

BIG DATA VALUE
eCOSYSTEM

D5.1: Communication and dissemination strategy

Workpackage	WP5 – MARKETING
Editor(s):	Daniel Alonso, Daniel Sáez
Responsible Partner:	BDVA (ITI)
Contributors	SAP, ATOS, INSIGHT, OGILVY
Internal Reviewer	<i>ANSWARE, UPM</i>
Status-Version:	Final version
Due to	M03
Submission Date:	17/04/2017
EC Distribution:	Public
Abstract:	The objective of the present document is to describe the communication and dissemination strategy for the BDV PPP, detailing the activities to be undertaken at EU and national / regional level.



This document is issued within the frame and for the purpose of the BDVE project. This project has received funding from the European Union's Horizon 2020 Programme (H2020-ICT-2016-2017) under Grant Agreement No. 732630

History

Version	Date	Modifications Introduced	
		Modification Reason	Modified by
V0.2	23/03/2017	Version for internal revision	ITI
V0.3	30/03/2017	Version after internal revision	UPM
V1.0	30/03/2017	Pre-final version for Quality Manager	ITI
V1.1	05/04/2017	First review QM	ATOS, ITI
V1.2	11/04/2017	Second review QM	ATOS, ITI
FINAL		Final version ready for submission	ATOS

Contents

1	INTRODUCTION	9
1.1	PURPOSE AND SCOPE	9
1.2	STRUCTURE	9
2	GENERAL STRATEGY	10
2.1	STAKEHOLDERS AND TARGET AUDIENCES	11
3	IDENTIFICATION OF STAKEHOLDERS	12
3.1	NATIONAL ANTENNAS	12
3.2	BDV PPP PROJECTS	14
3.3	OTHER RELEVANT EUROPEAN INITIATIVES	16
3.4	BDV RELATED EVENTS	17
4	PPP OUTCOMES TO BE DISSEMINATED	17
4.1	WORK PACKAGES OF BDVE	18
4.2	NATIONAL ANTENNAS	19
4.3	BDV PPP PROJECTS	19
4.4	OTHER RELEVANT EUROPEAN INITIATIVES	21
4.5	BDVA TASK FORCES	21
5	STRATEGIC GOALS AND COMMUNICATION MESSAGES	23
5.1	INDUSTRIAL ACTORS	24
5.2	SME AND ENTREPRENEURS	25
5.3	POLICY MAKERS	27
5.4	PUBLIC ADMINISTRATION	28
5.5	CIVIL SOCIETY	30
5.6	ACADEMIC REPRESENTATIVES	31
5.7	SCIENTIFIC COMMUNITY	32
6	STRATEGY	33
6.1	NATIONAL ANTENNAS	34
6.2	BDV PPP PROJECTS	35
6.3	OTHER RELEVANT EUROPEAN INITIATIVES	36
6.4	BDV RELATED EVENTS	37
6.5	BDVA	37
6.6	BDVE WORK PACKAGES	38
7	OPERATIONAL PLAN	38
7.1	PLANNING TASKS	38
7.2	COMMUNICATION ACTIVITIES	39
7.3	DISSEMINATION ACTIVITIES	41
7.3.1	Dissemination activities organised by the BDV PPP	41
7.3.2	Participation in external events	42
7.3.3	Mapping between tasks and events	45

D5.1: Communication and dissemination strategy

7.4	BUDGET.....	46
7.4.1	Communication actions	47
7.4.2	Dissemination actions.....	47
7.4.3	Estimated projection of costs during project lifetime.....	48
7.4.4	Attendance to industrial fairs or conferences.....	49
8	MONITORING PLAN.....	49
8.1	KPI's	50
8.2	RISK MANAGEMENT.....	51
9	EVOLUTION OF THE STRATEGY DURING THE LIFE CYCLE OF THE PROJECT.....	55
10	CONCLUSION	57

List of Figures

FIGURE 1: STAKEHOLDERS AND TARGET AUDIENCES IN THE C&D STRATEGY 10

List of Tables

TABLE 1: DEFINITIONS, ACRONYMS AND ABBREVIATIONS	7
TABLE 2: CONTENTS FOR INDUSTRIAL ACTORS	25
TABLE 3: CONTENTS FOR SME AND ENTREPRENEURS	26
TABLE 4: CONTENTS FOR POLICY MAKERS	27
TABLE 5: CONTENTS FOR PUBLIC ADMINISTRATION	29
TABLE 6: CONTENTS FOR CIVIL SOCIETY	30
TABLE 7: CONTENTS FOR ACADEMIC REPRESENTATIVES	32
TABLE 8: CONTENTS FOR THE SCIENTIFIC COMMUNITY	33
TABLE 9: INITIAL PLAN OF ANNUAL DISSEMINATION ACTIVITIES	42
TABLE 10: CLASSIFICATION OF INDUSTRIAL FAIRS AND CONFERENCES (2017)	43
TABLE 11: CLASSIFICATION OF SCIENTIFIC CONFERENCES (2017)	45
TABLE 12: MAPPING BETWEEN TASK OUTCOMES AND INTERNAL AND EXTERNAL EVENTS	46
TABLE 13: ESTIMATED COST OF COMMUNICATION ACTIVITIES (2017)	47
TABLE 14: ESTIMATED CONTRIBUTION FROM BDVE TO EVENTS ORGANISED BY BDV PPP	48
TABLE 15: ESTIMATED PROJECTION OF SUBCONTRACTING COSTS DURING PROJECT LIFETIME ..	48
TABLE 16: COST OF ATTENDANCE TO AN INDUSTRIAL CONFERENCE	49
TABLE 17: COST OF ATTENDANCE TO A SCIENTIFIC CONFERENCE	49
TABLE 18: KPI, RISKS AND CORRECTIVE MEASURES	54

Definitions, Acronyms and Abbreviations

Acronym	Title
C&D	Communication and dissemination
PPP	Public private partnership
BDV	Big Data Value
BDVA	Big Data Value Association
BDVe	Big Data Value ecosystem
WP	Work Package
SME	Small Medium Enterprise
EC	European Commission
AG	Activity Group
TF	Task Force
KPI	Key Performance Indicator
ICT	Information and Communication Technologies

Table 1: Definitions, Acronyms and Abbreviations

Executive Summary

The present document describes the communication and dissemination strategy for the Big Data Value PPP, identifying the most relevant stakeholders, establishing the terms of collaboration with them in order to achieve synergies regarding common dissemination activities, establishing contents and messages to be disseminated to each specific target audience, defining an operational plan that includes the complete list of actions to be carried out, and providing a monitoring plan to evaluate the result and impact of those actions. This strategy will be reviewed on a yearly basis so that it can be tuned according to the evolution of the ecosystem.

1 Introduction

1.1 Purpose and scope

The present document defines the dissemination and communication (C&D) strategy to promote, communicate and disseminate the activities and results of the Big Data Value PPP. The strategy is designed in such a way that the C&D activities are effective, play a key role in the project and address the appropriate audiences to achieve the expected impact. More specifically, the following objectives are pursued:

- Create awareness about the Big Data Value PPP among industrial and scientific communities.
- Impact the European Big Data community, as well as regional and local administrations.
- Develop appropriate marketing material to effectively reach the target audiences and community stakeholders.
- Foster relationships and synergies in communication activities within the PPP projects.

1.2 Structure

The document is organised as follows: the general communication and dissemination **strategy** is presented in Section 2, where a classification of the different stakeholders and target audiences is presented, together with the main interactions between them. Detailed lists and, in some cases, provisional census for each different type of **stakeholder** are presented in Section 3. The **outcomes** provided by the different stakeholders aimed to be disseminated as part of the contents of the communication and dissemination activities are listed in Section 4, while a **mapping** exercise between those contents and each type of identified target audience, together with the most appropriate **message**, is done in Section 5. Once the contents and messages have been outlined, the next step is to define how to collaborate with the different stakeholders in order to disseminate these contents in the most appropriate way so that the impact is maximized. Section 6 describes the different **proposals** for each type of stakeholder, which are basically based on collaboration in four aspects: general strategy, visibility, contents and events. Section 7 is devoted to list the different communication and dissemination activities to be performed within a general **operational plan**, which also includes the associated budget. Finally, Section 8 presents a plan to **monitor and evaluate** the respective actions against a clear result-oriented approach.

2 General strategy

The main aspects of the C&D strategy for the BDV PPP are shown in Figure 1, where involved actors and interactions between them are also defined. While BDVe WP5 (communications) is placed at the centre of the scheme as the actor responsible of the C&D strategy, stakeholders play a key role in the strategy and are indispensable partners in reaching the target audiences and achieving the desired goals.

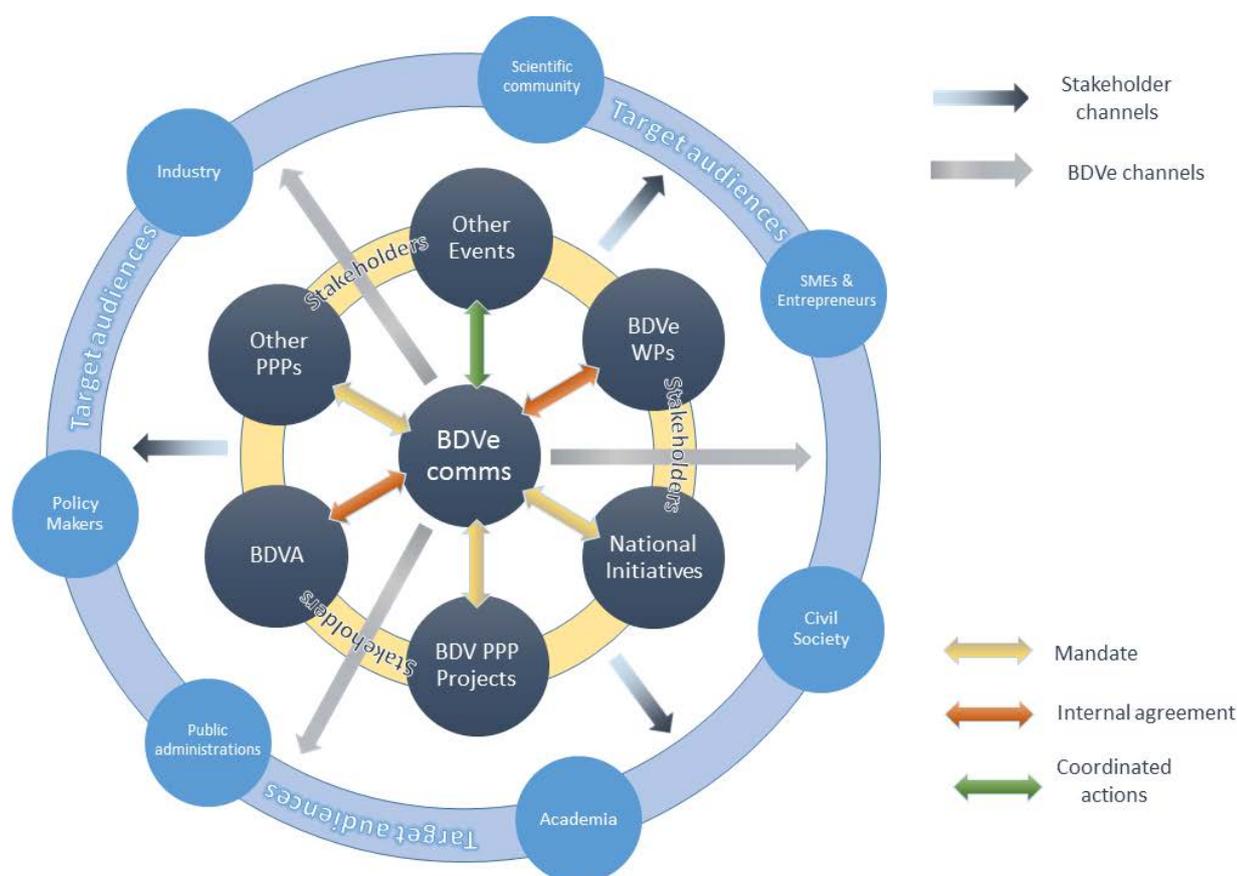


Figure 1: Stakeholders and target audiences in the C&D strategy

In the proposed scheme, the following general **interactions** can be identified:

- Collection and gathering of information by BDVe from the different stakeholders, including feedback, outcomes of on-going projects, practical experiences, background and knowledge, in order to provide content for the different messages to be disseminated and communicated.
- Specific dissemination actions from BDVe to stakeholders, so that they include in their own C&D activities the content, messages and guidelines provided by BDVe.

- An agreement between each group of stakeholders and BDVe, with commitments on both sides about general strategy, contents, visibility and events.

These interactions, which are represented in the diagram by the bidirectional arrows, are formally implemented by the corresponding mandates, internal agreements and coordinated actions between BDVe and the stakeholders.

- Communication and dissemination activities from BDVe to general audiences, specifically designed by considering each type and focusing on the most representative project's outcomes for each case. The general objective is to create awareness about the benefits of data-driven technologies and activities of the BDV PPP and, eventually, to engage new actors. These actions are represented in the scheme by the grey arrows.
- Communication and dissemination activities from stakeholders to general audiences, represented in the scheme by the blue arrows, with similar objectives as stated above. BDVe and stakeholders will agree on a common C&D strategy so that actions will be presented within a common framework.
- Engagement of new actors to cooperate in the C&D activities of the project, and to collaborate with BDVA and the BDV PPP in order to ensure the sustainability of the investments and actions triggered by the PPP.

2.1 Stakeholders and target audiences

As it has been previously mentioned, involved **actors** in C&D strategy are classified as follows:

- **Stakeholders** are the actors with which BDVe expects to collaborate and eventually reach some type of cooperation agreement regarding communication and dissemination activities. This cooperation should be based on the following general guidelines (**strategy**):
 - ✓ provide input, results, knowledge and background, in order to give content and value to the C&D activities (**contents**);
 - ✓ cooperate with the BDVe in the C&D activities, by providing channels, access to different audiences and participating in events (**visibility**);
 - ✓ coordinate with the BDVe their strategy in order to create a common BDV ecosystem under which the different C&D events and activities are presented (**events**).

The stakeholders present in the project are classified in the following groups:

- ✓ *National C&D antennas*
- ✓ *BDVA PPP projects*
- ✓ *Other relevant European initiatives*
- ✓ *Work packages of the BDVe project*

- ✓ *Members of the BDVA*
- ✓ *Events related with BDV*
- **General audience:** other entities and the general public which are the intended audience of C&D activities, with the purpose of creating awareness of the activities and projects and, eventually, achieve their engagement in C&D activities and with the BDVA. The different actors in this audience are:
 - ✓ *Industrial actors:* companies in various sectors representing possible customers and possible end-users, as well as providers and suppliers of Big Data related solutions and products
 - ✓ *SME and entrepreneurs,* business in general with specific constraints in terms of resources and scope, but who can be interested in the implications of applying BDV techniques and can benefit from the ecosystem the BDV PPP offers.
 - ✓ *Policy makers:* European, national, regional and/or local entities responsible for policy development in related areas.
 - ✓ *Public administrations,* public companies and government entities in the most representative sectors: health, transport, education, others.
 - ✓ *Civil society:* groups of citizens that may be interested in the impact that the project results can have on their lives. It includes both individuals and groups such as consumer associations, NGOs, associations encouraging societal engagement in research and innovation, support groups, local community groups and professional organisations.
 - ✓ *Academic representatives:* universities, students, learning organisations in the fields of mathematics, engineering, computer science, data science...
 - ✓ *Scientific community:* researchers and scientists in the fields of data acquisition, data analysis, data processing, machine learning, pattern recognition, data mining...

3 Identification of stakeholders

3.1 National antennas

The general C&D strategy must be adapted to specific national and regional scenarios with the support of the so called national C&D antennas, which will transform global information to more concrete knowledge/data, taking into account local needs and characteristics. These national C&D antennas will come from the Big data initiatives identified in WP3 (“T3.3. Scalability of the ecosystem: national, regional and local outreach”), and will act as coordinators for collecting relevant

information and promoting the BDVA in their country or region. In this way, the global collaboration plan carried out by T3.3 with these national initiatives will include the specific C&D strategy at local and national level (see Section 6.1) as part of the general agreement. Some examples of initiatives that have already been contacted by BDVe are provided in the list below. However, as part of defining the landscape of national initiatives and references in Big Data in Europe (WP3) additional players will be added in the coming months.

- **European network of Big data Centers of Excellence**, pushed forward by **Know-Center GmbH** (Austria), Austria's leading research center for data-driven business and big data analytics (<http://www.know-center.tugraz.at>) as well as Smart Data Forum (see below)
- **Big Data Forum** (Finland), platform started up by the Finish Information Society Development Centre (TIEKE) (www.tieke.fi).
- **Smart Data Forum** (Germany), funded by the German Federal Ministry for Economic Affairs and Energy; it is a knowledge hub, demonstrator and networking platform for smart data technologies and stakeholders (www.smartdataforum.de).
- **Regione Emilia-Romagna Big Data Community** (Italy), created under the scope of the Consortium for innovation and technology transfer of Emilia-Romagna (ASTER) (www.aster.it).
- **Planetic** (Spain) (www.planetic.es), a national and cross-sector platform with the objective of fostering coordinated actions, detecting synergies and aligning with the European Big Data initiative.
- **Research Institutes of Sweden** (www.ri.se).

The list will be completed as more Big Data initiatives are identified and contacted in the different European countries. To this end, and in the context of the BDVA 18th AG meeting, a general appeal has been made to the members of the BDVA to provide valuable information about Big Data initiatives and other relevant data in their respective countries.

3.2 BDV PPP projects

BDV PPP projects will provide experiences, tangible results and different outcomes about data-driven applications in different sectors. A common strategy for C&D activities must be agreed with the different projects in order to look for and promote synergies, to enhance the impact of communications and to put into action a coordinated strategy. The first Steering Committee of the Big Data Value PPP took place the 13th March 2017 in Brussels, where 13 out of the 16 currently running projects (including BDVe and ICT-35) were present, and where the general guidelines about cooperation in terms of communication and dissemination (see Section 6.2) were presented. The Big Data Value PPP projects are the following:

Cross-sectorial and cross-lingual data integration and experimentation (ICT-14):

- ***euBusinessGraph*** (*Enabling the European Business Graph for Innovative Data Products and Services*). Simplify and disrupt the cross-border and cross-lingual collection, reconciliation, aggregation, provisioning and analytics of company-related data from authoritative and non-authoritative public or private sector sources, enabling cross-sectorial innovation.
- ***EW-Shopp*** (*Supporting Event and Weather-based Data Analytics and Marketing along the Shopper Journey*). To support companies operating in the fragmented European ecosystem of the eCommerce, Retail and Marketing industries to increase their efficiency and competitiveness by leveraging deep customer insights. Improved insight will result from the ***analysis of large amount of data***, acquired from different sources and sectors, hence ***heterogeneous*** and in ***multiple languages***.
- ***FashionBrain*** (*Understanding Europe's Fashion Data Universe*). Consolidate and extend existing European technologies in the area of database management, data mining, machine learning, image processing and crowdsourcing to strengthen positions of European fashion retailers (www.fashionbrain-project.eu).
- ***AEGIS*** (*Advanced Big Data Value Chain for Public Safety and Personal Security*). Creation of a curated, semantically enhanced, interlinked and multilingual repository for public and personal safety-related big data.
- ***Data Pitch*** (*Accelerating Data to Market*). Creation of a transnational, Europe-wide data innovation ecosystem that brings together data owners and Big Data technology providers.
- ***QROWD*** (*Because Big Data Integration is Humanly Possible*). Methods to perform cross-sectorial streaming Big Data integration, including geographic, transport, meteorological, cross domain and news data.
- ***BigDataOcean*** (*Exploiting Oceans of Data for Maritime Applications*). The objective is to enable **maritime big data scenarios** for EU-based companies, organizations and scientists, **through a multi-segment platform** that will

combine data of different velocity, variety and volume under an inter-linked, trusted, multilingual engine to produce a valuable big-data repository for the participants and local communities (www.biqdataocean.eu).

- **SLIPO** (*Scalable Linking and Integration of Big POI data*). Application of linked data technologies to the integration, enrichment, and sharing of POI data.

Large scale pilot actions in sectors best benefitting from data-driven innovation (ICT-15):

- **Data Bio** (*Data-Driven Bioeconomy*). Production of the best possible raw materials from agriculture, forestry and fishery/aquaculture for the bioeconomy industry (production of food, energy and biomaterials), taking into account responsibility and sustainability issues (www.databio.eu).
- **TT** (*Transforming Transport*). Provides a realistic, measurable and replicable way to demonstrate the improvements that Big Data brings to the mobility and logistic market, and validates the technical and economic viability of Big Data to reshape transport processes and services (www.transformingtransport.eu).

Privacy-preserving big data technologies (ICT-18)

- **MH-HD** (*My Health – My Data*). The objective is to change the existing scenario in the biomedical sector by introducing a distributed, peer-to-peer architecture which will determine new mechanisms of trust and of direct, value-based relationships between people, hospitals, research centres and business.
- **SODA** (*Scalable Oblivious Data Analytics*). This project will enable practical privacy-preserving information analytics from multiple data assets using multi-party computation techniques.
- **E-Sides** (*Ethical and Societal Implications of Data Sciences*): To involve the big data stakeholders in reaching **an ethically sound approach** on big data processing. To improve the dialogue between data subjects and big data communities (industry, research, policy makers, regulators) to increase citizen's confidence on big data technologies and data markets.
- **SPECIAL** (*Scalable Policy-aware linked data architecture for privacy, transparency and compliance*). The project will address the contradiction between Big Data innovation and privacy-aware data protection.

Enabling responsible ICT-related research and innovation (ICT-35)

- **K-PLEX** (*Knowledge Complexity*). The project will study the strategies that researchers have developed to deal with data that cannot be structured, represented or digitised, basically Humanities and cultural data, to shed light on the gap between analogue or augmented digital practices and fully computational ones.

The next steps involve the creation of the PPP project communication committee, formed by a communication contact point from each project, and with whom a common C&D strategy, based on the guidelines proposed in Section 6.2, will be agreed.

3.3 Other relevant European initiatives

Since one of the objectives of BDVe is to promote the collaboration with other European initiatives related to this PPP, common C&D activities in terms of communication and dissemination will be agreed with them. This cooperation will be deployed in the context of, and in collaboration with, task T3.4 (*“Coordination with other relevant initiatives”*), which will include the C&D strategy (see Section 6.3) as part of the general agreement proposal. T3.4 has identified and, in some cases, started contact with, among others, the following:

- High Performance Computing (HPC) PPP, whose private partner is the European Technology Platform for High Performing Computing (ETP4HPC) (<http://www.etp4hpc.eu>).
- Cybersecurity PPP, signed by the EC and the European Cyber Security Organisation (ECSO) (www.ecs-org.eu).
- AIOTI (Alliance for IoT Innovation)
- The 5G Infrastructure Public Private Partnership (<https://5g-ppp.eu/>), whose private side is the 5G Infrastructure Association (5G IA).
- Factories of the Future PPP, whose industry association is the European Factories of the Future Research Association (EFFRA) (<http://www.effra.eu/>).
- Energy efficient Buildings (EeB), with the European Energy-efficient building association (<http://e2b.ectp.org>).
- European Green Vehicles PPP (<http://www.egvi.eu/>), whose private side is the European Green Vehicles Initiative Association (EGVIA).
- EIT Digital (www.eitdigital.eu), European digital innovation and entrepreneurial education organisation.
- ALICE (European Technology Platform on Transport and Logistics)
- European Earth Observation Programme (Copernicus) (<http://www.copernicus.eu/>), aimed at developing European information services based on satellite Earth Observation and in-situ (non-space) data.

Besides, other possible relevant alliances are:

- Advanced Research & Technology for Embedded Intelligent Systems (ARTEMIS) (<https://artemis-ia.eu/>), association for actors in Embedded Intelligent Systems within Europe.
- European Technology Platform dedicated to Software, Services and Data (NESSI) (<http://www.nessi-europe.com>).

- Others: NEM (New European Media), European Aviation Safety Agency,, FIWARE, ...

3.4 BDV related events

This group includes specific events focused on BDV. In some cases agreements will be formulated so that more concrete collaboration can happen with the organizing communities, such as getting reduced prices for members or cross-referencing events and contents on the respective websites. This has been the case of the following events:

- **Chief Data Officer Europe:** event for CDO's and Data Executives to develop an enterprise-wide data-driven strategy. London, 20-23th February.
- **Big Data World:** world-leading conference around big data and data analytics. London, 15-16th March.
- **BDIC:** Big Data Innovation Conference around data-driven strategies and disciplines applied to different sectors. *Date and place still to be defined.*
- **Data Insight Leaders' Summit:** conference to bring together data insight leaders from Europe's top companies. Place to be confirmed, 12-13th October.

The plan is to keep the collaboration with these events for the upcoming years in the same line as the BDVA has done, and to collaborate with the organisers of other relevant events.

4 PPP outcomes to be disseminated

This section aims at identifying the different outcomes provided by each stakeholder and susceptible of being communicated and disseminated, hence included as part of the contents of C&D activities. The objective of this identification exercise is three-fold:

- Map the contents to the different types of audience (Section 5).
- Consider the type of provided contents when defining the structure of the different communication tools (portal, brochures, etc ...)
- Estimate when the outcomes will be provided in order to define a calendar and adjust the communication and dissemination activities accordingly.

The final list of contents to be disseminated will be agreed with the corresponding stakeholders, as well as other issues regarding confidentiality and criticality, so that some contents might be adapted or directly discarded.

4.1 Work packages of BDVe

The outcomes provided by the different BDVe work packages aimed to be disseminated are the following (based on the initial draft of expected outcomes by task and WP even though some of these assets may be revised based on the needs and context of the project):

WP2 (Impact)

- **Discussion and position papers on selected topics** (T2.1, D2.2). A series of annual discussion papers and action plans on identified topics. The list of selected topics will be updated annually. M12, M24, M36.
- **Annual reports on opportunities** (T2.2, D2.3). Analysis of demand & supply trends along the data value chain for different sectors. M15, M27, M39.
- **Network of intermediaries** (T2.3). Scouting and engagement of a set of incubators, accelerators and innovation hubs with the purpose of reaching key audiences to achieve the maximum exposure of Big Data PPP results.
- **Innovation market place** (T2.3) will collect and share innovative ideas and technologies produced by the Big Data PPP.
- **Reports on Sector Workshops, Webinars and Voting** (T2.4, D2.5) will present the high level input from industry sectors to inform the strategic direction of the PPP with regard to the optimal exploitation of the outcomes. M20, M46.

WP3 (Ecosystem)

- **Map of Big Data players in Europe** (T3.1, T3.2, D3.1, D3.4). M6, continuously updated.
- **Value proposition and engagement plan** (T3.1, T3.2, D3.2, D3.5) will describe the incentives for all stakeholders to contribute to the PPP and will provide an engagement plan to address the different target groups.
- **Venture capital (VCs) portfolio** (T3.2) sharing looking for co-investment or cross-fertilisation.
- **Big Data Member States Forum** (T3.3) will support periodic discussions of the EC with Member Status and ensure follow-up of the cooperation between European policies, BDV PPP implementation and National Big Data Strategies.
- **Report on Big Data national and regional outreach** (T3.3, D3.7) describes the strategy, actions and progress of the operational plan shared with national and regional initiatives (M24, M48).
- **Report on alignment with other relevant initiatives** (T3.4, D3.8) will focus on European initiatives such as other PPPs (M24, M48).
- **Collaborative environment marketplace** (T3.5, D3.9) will be the single entry point of the Big Data PPP Community. (M4, M12).

WP4 (Skill)

- **Network of National BDV Centers of Excellence** (T4.1) will promote the sharing of best practices (D4.1) and know-how among existing Centres of Excellence and National Initiatives (M01-M48).
- **Big Data Value Education Hub** (T4.2, D4.3) will be an online platform and living repository about European educational programmes (M.Sc. and PhD) relevant to data scientist and data engineers (M01-M48).
- **Framework for European Certified Big Data Scientists** (T4.3, D4.5) will map the industry needs for Big Data skills with educational programmes in Europe (M12).
- **Framework for Data Scientists Mobility Programme** (T4.4, D4.7) will provide a marketplace for internship and mobility opportunities at industries targeting data scientists, students and professionals (M12).

4.2 National antennas

As it is intended in WP3, national initiatives will be key to disseminate results of the PPP at national level, but will also be key in generating content that can become visible through the PPP. This could be the case of skills and capacities of some stakeholders in different countries, solutions developed thanks to national research programmes or simply opportunities that may arise in those countries such as events or funding mechanisms. BDVe will work to identify the sources of the contents (this may be straightforward in countries where some stakeholder platforms already exist, as depicted above, but may be difficult where there is no big data ecosystem “formally” organized) and will keep periodic interactions with those national antennas in order to feed the overall PPP channels.

4.3 BDV PPP projects

In **general**, outcomes from the PPP projects can be classified into the following categories:

- Software, algorithms and demonstrators.
- Business models.
- Deployment, result and demonstration of pilot projects.
- Reports, conclusions and recommendations.
- Repositories, databases and open platforms.

More specifically, and prior to a formal agreement with them, detailed outcomes have been identified from the following projects:

Big Data Ocean:

D5.1: Communication and dissemination strategy

- *Final outcomes*: platform, repository and engine.
- *Current progress*:
 - ✓ State-of-the-art analysis of the big data landscape – tools & methods.
 - ✓ Stakeholders' identification and data value chain definition.
 - ✓ Requirements and early mockups of the platform.

DataBio:

- *Final outcome*: state of the art, interoperable big data platform on top of the existing partners' infrastructure that will enable users with different profiles to fully benefit from the underlying High Processing capabilities.
- *Current status*:
 - ✓ DataBio pilot requirements
 - ✓ DataBio platform
 - ✓ Pilot and platform executions.

e-Sides:

- *Final outcome*: white papers, community events, online project platform, validation framework, advice, recommendations.

EWShopp:

- *Final outcome*: **a platform to integrate consumer and market data**, thus covering customer interactions and activities across different channels and with different languages, providing insights on customer journeys, and to **enrich** them **with information about weather and events**, two crucial factors impacting on consumer choices.

SLIPO:

- SLIPO Toolkit: software for quality-assured and scalable POI data integration, including transformation, interlinking, fusion, enrichment and analytics
- SLIPO APIs: lightweight and reusable APIs of the SLIPO Toolkit, following the SaaS paradigm
- POI Ontology and mappings: an open, extensible ontology modelling geospatial, temporal, and thematic information of POIs, as well as mappings for de facto POI data formats
- Open POI data: a world scale, open Linked POI dataset based on OSM
- Three real-world applications (TomTom, WiGeoGIS, GET)
- Personal navigation devices and real-time services
- Location intelligence products and custom geo-intelligence studies
- SaaS mapping products for tourism, culture and real-state

Specific outcomes from the rest of the projects will be identified and included in the list, as communication contact points for all projects are provided and contacted.

4.4 Other relevant European initiatives

In general, outcomes from other relevant initiatives (PPPs) can be classified into the following categories:

- Information, evolution, results of lighthouse projects
- Information, evolution and results of technical projects
- Information about innovation spaces
- SRIA agendas
- Technical notes and whitepapers
- Reports about different aspects: technical, skill, business, policies and regulations, etc...
- Websites and different communication tools
- Stakeholders' platform
- Lists of emerging application areas
- Definition of Data Value Business Models and Business approach for SME's and Start-ups
- Definition of skills and roles for different domains
- Definition of programs for higher education, doctoral, professional courses

4.5 BDVA task forces

The following outcomes from the BDVA have been identified:

TF1 – Programme

- SRIA agenda
- Technical notes and whitepapers
- Description of the BDV PPP instruments: lighthouse projects and i-Spaces

TF2 – Impact

- Annual monitoring report: for internal stakeholders
- Reports, newsletters drawn for the report: for general audience

TF3 – Community

- Stakeholders' platform
- Report on the performance of the platform

TF4 – Communication

- Communication contents and newsletters

D5.1: Communication and dissemination strategy

- Website, blog, etc ...
- List of related events

TF5– Policy & Societal

- Data protection regulatory framework
- Recommendations for policy regulations about data privacy and responsibility
- Outline of policy challenges

TF6 – Technical

- Updates on ongoing and emerging trends in the areas of the different subgroups:
 - ✓ Data management
 - ✓ Data Processing Architectures
 - ✓ Data Analytics
 - ✓ Protection and pseudonymisation mechanisms
 - ✓ Advanced visualization and user experience
- White papers about the mentioned areas

TF7 – Applications

- List of emerging application areas
- Healthcare whitepaper
- Healthcare workshop
- Big Data and Media whitepaper
- Smart Manufacturing Industry (SMI) Position paper
- Papers and reports in the following areas:
 - ✓ Telecom
 - ✓ Smart Cities
 - ✓ Geospatial and earth observation
 - ✓ Transport and Logistics

TF8 – Business

- Definition of Data Value Business Models and Business approach for SME's and Start-ups.
- Analysis of transformation of traditional business into a Data Value one.
- Brief report on new business models in the Big Data landscape.

TF9 – Skills and education

- Definition of skills and roles for different domains.
- Map of modular and adaptable data science curricula for different needs.
- Definition of programs for higher education, doctoral and professional courses, in order to incorporate the fundamentals and tools needed for dealing with big data.

5 Strategic goals and communication messages

The main goal of the dissemination and communication strategy is that everyone knows what the PPP is, within the EU boundaries and beyond, and that the PPP is recognised as a valuable brand. In this way, the general message should transmit the following features:

- **Leadership:** BDV PPP as leader of the Data European Strategy.
- **Great impact:** BDV PPP is known within EU boundaries and beyond, and recognized as a valuable brand.
- **Openness:** any European actor interested in the adoption, implementation and use of data-driven strategies is welcome to the PPP, to allow anyone interested and related to Big Data to engage with the PPP.
- **Completeness:** the PPP covers and attracts actors involved in all the steps of the data value chain (data acquisition, data processing, data analytics, data visualization, ...), belonging to all possible sectors (health, manufacturing, transport, ...) and of different type (industrial, SME, education, scientific, ...).
- **Cross-sectorial:** projects and activities within the PPP aim at breaking sectorial and lingual barriers, by addressing data challenges in cross-domain setups.
- **Sustainable:** additional investment during the PPP lifetime is expected to be attracted so that the sustainability of the actions triggered by the PPP is ensured.
- **Co-evolution:** all members of the ecosystem are expected to evolve in a cooperative fashion by means of the different schemes of collaboration.
- **Incubation:** the PPP will provide an umbrella under which any European initiative related to Big Data, including SME and entrepreneurs, can evolve and be carried out.

The following aspects have to be considered when delivering the message, and specifically adapted for each specific audience:

- **Tone** will depend on each type of audience, but also on whether we want to engage the audience or just to achieve awareness.
- **Common ground** in order to align our message with what the audience already knows, believes and trusts.
- **Knowledge**, since the audience involves groups with very different profiles, from scientific community to wider public.
- **Problems** each audience has, and how they can benefit applying BDV related technologies.
- **Content**, with focus on the specific outcomes from each involved stakeholder that more considerably impact on each audience group.

A mapping exercise devoted to classify the outcomes provided by the different stakeholders to each specific target audience has been addressed. The results are shown in the following sections.

5.1 Industrial actors

Among the outcomes provided by the different stakeholders, the following table shows those whose intended audience are the industrial actors:

Stakeholder	Contents to disseminate
BDVe	Discussion and position papers on selected topics
	Annual report on opportunities
	Innovation market place
	Stakeholder platform
	Map of Big Data players in Europe
	Collaborative environment marketplace
BDVA	SRIA agenda
	Technical notes and whitepapers
	Description of lighthouse projects and i-Spaces
	Reports and newsletter from BDVA monitoring report
	Updates on ongoing and emerging trends in several areas
	List of emerging application areas
	White papers and workshops in emerging areas
	Analysis of transformation of traditional business into a Data Value one
	Brief report on new business models in the Big Data landscape
	Identification of definition of skills and roles found for different domains
Other PPP's	Information, evolution, results of lighthouse projects
	Information about innovation spaces
	SRIA agendas
	Technical notes and whitepapers
	Reports about different aspects
	Stakeholder platforms
	Lists of emerging application areas
	Identification of definition of skills and roles found for different domains

Stakeholder	Contents to disseminate
PPP projects	Software, algorithms and demonstrators
	Pilot projects: deployments, results, demonstrations
	Business models
	Reports, conclusions, recommendations
	Repositories, databases, open platforms

Table 2: contents for industrial actors

The message should emphasize the following ideas:

- Big Data offers new business opportunities.
- All industrial sectors can benefit from the application of Big Data technologies.
- Adoption of data-driven solutions results in an increase of benefits.
- Improvement of internal and operative processes
- Enterprises can benefit from different aspects that the ecosystem offers: e-Spaces, lighthouse projects, association.
- Big Data relates to many other aspects of ICTs, and at different levels: the BDV PPP is in contact with the necessary stakeholders (other PPP's, national initiatives) so that a whole BDV ecosystem is provided.

5.2 SME and entrepreneurs

Among the outcomes provided by the different stakeholders, the following table shows those whose intended audience are SME and entrepreneurs:

Stakeholder	Contents to disseminate
BDVe	Discussion and position papers on selected topics
	Annual report on opportunities
	Innovation market place
	Venture Capital (VC) portfolio
	Stakeholder platform
	Map of Big Data players in Europe
	Collaborative environment marketplace
BDVA	SRIA agenda
	Technical notes and whitepapers
	Description of lighthouse projects and i-Spaces

Stakeholder	Contents to disseminate
	Reports and newsletter from BDVA monitoring report
	Updates on ongoing and emerging trends in several areas
	List of emerging application areas
	Data Value Business Models and Business approach for SME's and Start-ups
	White papers and workshops in emerging areas
	Analysis of transformation of traditional business into a Data Value one
	Brief report on new business models in the Big Data landscape
	Identification of definition of skills and roles found for different domains
Other PPP's	Information, evolution, results of lighthouse projects
	Information about innovation spaces
	SRIA agendas
	Technical notes and whitepapers
	Reports about different aspects
	Stakeholder platforms
	Data Value Business Models and Business approach for SME's and Start-ups
	Lists of emerging application areas
PPP projects	Software, algorithms and demonstrators
	Pilot projects: deployments, results, demonstrations
	Business models
	Reports, conclusions, recommendations
	Repositories, databases, open platforms

Table 3: contents for SME and entrepreneurs

The message should emphasize the following ideas:

- Big Data and data-driven techniques can be successfully applied and used by SME and entrepreneurs.

- A great investment, neither in personal nor financial resources, is not required. SMEs can benefit from the ecosystem that BDVe and BDVA provide (i-Spaces).
- Optimization of processes, in order to increase operational efficiency.

5.3 Policy makers

Specific content for policy makers comes from the following outcomes:

Stakeholder	Contents to disseminate
BDVe	Discussion and position papers on selected topics
	Map of Big Data players in Europe
	Big Data Member States Forum
	Collaborative environment marketplace
	Network of National BDV Centers of Excellence
National antennas	Contribution to national programmes related to Big Data
BDVA	SRIA agenda
	Data protection regulatory framework
	Recommendations for policy regulations about data privacy and responsibility
	Outline of policy challenges
	Reports and newsletters drawn for the monitoring report
	Updates on ongoing and emerging trends in several areas
	List of emerging application areas
	White papers focused on the mentioned areas
Other PPPs	SRIA agendas
	Technical notes and whitepapers
PPP projects	Pilot projects: deployments, results, demonstrations
	Reports, conclusions, recommendations

Table 4: contents for policy makers

- Outcomes to be disseminated to this audience will come from the results of the Big Data Member States Forum, in terms of cooperation between European policies, the BDV PPP and national initiatives.

D5.1: Communication and dissemination strategy

- Outcomes from other PPP projects regarding cross-sectorial and cross-lingual data integration, and privacy-preserving big data technologies.
- SRIA agendas from different PPP's.
- TF5 of BDVA.

The message should emphasize the following:

- The importance of promoting, both at European and national levels, policies that solve issues regarding data ownership and usage, data protection and privacy, security, liability, cybercrime and intellectual property rights.
- The BDV PPP is the most appropriate framework to discuss about these issues.

5.4 Public administration

Public entities and companies in representative sectors. Contents to be disseminated should come from the following outcomes:

Stakeholder	Contents to disseminate
BDVe	Discussion and position papers on selected topics
	Innovation market place
	Map of Big Data players in Europe
	Collaborative environment marketplace
	Network of National BDV Centers of Excellence
	Big Data Value Education Hub
	Framework for European Certified Big Data Scientists
	Framework for Data Scientists Mobility Programme
BDVA	SRIA agenda
	Technical notes and whitepapers
	Description of BDV PPP instruments: lighthouse projects and i-Spaces
	Communication contents and newsletters
	Reports and newsletters drawn from the periodic the report
	Updates on ongoing and emerging trends in several areas
	List of emerging application areas
	White papers focused on the mentioned areas
Healthcare whitepaper	

Stakeholder	Contents to disseminate
	Healthcare workshop
	Big Data and Media whitepaper
	Analysis of transformation of traditional business into a Data Value one
	Brief report on new business models in the Big Data landscape
	Identification of definition of skills and roles found for different domains
	Map of modular and adaptable data science curricula for different needs
	Definition of programs for higher education, doctoral, professional courses
Other PPP's	Information, evolution, results of lighthouse projects
	Information, evolution and results of technical projects
	Information about innovation spaces
	SRIA agendas
	Technical notes and whitepapers
	Reports about different aspects
	Lists of emerging application areas
	Identification of definition of skills and roles found for different domains
	Definition of programs for higher education, doctoral, professional courses
PPP projects	Reports, conclusions, recommendations
	Repositories, databases, open platforms

Table 5: contents for public administration

The message to this audience should emphasize the following:

- Big data analytics offers significant room for improving public administration efficiency.
Better government policies and public services, thereby contributing to the increased efficiency and productivity of the public sector.
- The application of big data related technologies to public sectors can result in an increase of the quality of life of people, quality of public services and environmental sustainability.
- Better planning, forecast and prediction of resource demand.

5.5 Civil society

Contents to be disseminated for the civil society come from the following outcomes:

Stakeholder	Contents to disseminate
BDVe	Network of intermediaries
	Innovation market place
	Collaborative environment marketplace
	Communication contents and newsletters
	Specific reports and newsletters drawn for the monitoring report
	Updates on ongoing and emerging trends in several areas
	White papers focused on the mentioned areas
	Identification of definition of skills and roles found for different domains
	Map of modular and adaptable data science curricula for different needs
BDVA	Definition of programs for higher education, doctoral, professional courses
	Reports and newsletters drawn from the monitoring report
	White papers focused on specific areas
	Identification of definition of skills and roles found for different domains
	Map of modular and adaptable data science curricula for different needs
Other PPP's	Definition of programs for higher education, doctoral, professional courses
	Reports about different aspects
	Identification of definition of skills and roles found for different domains
PPP projects	Definition of programs for higher education, doctoral, professional courses
	Reports, conclusions, recommendations
	Repositories, databases, open platforms

Table 6: contents for civil society

The message for this non-specialized and varied audience should carefully consider:

- The common ground so that the message is aligned with what the general public knows, believes and trusts about Big Data.
- The knowledge that people have about big data, so that disseminated content does not present technicalities that prevent the message from being grasped by the general public.
- Through big data analytics, citizens will be able to take better informed decisions and participate more actively in public affairs.

5.6 Academic representatives

Contents to be disseminated for academic representatives come from the following outcomes:

Stakeholder	Contents to disseminate
BDVe	Discussion and position papers on selected topics
	Network of intermediaries
	Innovation market place
	Map of Big Data players in Europe
	Collaborative environment marketplace
	Network of National BDV Centers of Excellence
	Big Data Value Education Hub
	Framework for European Certified Big Data Scientists
	Framework for Data Scientists Mobility Programme
BDVA	Reports and newsletters drawn from the monitoring report
	White papers focused on specific areas
	Technical notes and whitepapers
	Identification of definition of skills and roles found for different domains
	Map of modular and adaptable data science curricula for different needs
Other PPP's	Definition of programs for higher education, doctoral, professional courses
	Reports about different aspects
	Identification of definition of skills and roles found for different domains

Stakeholder	Contents to disseminate
	Definition of programs for higher education, doctoral, professional courses
PPP projects	Reports, conclusions, recommendations
	Repositories, databases, open platforms
	Software, algorithms and demonstrators

Table 7: contents for academic representatives

The message should focus on those two points:

- Increasing necessity of data professionals over the next few years.
- The BDVe offers Big Data programmes completely aligned with the industrial needs.

5.7 Scientific community

Contents for the scientific community come from the following outcomes:

Stakeholder	Contents to disseminate
BDVe	Network of intermediaries
	Innovation market place
	Map of Big Data players in Europe
	Collaborative environment marketplace
	Network of National BDV Centers of Excellence
	Big Data Value Education Hub
	Framework for European Certified Big Data Scientists
	Framework for Data Scientists Mobility Programme
BDVA	Reports and newsletters drawn from the monitoring report
	White papers focused on specific areas
	Technical notes and whitepapers
	Identification of definition of skills and roles found for different domains
	Map of modular and adaptable data science curricula for different needs
Definition of programs for higher education, doctoral, professional courses	
Other PPP's	Information, evolution and results of technical projects
	Technical notes and whitepapers

Stakeholder	Contents to disseminate
	Reports about different aspects
	Identification of definition of skills and roles found for different domains
	Definition of programs for higher education, doctoral, professional courses
PPP projects	Reports, conclusions, recommendations
	Repositories, databases, open platforms
	Software, algorithms and demonstrators

Table 8: contents for the scientific community

The message should emphasize the following:

- The PPP offers an ecosystem (mostly i-Spaces, but also lighthouse projects) where tests, pilots and simulations corresponding to ongoing research lines on data-driven technologies can be conducted.
- The PPP, by the evaluation of the alignment between the needed and the offered, can provide guidance on the most appropriate research lines.

6 Strategy

The general strategy will be focused on defining the terms of collaboration with the different types of stakeholders, with the ultimate goal of establishing a common framework under which the communication and dissemination activities will be performed, and with the objective of creating synergies, maximizing the impact of those activities and raising the maximum possible awareness about the PPP. The collaboration will be presented as a value proposition in a win-win basis, so that it will be appealing and result in a strong engagement. Although it remains open how the different agreements will be substantiated, the collaboration with each stakeholder will rely on four specific aspects:

- **Strategy:** main guidelines that will define the collaboration.
- **Visibility:** how the BDVe and stakeholders can cooperate to increase the awareness about their activities.
- **Contents:** define the most appropriate way to share contents so that they can be presented under a common framework.
- **Events:** define the list of events, and the terms of collaboration for each one.

Based on these four points, the following sections show the proposals for establishing a common strategy with each type of stakeholder.

6.1 National antennas

National antennas will act as a **bidirectional channel of communication** to/from local audiences, developing the concept of “think global but act local”. The antennas ideally will communicate but **also will develop regional or national ecosystems around Big Data** and linked to the BDV PPP, pushing the transference of BDV PPP priorities and trends to the national level. Together with them, BDVe will pursue the following objectives at a national level:

- Alignment between EU policies and Strategy and National Strategies in Big Data.
- Engage organizations that work at local, regional and national level.
- Marketing and communication services and visibility at regional and national level.
- Matchmaking of supply and demand, based on feedback provided by the national antennas.

In order to accomplish those objectives, the collaboration with the C&D antennas will be proposed according to the following guidelines:

- By considering conditions and interests in its country, BDVe and each national antenna will design a specific C&D strategy (list of activities, list of events, etc ...) at national level.
- The C&D antennas should disseminate benefits of usage and exploitation of Big Data in companies and public administration.
- The C&D antennas should foster the participation of national entities in European programs for Big Data.
- The C&D antennas should spread among their channels the **information provided in English by BDVA, BDVe or the BDV PPP**, and decide whether to publish it in English or translating it to the local language.
- **The BDVA & the BDVe will take filtered information provided by the C&D antennas in English and publish it in the Big Data Portal and channels.**
- **The BDVA & the BDVe will provide visibility to the C&D antennas through its portal.**

More specifically, the collaboration with the national C&D antennas will be based on the following points:

- Antennas should provide the following information:
 - ✓ Connections in the country.
 - ✓ Available channels for dissemination and number of subscribers.
 - ✓ Events in the country related to Big Data.
 - ✓ National regulation and norms to be considered, adapted, etc ...
- BDV PPP will commit to provide 2 elements (news, videos, ...) to be disseminated by the antennas each month..

- This information provided by the BDV PPP should be spread within 15 days, so that the contents do not become obsolete.
- The antennas should provide 1 element per quarter in English to be disseminated by the BDVA/BDVe.
- Besides, the antennas will be encouraged to provide a report on the developed activities and the KPIs achieved.
- The antennas should contribute to compose the national programmes related to Big Data jointly with the national governments.
- The antennas will be encouraged to be present in the Big Data Events in their countries representing the BDVA and the BDVe.

6.2 BDV PPP projects

C&D strategy of the BDV PPP projects will be coordinated with that of the BDVe project in order to present outcomes and results in a common framework, with the idea of maximizing the impact and reaching the widest and most targeted possible audience.

A collaboration agreement between the PPP projects and BDVe will be proposed, which will include the creation of a project communication committee, composed by the communication contact point of each project, and coordinated with the Steering and Technical committees of the BDV PPP. The collaboration should be based on the following points:

- BDVe and PPP projects will design a **common C&D strategy** so that impact is maximized and the correct audience is reached. In this way, the PPP's projects will:
 - Check BDVe's Communication Strategy and propose changes or additions each year.
 - Agree about the guidelines for the communication of the global message of the BDV PPP.
 - Propose, check and agree with the schedule of events where the PPP's projects should be present.
- BDVe will provide an **umbrella** under which the PPP's projects are presented in a common framework, emphasizing the cross-sectorial and cross-lingual integration and interaction, and showing results and output in a global and strategic manner. More specifically, the BDVe will offer the following:
 - Provide the corporate image of the BDV PPP to be included in the projects website and other communications.
 - Provide the global message of the BDV PPP.
 - Provide a link to and a description of each PPP's project in the BDVe website.
 - Promote the PPP's projects in its C&D activities.

D5.1: Communication and dissemination strategy

- Use contents and outcomes from the PPP's projects in dissemination activities, incorporate them to its own outcomes, and present them in a common framework as part of a global C&D strategy.
- Participation of the PPP's projects in agreed BDVe events.
- The PPP's projects **provide the input and content** so that BDVe can give value to the ecosystem, and include all this information in the different dissemination and communication activities. More specifically, the PPP's projects should:
 - Provide a communication and a marketing contact point.
 - Include the BDV PPP image (provided by the BDVe) in their website and other communications (highlighting that it is a project belonging to the BDV PPP).
 - Provide initial information about the expected project's outcomes.
 - Provide the list of events in which the projects will be present.
 - Keep the BDVe informed and updated about the main outcomes and results (including KPIs).
 - Keep the BDVe informed about their respective C&D strategy and activities.
 - Promote the BDV PPP in the events they organise.

6.3 Other relevant European initiatives

Cooperation in terms of C&D activities with other relevant European initiatives related to BDV must be defined. The objective is to maximize the impact of the C&D activities in the respective domains and to reach the most appropriate audience in each case. The collaboration will be based on actions from both sides. From the BDVe, we can provide the following:

- Inclusion of a description of the other initiatives in a relevant place in the BDV PPP portal.
- Promotion of the collaboration in C&D activities.
- Provide the other initiatives with initial and detailed information about the most relevant outcomes to be disseminated.
- Provide the other initiatives with contents (info, outcomes) on the PPP on a monthly basis.
- Disseminate contents from the other initiatives related to Big Data monthly.
- Guarantee the participation of the other initiatives in the BDV PPP events.

The other initiatives will be encouraged to:

- Include a description of the BDV PPP in their website.
- Provide BDVe with (initial) information about the outcomes to be disseminated
- Provide BDVe with Big Data related contents (info, results, outcomes) monthly.

- Disseminate every month contents from BDVe
- Provide BDVe with a list of the main related events.
- Guarantee the participation of the BDV PPP in their events.

6.4 BDV related events

This part of the strategy includes the collaboration with relevant events where Big Data is the unique or a major topic. From BDVe side, it will be offered the following:

- Relevant space in the website under media partner denomination
- Inclusion of the event in the list of upcoming events, with promotion text and link to the event's website
- Inform other stakeholders (PPP's, PPP projects) about the event
- Provide content for dissemination during the event: agenda, brochure, etc ...

From the event side:

- Inclusion of the BDV PPP / BDVA as media partner of the event
- Discount for the BDVA members' attendance
- Special prices for sponsoring and booth/stand
- Dissemination of the BDV PPP / BDVA's content during the event

6.5 BDVA

BDVA and BDVe must agree in a common C&D strategy. In this way, the main guidelines have been proposed to the BDVA (BoD), and some of them are still pending of approval. The final objective is to sign a **MoU** which includes the following aspects regarding strategy, visibility, events and contents:

- BDVA TF4 and BDV SG interface with BDVe WP5.
- TF4 will be in charge of gathering the identified contents and other relevant information (events ...) from the different TFs of BDVA, and provide them to BDVe's WP5 for dissemination through the appropriate channels.
- A master logo for BDV has been designed, with specific declination for BDVe and the BDV PPP. It is under study whether this master logo and the corresponding declination will also be adopted by the BDVA.
- A unique website for the BDV PPP, which includes the BDVA, BDVe and BDV PPP, will be developed, under the domain www.big-data-value.eu.
- Both the BDVA and BDVe will be editors of the portal.
- Social networks created by the BDVA remain active and serve the the PPP. Both will be editors.
- BDVe will support the BDVA in most of the events along the year.

- The BDV Summit and the BDV PPP workshops will be organised jointly by both organisms.
- BDVe will publish periodic newsletters, taking as a basis those from the BDVA.
- The BDVA can generate as many other newsletters as necessary.

6.6 BDVe work packages

A close collaboration between WP5 and the rest of WPs of the project will be carried out, in order to provide the contents to be disseminated, to organise the participation and presentation of outcomes in the different planned events, to detect other possible events of interest and, in general, to consider their feedback to the C&D activities. This interaction will take place during the different virtual and physical meetings of the WP's.

7 Operational plan

The operational plan details the list of tasks necessary to carry out the whole C&D strategy, together with the corresponding budget and the implicated partners.

7.1 Planning tasks

- Definition of the master C&D strategy: preparation of the present document, which defines the C&D strategy of BDVe.
- C&D strategy revisited: refinement of the document based on the information provided by stakeholders: national antennas, PPP projects and other PPP's (list of events, outcomes, other info to be updated ...).
- Contact with national initiatives and specification of the terms of collaboration regarding C&D activities.
- Creation and coordination of the PPP Communication Committee (PPP projects).
- Contact and specification of the terms of collaboration regarding C&D activities with other stakeholders:
 - Other initiatives and PPP's.
 - EC driven and 3rd party events.
 - BDVA and BDVe members.

7.2 Communication activities

The evolution of the PPP will guide the concrete communication activities that will be performed along BDVe lifespan. As a starting point we envisage a number of basic assets and platforms to be set up as follows:

- **Promotional video**
 - Intended as a visit card for the whole PPP initiative, featuring its main actors, objectives and expected outcomes in a fresh and near way to be able to tackle extended audiences beyond PPP family. To be produced with the inputs from the different PPP projects and the BDVA, final version is expected to be ready in M6.
 - As a preliminary work a 2-minutes summary video on the PPP from an industrial/market perspective has been already produced to be used in the EU 60th Anniversary Rome event, on March 23rd. This video is available upon request.
 - In general terms, we expect to produce two videos per year: one updating the status and results of the PPP for promotion, and another one as a summary / testimonial of the BDV Summit, combined as appropriate with the EDF event organized by the EC.
- **Initial website**
 - A PPP portal is to be developed as a one-stop-shop for Big Data in Europe, including:
 - ✓ The Ecosystem Map of Big-Data
 - ✓ The Big Data Market place in its different flavours: Innovation, Collaboration, Skills.
 - ✓ The outcomes of the different actors of the PPP, including the projects and the BDVA.
 - ✓ A link to the Social Channels, News Feed and other PPP common resources.
 - ✓ A common event calendar, showcasing networking and dissemination possibilities for all PPP members throughout Europe.
 - ✓ An area for subscription to the BDV PPP Newsletter.
 - The initial idea of merging the BDV Association Website with the PPP one has to be studied and approved by the association, by considering the best option according to both institutions needs and to facilitate the operation of both sites. In the meantime, a clear link to the other site will be present in both of them thus enhancing the role of the Association as the private part of the PPP.
- **Updated website**
 - Following the different revisions of the strategy and the incorporation of new members to the Ecosystem the Website will be regularly updated to

better reflect PPP achievements, status and plans. These changes will be reported in the correspondent issues of WP5 deliverables

- **Brand authorship, design and contents for PPP portal**
 - An initial task of defining an authorship for the PPP brand has been performed in the first 2 months of the project, resulting in a new graphic line, logo etc. that are fully reported in D.5.7, available by end of month 3 of the project.
 - Contents of the PPP portal will be produced and/or collected from the different projects, curated, published and disseminated. A content matrix will be made available for the different PPP actors to place their respective contents, which will be managed editorially by OgilvyOne as leader of the Communication Activities, to be used in the different means maximizing the reach and relevance of them.
- **Updated brand, design and contents**
 - Following the different revisions of the strategy the brand authorship, design guidelines will be reviewed as appropriate.
- **Creation of contacts database**
 - Starting from the contacts inside the PPP and continuously searching to include other BDV stakeholders, an e-mail based contact database will be continuously being built and enhanced, to be used at (for example):
 - ✓ Feed of the Ecosystem Map.
 - ✓ Reference for selected items on the different Marketplaces.
 - ✓ Distribution of the Newsletters.
- **Social media channels**
 - Twitter and LinkedIn accounts will be managed from the BDVe project along with the coordination with the Communications Group to create, feed and maintain a common content calendar with at least 2 weeks' depth. It is under study whether the current accounts managed by the BDVA will be transferred to be used globally by the PPP.
 - YouTube and Slideshare will be used as content container, respectively for audio-visual assets and presentations/infographics.
- **Newsletter**
 - A periodic Newsletter is to be sent every two months to subscribers. It will gather contents for the two sides of the PPP, taking the BDVA newsletter as the main input of the private part and the outcomes of the different projects from the public part.
 - Initially it will be distributed to the contact database of internal PPP contacts. As the programme evolves, we expect the number of subscribers to grow. Subscription should be done at the PPP Web Portal and announced to drive to it by all PPP channels.

To ensure the relevance and reach to the different targets we recommend investing in tactical promotion of the different assets, channels and activities at the beginning of the project. For the year 2017, we foresee three different phases:

- An initial launching campaign, supported by promoted ads in Twitter and LinkedIn and the usage of the promotional video as sponsored content in selected Media. (May-June).
- A steady growth period to monitor the organic reach and growth of the community (Summer Period).
- A drive-to campaign to support the BDV Summit and the EDF to take place in November, supported by selective promotion in Social Media.

7.3 Dissemination activities

The dissemination of the different contents generated by the BDV PPP will be addressed by organizing a series of events per year, together with the participation of the PPP in industrial fairs and scientific conferences.

7.3.1 Dissemination activities organised by the BDV PPP

The following table shows the initial plan of dissemination activities to be carried out per year, based on the proposal of the project, and whose objective is to reach the various target audiences:

Dissemination activity	Engaged audience
<i>Industrial-oriented International conference on Big Data</i>	Industry, SME, academy, scientific
<i>1ª Sectorial community building workshop</i>	Industry, SME, scientific
<i>2ª Sectorial community building workshop</i>	Industry, SME, scientific
<i>1ª Data-driven entrepreneur meetings</i>	SME, policy makers
<i>2ª Data-driven entrepreneur meetings</i>	SME, policy makers
<i>1ª Networking Events for National Centres of Excellence</i>	Academic, scientific
<i>2ª Networking Events for National Centres of Excellence</i>	Academic, scientific
<i>3ª Networking Events for National Centres of Excellence</i>	Academic, scientific
<i>Thematic breakfast meeting</i>	Policy makers, public administration, industry

Dissemination activity	Engaged audience
<i>Member States Data Forum (subject to EC plans)</i>	Policy makers, public administration, industry

Table 9: initial plan of annual dissemination activities

This plan will be adapted to the calendar of available outcomes provided by the different involved stakeholders, trying to maximize the impact of each activity by offering to each intended audience an attractive set of Big Data contents. In this way, the following activities have already been confirmed for the current year (2017):

- A networking event for National Centres of Excellence took place in January during the Information and Networking Days in Luxembourg
- The Big Data Summit has been scheduled for November 21st in Versailles and will be organised together with the European Data Forum
- A data-driven entrepreneurs meeting will be co-located with the Summit
- A networking event for National Centres of Excellence will be co-located with the Summit
- A sectorial community building workshop will be co-located with the Summit.

As mentioned, the rest of activities will be scheduled according to the progress of the different ongoing works within the PPP.

7.3.2 Participation in external events

In addition to the events organized by the BDV PPP, BDVe will promote the participation (attendance, stand, sponsor, etc) of the PPP in other external events such as:

- Industrial fairs at regional and national level.
- Scientific and technical conferences.

The selection of the events where to participate will be made according to their impact, the alignment with the dissemination strategy of the project (available contents at that moment, types of contents, etc), the cost and several other features. In this way, the most significant **industrial fairs and conferences** have been identified, labelled and classified based on the following criteria:

- Big Data content
- Expected amount of public
- Speakers
- Exhibitors
- Duration of the event
- Antiquity of the event

D5.1: Communication and dissemination strategy

- Measurement of the impact

The score of each event has been computed by dividing each the value of each label between the maximum among all the events, and adding all the quotients. The resulting classification of events for 2017 is the following:

Score	Event	URL	Date	Place
5,07	CeBIT	http://www.cebit.de/	20/03/2017	Hannover
1,84	Big Data Paris	https://www.bigdataparis.com/	06/03/2017	Paris
1,80	Chief Data Officer Europe	http://coriniumintelligence.com/chiefdataofficerseurope/	20/02/2017	London
1,74	BITKOM Big Data Summit	https://www.bitkom-bigdata.de/	16/02/2017	Hanau (Ger)
1,68	Big Data Innovation Summit	https://theinnovationenterprise.com/summits/big-data-innovation-summit-london-2017	30/03/2017	London
1,56	Global Big Data Defence Summit	http://www.bigdatadefencesummit.com/	27/06/2017	Berlin
1,49	Data Summit	www.datafest.global/data-summit	23/03/2017	Edinburgh
1,36	Big Data Spain	https://www.bigdataspain.org/	01/11/2017	TBD
1,36	Data Innovation Summit	http://www.datainnovationsummit.com/	23/03/2017	Stockholm
1,27	Open Data Innovation Summit	https://theinnovationenterprise.com/summits/open-data-innovation-summit-london-2017	12/06/2017	London
1,00	J on the beach	http://jonthebeach.com/	17/05/2017	Málaga
0,90	Machine Intelligent Summit	https://www.re-work.co/events/machine-intelligence-summit-amsterdam-2017	28/06/2017	Amsterdam
0,90	Europe Discovery Summit	https://www.jmp.com/en_gb/events/discovery-summit/prague-2017/overview.html	21/03/2017	Prague
0,76	Master Data Management Summit Europe 2017	http://www.irmuk.co.uk/mdm2017/index.cfm	15/05/2017	London

Table 10: classification of industrial fairs and conferences (2017)

D5.1: Communication and dissemination strategy

It has been highlighted in grey the already past events (those events will be included in the calendar of next year), and in green the first three events with the highest score among the still non-celebrated ones. Clearly, the cost of the different options for each event (stand, speaker, sponsor) should be considered, as well as the overlapping with other already arranged events. In addition, the list should be updated with the contribution of the national antennas, the projects of the PPP and other relevant initiatives.

Similarly, **scientific conferences** have been labelled and classified based on the following criteria:

- Big Data content.
- Impact factor.
- Duration.
- Antiquity.

The resulting list is the following:

Score	Conference	Date	Place	Topics
3,95	International Conference on Advanced Information Systems Engineering (CAISE)	12/06/2017	Essen (Germany)	Information System Engineering
3,25	International Conference on Very Large Databases	28/08/2017	Munich	Databases
2,45	IEEE International Conference on Data mining	12/12/2017	Barcelona	Data Mining
2,3	European Conference on Machine Learning and Principles and Practice of Knowledge Discovery	18/09/2017	Skopje (Macedonia)	ML, Data mining
2,2	International Conference on Internet of Things and Big data	24/04/2017	Porto	IoT, Big Data, Security
1,5	Big Data: the business Challenge-International forum on knowledge asset dynamics	07/06/2017	St. Petersburg	Knowledge. Big Data related tracks: 16, 18, 24
1,2	International Conference on Big Data Analysis and Data Mining	07/09/2017	Paris	BD, Data mining
1,15	Third International Conference on Data Mining and Applications (DMA 2017)	25/03/2017	Geneva	Data Mining
1	Semantics	11/09/2017	Amsterdam	Semantics, Data
1	Mathematics and Big data Showcase	20/04/2017	Cambridge	Maths for Big Data
1	21st European Conference on Advances in Databases and Information Systems	24/09/2017	Nicosia	DB, Information Systems
0,9	Language, Data and Knowledge	19/06/2017	Galway	Language data

Score	Conference	Date	Place	Topics
0,8	Smart Data Developer conference	27/06/2017	Nürnberg	Big Data & Smart Analytics

Table 11: classification of scientific conferences (2017)

Again, it has been highlighted in green the two events with the largest scores among the still non-celebrated ones. The list must be updated with the contribution of the PPP projects and with lists of events at national level. Besides, cost for sponsorship and available budget will be also taken into account.

7.3.3 Mapping between tasks and events

In order to optimize the profitability of the dissemination activities, a mapping exercise between the tasks of the project BDVe expected to disseminate contents and the different type of event has been done. Besides, the involved tasks will be responsible, together with WP5, of the organization and management of the corresponding activities. The following table shows this correspondence:

WP		Task		Responsible	Related events
2	Impact	2.1	Enabling framework: towards a single/competitive European Data Ecosystem	TNO	Thematic meeting breakfast
		2.2	Opportunity Assessment	Siemens	BDV Summit
		2.3	Innovation Booster	EIT Digital	Data-driven entrepreneur meetings
					Thematic meeting breakfast
2.4	Industrial investment and impact	Siemens	Industrial fairs and conferences Sectorial community building workshop		
3	Ecosystem	3.1	Driving demand: engagement of usage/sectorial communities	ATOS	Sectorial community building workshop
		3.2	Data-driven entrepreneurship and SME engagement	Tilde	Data-driven entrepreneur meetings
		3.3	Scalability of the ecosystem: national, regional and local outreach	ATOS	Member States Data Forum

WP		Task		Responsible	Related events
		3.4	Coordination with other relevant EU initiatives	SAP	BDV Summit
		3.5	Collaborative environment	BDVA	
		3.6	Governance and coordination structure of BDV PPP projects	Paluno	
4	Skills	4.1	Network of National BDV Centers of Excellence	Insight	BDV Summit
					Networking Events for National Centres of Excellence
					Thematic breakfast meeting
					Industrial fairs and conferences
					Scientific and technical conferences
		4.2	Big Data Value Education Hub	Paluno	Thematic breakfast meeting
		4.3	Certification of curricula and training programmes	UPM	Networking Events for National Centres of Excellence
					Thematic breakfast meeting
4.4	Data Scientist Mobility Programme	EIT Digital	Scientific and technical conferences		

Table 12: mapping between task outcomes and internal and external events

7.4 Budget

As part of the operational plan for communication and dissemination activities, an associated estimated budget is proposed. First, we list the estimated cost of the communication activities to be carried out during the present year 2017. Then, we show the estimated contribution to the organization of the dissemination events organised by the BDV PPP during 2017. Since the initial investments in platforms and channels, along with the needed promotion to reach a critical mass in terms of audience will result in a non-linear expenditure of the overall budget, we show the projection of the budget during the project lifetime, where it can be seen that the expenditure in communication activities is clearly biased towards the first two years.

Finally, we consider the cost of attending industrial and scientific conferences under different modalities.

7.4.1 Communication actions

Next, we list estimated costs of the different communication activities for the present year (2017). Note that those activities that only include personnel costs (PM) have been budgeted with zero.

Communication activity	Estimated cost (Eur)
Audiovisual Promotional Video (including video for Rome)	10.000
Initial Web Portal Setup and monthly maintenance costs	4.000
Testimonial Video on the BDV Summit / EDF 2017	3.000
Licenses and Fees (Audiovisual Rights, Social Monitoring Tools, etc.)	2.000
Printed Materials (Brochures, Flyers)	3.000
Visibility Materials / Marketing Materials for Events	3.000
Paid Media Campaigns	5.000
Day to Day Website Operation, including Newsletter	0
Day to Day Community Management	0
Content gathering, curation, publication, dissemination	0
Brand design and guidelines	0
Total	30.000

Table 13: estimated cost of communication activities (2017)

7.4.2 Dissemination actions

The following table shows the estimated contribution from the BDVe project to the different events that the PPP is organising per year. A zero cost has been assigned to the events co-located with the BDV Summit.

D5.1: Communication and dissemination strategy

Dissemination activity	Estimated contribution (Eur)
BDV Summit	12.000
1 ^a Sectorial community building workshop	500
2 ^a Sectorial community building workshop	0
1 ^o Data-driven entrepreneur meetings	500
2 ^o Data-driven entrepreneur meetings	0
1 ^o Networking Events for National Centres of Excellence	500
2 ^o Networking Events for National Centres of Excellence	500
3 ^o Networking Events for National Centres of Excellence	0
Member states forum (subject to EC plans)	0
Thematic breakfast meeting	500
Total	14.500

Table 14: estimated contribution from BDVe to events organised by BDV PPP

7.4.3 Estimated projection of costs during project lifetime

As it has previously mentioned, while costs for dissemination activities are equally distributed along the lifetime (four years) of the project, the initial investment in platforms and channels, along with the needed promotion to reach a critical mass in terms of audience result in a non-linear expenditure of the overall budget intended for communication. The next table shows an estimated projection of the costs associated to subcontracting during the lifetime of the project:

Year	Communication (Eur)	Dissemination (Eur)
2017	30.000	14.500
2018	30.000	14.500
2019	20.000	14.500
2020	20.000	14.500
Total	100.000	58.000

Table 15: estimated projection of subcontracting costs during project lifetime

7.4.4 Attendance to industrial fairs or conferences

This section considers the cost associated to the participation of the PPP in external industrial and scientific conferences. By taking into account the results of the previous sections about communication expenses and the cost of organizing internal events, the available budget from BDVe for this specific item will be likely non-existent. Therefore, an agreement with different stakeholders (BDVA, PPP projects) about the most appropriate list of events to attend and expected contribution from each part will have to be reached, in order to enable the presence of the PPP in those external events.

As an example of expected costs, if we consider 3 events per year and take as indicator prices for Big Innovation Summit 2017 (London), the following budget would be required:

Big Data Innovation Summit		
	Unit (Eur)	Total (x3)
Attendance (Gold Pass)	1634	4902
Standard exhibitor	3517	10551
Sponsor	11000	33000

Table 16: cost of attendance to an industrial conference

Regarding scientific conferences, as an example, prices for different sponsoring variants in the first two conferences in the list are shown below:

	Platinum Sponsor	Gold Sponsor	Silver Sponsor	Gala Dinner Sponsor
International Conference on Very Large Databases	15000	10000	3000	
CAISE	7000	5000	2500	6000

Table 17: cost of attendance to a scientific conference

8 Monitoring plan

The objective of the monitoring plan is to ensure the fulfilment of the defined dissemination and communication plan, and to guarantee the expected impact of the proposed activities.

8.1 KPI's

The following KPI's will be considered for the monitoring and evaluation of the different activities of the strategy.

Communication strategy:

- Number of flyers / brochures (designed and created, not produced)
- Press releases both at European and national level.
- Promotional video: views in Youtube
- Website: visits, bounce rate (engagement)
- Newsletter: total delivered per year, number of subscribers
- Twitter: followers (total, increasing per period), tweets, impressions, twitter profile visits, mentions
- Slideshare: number of presentations, downloads, views
- LinkedIn: number of impressions, posts, followers, members

Dissemination strategy:

- Number of national antennas: selected, contacted, agreed
- Contents provided to stakeholders (antennas, PPP projects, other PPP): number, type
- Contents provided by stakeholders: number, type
- Contents disseminated:
 - Proportion of expected outcomes from stakeholders: BDVe WP's, BDVA, projects, PPP, antennas.
 - Total: reports, white papers, scientific publications, other
- Percentage of completion of the annual operational plan. Number of internal events organized by BDVe, number (and type) of assistants, presence of PPP projects (number) and other stakeholders:
 - 1 Summit
 - 2 sectorial workshops
 - 2 entrepreneurship meetings
 - 3 networking events for national centres of excellence
 - 1 member states data forum
 - 1 thematic breakfast meeting
- External events where PPP participates:
 - Number and type: industrial fair, industrial conference, scientific conference

- Type of collaboration (media partner / stakeholder, sponsor, exhibitor, speaker, general public)

8.2 Risk management

The set of KPI's, together with some of expected indicators (baseline and challenge), the potential risks and possible corrective measures are shown in the following table. The table must be completed with the information provided by other partners, and by the different stakeholders.

Activity	KPI	Monitoting periodicity	Baseline	Challenge	Risk	Measures
Flyers / brochures	Number	1 year	2	2	Low results	<ul style="list-style-type: none"> - Review content - Review channels - Review tone - Review image - Review mapping
Press releases	EU level	1 year	2	2		
	National level	1 year	10	10		
Video	Views in Youtube	2 months	100	200		
Website	Visits	2 months	5000	10000		
	Bounce rate		<70%	<50%		
Slideshare	Presentations	1 year	5	10		
	Downloads	2 months	25	50		
	Views	2 months	200	500		
Newsletter	Total per year	1 year	5	5		
	Number of subscribers		300	500		
Twitter (@BDV_PPP)	Followers (total)	2 months	900	1000		
	Followers (% increasing per month)		5	10		
	Tweets		3/day	6/day		
	Impressions		25000	50000		
	Twitter profile visits		1000	2500		
	Mentions		50	150		
LinkedIn	Posts	2 months	3 / week	7 / week		
	Followers		450	600		

D5.1: Communication and dissemination strategy

Activity	KPI	Monitoring periodicity	Baseline	Challenge	Risk	Measures
	Members		200	250		
	Impressions		4000	10000		
National antennas	Selected	3 months	15 (total)	29 (total)	No (appropriate) BDVA member in the country	- Check with national initiatives - Explore other possibilities
	Contacted		15 (total)	29 (total)		
	Engaged		8 (total)	29 (total)	No affirmative response from candidates	- Review the mandate - Check with WP3
	Broadcasting media (interviews)	1 year	1	3	Low number	- Check with antennas
	Broadcasting media (promotional videos)	1 year	1	2	Low number	
	Other PPPs	Engaged	3 months	3 (total)	10 (total)	Low number of PPPs engaged
Other events	Engaged	3 months	3 (total)	10 (total)	Low number of engaged events	- Update the list of candidates - Review the mandate
Contents disseminated to stakeholders	Antennas	1 month	2	2		
	PPP projects	1 month	1	1		
	Other PPPs	1 months	1	1		
Contents received from stakeholders	Antennas	3 months	1	1	Low number of contents	- Other candidate (check with WP3)
	PPP projects	1 month	1	1		- PPP SC
	Other PPPs	1 month	1	1		- Check with WP3

D5.1: Communication and dissemination strategy

Activity	KPI	Monitoring periodicity	Baseline	Challenge	Risk	Measures
Summit	Number	1 year	1	1	Low	<ul style="list-style-type: none"> - Review communication strategy: channels, audiences, etc... - Review prices and other conditions - Review sponsoring prices and packages - Review communication strategy - Check with SC - Check with WP3
	Attendees		300	400		
	Sponsors		25	25		
	Speakers		10	15		
	PPP projects		5	14		
	Other stakeholders		5	10		
Sectorial workshops	Number	6 months	1	1	Low number	<ul style="list-style-type: none"> - Check advertising, dates, with SC, co-location, etc ...
	Attendees		15	20		
	Sponsors		2	5		
	PPP projects		5	14		
	Other stakeholders		5	10		
Entrepreneurship meetings	Number	6 months	1	1	Low number	<ul style="list-style-type: none"> - Check advertising, dates, with WP3, co-location, etc ...
	Attendees		15	20		
	Sponsors		2	5		
	PPP projects		5	14		
	Other stakeholders		5	10		
Networking events for national centres of excellence	Number	4 months	1	1	Low number	<ul style="list-style-type: none"> -Check advertising, dates, with WP3, co-location, etc ...
	Attendees		15	20		
	Sponsors		2	5		
	PPP projects		5	14		
	Other stakeholders		5	10		
Member states data forum	Number	1 year	1	1	Low number	
	Attendees		20	30		
	National		5	10		

D5.1: Communication and dissemination strategy

Activity	KPI	Monitoring periodicity	Baseline	Challenge	Risk	Measures
	governance bodies					
	EC		1	1		
	PPP governance bodies		1	1		
Thematic breakfast meeting	Number	1 year	1	1	Low number	
	Attendees		20	40		
	Delegates EU parliament		5	10		
	EC		1	2		
	Business representatives		10	20		
	PPP representatives		4	8		
Industrial fairs and conferences	Number	1 year	3	3	No enough budget	- Select from the initial list according to constraints.
	Type of participation		Sponsor	Sponsor / stand / speaker		
	Other stakeholders involved		3	6	Low number	Agree the list with stakeholders
Scientific conferences	Number	1 year	2	2	No enough budget	Select from the initial list according to constraints
	Type of participation		Sponsor	Sponsor/stand/speaker		
	Other stakeholders involved		2	4	Low number	Agree the list with stakeholders

Table 18: KPI, risks and corrective measures

9 Evolution of the strategy during the life cycle of the project

The present document describes the communication and dissemination strategy, whose general guidelines, in terms of stakeholders, contents, messages and audiences will be applied during the whole lifetime of the project. Nevertheless, since the objective of the project is the support and coordination of the BDV PPP, the strategy will be continuously adapted to its evolution. Accordingly, differentiated actions will be undertaken depending on the phases of the PPP implementation. More specifically, we will consider:

- **Calendar of specific outputs from the stakeholders.** Different and specific C&D actions could be programmed according to the timelines provided by stakeholders regarding their specific outcomes. More specifically, the annual calendar of dissemination activities organised by the PPP will be updated accordingly. The initial calendar of expected outcomes from the different WPs of BDVe is detailed in Section 4.1. A complete calendar will be implemented as soon as the information from the rest of stakeholders (BDVA, PPP projects, ...) is available.
- **New projects incorporated to the PPP.** As new projects are incorporated to the BDV PPP, the C&D strategy will consider their specific features, in terms of scope (sector, audience, etc ...), type of contents and list of strategic events. Depending on the number and magnitude of the projects, new and specific dissemination actions might be accomplished.
- **New PPPs.** During the lifetime of the BDV PPP, new initiatives are likely to appear. In collaboration with task T3.4, we will evaluate the possible collaboration with these new, and other existing, initiatives, and identify synergies regarding C&D activities to incorporate to our strategy.
- **BDVA: updated SRIA, new members, and activities.** Similarly, the association will grow with the addition of new members, and will publish new updates of its SRIA. We will study the implications of these issues and will consider the adaptation of the strategy to the association needs.
- **Deficit of engagement of some specific target audience.** Since one of the objectives of the strategy is the involvement in the PPP of new actors in the European landscape, we will evaluate the inputs provided by the BDVA and BDVe (impact and ecosystem) about possible deficits of engagement of some specific audience, and will update the strategy by adding specific actions aimed at this target sector.

Besides, the strategy will be reviewed every year and a report will be elaborated describing the C&D activities undertaken by the PPP, major KPI's and milestones

achieved and learnings and recommendations for the next strategy review and long-term communications. Therefore, the strategy will be adapted by considering the following:

- **KPIs and performance.** Taking into account the monitoring plan presented in Section 8, we will incorporate to the strategy, if necessary, the appropriate correction and risk mitigation measures to ensure the performance of the activities.
- **Inputs and feedback** from the different stakeholders. We will adapt the strategy according to the information provided by the involved actors: preferences, critical points, target audiences, etc ...
- **Social and technical** trends

10 Conclusion

The present document describes the communication and dissemination strategy of the BDV PPP, with the ultimate objective of maximizing the impact of the performed activities, raising awareness of the PPP within European boundaries, reaching the most appropriate audiences and increasing the engagement of different actors. The defined strategy will be deployed during the first 12 months of the BDVe project (M12), and will be reviewed in a regular basis, taking into account inputs from other WPs, the set of PPP projects running, the feedback from national C&D antennas, and the analysis of current social and technical trends. This updating will comprise the review of the messages and values, the audience and stakeholder mapping, and the operational planning of forthcoming activities.