



D9.2: DISSEMINATION AND COMMUNICATION AND STRATEGY II



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Abstract:

This document updates the original Communication and Dissemination strategy (D9.1). It lays out overall vision of how to support the projects core activities, provides refined goals for the C&D activities and addresses areas of improvement based on the recommendations introduced in (D9.8). The document focuses on improving partners collaboration, supporting the strategic positioning and the re-aligning the actions with evolving needs of the project. It provides concrete methods for developing the channels in use and outlines the operations for the second year of the project. This document is updated yearly.

Keywords:

Dissemination; Strategy; KPIs; Update



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EXECUTIVE SUMMARY

This document represents Deliverable 9.2 – Dissemination and Communication strategy update of the **EUHubs4Data** project. It has been developed as a part of Work Package 9 – Impact, outreach and dissemination, in close collaboration with other Work Packages of the project. The objective of the update is to re-align and plan the dissemination and communication activities for the Consolidation Phase (M12 – M14) of the project. It builds on top of the initial plan, Deliverable 9.1 – Dissemination and Communication plan, results and the results of the analysis provided by Deliverable 9.4 - Annual Report on Dissemination and Communication and Deliverable 9.8 - Annual Report on EUHubs4Data Impact and and the feedback received from the project consortium. Based on the analysis, **the document addresses especially three aspects: collaboration of partners and WPs in dissemination activities, strategic approach and positioning of the project in the European ecosystem, and the evolving needs of the project in regards of results, achievements and new activities.** The achievements and activities reported focus on results of the experiments, training programme, new DIHs resulting from the open call for DIHs, changes on the dataset and service offer and courses additions to the catalogue, events and the upcoming open calls. The communication will be structured in campaigns, where ongoing activities are paced alongside with periodical campaigns.

As the alliance creation and new collaborations is an essential part of the strategy for the second year of the project, the deliverable evaluates the project ecosystem, identifying relevant stakeholders in the close proximity of the project and in the extended circle as well. Potential strategic collaborations are listed by Work Package 2 and include data and AI initiatives, platforms, incubators and accelerators, SME and start-up networks, data portals, Digital Innovation Hubs, partnerships and other initiatives in the national and European level. Those organisations and initiatives are complemented with BDV PPP and other relevant European projects, taking in account the changes in the project ecosystem.

The operational planning revises all the channels in action taking in consideration the strategic aspects of the project and proposes improvements in regards of efficiency and impact. In addition to frequently published news and blog posts and the updates of the Catalogue, the website will introduce new sections for training programme, media resources and events. The angle for the blog and news content will pivot to the achievements and concrete results, and social media campaigning increasingly involves the partners for further dissemination. The project aims on creating audiovisual content but will measure the actions in relation to the effort and potential impact. For scientific publications, the Work Package 9 leverages partner support to contact magazines and social networking sites. The possibility of physical meetings due to changing COVID-19 situation might increase the creation of printed materials. Focus of press collaborations is shifted towards regional media and utilising the existing media contacts of the partners.

As a part of the operational planning, the document also lists the upcoming main external events to be engaged with and the internal ones to be organised. Initial proposal for Data Forum 2022 and Data Week 2022 focus is on presenting the project results. At the time of writing, notable external events include **The European Big Data Value Forum 2021** and **Gaia-X Summit 2021**.

The deliverable addresses Work Package 9 internal processes and planning, proposing approaches to maximise the results of the efforts. The planning takes a **long term-view** to the actions of dissemination and communication, gathering input from the other Work Packages and aiming to improve general quality of the content by reacting to upcoming announcements and activities in a well ahead. Along the same vein, the main topics for temporary and ongoing **campaigns** are outlined, covering open calls, services, data sets and events. **Multi-channel messages and cross-channel promotion** aims on increasing efficiency by by taking a holistic approach to the development of the messages. The content is created in a way that it is easily transformed from one channel to another. This transition should be taken in account from the very beginning of the planning of each campaign. **Partner involvement and synergies** are fostered by enhancing the connection with other Work Packages, and in particular with the Work Package 2.

Addressing the monitoring and quality assurance, the KPI's are updated reflecting the results of the first year of the project. For monitoring the results, document encourages result-oriented approach, encouraging the partners to report their activities frequently and providing support to do so. Risk assessment identifies and



addresses two risks: failure to stimulate partner involvement and disruption caused by the changes of Work Package 9 members.

Lastly, the deliverable outlines the immediate next steps to take. The actions include the communication of the mid-term evaluation of the experiments, stimulation of the partner involvement and strengthening the ties between the Work Packages and preparations for the upcoming events.

1 INTRODUCTION

1.1 PURPOSE AND SCOPE OF THE DOCUMENT

The Communication and Dissemination Strategy (Deliverable D9.1) was developed at the beginning of the project to establish effective and impactful plan for communicating the achievements and outcomes of the EUHubs4Data project. The strategy covers all dissemination and communication activities and is a living document. This document is updated and integrated annually and this document (Deliverable D9.2) updates the current Communication & Dissemination strategy (Deliverable D9.1). It aligns the communication activities based on the experience gathered and feedback gained during the first year of the project. The update guides the work done in the WP9, providing concrete methods and processes for responding to the growing and changing dissemination needs of other Work Packages.

The document describes improvements of the current plan, taking in consideration the characteristics needs and requirements of the Consolidation Phase (M12 – M24) of EUHubs4Data project and the overall objectives. It tunes and strengthens the use of existing channels, focusing especially on:

Reinforcement of collaborative actions among the partners and maximising connectivity between WPs. This process enables close collaboration between all partners and WPs to ensure all project results are communicated internally, as well as externally.

Enforcing strategic approach to C&D activities. The document provides a concrete approach for positioning the project in the European ecosystem. It develops a foresightful perspective to dissemination activities and positions them in terms of identified opportunities, events and potential alliances. The update discusses the means and importance of identifying relevant projects, events, organisations and other initiatives, finding synergies among them.

Evolving communication needs during the consolidation phase. EUHubs4Data key content types include concrete achievements deriving from experiments, expansion of the federation and other main elements of the project. As the project has proceeded, many of these content types actualise as the activities output tangible results. The update focusses on ensuring that these activities and achievements are well-known to potential users, partners and the general public.

This document is the reference framework for evaluating the impact of communication and dissemination activities and will be updated once again (month 26) before the project end. The ultimate success of the EUHubs4Data project is strongly dependent on well-coordinated dissemination and exploitation activities. Deliverable D9.2 is produced within the context of Work Package 9 (WP9) – Impact, outreach and dissemination and more precisely of Activity 9.1 – Dissemination strategy, plan and reporting, lead by BDVA. It builds on the results of the analysis provided in documents D9.4 and D9.8, the organisations involved in the WP9 as well as on the feedback of all other Work Package leaders.

1.2 STRUCTURE OF THE DOCUMENT

The document is structured as follow:

- **Chapter 1** provides an introduction to the subjects the update mainly addresses, content and scope of the document and outlines the structure,
- **Chapter 2** gives summary of the D9.1, Dissemination and Communication strategy. The chapter provides analysis conducted in the deliverables D9.4 (Annual Report on Dissemination and Communication) and D9.8 (Annual Report on EUHubs4Data Impact and Coverage) and describes the



results of a survey feedback collected from the partners. It discusses the progress of the project, situating it to the wider European ecosystem. Based on these aspects, the chapter introduces the approach and main focus areas of the update.

- **Chapter 3** details the European ecosystem, in which the EUHubs4Data currently operates,
- **Chapter 4** contains the updated operational plan for the dissemination and communication activities, reflecting current status of the project and focus areas on the planning of each channel,
- **Chapter 5** provides updates on key performance indicators as well as reporting and risk management,
- **Chapter 6** concludes the update and describes the immediate next steps for the operations.

2 STRATEGY

2.1 OVERVIEW

The initial objective of the dissemination and communication strategy is to ensure that all activities achieve the greatest impact possible and that a) they benefit from a high level of visibility amongst potential stakeholders and b) they bring overall societal and economic benefits. The strategy is built on four pillars:

- I. A clear identification of communication needs and requirements for the different Work Packages and the establishment of well-functioning mechanisms for meeting these needs at the various stages of the project. This means in particular aligning the strategy and activities on the three rounds of open calls for cross border data experiments which are foreseen under the project;
- II. An appropriate understanding of the background and context in which this project takes place in order to exploit synergies with all other initiatives which could help EUHubs4Data outreach, to fill gaps and to avoid “communication fatigue” or overlapping efforts;
- III. The establishment of specific communication and dissemination activities which target the European and the national, regional and local level, as stakeholders from all these levels are crucial for the success of the project.
- IV. The exploitation of and alignment with the activities already carried out by the Big Data Value Association and the Big Data Value Public Private Partnership at the European level and the Digital Innovation Hubs (DIHs) at the local level.

The initial strategy identifies six “clusters” of content, in relation to the needs of the different Work Packages. The content types to be communicated are

1. General information on the project
2. Information on the calls
3. Information on the Federation catalogues and services (including data services and training offer)
4. Information on the benefits of the Federation for potential members
5. Information on the specific lessons learnt emerging from the project and the experiments
6. Information on results, impacts and achievements of the project overall and also of the experiments

The strategy identifies relevant target audiences and stakeholders on general, European and local level. These audiences include policy-makers, startups and SME entrepreneurs, researchers, innovators and EU project representatives. Based on the objectives and target audience mapping, the document outlines channels to be used for the D&C activities. It specifies the quantitative and qualitative KPIs for assessing the impact and defines required monitoring and reporting of activities taken in all channels at the disposal of the project. The document also takes in account quality assurance by describing checks and reviews for different content types and the risk management, namely in relation to the ongoing COVID-19 pandemic.



2.2 RESULTS AND ANALYSIS OF M1-M12

2.2.1 Summary of D9.4 and D9.8

The deliverable 9.4 – Annual Report on Dissemination and Communication of the EUHubs4Data project represents an extensive overview of the communications and dissemination activities carried out during the first 12 months of the project, while providing future recommendations and improvements.

The dissemination and communication report aligns with the initial D9.1 Communication and Dissemination strategy (November 2020), with unavoidable deviations due to COVID-19. Despite the need to move to a virtual model, a remarkable number of activities have been carried out successfully.

Among the achievements of the project, a few highlights include:

- a dedicated communication campaign to ensure the promotion of the 1st open call for experiments
- a dedicated communication campaign to broadcast the project's open call for DIHs
- dedicated communication campaign to promote the project's main events - Data Forum 2021 (March) and Data Week 2021 (May). In particular, the Data Week 2021 event was held digitally and was a huge success in terms of participation (over 450 participants).
- the project website developed with many new sections (Blog, Experiments, News & Events) and with very good results in terms of performance and users.
- the social media accounts growing exponentially over the last year (over 470 followers on Twitter, over 480 followers on LinkedIn).
- the project's blog was successfully launched, showcasing 12 articles at the time of writing
- visual material created for all communications campaign and new website sections
- integrated news in the BDVA monthly newsletter
- participation in external events (e.g., EBDVF 2020, IDSA Summit, Realising the European Open Science Cloud)

As the deliverable 9.8 – Annual Report on EUHubs4Data Impact and Coverage describes, the communication campaigns and channels were a great success in promoting the project activities and will continue to be maximised during the next phase of the project.

Considering that the tools and channels were in their early stages and that the project does not yet have extensive results and materials to disseminate, the impact of the Dissemination and Communication activities is significant. The project has achieved and, in many cases, far exceeded its numerous KPIs described in the corresponding section of the Description of Action. A fair estimate of the dissemination and communication efforts carried out in the first year of the project is that their reach has been more than satisfactory. These objectives and the measures of impact have increasingly improved during the course of the year; however, we are convinced we can move even further and achieve increased impact in the ensuing years of the project.

In the area of digital communications, the expectations were exceeded and deemed to have very good results. The launch of the website was successful and achieved a significant number of visitors, maintaining a low bounce rate. Although the website has attracted visitors from around the globe, there was a prevalence of Italian and Spanish visitors compared to other European countries. Social media channels attracted a high number of followers, and the growth of these channels is constant. A project blog was established, and the partners have actively participated in publishing. During the launch phase, a planning of a podcast was started, but given the early stages of experiments, the first episode has not yet been published. The Data Forum and Data Week events had very high numbers of participants and achieved good feedback from audiences, both regarding content and organisation. The success of the events helps to establish the EUHubs4Data project brand on the European ecosystem as a relevant and interesting partner and event organiser. However, the participation to other external events has been relatively low, mainly resulting from the lack of timely actions on identifying the relevant opportunities and pro-actively engaging with the actors organising them. First alliances for dissemination purposes were formed also with other projects and



mapping of other possible collaborations is ongoing. Press partnerships were not established during the launch phase, as we do not want to move too quickly and lose the interest of mass media until we have the first results from the experiments. However, the Work Package did take action to shape value proposition for attracting media actors and has already mapped potential partners.

2.2.2 Feedback from partners

With the goal to map out a clear and ambitious Communication & Dissemination (C&D) Strategy for the next years ensuring that all activities achieve the greatest impact possible, BDVA and IDC in September 2021 conducted a survey to all EUHubs4Data Partners.

With the goal to draw the most effective C&D Strategy, the aim of this survey was to:

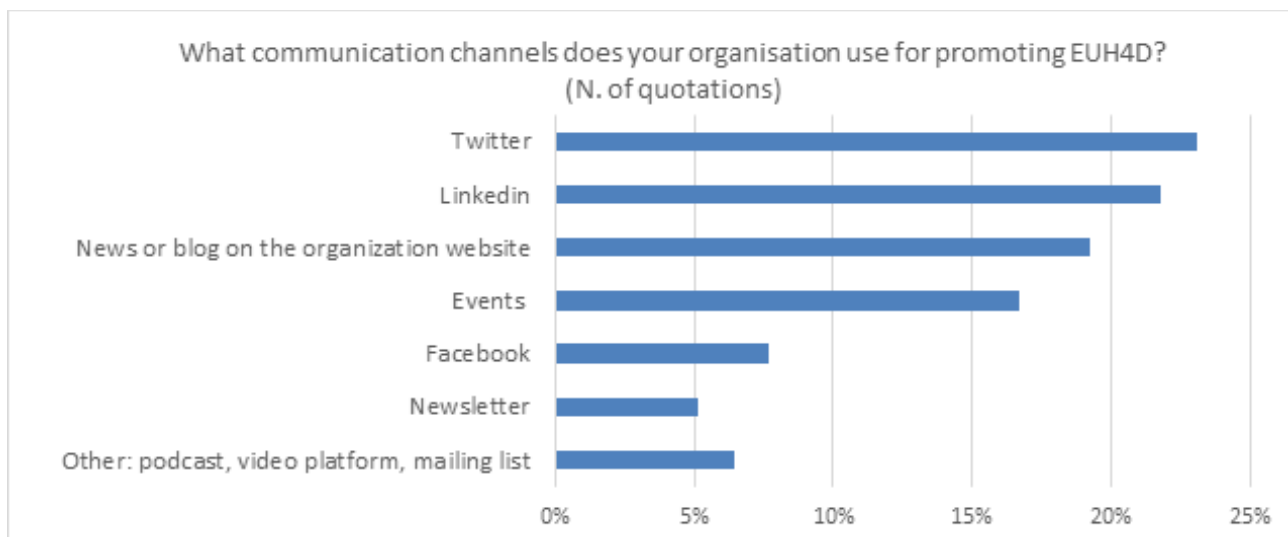
- Gather feedback to enforce the actions of WP9 “Dissemination and Communication Plan”
- Map ways to bring more value for the partners
- Stimulate engagement of partners in Communication and Dissemination activities.

The survey aims also to provide partners an overview about the communication activities deployed in the first year of the project, helping them to plan a successful C&D strategy to exploit the outcomes of the activities done in the next two years.

Looking at the past year communication activities the partners stated that the most channels used to promote the project are Twitter and LinkedIn, followed by news or blog published on the project website and events (see Figure 1 below).

For the large majority of partner organisations, Twitter and LinkedIn are also the communications channels they are aware of and considered more suitable for an active effective dissemination to spread information about the EUHubs4D project to relevant target audiences in Europe and create an active SMEs community with high interest in using the project results.

Figure 1 - Communication channels used for promoting EUH4D in the first year



Source: C&D Strategy Partner Survey, Sept. 2021

In the past year more than a half of EUHubs4D partner organizations contributed to C&D with two or more items per months, mostly with news and articles on the project goals and main activities preparation. In the next year the EUH4D partners are oriented to develop communication actions focused more on:

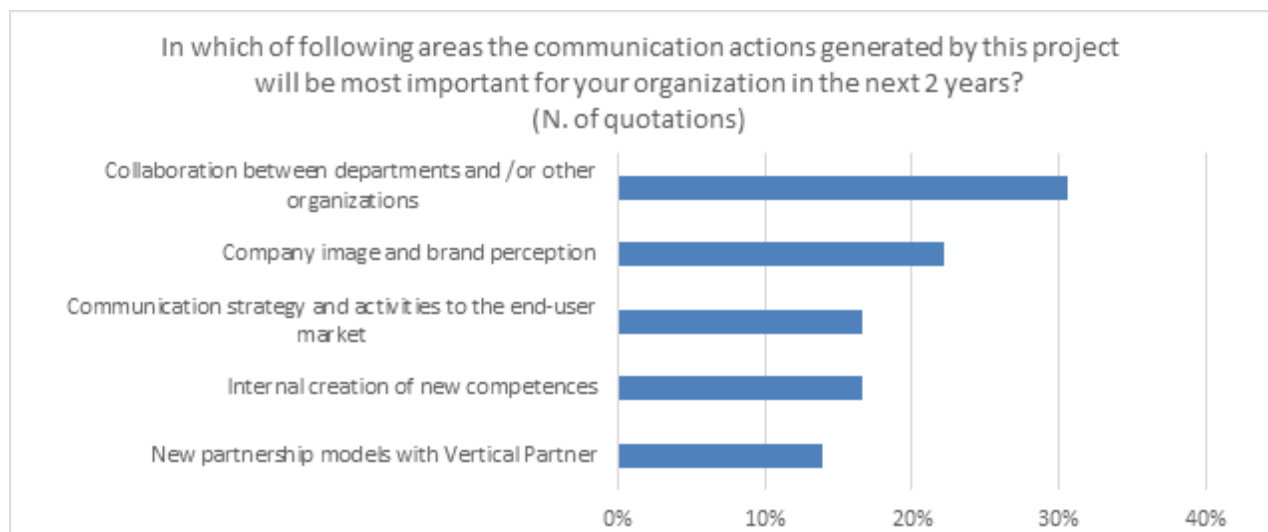
- Results of ongoing experiments to show how the DIHs work to SMEs community



- Federation of DIHs extension, in collaboration with other powerful projects and EU initiatives (Gaia-X)
- Pan-European catalogue of data sources extension and services to foster data driven innovation at local and regional level.

Project partners confirmed that working to C&D in this project will be important to improve collaboration between departments and /or other organizations, the company image and brand perception and to support their communication strategy and go-to-market activities (see Figure 2 below).

Figure 2 - Impact of communication actions in the partners organization



Source: C&D Strategy Partner Survey, Sept. 2021

In the coming years, partners could leverage the C&D expertise deployed in EUHubs4D to create a more digitally resilient organisation, working to the transformation of engagement with third parties, public sector organisations, and the vertical partners of 5G innovation projects and improving their visibility in the European context.

After M12, and during the consolidation phase of the project (month 12-24), the focus of the communication activities will be on advertising the cross-border experiments and services of the projects, the new DIHs that expand the federation, and enriching the online presence with a critical amount of content available for the website and the rest of communications channels. Some of the channels will also be re-branded (e.g., the podcast) to better reflect and implement the project's communication messages. Any new activity of the project (e.g., open calls) will be heavily promoted as usual with dedicated communication campaigns and through the project's networks and collaborations.

2.3 EVOLUTION

2.3.1 European landscape

Since the beginning of the project, the environment where EUHubs4Data operates has changed greatly. EU funding programmes have given opportunities for new initiatives, notably for consortiums created by startups and SME's working in the field of Big Data and Industrial AI. Supporting European Commissions European Green Deal and aligning with other ambitions set for the digital transition of the continent, the Digital Europe Programme provides funding in five key capacity areas: supercomputing, artificial intelligence,



cybersecurity, advanced digital skills, and, importantly, ensuring a wide use of digital technologies across the economy and society, including through Digital Innovation Hubs [1].

While 17 BDV PPP projects have finished¹ during the first year of EUHubs4Data, 10 new have started². This leaves total of 37 (not including EUHubs4Data) ongoing BDV PPP projects, still providing opportunities for collaboration in the close proximity of our project. As a part of the new Horizon Europe programme the Commission initialised a new public private partnership (PPP). The EC and private partners will both invest 1,3B€ to the AI, Data and Robotics PPP, totalling 2,6B€ to new research and innovation projects [2].

Being enforced by the European strategy for data, initiatives focusing on data, data sharing, DIHs and Industrial AI have grown and pivoted, and new ones has been established. European association for Data and Cloud, Gaia-X, was founded in January 2021. The association aims to develop a technical solutions and regulatory framework for European wide, decentralised data sharing service infrastructure. In June 2021, BDVA/DAIRO, Gaia-X, **International Data Space Association (IDSA)** and 10 other leading European organisations formed Team Data Spaces. The collaboration supports the EU's plan to create European data spaces by establishing a community of practice, driving the adoption of infrastructure, standardisation and governance and road mapping actions [3, 4].

Bringing together all of the major European initiatives for Data Spaces, BDVA, Gaia-X, IDSA and **FIWARE** launched the **Data Spaces Business Alliance (DSBA)** in September 2021. The alliance drives the adoption of data spaces across Europe and will work on three major areas: technology and architecture; support; and identification and characterisation of potential data spaces [5]. The alliance opens up many important opportunities with the DSBA itself but also through the individual participants and related projects for forming strategic collaborations and positioning EUHubs4Data as a key initiative.

The EC recently announced putting in a place a governance mechanism for ensuring the targets set for the 2030 Digital Decade are reached. As a part of the plan, named "The Path to Digital Decade", the Commission implements "multi-country project", focussing investments on the areas including digital innovation hubs, data infrastructure and high-performance computing [6].

The recent evolution of the European landscape has a direct impact to the environment where EUHubs4Data operates. Firstly, as DIHs and data sharing are having a big role in the EU's plans for developing the continent's digital transformation and the new initiatives are gaining increasing strategic importance, visible presence at the activities of the growing alliances provides opportunities for positioning the project in the European landscape.

Secondly, although the first calls for proposals have already been closed, the new projects resulting from the Digital Europe Programme (DEP) and Horizon Europe (HE) will need time to start their operations. Therefore, we expect those collaboration opportunities to actualise during the month 18 to month 24 earliest. While the BDV PPP projects are finishing, and thus potential collaborations working close to EUHubs4Data is decreasing, the project will extend the scope to find relevant partners from the wider European project ecosystem.

Lastly, at the time of writing it is unclear whether the projects originating from the Path to Digital Decade multi-country projects will provide grounds for alliances, synergy creation or other methods of visibility for EUHubs4Data, but the project representatives should monitor the progress for identifying opportunities.

We reflect the developments and notions described above in the operational planning outlined in the

¹ BDVe, BigDataGrapes, BigDataStack, BigMedilytics, BODYPASS, BOOST 4.0, CLASS, DataBench, E2Data, EDI, FANDANGO, I-BiDaaS, ICARUS, TheyBuyForYou, Track and Know, TYPHON, Lynx, Cross-CPP

² Daphne, Everest, i4Trust, Mediafutures, More, Reach, Marvel, SELMA, Vessel-AI, STAR



following chapters.

2.3.2 Progress of the project

EUHubs4Data has advanced according to the plan in all core areas of the project. During the first year, federated catalogue including datasets provided by EUHubs4Data members and open sources were published, and later services were added to the catalogue. The Cross-Border Data Driven experiments programme for SMEs, start-ups and web-entrepreneurs launched successfully in December 2020, selecting 10 cross-border experiments to receive funding, support from Digital Innovation Hubs of the project consortium, access to the services and datasets of the catalogue and also support to gain high levels of exposure and visibility at the European level. New DIHs joined the federation on month 13 as a result of successful call. EUHubs4D is currently onboarding the added organisations. Recently EUHubs4Data launched a training programme, aimed especially for SMEs to up-skill the human resources.

While the project enters the consolidation phase, outlined in D9.1, the results achieved by different Work Packages provides robust ground for the promotion of activities and achievements. Since the project is fully up and running, Work Packages are producing tangible results increasingly. This leaves WP9 with many options to draw content to the different channels and target different audiences. Experiments can be approached from different angles. For example, describing the process in a blog post, introducing results as a video or interviewing the partners involved in experiment. Depending on the perspective, the materials can be interesting to e.g., researchers, start-up entrepreneurs or technology oriented wider public.

The operational planning will consider the best ways to promote the milestones reached and the related upcoming activities in an appealing and engaging way. The D&C actions are also reflecting on the current position the EUHubs4Data has on the European level.

Lastly, as the analysis provided by the D9.8 shows, the website traffic indicates that EUHubs4Data has strong presence in Spain and Italy. During the consolidation phase, Work Package 9 focusses on expanding the reach geographically while maintaining the solid reach in southern Europe. WP9 plans with partners how to stimulate the engagement in regions with lesser visibility.

2.4 APPROACH FOR M13-M24

On the previous chapters, we have analysed the current standing of the project and the environment where the project operates. In this part, we will discuss further how the status of the project and the evolution of the strategic landscape will be considered when planning the D&C operations.

As a result of analysis, the update addresses three main aspects of the C&D. **Firstly, the strategic positioning of the project** is essential and penetrates planning on all channels. **Especially the visibility with the European level heavy-weight initiatives is a priority.** Identification of different opportunities deriving from other European projects, new and established, is considered in all stages of the planning. In the update, we present different angles for approaching and creating collaborations to create synergies and further extending the reach of the project. Relevant regional and European level events are scanned frequently and the participation to them is planned to help positioning EUHubs4Data as in the European landscape.

Secondly, the update describes approaches for fostering partner involvement. The activities planned for each channel produce value for the partners involved. The goal is to motivate the collaborators to participate more actively to the content production. WP9 will streamline the working methods and enhance the feedback loops with partners to make involvement as easy as possible. In addition, we enforce reporting and monitoring of the communication activities to further support the integration of the whole consortium to the D&C activities.



Thirdly, as the project outcomes are increasing, the type of content shifts accordingly. While open calls remain as an important aspect, the tangible results and examples provided by experiments create grounds for engaging content creation. Thus, the disseminated material is not only promotion of activities, but increasingly stories about achievements.

During the consolidation phase of the project (month 12-24), the focus of the communication activities will be on advertising the cross-border experiments, catalogue of services, datasets and courses, services of the project, ecosystem building activities, the new DIHs that expand the federation and the new training programme. Actions aim on enriching the online presence with a critical amount of content available for the website and the rest of communications channels. Any new activity of the project will be heavily promoted as usual with dedicated communication campaigns and through the project's networks and collaborations.

In addition, whereas the first year was dedicated to putting in place the main channels and activating them, during the second phase the WP9 will aim for gaining far-sighted, comprehensive perspective to the different elements of the project, which are disseminated. For this reason, processes and tools are planned keeping agility in mind.

3 EUH4D ECOSYSTEM

Synergies with related and complementary initiatives are going to be strategic for the project during the second phase. Partnerships, networks and building an EUH4D ecosystem will allow the project scale up and be more efficient.

3.1 STAKEHOLDERS

The EUH4D ecosystem considers all players involved in the Data value-chain or Data value-ecosystems at local, regional, national, European and, to a lesser extent, international level³.

Achieving collaborations with some of these actors to disseminate information related to the project on their channels, will allow us to reach a wider community at different levels. **WP9 has worked with WP2 and WP1 on the mapping of the ecosystem, considering dissemination purposes.** From this mapping, the 3 WPs have aligned their perspectives, activities and efforts as dissemination, community building and stakeholder engagement require very tight collaboration.

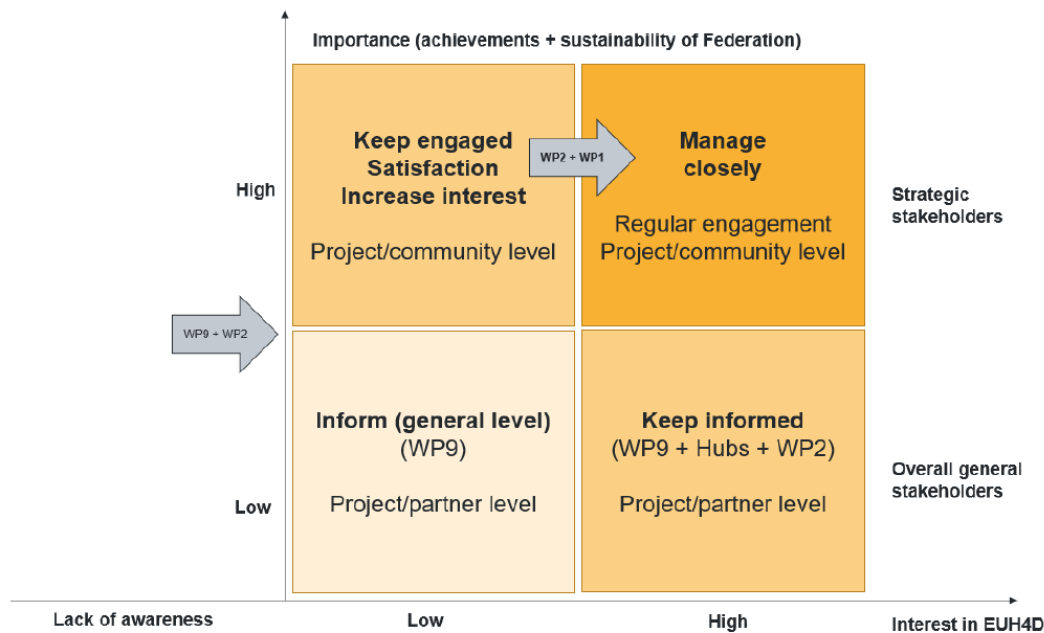
This update of the communication and dissemination strategy takes into account the recent EUH4D ecosystem strategy (D2.1). This strategy already includes an **overall list of initiatives for engagement.**

According with the overall engagement strategy of the project (Figure 3)

- **In the case of strategic and relevant stakeholders**, all the engagement actions will be carried out by the WP2 team and some partners of the project. For this reason, WP9 leader will follow up monthly with WP2 leader or will participate in the monthly meeting of the WP2 to know the current status of these collaborations to know if there are dissemination & communication alliances. Once the stakeholder has decided to collaborate with the project, in terms of D&C, the WP9 will provide the information, press releases or any other material necessary to disseminate specific actions. WP9 will promote to share of information on the stakeholders' social medial channels, but also, if possible, through their newsletters.
- **In the case of the overall general stakeholders** that are not considered strategic, WP9 will be in charge of inform them about the project and its outcomes.

³ Full information about the ecosystem is described in D2.1

Figure 3 - Engagement strategy of EUHubs4Data



WP9 will **consolidate a database** with dissemination and communication contacts of each stakeholder for amplifying all our messages and share relevant information. Also, will follow all strategic and relevant partners in our social media channels for re-sharing some of their posts.

3.2 CONSORTIUM AND THEIR NETWORKS

The partners are the most important communications asset of the project. During the second year, their support on dissemination activities will be essential for the success of the project.

Therefore, WP9 will be in contact with the partners and will share with them visual materials and press releases to encourage them to post our content on their websites, newsletters and social networks. **Each month, the 3 most active members in terms of dissemination will be chosen and highlighted during the monthly meeting to motivate them all to give us visibility.** Moreover, WP9 will identify with the partners a concrete list of potential dissemination and communication partnerships at the local/regional level.

3.3 STRATEGIC COLLABORATIONS

WP9, working closely together with the WP2, will establish and evaluate ways to form communications collaborations with relevant ecosystem partners. The approach to collaboration is strategic and the form can be cross-dissemination, participation to events, or any other action that increases the reach of EUHubs4Data. WP2 has identified in D2.1 (Ecosystem management and evolution strategy) strategic stakeholders. The stakeholders, complemented with the ongoing BDV PPP projects, can be found below. In addition to the listed initiatives, WP8 and WP2 have identified EU centric training providers for possible collaboration opportunities. WP9 provides support on possible communication activities resulting from those collaborations.

WP9 will engage these organisations, projects and initiatives during the second year, forming effective C&D collaborations:



Table 1 - Strategic stakeholders from D&C perspective

Category	Stakeholder
AI initiatives/platforms	<ul style="list-style-type: none">• AI4EU• Vision CSA (ICT48⁴ and ICT49⁵ projects)
Data/AI Incubator /Accelerator (EU level)	<ul style="list-style-type: none">• EDI• REACH• Data Market Services• MediaFutures• DataPitch
SME/Startup Networks (EU level)	<ul style="list-style-type: none">• Digital SME Alliance
Data Platforms	<ul style="list-style-type: none">• Horizon 2020's ICT-13⁶ and DT-ICT-11 projects⁷ (12 projects)• Copernicus / DIAS
Data Service/Technology providers	
Open Data Portals /catalogues (EU)	<ul style="list-style-type: none">• European Data Portal• EOSC-Hub and EOSC-Future
European/International Data initiatives	<ul style="list-style-type: none">• Data Spaces Business Alliance• GAIA-X• IDSA• BDVA/DAIRO• MyData• EOSC• FIWARE
Digital Innovation Hubs /Networks	<ul style="list-style-type: none">• DIHNET• DIH AI network• EDIH support action (2022)
Partnerships	<ul style="list-style-type: none">• AI, Data and Robotics Partnership• EOSC Partnership
Other ongoing BDV PPP projects	<ul style="list-style-type: none">• Daphne• i4Trust• EVEREST• MARVEL• More• SELMA• Vessel-AI• STAR

⁴ ICT48 list of projects: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/ict-48-2020>

⁵ ICT49 list of projects: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/ict-49-2020>

⁶ List of ICT13 projects: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/ict-13-2018-2019>

⁷List of DT-ICT-11 projects: <https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/dt-ict-11-2019>



4 OPERATIONAL PLAN FOR M13-M24

4.1 CHANNELS

The main communication channels were established during the first year of the project. EUHubs4Data has a holistic approach to the communication assets, utilising a wide variety digital tool. During the second year of the project, WP9 further develops the channels, taking in account the strategic goals and aiming for a high impact.

4.1.1 Website

The EUHubs4Data website is the centre of the project's digital presence. During the second year of the project, the webpage will be periodically updated and will be refined in terms of the content and structure if needed.

During this phase, most of the efforts will be focused on ensuring that the project and its activities are well-known to potential users, partners, and the general public. For this reason, a new section on the website will be created to upload some dissemination resources facilitating partners, press, magazines, and stakeholders can easily access to outcomes and information about the project. Press releases will be uploaded here, including news or information that we consider interesting to be replicated by others. Webinars, public documents, as well as key communication material such as videos, infographics or booklets will also uploaded here. Events section will be extended to include all external events, where EUHubs4Data participates.

The section of The Catalogue will be updated to modify and update the content of services and datasets already published by the current members, and the offer of courses will be added to this catalogue. Since new DIHs are going to be part of the federation of Data-Driven Innovation HUBs, the card of their profiles will be created and their offer of services, datasets and courses will be added to the website.

Considering the progress of the Cross-Border Data Driven experiments programme, the new achievements of them will be updated. Also, a new subsection will be created covering the training programme of the project.

The current information related to these topics on the website will be updated to reflect these changes and developments. All changes and sections needed to disseminate new open calls, events organized by the project, sponsorship or participation in any event or other needs will be created by the requirement of the different WPs of the project.

4.1.1.1 Blog

The EUHubs4Data Blog⁸ was launched in March 2021 with a main objective to provide relevant project using a more familiar and accessible language tone for all target audiences. To make sure that the blog grows consistently, the WP9 team has created a strategy and implementation plan for this communication channel. Several blog categories have been identified, such as: *data spaces, federation, technical topics, ethical matters, community & ecosystem, training & skills, open calls, experiments*. All members of the project are invited to contribute to the blog and write articles and opinion stories. This communication channel will continue to be utilised in the second year of the project with new blog articles being planned on a monthly basis - the blog's content will be evolved to welcome new categories, for example to highlight the project's experiments, the new enrolled DIHs or relevant services. Also, the Blog will be used to post content related to events organized by the event or sponsored by EUH4D.

⁸ <https://euhubs4data.eu/blog/>



4.1.1.2 News

The EUHubs4Data newsfeed⁹ provides information on the main achievements and news from the project. At the time of writing, a total of 18 news articles have been written for the website. The channel represents one of the main sources of up-to-date information and announcements of the project.

The channel will continue to be regularly updated in the 2nd year of the project will relevant news that fall into the latest categories (announcements, events, open calls, courses) and add new categories when/if applicable.

The newsfeed will evolve also taking into account new established press partnerships and the general operational plan of WP9. No press release has been issued in the first year, but in the next period, press releases are going to be a dissemination tool.

4.1.2 Podcasts

The D9.1 describes the podcasts as less than 7 minutes interventions by consortium partners or beneficiaries of the services. The objective is to simplify complex topics and challenges related to data innovation and explain them to broader audiences.

As the podcast production can be rather resource intensive and requires specific content creation skills, the workload is managed in couple of ways. WP9 identifies partners with capabilities to assist in the planning, recording and editing the episodes. Organisations participating in the process are given visibility in the episodes and in the promotion of them. If there are not enough partners willing to participate to the podcast creation, WP9 will decide to discard the podcast production.

Content is planned to benefit as much as possible from the efforts directed to other channels. For example, if blog post is created in an interview format, the interview can be recorded to be later used as a podcast. When attending events, WP9 can use the opportunity to transform the content to podcast or find partner representatives for an interview.

For ensuring high enough quality, WP9 will consider external production company. Using external resources would also prevent the production becoming too big of a burden for the WP9.

4.1.3 Social media

Social Media is one of the main communication channels of the EUHubs4Data project and uses three tools: Twitter, LinkedIn and YouTube. During the 1st year, the social media channels were launched and actively used to disseminate all relevant project information and to implement the main communication campaigns.

The project will continue to build on this success in the 2nd year to employ new communication campaigns and engage with the relevant target audiences, community and stakeholders as one of the leading communications channels. All the project consortium and partners are being involved in the social media activities by actively sharing relevant posts (and filling in a content file) and tagging them whenever possible. Specific communication campaigns (such as open call for experiments) are being populated on the consortium level so that partners can share the content on their specific communication and social channels.

In the coming period, the project's experiments, the training programme and new DIHs will be in the spotlight of the social media channels. More audio-visual material will be produced after month 12 that will be shared on the social channels.

⁹ <https://euhubs4data.eu/news/>



4.1.4 Newsletter

The EUHubs4Data project has been leveraging the BDVA/DAIRO newsletter (1158 subscribers) to showcase and send regular updates on the project. These newsletters are a valuable tool to contact stakeholders and inform them about events and project achievements.

The BDVA/DAIRO newsletter will continue to be leveraged as the main newsletter tool of the EUHubs4Data project in the 2nd year of the project to disseminate important updates to a wider audience. Partners are encouraged (during project monthly meetings and WP meetings) to use their own mailing lists / newsletters for additional promotional purposes whenever possible.

4.1.5 Dissemination & Communication Material

These materials will be mostly digital due to their best environmental impacts and outreach possibilities. Distribution of printed promotional materials will be only used at events. All these materials will contribute to enhance different sections on the website and disseminate the project outcomes through different channels.

4.1.5.1 Videos

Videos provide the most engaging type of content attracting the attention of the social media users. The project will produce promotional videos for advertisement purposes:

- One video will focus on a general presentation of the project (benefits, value proposition, etc)
- Some short videos will be developed to showcase the results of the cross-border experiments funded.

Depending on the specific needs, the possibility of generating other kind of videos or video clips will be analysed, for example it's possible that WP9 decided to create a video to advertise the launch of the second open call for experiments but it has to be evaluated depending of the needs.

All the videos will be published on the project YouTube channel and website with the informed consent from all filmed persons.

4.1.5.2 Visual Materials (Infographics, booklets, flyers, leaflets)

During this phase the visual materials will be developed to increase awareness generated during the first year and to expose mainly the project achievements. Final format will be chosen according to the purpose, the information and the channel.

- *General information about the project:* A project leaflet/brochure or flyer with the most important topics to be uploaded on the website and used by the partners for engagement actions.
- *First Open Call for experiments:* Infographic with the results of the 1st Open Call
- *Second Open call for experiments:* A set of Banners for advertising the second round of calls on social media channels and news section.
- *Catalogue:* An infographic or Banners to promote the catalogue of services, datasets and trainings on social media channels.

4.1.5.3 Printed Materials

Printed material will be the main promotional instrument to use during presential events. Posters, leaflets, roll ups will be the most common items developed. Most of the material will be design on demand. As the COVID-19 situation is making physical events increasingly possible, print materials gain more importance during the consolidation phase. In addition to EUHubs4Data organised events, materials are shared to partners to disseminate in the events in which they are participating.



4.1.6 Events

One of the most important activities to ensure project visibility to present EUHubs4Data project at third parties' events, and to organize project own events. Events organized have been a good channel to recruit stakeholders, grow the EUHubs4Data community, increase engagement and exploit synergies with other projects and digital innovation hubs. These events had a big impact on community building, visibility, and project recognition.

EUHubs4Data will participate into relevant external events either as a sponsor or by submitting proposals for open calls. In this regard also, WP9 will motivate the partners to report and engage with the events coming to their knowledge or in which they are participating. WP9 will work closely with WP2 to identify the opportunities and efficiently communicate them among the consortium.

4.1.6.1 Project events

EUHubs4Data has established the "Data Forum", a yearly event, and co-organised a three-day event, the "Data Week 2021", in collaboration with BDVA/DAIRO. The Data Forum particularly focused on target policy makers/bodies at the European and Local level. Co-organisation of Data Week contributed on establishing the project in the European research and innovation project ecosystem and built credibility as a potential partner and collaborator.

In the EUHubs4Data sessions of the 2022 events, the outcomes of the project will be highlighted as at the time of this years' event much more results will be available. The Data Forum 2021 was held in March, but for the 2022 edition WP9 will evaluate if changing the timing can help the event to get higher attendance. WP9 will activate the partners to engage with events and co-develop the concepts further. The project will invite relevant actors in the wider ecosystem to the sessions organised for increasing the reach of the project and situating the project deeper among the European initiatives. As the Data Week 2022 takes place during the French EU presidency, WP9 will seek suitable host and location in the country.

The training offered as a part of the EUH4D catalogue is also considered as a project events. The training activities will be published on the upcoming project website events section and further promoted in the main channels.

4.1.6.2 DIH events

During the first year, the project organized two informative sessions for DIHs with the aim to raise further interest among the DIHs, provide all the necessary information for potential applicants for submitting high-quality applications and to help the call dissemination among the DIH networks. Both sessions held same content, explaining the background of the federation, the relation to BDVA i-Space labels, the practicalities of the application and the selection process.

4.1.6.3 External events

At the time of writing, among the most important events are **European Big Data Value Forum 2021** (29 November to 3 December) and **Gaia-X Summit** (18 – 19 November). As the events are organised by BDVA and Gaia-X respectively, and as the organisation are part of the newly formed **Data Spaces Business Alliance (DSBA)**, the events are an important opportunity for the project to take communication actions with high impact and strategic value. As the DSBA is recently formed, the alliance has not yet announced any of its own events. However, it can be expected that later in the year two, the alliance provides many opportunities for participation to highly relevant events.

EBDVF is the yearly main event of BDVA/DAIRO, co-organised with the European Commission. The event gathers industry professionals, policy makers and research organisation representatives yearly to network, form collaborations, exchange information and discuss strategic topics from the perspective of the data-driven industries and related policymaking. EUH4D will be present in the upcoming EBDVF 2021 event by organizing one full session gathering project partners covering the topic of technical challenges and



generated value from European federated data driven initiatives. The project will also be very visible in the yearly BDVA i-Space labels ceremony, which takes place in the EBDVF. As the label was a requirement for new DIHs to join the EUHubs4Data federation, and thus an important part of the selection process, the i-Space labels ceremony provides additional opportunity for the project to gain visibility at the event. Gaia-X Summit takes place in 18-19 November 2021 and is held the second time this year. The event takes place online and showcases how data and services are shared in the Gaia-X environment. EUHubs4Data will evaluate different options for sponsoring or other forms of visibility for gaining impactful presence at the event. Partners attending the event are encouraged to use the opportunity to promote the experiments and upcoming open calls.

Table 2 - Upcoming main events

Name	Date	Type	Organiser
Gaia-X Summit 2021	18-19 Nov, 2021	External	Gaia-X
EU Open Data Days	23 – 25 Nov, 2021	External	The Publications Office of EU
EBDVF 2021	29 Nov – 3 Dec, 2021	External	BDVA
Slush	1 – 2 Dec, 2021	External	Slush
AI & Big Data Expo	23 – 34 Nov, 2021	External	AIBDE
Data Forum	Feb-March 2022 (TBD)	Project	EUH4D
EuroHPC Summit Week	22-24 March 2022	External	EuroHPC JU
Data Week	May 2022 (TBD)	Project	BDVA, EUH4D
IDSA Summit	June 2022 (TBC)	External	IDSA
IoTWeek	20-23 June, 2022	External	IoT Forum

4.1.7 Publications

In the next 2 years the project EUHubs4Data will strive to publish one scientific article per year (subject depending on the publisher identified). To reach this goal the project will leverage expertise and online communication activities developed by several Partners to come in contact with magazines or social networking sites for scientists and researchers to share papers and articles about experiments outcomes and data driven innovation achieved.

4.1.8 Press

Press partnerships for the first year of the project were outlined to target the European medias (EU Observer, EuroNews, Politico, Euractiv). As the project did not form press partnerships during the first year of operations, WP9 has reconsidered the approach and come into conclusion that the initial strategy contains a risk of putting a lot of effort and resources into press partnerships and gaining minimal or no return, as the journalistic processes of these medias might not favour the content created in the remit of the project. Without dismissing fully the European media, more focus will be given contacting regional media and technology news outlets through partners. WP9 will also write press releases and collaborates with partners on disseminating them to their press contacts. WP9 will identify the potential partners and medias to approach.

4.2 WP9 PROCESSES AND PLANNING

EUHubs4Data has many complex dimensions to communicate. The project's plan to successfully transmit the key messages to the wide target groups is ambitious. For reaching the targets set for the D&C, WP9 will develop the processes and tools used internally to gain increased efficiency. In this section, the strategy



update introduces methods for the project year 12-24 for creating better approaches to the weekly and monthly work. The tools and processes help ensuring all dimensions of the communications are constantly checked, planned and put into practice. In this section we describe the improvements.

4.2.1 Long-term planning

The task leads will develop together tools for collecting the upcoming activities and other noteworthy topics to easily accessible and clear overviews. The consortium partners and work package leads are frequently reminded to report foreseeable achievements and announcements to be added to the planning. The files are frequently reviewed and updated for translating the plan to concrete actions during the WP9 weekly meetings, or anytime necessary. With a well-constructed overview, WP9 aims to gain more flexibility by having a framework for thinking communications well-ahead, adapting to upcoming opportunities and reducing overhead and confusion. Planning will leave more time for e.g. contacting the relevant partners for support, creating appealing messages, improving overall quality of the content creation and avoiding missing important activities and events.

4.2.2 Campaigns

From the communicational perspective, EUHubs4Data project revolves around clearly identifiable, tangible aspects. In example, to the catalogue, the project has collected services and datasets. The experiments are concrete results deriving from the collaborations created in the sphere of the project. Open calls and events are held to extend the catalogue and community, and for creating new experiments. Designing communication campaigns around these topics well ahead improves the quality of the content created, provides stronger support for the actions of the Work Packages, keeps the content flow consistent and reduces pressure from the execution of operations. The campaigns will be integrated tightly into the long-term planning and are designed working closely with relevant Work Packages. The main campaigns of the EUHubs4Data are:

Open calls EUHubs4Data organizes one open call for experiments yearly. The success of the open calls directly affects the success of the whole project, so the campaigns related to the calls are top priority for the WP9. The campaigns around the open calls should be carefully crafted, timely executed and involve partners and relevant networks for maximum impact.

Experiments Campaigns about the experiments follow the different stages of the experiments. First item will be published at the time of initiation and describe the goals set for the experiments. The follow-ups observe the development of the initiatives and finally celebrates the achievements. When reporting about the experiments, the people participating in them are interviewed. Similarly, to the content created about the datasets, the blogs, news, podcasts and videos about experiments should give tangible and exciting examples of the achievements, giving the human perspective to the stories by putting the people behind the innovations at the spotlight.

- **The Catalogue** The communication about services, datasets, courses and experiments are situated in between the main campaigns of the open calls and events. The angle of the communication is in the benefits the catalogue can bring to the different organisations. The messages support the overall goal of getting DIHs, companies and other research and innovation organisations to the proximity of the project, hopefully resulting in new experiments, responses in open calls and collaborations.
- **Training Programme** Campaigns to promote the complete Training programme and each of the courses offer by this programme will be published at the website and social networks.



Events - The project has committed on organising two main events per year: Data Forum and Data Week. The campaigns around both of the events will take in account not only the different stages of the planning before and during the event, but also the post-marketing. Events are opportunities to collect recorded material for further dissemination and identifying potential content provides for other channels, such as blogs, news and podcasts. Therefore, WP9 aims on effectively leveraging the “tail” of the event in the C&D actions. In addition, the project does the similar planning, but in smaller scale, every time project representatives participate to an external event.

In addition to the campaigns, as an ongoing communication activity, WP9 disseminates information about the partnerships and alliances created, endorsing and celebrating the work the wider ecosystem does. By supporting the related projects and initiatives, EUHubs4Data does not only show warm solidarity, but boosts the data sharing and data-driven innovation to rise to the European agenda more widely.

4.2.3 Multi-channel messages and cross-channel promotion.

For efficiency gains, EUHubs4Data evaluates as a part of content planning, how the messages can be transferred from one medium to other as effortlessly as possible. The approach takes in account the content creation and publishing. It reduces overlapping work and increases the utilisation of all channels at our disposal. The content creation follows “channel paths”, where the actions are executed in a way that they serve the publishing in additional channels as much possible. The channel paths are taken into consideration as an integrated part of the process before starting any major communication activity.

A concrete example of a channel path could be, for example, a video interview at an event, which is planned in a way that it can be published also as a podcast and a blog. The interview can be recorded in a way it suits a podcast format too, and the script can be used when drafting a blog. When publishing, the blog post can direct to podcast and video, and the audiovisual mediums should promote the website.

4.2.4 Partner involvement and synergies

As described above, active participation of partners is crucial for the success of D&C activities. This matter is not only addressed in actions taken in individual channels but reflects to the work of WP9 as a whole. When motivating the consortium, WP9 creates a value proposition and endorses the collaborators visibly. We ensure the partners are aware not only about different channels of the project, but also of the possibilities the C&D operations offer for them. Partners will have easy access to reporting tools and know who to contact in regards of communication actions.

As the WP2 operations is closely linked to WP9, the collaboration is enforced. WP9 representatives participate frequently to the WP2 meetings and works with the Task Leads directly. We report actively the alliance opportunities for the WP2, planning together value propositions and the form of co-operation. The work packages will also frequently report to each other events which can offer to extend the reach of the project and provide an audience for promoting different calls and other activities.

4.3 TIMELINE

The timeline below reflects the main activities that will be disseminated through the project second year. In the upcoming months, the project will continue to focus on the main channels of communications mentioned above. EUH4D project will continue to be populated with content and releases while the social media channels will be updated with different campaigns on open calls, experiments etc. Newsletters will be delivered during the whole second year monthly including content from all channels.

Channel	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Website	Maintenance of all the contents of the website; Several updates/releases based on user experience											



Channel	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Social media	Engagement phase with launch of different campaigns; Campaign on the two other open calls, promotion of experiments; campaign on the training catalogue Focus on EUHubs4Data at events											
Newsletter	Regular newsletters delivered including contents from all other channels (blog posts, articles, podcasts etc.) as well as original contents											
Mailing lists		Collection of contact on rolling basis		Mailing campaign on the second and third open calls	Mailing campaign for the training services							
Project events			GAIA X EBDV F 2021				Data Forum		Data week			
Webinars					Webinar 1			Webinar 2			Webinar 3	
Blog posts	Monthly Blog Post			Monthly Blog Post				Monthly Blog Post				Monthly Blog Post
Podcasts			First podcast		Second podcast			Third Podcast		Fourth Podcast		
Events (DIHs)	DIHs informative sessions DIHs breakfasts											
External events	Participation in external events											
Visual material	Production of visual material											
Scientific articles												Production of one scientific article (tentative)
Press	Establishment of press partnerships											
Alliances	Establishment of alliances											

5 MONITORING AND QUALITY ASSURANCE

5.1 KPI'S

The monitoring of the project communication and dissemination activities is based on wide range of KPIs. The quantitative KPIs cover visitors, views, shares, collaborations, likes, production numbers and similar



metrics from EUHubs4Data website, social media, newsletters, mailings, events, alliances and all other assets and materials. The indicators and the methods of tracking them are elaborated further in the following table.

Table 3 - Updated list of key performance indicators

Channel	Indicator	Target
	Number of areas for resources created	1 new area for resources created
	Number of visitors/users	9k visitors/users in total
	Number of page views	60k page views in total
	Number of blog posts published	10 blog posts published
Social media	Number of Twitter and LinkedIn followers	800 by M24
	Number of posts on twitter	1k by M24
Newsletter	Number of articles published through stakeholder's newsletters	12 articles in stakeholders' newsletters published
	Number of EUH4D regular mailing sent to the project database	4 regular mailing sent
EUH4D Events	Number of events organised	2 events organised
	Number of participants overall	550 participants
External events	Number of external events attended (News about the event attended will be on the project website after the event)	20 events attended
Media coverage	Number of articles in magazines	3 articles published in magazines
	Number of editorials and clippings published	5 editorials and clippings published
	Number of articles/videos published through press and cross-dissemination alliances	5 articles/videos published through press and cross-dissemination alliances
	Number of "allies" disseminating project's contents to their communities	6 publications related to the project through allies
Dissemination Package and	Number of press releases created	6 press releases created
	Number of promotional videos produced	11 promotional videos produced
	Number of Infographics and banners produced	2 infographics and banners produced
	Number of booklets, flyers or leaflets produced	2 booklets, flyers or leaflets produced

5.2 MONITORING & REPORTING

To monitor project indicators, a system of tracking is in place, mainly based on the development of templates for project partners to report on their activities. The purpose of the monitoring approach is to obtain timely and regular information on the different activities: all project partners are requested to report on their related activities covering information on type of activities, target audience, dates, number of stakeholders reached, description of the activity etc.

By gathering this information and ensuring proper and regular monitoring of partners' activities, the team has been able to collect a significant amount of data and good practices. The project monitoring plan to



evaluate all actions of the dissemination strategy against a clear result-oriented approach was communicated to all project participants. The procedure of monitoring has been supervised by the team in order to allow the tracking of communication and dissemination activities for all consortium members. Partners on the other side, are expected to provide assistance and information where needed in order to keep a good track on dissemination activities.

5.3 RISK MANAGEMENT

The Dissemination and Communication strategy identifies risks, which possible arise during the project and introduces measures to mitigate the risks¹⁰. All of them are still more or less valid, although the COVID-19 related risks have changed. During M12-M24, physical events can be expected to re-start to some extent, with safety restrictions. Online event fatigue is a considerable factor, but it should be kept in mind that the audiences are also more comfortable and used to the virtual environment. Therefore, online events do not only bear risks, but opportunities as well. In addition to the existing risk log, this update introduces the following new prospects:

Table 4 4 - Additions to the risk log

Risk Number	Risk description	Likelihood (low, medium, high)	Impact (low, medium, high)	Mitigation measure
10	Stimulating the partner involvement fails and the level of participation stays low	High	High	WP9 identifies the right partners for right actions and creates feedback loops with work packages. We also create value propositions to increase the partner visibility to motivate collaboration. WP9 is available for assistance and information in regards everything related to the communication activities.
11	Disruption caused by the changes in personnel	Medium	High	WP9 actively fosters clarity in processes and keeps the division of responsibilities clear. New people working in the C&D operations are thoroughly onboarded. WP9 reserves enough time to explain the goals, channels and processes and describe the responsibilities of each member clearly.

6 CONCLUSIONS

6.1 UPDATE OF THE STRATEGY

This document focussed on updating the actions taken in all communication channels. We have outlined the operational plan reflecting on the current status of the project and situating EUHubs4Data among other initiatives in the European landscape.

This update has emphasized the importance of positioning the EUHubs4Data strategically among the European data ecosystem. The communication channels have been successfully established and implemented during the first year, and thus the consolidation phase will improve planning for and utilisation

¹⁰ See. D9.1 for details



of the existing assets. Key messages will extend from project activities to the achievements, as the outcomes are actualising.

WP9 has recognised the need of increased collaboration between the partners, work packages, European projects and other initiatives in the immediate proximity of EUHubs4Data. The update discusses different channels and actions, where these synergies could be created. To promote the outcomes and achievements of the project, WP9 needs to identify the opportunities where the D&C operations can make the biggest impact possible. These opportunities can be events, press exposure or other collaborations. WP9 uses the existing ecosystem for gathering new possibilities, takes pro-active approach to them and aligns the actions with WP2 frequently.

6.2 NEXT STEPS AND IMMEDIATE ACTIONS

During the consolidation phase, the top priorities for the C&D are promoting the project's achievements and key activities, such as open calls and experiments, strategically and creation of synergies and alliances with other European initiatives. Keeping these two priorities in mind, WP9 will take the following immediate actions:

Campaign for mid-term promotion of the experiments. EUHubs4Data has already 10 projects up and running. The experiments provide tangible and interesting topics to report. In the content, the people and organisations behind the experiments will have the spotlight and the stories are told through their voice. Relevant media outlets are identified and approached to evoke interest of science and technology journalists.

Updates on the website. The website will be updated according with the results of the progress of the different WPs: The page of services, datasets and courses will be change and new information and functionalities are going to be implemented. The new DIHs members will be shown in the section Federation and a card for each of them will be created. Regarding the training programme, a dedicated section will be design with general information and details about each course. Also, the page of the experiments will be updated with new information as a result of their progress

Video and brochure. A video and a flyer of the project will be design, published on the website and shared will all the partners.

Establishing tighter links with WP2. The task leads of WP9 will join the WP2 meetings, delivering the information two-ways between the packages. Processes for supporting WP2 with the creation of alliances has already been discussed, and WP9 will start looking for and proposing new collaborations frequently.

Creation of value propositions for partners. To activate partners to participate C&D activities, WP9 will collaborate with WP2 on designing value propositions for partners. In addition, the work packages will identify other measures for getting the whole consortium engaged.

Planning of organisation of and participation to the main events of the year. WP9 will create a campaign for promoting the sessions held in EBDVF 2021. It will also evaluate the best way to participate in Gaia-X Summit. WP9 also initialises a planning for the 2022 Data Forum and Data Week, including the concept development with the partners. WP9, in collaboration with WP2, will evaluate and start contacting the other external events listed in this document.

Setting an initial general planning for the year. Transfer all the foreseeable major events, activities and calls in to one view. This view will be updated weekly as a part of the WP9 meetings and used for distributing the upcoming actions to smaller, more manageable tasks.



7 REFERENCES AND ACRONYMS

7.1 REFERENCES

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7.2 ACRONYMS

Acronyms List

CP	Consortium Plenary
DoA	Description of Action
PC	Project Coordinator
PMB	Project Management Board
PPR	Project Periodic Report
QM	Quality Management
RM	Risk Management
TM	Technical Manager
WPL	Work Packages Leaders