects (e.g. Google Earth, Bing Maps, etc.) and the decision processes.	dex.html
GIForum 2014: Geospatial Innovation for Society	Salzburg, Austria	July 1-4 2014	The GI_Forum 2014 provides a platform for dialogue among technologists and critical thinkers, GIScientists and educationalists in an ongoing effort to support the creation of an informed GISociety.	http://www.gi-forum.org/
FOSS4G-Europe 2014	Bremen, Germany	15-17 July 2014	Independent Innovation for INSPIRE, Big Data and Citizen Participation	http://www.foss4g-e.org/
EUGISES 2014	Cork, Ireland	4-7 September 2014	The seminar will be an occasion for all of those interested in the teaching and learning of GIS in Europe (and beyond) to share ideas, best practice, innovations and novel applications.	http://eugises2014.eugises.eu/
22nd ACM SIGSPATIAL International Conference on Advances in Geographic Information Systems (ACM SIGSPATIAL GIS 2014)	Dallas, Texas, USA	4-7 November 2014	The conference provides a forum for original research contributions covering all conceptual, design, and implementation aspects of geospatial data ranging from applications, user interfaces, and visualization to data storage and query processing and indexing.	http://sigspatial2014.sigspatial.org/
Open Innovation				
WIRE 2014	Athens, Greece	12-13 June 2014	The Conference will focus on the EU political goals for research, innovation, entrepreneurship and regional growth in the programming period 2014-2020.	http://www.wire2014.eu/programme/main-programme/
Open Innovation 2.0 Conference	Dublin, Ireland	12 June 2014	The Open Innovation 2.0 conference will jointly work out action points to be taken up in the public and private sectors, at all levels, to foster modern quadruple helix innovation based on the OI2 paradigm. The morning session will elaborate the issues on a more conceptual level whilst the afternoon sessions will delve into the practical details, sharing real world experience on how to deliver success in rapidly changing innovation environments. Themes covered in the afternoon session will include Smart Cities, Smart Citizens as well as the Internet of Everything.	https://ec.europa.eu/digital-agenda/en/news/open-innovation-20-conference-june
InventHelp's INPEX 4th Annual Open Innovation Conference	Pittsburg, Pennsylvania, USA	18-20 June 2014	This Open Innovation Conference, hosted by InventHelp's INPEX, will bring together open innovation leaders and advanced practitioners from multiple industries to address all facets of the innovation-to-market cycle.	http://www.inpex.com/open_innovation_conference/
Open Data				
Open Data in a Day by The ODI	Leeds, Ireland	21 May 2014	The Open Data Institute is catalysing the evolution of open data culture to create economic, environmental, and social value. It helps unlock	https://theodi.org/nodes/leeds

			supply, generates demand, creates and disseminates knowledge to address local and global issues.	
State of the Map SotM-EU 2014	Karlsruhe, Germany	13-15 June	The SotM-EU is an OpenStreetMap conference by and for the European OpenStreetMap community	http://stateofthemap.eu/en/pages/idea
OK Festival 2014	Berlin, Germany	15-17 July	The Open Knowledge Festival 2014 will be our biggest open data and open knowledge event to date. It will be global, inclusive and participatory. We expect it to create a significant local and international surge of innovation.	http://2014.okfestival.org/
DATA 2014	Vienna, Austria	29-31 August, 2014	Special Session on Open Environments and Open Innovation in public and private sector - OpenEI 2014	http://www.dataconference.org/OpenEI.aspx