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[1]	Diffusion of Innovations by Everett M. Rogers, published by Simon & Schuster International, 1962.

Glossary

Acronym	Meaning
KPI	Key Performance Indicators
R&D	Research and Development

1. Executive Summary

A Dissemination and Exploitation Plan is necessary to **build awareness** of a project results and **maximize its commercial exploitation potential**. The objective of this Dissemination and Exploitation Plan is to lay down the foundations for effective external communication of SafeCity's concept and potential benefits to interested stakeholders at an international level, focusing primarily in Europe.

Starting dissemination early increases its impact and enhances subsequent exploitation opportunities. Providing stakeholders with advance notice of what is planned strengthens collaboration links with partners and helps to **establish and reinforce a wide network with potential customers**. The use of means such as seminars and conferences to communicate work progress can be an effective way of disseminating findings whilst they are fresh and helps to stimulate ongoing interest in the project's work. Achieving high levels of stakeholder's involvement from the early stages of the project leads to strengthening communication foundations throughout and beyond its development.

For dissemination to be effective it **must evolve in parallel to project development**. The marketplace and stakeholder environments are likely to change during the lifecycle of the project. Hence, suitable mechanisms must be defined to accommodate for these changes, reviewing progress and the extent to which dissemination strategy is meeting objectives. These mechanisms allow effective dissemination growth based upon the feedback obtained.

To leverage appropriately the **alignment of the interests of all parties within the consortium** and the fact that the external communication strategy depends on **well-organized internal communication** (since for external communication to be truly effective it must stem from well-coordinated communication within the consortium), an essential part of this Dissemination and Exploitation Plan involves the gathering of information regarding consortium members dissemination-related opinions, as well as information regarding the value which each party can bring, from their own perspective, into the strategy of the Plan.

Making SafeCity results widely available shall be achieved by a number of dissemination activities. In particular, SafeCity results will be disseminated to a broad audience including private and public organisations, industries, most important cities, councils, city authorities or infrastructures related to security around Europe, through activities such as workshops, conferences, journal publications and internet exposure.

This Dissemination and Exploitation Plan shall serve as the **basis of SafeCity's business model design and the future commercialisation strategies defined within it**. In fact, part of the exploitation effort will involve initial exploration of possible business models that could help advance future commercialization efforts in different industries and applications.

2. Methodology

A dissemination effort such as the one outlined in this document requires effective and efficient communication, as well as the transmission of clear messages. Everett M. Rogers defines, in the Diffusion of Innovation theory¹, the diffusion process as one "**which is the spread of a new idea from its source of invention or creation to its ultimate users or adopters**". SafeCity's Dissemination and Exploitation Plan is aligned with the philosophy described in this theory.

The Diffusion of Innovation theory goes through five stages: *knowledge, persuasion, decision making, implementation and confirmation*:

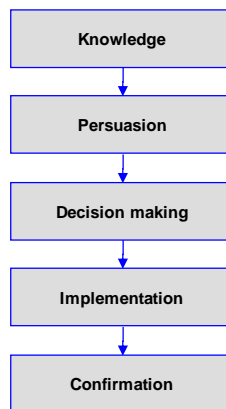


Figure 1 Diffusion of Innovation theory

- **Knowledge** represents what already exists and the understanding thereof. This involves the exposure of facts and information to show what SafeCity is and what has been reached and achieved.
- The **persuasion** phase deals with ways to make people form a favourable attitude towards SafeCity's results. People need to be convinced of the quality and suitability of the project outcome.
- Once the recipient of the knowledge has been persuaded, it must commit to the adoption of the results. This is the **decision making** phase.
- The stakeholder is sufficiently convinced to make a commitment in the sense of putting in practice what has been learnt. At this stage, the knowledge is **implemented** and put in use. The different ideas have been processed and are set up for a useful change in an innovative way.
- Only when it has been implemented and proved as positive, the **confirmation** comes based on the reinforcement of knowledge.

The specific stages and tasks which make up SafeCity's Dissemination and Exploitation Plan are depicted below:

STAGES



TASKS

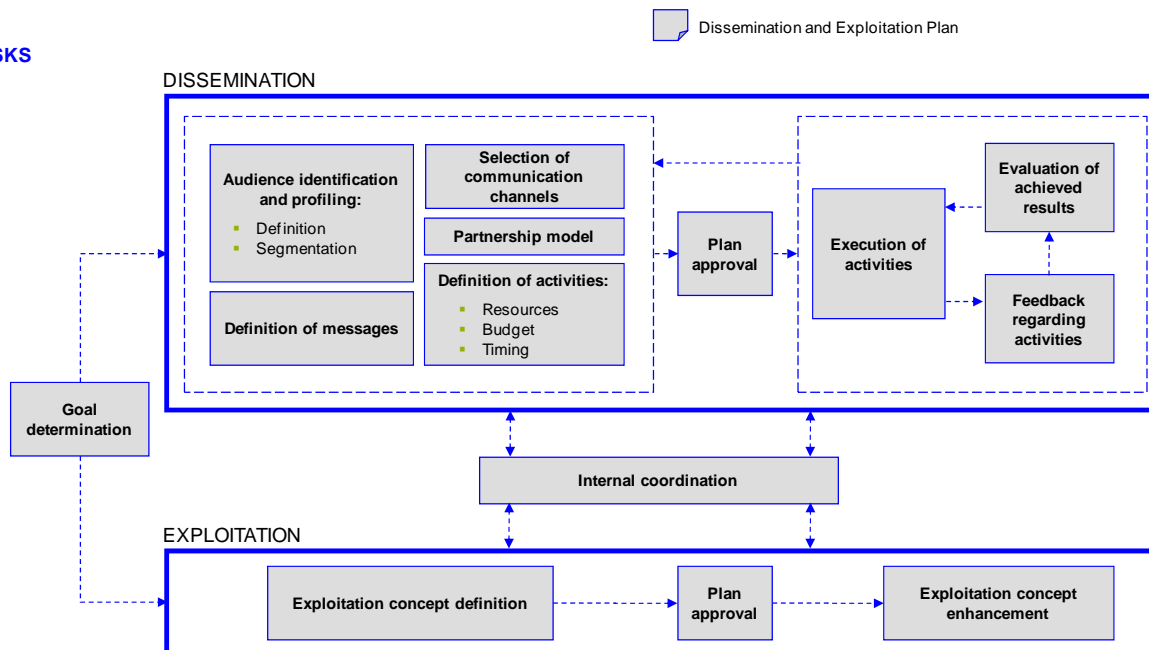


Figure 2 Disseminations Stages and tasks

2.1. Goal determination

To initiate a successful and effective communications effort, an assessment of the SafeCity consortium goals must be carried out, **consolidating what the project stands for, including its mission, values and beliefs**. It is also essential to always bear in mind who the consortium is serving. This process will help narrow and sharpen the focus on SafeCity communication initiative.

The analysis of this issue should revolve around the following questions:

- What issues are most important to the consortium at any given moment?
- What are the overall goals the consortium wishes to achieve at any given moment?
 - Sales.

- Networking
- Reputation
- Patents.
- Notoriety.
- Contribution to standards.
- Etc.
- Who is most affected by the issues stated above?
 - Organizations which are direct or indirect stake with SafeCity project.
 - Etc.
- How will the consortium know goals are being achieved? i.e. What would the consortium see, hear, or have in-hand that would let it know that progress is being made towards the goals?

2.2. Audience identification and profiling

Once the key issues mentioned above have been acknowledged, the next step is to identify and profile the audience to be targeted with the present communication initiative. Evaluating closely the audience is **essential in choosing the most effective ways to communicate with it**.

Within the audience, there are groups of interest. These are groups of individuals that have an interest or are going to be affected by SafeCity's initiative. Within these groups of interest one may find:

- Employees.
- Executives.
- Managers.
- Business units.
- Allies.
- Project teams from companies belonging SafeCity's consortium.
- Groups of interest
- Etc.

The analysis of these groups of interest should revolve around the following questions:

- Whose knowledge, attitudes or behaviour must be changed in order to meet SafeCity's goal? These are SafeCity's **primary groups of interest**.
- Who else is affected if SafeCity's initiative succeeds in its goal? These are SafeCity's **secondary groups of interest**.
- Are there others who can influence primary and secondary groups of interest? These are SafeCity's **tertiary groups of interest**.

If a given group of interest shows consistency within its members due to the fact that they all have similar knowledge, attitudes and behaviour, it is not necessary to fragment it further. If this is not the case, fragmentation is required in order to achieve groups with consistent characteristics.

For each group of interest identified, the following issues should be considered:

- What does the consortium know about the group's knowledge, attitudes and behaviours as related to the issue in question?
- What are the barriers to this group fully supporting or participating in reaching SafeCity's goal? What are the benefits if they do?
- What are the characteristics of this group? How do they spend their time?
- What is SafeCity's potential impact on ethical, social and legal aspects related to the group?
- Are there language considerations?
- What or who are they influenced by?
- What makes new information credible for them?
- What or who could motivate change or action?

It may be useful to generate a map showing the relations between the different groups of interest, including their level of influence on each other.

2.3. Definition of messages

The messages to be communicated are closely tied to the project's goal and objectives. They deliver important information about the issue and **compel the targeted audience to think, feel or act**. They can:

- Show the importance, urgency, or magnitude of the issue.
- Show the relevance of the issue.
- Put a "face" on the issue.
- Be tied to specific values, beliefs, or interests of the audience.
- Reflect an understanding of what would motivate the audience to think, feel or act.
- Be culturally relevant and sensitive.

Messages must be sets of statements that convey key information associated to SafeCity's initiative. They should be **designed taking into account the different groups of interest identified**. These should become the underlying themes for the project's materials and activities, allowing (if required) for the development of slogans based on them. Messages should serve as the basis for the development of sets

of talking points that members of the consortium use when making presentations. They should even suggest topics for fact sheets, drop-in articles, and even letters to the editor or newspaper editorials.

Both the channel (the conduit for sending these messages to the chosen target audience) and the purpose of communicating information influence message design. Information may be designed to **convey new facts, alter attitudes, change behaviour, or encourage participation in decision-making**.

Some of these purposes overlap, and often, they are **progressive**. That is, the groups of interest must first receive information, then understand it, believe it, agree with it, and then act upon it. Regardless of the purpose, messages must be developed with consideration of the desired outcome.

Factors that help determine groups of interest acceptance include:

- **Clarity:** Messages must clearly convey information to assure the groups of interest's understanding and to limit the chances for misunderstanding or inappropriate action. Clear messages contain as few technical/scientific/bureaucratic terms as possible, and eliminate information that the groups of interest do not need in order to make decisions (such as unnecessarily detailed explanations). Readability tests can help determine the reading level required to understand drafted material and help writers to be conscientious about the selection of words and phrases.
- **Consistency:** In an ideal world there would be specific consensus on the meaning of new findings, and all messages on a particular topic would be consistent. Unfortunately, consistency is sometimes elusive. Experts tend to interpret new data differently, making consensus among government, industry, and public interest groups difficult.
- **Main points:** The main points should be stressed, repeated, and never hidden within less strategically important information.
- **Tone and appeal:** A message should be reassuring, alarming, challenging, or straightforward, depending upon the desired impact and the target audience. Messages should also be truthful, honest and as complete as possible.
- **Credibility:** The spokesperson and source of the information should be believable and trustworthy.
- **Audience needs:** For a message to break through the information clutter, messages should be based on what the target audience perceives as most important to them, what they want to know, and not what is most important or most interesting to the originating agency.

Prior to final production, messages should be pre-tested with the target audiences (and in some cases with channel 'gatekeepers') to assure their understanding of them.

For each of the groups of interest identified, the following questions should be analysed:

- What are the barriers and benefits to the audience thinking, feeling, or acting on SafeCity's initiative?

- What change in attitude (the way they feel about the initiative) does the consortium wish to motivate in the audience to meet the project's goal?
- What change in the behaviour (day-to-day actions) of the audience does the consortium try to achieve?

Based on the above analysis, the most compelling sentences that have the potential to motivate the audience should become the messages to be communicated.

2.4. Selection of communication channels

Communications channels carry the messages to the target audiences. Channels take many forms and there is an infinite list of possibilities. Answering the following key questions will aid the consortium in identifying the most effective channels for reaching each of the groups of interest:

- Where or from whom does this audience get its information? Who do they find credible?
- Where does this audience spend most of its time? Where are they most likely to pay attention to the messages being communicated by the consortium?

There exist three main communication channel categories:

- **From person to person:** Workshops, presentations, demos, etc.
- **Based on written communication:** Newsletters, bulletins, posters, etc.
- **Based on technology:** Intranet, e-mail, voicemail, video conferences, etc.

All channels have **inherent strengths and weaknesses**, so it is essential to select the most appropriate ones depending upon factors such as the message being communicated (for example, sensitive aspects are better communicated from person to person) or the timing associated with it.

It is important to assume that **not all information is read, understood and retained by the recipient audience**. Experience has shown that individuals react differently at different periods of time to the different ways of message communication. It is advisable to use different communication channels to reiterate key messages and to make additional information available that the audience can have access to when it is ready for it.

2.5. Definition of activities

The processes of defining the activities that will most effectively carry the message to the intended audiences involve the analysis of the following issues:

- Appropriateness to audience, goal, and message.
- Relevance to desired outcomes.

- Appropriateness to initiative development stage (pre-launch, launch or post-launch).
- Timing and frequency.
- Costs and resources.
- Climate of marketplace towards the initiative.
- Cultural appropriateness (including language).
- Environment - geographic considerations.

At this point it is essential to keep in mind the following key principles that surround the communication strategy as a whole:

- Provide a **consistent and unified** approach to the use of the **name** and the **image** of the initiative.
- Ensure that all legal requirements are met and are being followed according to the geographic location where the activity in question takes place.

For activities to be carried out, the following roles need to be identified:

- **Sponsor:** The person or group of persons responsible for promoting specific communication activities (in this case associated to the influence area of each consortium member).
- **Coordinator:** This role's main responsibility involves the coordination of all communication activities. It is also the person or groups of persons responsible for the Dissemination and Exploitation Plan as a whole.
- **Developer:** The people directly involved in each activity and the people responsible for the development of the supporting material associated with it.
- **Supervisor:** This role involves the supervision of all communication activities. The responsibility of this person or group of persons includes the assurance that all communication activities are appropriate, that they cover the needs of the target audience, and that they are orientated towards the right groups of interest.

The assignment of **resources**, **budget** and **timing** to the different communication activities can be carried out using the following process:

1. The complete list of all activities is laid out, taking into account the frequency associated to each of these.
2. For each activity, all the steps that lead to its completion are outlined in order.
3. An estimated budget is assigned to each step (bearing in mind all aspects which make up the step, including the preparation of the corresponding supporting material, the physical resources to be used, the coordination effort required, etc.).
4. Estimated staffing needs are assigned to each step.
5. A date for each step in the activity is assigned, working backwards from the activity completion point.

2.6. Plan approval

Official approval by the consortium of the Dissemination and Exploitation Plan proposed. This approval process shall be required for its initial version, as well as for every revised version (revised upon evaluation of the **execution of its dissemination section** and continuous **enhancement of its exploitation concept section**).

The definition of the steps involving the approval process is required.

2.7. Execution of activities

The phase of execution of activities puts in practice all actions described in the Dissemination and Exploitation Plan. It is therefore the most visible phase.

The objectives of this phase are:

- The execution of communication activities as defined in the Dissemination and Exploitation Plan.
- The exploitation of the partnership model defined to support the communication strategy.
- The enabling of **bidirectional** communication paths for the channels selected.
- The enhancement of the global degree of effectiveness of the consortium.

From the beginning of the dissemination phase, and with the objective of promoting future exploitation opportunities, **all members of the consortium must contribute** to the execution of activities depending upon their field of expertise and area of influence.

2.8. Feedback regarding activities and evaluation of achieved results

The process of obtaining feedback regarding communication activities and evaluating the achieved results of these activities must take into account the following issues:

- The specification of **feedback mechanisms** for each communication activity.
- The specification of **times to take stock of progress** (i.e. times to execute the specified feedback mechanisms).
- Determining and acting upon the **strengths and weaknesses** of the Plan in a progressively manner.
- Identifying and acting upon obstacles.
- Creating and implementing **new approaches for success**.
- If possible, consulting with communications technical assistance advisors.

Relevant changes identified at these stages will need to be assessed and approved by the whole consortium, whereas minor changes at one particular communication activity should be dealt with by

the parties involved with the activity in question, and if appropriate, communicated to the consortium via the Internal Coordinator of the Dissemination and Exploitation Plan.

2.9. Exploitation concept definition and enhancement

The dissemination and exploitation phases are closely interrelated as dissemination activities shall be utilized to identify business opportunities to market SafeCity's solution. This is due to the fact that the dissemination phase shall involve a major analysis of market segmentation and a detailed evaluation of marketplace potential.

To promote exploitation opportunities, it is expected that individual partners will present information about SafeCity to relevant industry companies with whom they are in contact. Some of the partners will also integrate SafeCity developments into their ongoing research, educational and commercial activities.

Issues which must be considered throughout the exploitation concept design and enhancement tasks are:

- Expectations regarding the different ways to obtain return-on-investment from the project.
- Additional benefits derived from the project, such as corporate notoriety.
- Alliance and key partners whom will help to exploitation development.
- Economic impact resulting from industrial activity and commercialisation of products that are developed based on project results, such as sales of derived products and/or services.
- Increase in development/operational efficiency for consortium members with regards to projects/operations related to SafeCity to be developed in the future.
- Usage of knowledge/technologies for further research work.

2.10. Internal coordination

This task includes the following two main elements:

- The specification and management of the **design stage** of the Dissemination and Exploitation Plan, which involves:
 - The generation of the present document.
 - The coordination of all internal feedback obtained regarding the contents of the present document.
 - The management of the document approval phase.
- The coordination of the **implementation and evaluation stages** of the Dissemination and Exploitation Plan, which involves:
 - The management of the execution of all activities directly or indirectly (if deemed appropriate).
 - The coordination of the dissemination feedback and evaluation tasks.
 - The continuous enhancement of the exploitation concept of the Plan.

One of the main responsibilities of the internal coordination task involves promoting and being receptive to **input from consortium members** regarding the different issues which make up SafeCity's Dissemination and Exploitation Plan. This input should be proactive. In fact, there should be feedback regarding communication issues at each step of project development. **Project partners are encouraged to share knowledge, results and experiences among them to get the maximum value from the collaboration and to join forces to create impact.**

3. Dissemination and exploitation plan

3.1. Objectives

The **main objectives** of this Dissemination and Exploitation Plan are:

- To build awareness of the project.
- To lay down the foundations for effective communication of the project's concept and potential benefits to interested stakeholders.
- To communicate research findings to stimulate ongoing interest in the work of the project.
- To build the foundations of an effective partnership model.
- To lay the groundwork to establish and reinforce a wide network of potential customers.
- To identify, throughout the different stages of the project, the issues which are most important to the consortium at any given point in time (contribution to standards, patent attainment, qualified international notoriety and reputation achievement within relevant industries, potential stakeholders, end users, etc.).
- To maximize exploitation opportunities of the solution throughout and beyond its development.

The **baseline** to make the above objectives a reality is **defined by the project's Description of Work** document, which addresses:

- The project's mission, main benefits and goals.
- Who the consortium is serving, aiding in the process of sharpening the focus on the project's communication initiative.
- A preliminary reference on SafeCity's potential clients (such as organizations related with security activities).
- A preliminary reference on the type of partners the consortium could work with (such as smart cities projects).

Further to this preliminary information provided by the Description of Work document, the present **Dissemination and Exploitation Plan expands on all communication-related issues, through comprehensive analysis** of the following elements:

- Audience identification and profiling (which is a necessary step to identify the most effective ways to communicate with it).
- Definition of messages to capture the attention of the targeted audience.
- Selection of communication channels that carry the messages to the target audiences.
- Definition of the partnership model to maximize the value attained by external stakeholder collaboration.

- Definition and execution of activities such as workshops, conferences, journal publications and internet exposure.
- Evaluation of achieved results through appropriate feedback mechanisms and establishing fitting KPI's .
- Initial exploration of possible business models to take full advantage of these business opportunities.

3.2. Audience

Target audience, is a specific group of people within the target market at which the marketing message is aimed. A target audience can be people of a certain age group, gender, marital status, etc. Other groups, although not the main focus, may also be interesting.

Identifying and profiling the audience to be targeted is essential in choosing the most effective ways to communicate with it, and it serves as the baseline to select the optimum channels to communicate with the groups of interest found within it.

The primary target audiences are SafeCity's stakeholder, organizations involved in security RTD activities in Europe but other actors such as specific associations, working within the security areas will be identified, and will become the primary targets of the dissemination efforts. Other organizations will also be targeted as audience, association, all citizens and their surroundings which form Councils, Business Park, Tourist resorts, University Campus, Smart Cities, new safe cities developed by government, etc.

In this sense, according with audience targeted, Europe's frame would be the geographic sphere to work in and with.

SafeCity's groups of interest are identified below:

- Primary group of interest: Groups whose knowledge, attitudes or behaviours must be changed in order to meet SafeCity's goal.

They are mainly the stakeholders group who are parties which will be affected by final results and can influence it but which are not directly involved with doing the work.

Primary stakeholders are groups or organization what has direct or indirect stake in SafeCity's project because it can be affected or beneficiated by SafeCity's results. Most important cities, councils, city authorities or infrastructures related to security around Europe would fit as stakeholders. Organisations working in security RTD activities and associations working within security areas are also group involved with SafeCity's goals.

Note that all stakeholders are represented in a specific excel pipeline elaborated to work in SafeCity's dissemination plan.

- Secondary group of interest: Groups not identified as Stakeholders but which are nevertheless affected if SafeCity's initiative succeeds in its goal. Those are SafeCity's end users.
Following organisations work together with SafeCity as end-users:
 - M30 Madrid Command Centre Police - *Madrid (Spain)*
 - Gijon City Council - *Gijón (Spain)*
 - Concejo de Espartinas - *Sevilla (Spain)*
 - Spanish Civil Guard - *Spanish national level*
 - Bucharest City Council - *Bucharest (Romany)*
 - Civil Protection Authority - *Grevena (Greece)*
 - North Ireland Police - *Belfast (UK)*
 - Óbidos City Council - *Óbidos (Portugal)*
 - Attunda Fire Department - *Stockholm (Sweden)*
 - Helsinki Administration Centre Safety & preparedness coordinating division - *Helsinki (Finland)*
- Tertiary groups of interest: Groups which can influence primary and secondary groups of interest. These are **researchers, academics, security experts, related smart cities projects and organisations currently engaged in related EU projects.**

The fundamental characteristics of each of these groups of interest are described below:

- Type of organisations: The type of organisations (and/or individuals) that make up the group of interest.
- Organisational structure: General description of the type of structures found within the organisations which make up the group of interest.
- Knowledge, attitudes and behaviours: The relevant knowledge, attitudes and behaviours of the organisations which make up the group of interest.
- Barriers and benefits: The barriers to these organisations fully supporting or participating in reaching SafeCity's goals, and the benefits for them if they are able to overcome these barriers.
- Operational characteristics: The essential operational characteristics of these organisations (i.e. how they spend their time).
- Impact on social and legal aspects: SafeCity's potential impact on social and legal aspects related to these organisations.
- Language considerations: The language considerations regarding these organisations.
- Influences: What or who these organisations are influenced by, and the potential they have to influence other organisations within their own group of interest and/or other groups of interest.
- Information credibility: The key elements which make new information credible for these organisations.

- Motivation elements: What or who motivates change or action in these organisations.
- Knowledge on the project: Indicates the different types and levels of knowledge the organisations should have regarding SafeCity.

The detailed characteristics of each group of interest are described below:

3.2.1. Organisations involved in security R&D activities.

Type of organisations

Organisations which spend part of their resources in R&D activities and are also involved in its activities, both within the public and private sectors, and at an international level (with a special focus in Europe).

A wide group of organisation may be in here, they are detailed below:

- Universities.
- R&D organisations.
- Government.
- Legal authorities.
- Technological enterprises.
- Security enterprises.
- Surveillance enterprises.
- Others

Special attention will need to be maintained throughout the dissemination phase of the project in order to identify organisation not identified within the above list, but which may be affected by SafeCity's goals. Main and most of the messages are focused in this principal group.

Organisational structure

The organisational structures of the entities which make up this group of interest are quite varied, and depending of their category, whether they are public or private entities, they might have a business unit or a set of individuals responsible, directly or indirectly, for the R&D activities related to security.

Knowledge, attitudes and behaviours

The different knowledge of the organisations which make up this group of interest is usually not too detailed due to the variety of organisations. They are aware of all threats associated with cities, security, internet, etc, responding to crisis situations, and usually (but not always) assign significant resources to deal with this threat.

Attitudes and behaviours related to threats or notoriety events may vary depends of the organisations and the implication in activities related to R&D.

Barriers and benefits

The **barriers** to these organisations accepting SafeCity's proposal might be low due to the implication and interest of both, organisations involved in R&D activities and SafeCity's project.

Barriers may appear throughout the dissemination phase of the project in order to take them into account throughout the exploitation phase.

The **benefits** for these organisations if they are able to overcome these barriers would be obtaining knowledge and experience about future internet and security cities as well as first contact with results.

Operational characteristics

The essential operational characteristics of these organisations relevant to SafeCity shall need to be progressively identified throughout the dissemination phase of the project in order to maximize impact and market opportunities.

Impact on social and legal aspects

SafeCity's impact shall be related with project's results which mean it is anticipated to estimate it. But it will be also related to bring benefits about enhancing, knowledge, effectiveness of future internet applied to public safety in smart cities.

Just as for the social aspects, all impacts on legal aspects related to these organisations shall be progressively identified throughout the dissemination phase of the project.

Language considerations

Since this group of interest includes companies from all over the world, the corresponding language considerations shall need to be taken very much into account.

Influences

What or who these organisations are influenced by is very specific to each organisation. Those influences may vary according to its identity (private or public), its audience, its employees, its dimension.

This is a **very significant issue** from the point of view of **maximizing market opportunities**, and will therefore **need to be thoroughly explored** throughout the dissemination phase of the project.

However, it is anticipated that the entities (and individuals) that these organisations shall be influenced by will be those identified in this document as tertiary groups of interest, which are researchers, academics, industry experts, emergency authorities and organisations currently engaged in related EU projects.

Information credibility

It is anticipated that the main sources of credible information (credible to these organisations) will usually originate from:

- Organisations and individuals within tertiary groups of interest.
- Qualified media sources.

Motivation elements

The main elements which shall motivate change or action in these organisations are expected to come from the **concurrent occurrence of positive influence elements**, and the **alignment of these organisations with the benefits associated with SafeCity's results in the specific area**.

All details regarding specific motivational elements for organisation within this group of interest shall be progressively explored throughout the dissemination phase of the project due to its **importance regarding SafeCity's marketing and sales strategies**.

Knowledge on the project

The consortium must ensure that knowledge of organisations belonging to this group regarding SafeCity includes:

- Background information on the consortium (description and objectives).
- Background information on the project (description and objectives).
- Functional (as opposed to technical) information on the solution.
- Business models associated with the offering.

3.2.2. Councils and authorities.

Type of organisations

Public organisation which serves a city in different aspects, it may be as administrator, legislator, advisor, etc.

Special attention will need to be maintained throughout the dissemination phase of the project in order to identify organisation not identified within the above list, but which may be affected by SafeCity's goals. Main and most of the messages are focused in this principal group.

Organisational structure

The organisational structures of the entities which make up this group of interest is led by the council major and then all different departments distributed by areas of interest such as economy, environment, community, etc with its respective authorities.

Knowledge, attitudes and behaviours

The different knowledge of the organisations which make up this group of interest is wide and deep related with future internet and safety in its cities.

They are aware of all threats associated with cities, security, internet, etc, responding to crisis situations.

Attitudes and behaviours related to threats or notoriety events must be one of the SafeCity's main issues because of the fact that its reaction and impact will help to achieve the project success.

Barriers and benefits

The **barriers** to these organisations accepting SafeCity's proposal might be low due to the implication and interest of both, Councils and SafeCity's project.

Barriers may appear throughout the dissemination phase of the project in order to take them into account throughout the exploitation phase.

The **benefits** for these councils if they are able to overcome these barriers would be obtaining knowledge and experience about future internet and security cities as well as first contact with results.

Operational characteristics

The essential operational characteristics of these organisations relevant to SafeCity shall need to be progressively identified throughout the dissemination phase of the project in order to maximize impact and market opportunities.

Impact on social and legal aspects

SafeCity's impact on social will depend mainly from the relationship with this group of interest, because of the fact that they are the closest contact with citizens.

In any case SafeCity's impact shall be related with project's results which mean it is anticipated to estimate it. But it will be also related to bring benefits about enhancing, knowledge, effectiveness of future internet applied to public safety in smart cities.

According with impacts on legal aspects related to these organisations shall be progressively identified throughout the dissemination phase of the project.

Language considerations

Since this group of interest includes companies from all over the world, the corresponding language considerations shall need to be taken very much into account.

Influences

What or who these organisations are influenced by is very specific to each Council. Those influences may vary according to relationship with other councils, governments, public bodies, private organisations, R&D entities, etc.

This is a **very significant issue** from the point of view of **maximizing market opportunities**, and will therefore **need to be thoroughly explored** throughout the dissemination phase of the project.

Information credibility

It is anticipated that the main sources of credible information (credible to these organisations) will usually originate from:

- Organisations and individuals within tertiary groups of interest.
- Qualified media sources.

Motivation elements

The main elements which shall motivate change or action in these organisations are expected to come from the **concurrent occurrence of positive influence elements**, and the **alignment of these public bodies with the benefits associated with SafeCity's results in the specific area**.

All details regarding specific motivational elements for organisation within this group of interest shall be progressively explored throughout the dissemination phase of the project due to its **importance regarding SafeCity's marketing and sales strategies**.

Knowledge on the project

The consortium must ensure that knowledge of organisations belonging to this group regarding SafeCity includes:

- Background information on the consortium (description and objectives).
- Background information on the project (description and objectives).
- Functional (as opposed to technical) information on the solution.
- Business models associated with the offering.

3.2.3. Researchers, academics, industry experts, related smart cities projects and organisations currently engaged in related EU projects.

Type of organisations

Entities included within this group of interest are those which can **influence primary and secondary groups of interest in the sense of boosting sales opportunities**. These are:

- **Researchers, academics and industry experts.**
- **Smart Cities projects and organisations currently engaged in related EU projects.** These are in a uniquely positioned to forge links with primary and secondary groups of interest.

Organisational structure

The organisational structures of the entities which make up this group of interest are quite varied, and will have to be individually looked into throughout the dissemination phase of the project in order to identify the key players within them. Key players in this case shall be those professionals which have the potential to influence primary and secondary groups of interest.

Knowledge, attitudes and behaviours

The relevant knowledge of the organisations which make up this group of interest is expected to be **quite detailed** for the following reasons:

- Researchers, academics and industry experts: This group should only include researchers, academics and industry experts **specialised safety of cities and future internet**.
- Organisations currently engaged in related EU projects or smart cities projects: All knowledge obtained in their project may affect SafeCity's one.

Barriers and benefits

The **barriers** to these organisations accepting SafeCity's results are expected to be the following:

- Researchers, academics and industry experts: Being unable, for whatever reason, to focus sufficient attention on SafeCity's results.
- Organisations currently engaged in related EU projects or Smart Cities projects: Acceptance of non-economical payment in exchange for collaborating with SafeCity's consortium, or even regret SafeCity objectives from its issues.

The **benefits** for these organisations if they are able to overcome these barriers would be

- Researchers, academics and industry experts: Evolution in future internet related to public safety in smart cities.
- Organisations currently engaged in related EU projects or smart cities projects: Being able to count on SafeCity's consortium to help in related projects these companies might be involved in.

Operational characteristics

The essential operational characteristics of these organisations relevant to SafeCity shall need to be progressively identified throughout the dissemination phase of the project in order to maximize their influencing potential.

Impact on social and legal aspects

The impact on social aspects is not particularly relevant for this group of interest.

With regards to impacts on legal aspects, these will have to be identified throughout the dissemination phase of the project.

Language considerations

Since this group of interest will most probably include companies from different parts of the world, the corresponding language considerations shall need to be taken into account.

Influences

What or who these organisations are influenced by is very specific to each organisation. This is a **very significant issue** from the point of view of **maximizing market opportunities, since the fundamental characteristic of tertiary groups of interest consists on their potential to influence primary and secondary groups of interest**. This issue will therefore **need to be thoroughly explored** throughout the dissemination phase of the project.

Information credibility

It is anticipated that the main sources of credible information (credible to these organisations) will usually originate from individuals or entities within their same groups of interest.

Motivation elements

The main elements which shall motivate change or action in these organisations are expected to come from the **alignment of these organisations with the benefits associated with SafeCity's results**.

Knowledge on the project

The consortium must ensure that knowledge of organisations belonging to this group regarding SafeCity includes:

- For researchers, academics and industry experts:
 - Background information on the project (description and objectives).
 - Functional and technical information on the solution.
- Organisations currently engaged in related EU projects:
 - Background information on the project (description and objectives).
 - Functional and information on the solution.

3.3. Target Market

A **target market** is a group of customers that the business has decided to aim its dissemination efforts and ultimately its merchandise. A well-defined target market is the first element to a dissemination strategy. The target market is one of the most important strategies that determine the success of a product or service in the marketplace.

While market segmentation can be done in many ways, depending on how you want to slice up the pie, four of the most common types are:

- Geographic segmentation – based on location such as home addresses;
- Demographic segmentation – based on measurable statistics, such as age or income;
- Psychographic segmentation – based on lifestyle preferences, job or interests.
- Other aspects as operational and institutional settings were relevant to define targeted market.

In this sense, SafeCity's target market will be split in four main groups, which will be linked to specific audience within the target market groups, in order to achieve a most specific segmentation and to find an adequate, orientated and detailed method to approach to them.

Followings groups are the target markets to study and focus SafeCity's progress:

- **Policy Makers:** Policy Makers target group is conformed for those persons and bodies who set the plan pursued by a government or business, taking also policy decisions regarding security decisions in their environment.
- **Industries and SMEs:** Enterprises are one of the most important groups of interest for SafeCity's dissemination strategy. Business in the sphere of security, developing R&D security activities or even those who are already working in related projects regarding smart cities, safe cities or other interesting EU projects.
- **End Users:** Economics and commerce define an end-user as the person who uses a product or enjoy services. The end-user may differ from the person who purchases the product, which highlights the importance of differentiate between policy makers or general communities, from the final user. End users must be taken into account because achieving success in SafeCity's project will be linked to end user's acceptance.
- **European R+D+i Community:** Stakeholders, groups of interest, or organisations involved in security R+D+i European projects with a similar objective, orientated to future of internet on the sphere of security and smart cities or involved in EU2020 strategy.

		Audience		
		Organisations involved in security R&D activities	Councils and City Authorities	Organisation related to smart cities projects in EU
Target market	Policy Makers	<ul style="list-style-type: none"> • Police • Army • Air force • Defence Ministry 	<ul style="list-style-type: none"> • Majors • Regional or national Policy Makers 	<ul style="list-style-type: none"> • Projects coordinators.
	Industries & SMEs	<ul style="list-style-type: none"> • ICT and security partners • Resellers/providers • International cooperation 		<ul style="list-style-type: none"> • Clusters • Networking • Future cooperation
	European R+D+i Community	<ul style="list-style-type: none"> • Clusters/Hubs/innovation networking • ICT and security partners • Europe 2020 strategy • International cooperation 	<ul style="list-style-type: none"> • Public Safety, scenarios in key European Cities. 	<ul style="list-style-type: none"> • Clusters/Hubs/innovation networking • Innovation association/Partnerships.
	End and Final Users	<ul style="list-style-type: none"> • General opinion • End user cases 	<ul style="list-style-type: none"> • Citizens's opinion • Administration centers • Police/army/ministries 	<ul style="list-style-type: none"> • Related end users • Related feedback to take advantage of.

Table 1 Audience / Target Audience

3.4. Messages

The key messages to spread are directly connect with the impact and results expected, such as: Provide a solid basis for the description of the Demonstration project and achieve qualified Europe wide awareness. They should be designed **taking into account the different groups of interest identified and the step where the project is**. These should become the underlying themes for the project's materials and activities. Messages should serve as the basis for the development of sets of talking points that members of the consortium use when making presentations. Message should contain several factors that might help to determine groups of interest acceptance:

- Clarity
- Consistency
- Main points
- Tone and appeal
- Credibility
- Audience needs.

According with these factors and SafeCity's objectives, main messages to be spread will be focused in:

- Enhance the role of Future Internet looking to ensure people feel safe in a protected environment.
- Demonstrate the positive impact of SafeCity's solution on a city's sustainable developments, and developing eco-designed networks and sensors.
- The importance of collaborate and involve key users and public authorities at local, regional and national levels in the project.
- Announce the study in specific scenarios in key European cities to enable our capacities in the area of Public Safety.
- Show the development of 8 public safety application based on generic and SafeCity specific enablers.
- Enhance the life of the citizens in the digital society of the future.

The essence of **effective message communication is ensuring its constant alignment with the project's objectives, especially if these objectives change over time**. This section describes, for each stage of the project, the fundamental elements of the messages to be communicated according to the specific objectives sought-after.

User requirements stage

For those consortium members involved in the user requirements stage, this is the second chance to start building awareness of the project (the first one being the project proposal stage). It therefore consists on starting to broaden this awareness, firstly internally within each organisation, and secondly towards Advisory Board Members acting as end-users (the main audience at this point). At this stage, the communication of the project's concept and potential benefits is no longer merely introductory. Instead it needs to start having a **consolidated** feel to it, needing to go a step further in transmitting the **relevance** and **magnitude** of the project.

The main message-sending characteristics which need to be taken into account at this stage are:

- **Clarity:** Simplicity and straightforwardness of messages being communicated is particularly essential from the point of view of limiting misunderstanding with issues such as:
 - The level of confidentiality associated to all security-related information of Advisory Board Members acting as end-users.
 - The benefits which Advisory Board Members acting as end-users are going to have once technology development has been completed.
- **Consistency:** As far as the nature of what is being communicated is concerned, consistency with respect to the project proposal stage is important. It is also very significant that any new data being transmitted is communicated and interpreted correctly by Advisory Board Members.
- **Main points:** Fundamental points regarding the technology and the role which Advisory Board Members play in the project should be stressed and repeated, and should not be hidden within less strategically important information (such as for example technological achievements accomplished with preliminary prototypes). Information should also be designed to encourage the highest possible level of participation in the project.

- **Tone and appeal:** The tone and appeal must be straightforward and reassuring, looking to maintain a high interest of Advisory Board Members in the project, due to the fact that this is the first stage in which a high level of dedication and involvement is required from them. And as always, messages should also be truthful, honest and as complete as possible.
- **Credibility:** This is a key factor at this early stage especially regarding sensitive issues such as the level of confidentiality associated to all security-related information of Advisory Board Members acting as end-users. The trustworthiness and professional integrity of the spokesperson transmitting the message is therefore extremely relevant.
- **Audience needs:** As always, the needs of the audience must be taken continuously into account, basing messages on what the target audience perceives as most important to them, which at this stage is the benefits Advisory Board Members acting as end-users are going to obtain from the project as a whole.

Research and development stages

These stages provide the chance to continue building awareness of the project, with the **alignment of messages and objectives** with respect to the different **groups of interest** identified and the different **communication channels** selected, becoming more and more relevant. In fact, the communication of the project's concept and potential benefits needs to start being differentiated depending upon the target audience and communication channels utilised, being necessary to take into account the audience profiling and communication channel issues described in this document.

Examples of these differentiations are:

- To communicate research findings to stimulate ongoing interest in the work of the project to the research community, special attention must be paid to providing detailed technical information which must on the other hand be non-confidential. Striking this balance between detail and confidentiality becomes one of the fundamental issues when communicating with this type of audience.
- To build the foundations of an effective partnership model, messages need to address, not just the benefits of end-users, but also the short and long term benefits of the partners which aim to get involved in the project exploitation phase.

The fundamental message-sending characteristics of these stages are described below:

- **Clarity:** Just as for the user requirements stage, simplicity and straightforwardness of messages remains essential from the point of view of limiting misunderstanding with issues such as the progress of technological development achieved at different points in time. This can be achieved by avoiding unnecessarily detailed explanations regarding this progress.
- **Consistency:** It is important to maintain consistency with respect to earlier stages, with the objective of aiding in the consolidation of the messages being sent out. Consistency must also be sustained within each type of audience.
- **Main points:** The main points should be stressed, repeated, and again, never hidden within less strategically important information.

- **Tone and appeal:** The tone and appeal must be constantly reassuring, looking to maintain a high level of interest of all audiences, independently of the real progress of technological development achieved at each point in time throughout the project.
- **Credibility:** At these research and development stages, the same level of credibility must be achieved by all members of the consortium, independently on their level of involvement in these technology-orientated tasks. In other words, the trustworthiness of all parties involved in message communication must be consistent.
- **Audience needs:** At these stages, the target audience will value particularly, that research and development is progressing successfully and that milestones are being achieved as planned. Messages must therefore be based primarily on these issues.

Testing stage

At this stage, the project's validity and consequent benefits are put to the test in different scenarios established. Therefore, emphasising the benefits of the project to Advisory Board Members acting as end-users becomes essential, having to **reiterate the advantages of collaborating fully** at this crucial stage.

The main message-sending characteristics which need to be taken into account are:

- **Clarity:** Simplicity should be sustained throughout, especially regarding the communication of the steps which are included in this stage and the explanation of the difficulties and setbacks which are expected throughout it.
- **Consistency:** Consistency must be maintained regarding the communication of the project's benefits, regardless of the internal difficulties which the consortium may find at this stage.
- **Main points:** Communication of the project's benefits should be stressed and repeated to maintain the required level of involvement of the Advisory Board Members acting as end-users.
- **Tone and appeal:** Independently of the difficulties found through this stage, the tone used to communicate messages should always remain reassuring and never alarming.
- **Credibility:** Message credibility is a key factor which at this stage depends heavily upon testing results. The trustworthiness and professionalism of the spokespersons transmitting the messages becomes extremely relevant.
- **Audience needs:** Again, the needs of the audience must to be taken constantly into account, basing messages on what the target audience perceives as most important to them, which at this stage is the benefit's Advisory Board Members acting as end-users are going to obtain from the project once it becomes a product.

Exploitation stage

This stage builds upon the awareness generated by earlier stages. At this point, the **alignment of messages and objectives** with respect to the different **groups of interest** identified and the different **communication channels** selected, **reaches its highest level of importance**. And as for the research and development stages, the communication of the project's concept and potential benefits needs to be differentiated depending upon the target audience and communication channels utilised, being

necessary to take into account the audience profiling and communication channel issues described in this document.

The fundamental message-sending characteristics of this stage are described below:

- **Clarity:** Simplicity and straightforwardness of messages remains essential from the point of view of transmitting clearly the technological capabilities and main benefits of the solution.
- **Consistency:** At the exploitation stage it becomes fundamental to maintain message consistency within each type of audience.
- **Main points:** From this point on, the technological capabilities and the relevant sales references of the solution shall form the permanent base of the communication effort. Nevertheless, altering attitudes or changing behaviours might also need to be addressed in order to overcome barriers encountered through the exploitation stage. Examples of these barriers may include:
 - The prioritisation of budget limitations over security needs.
 - First Responders' conservatism concerning novel communication technologies.
- **Tone and appeal:** The tone and appeal may vary throughout this stage depending upon the desired impact and the target audience, having to take into consideration the barriers and benefits each specific audience perceives towards SafeCity's initiative.
- **Credibility:** Sales performance depends on message credibility. Therefore, more importantly than ever, the spokesperson(s) and source of the information proving the message must always be perceived as being believable and trustworthy.
- **Audience needs:** For SafeCity's messages to break through the information clutter, these must continue to be based on what the target audience perceives as most important to them. Additionally, the consortium must take into account the process required for messages to be assimilated by the audience, which consists on the audience receiving the information, understand it, believing in it, agreeing with it, and then acting upon it.

In order to provide the most specific and clear message to SafeCity's audience, target group of interest must be identified and differentiated as well as the message to offer.

In this sense, **message may vary according with target audience** who is focused in, message will be different when is centralized in SafeCity's primary, secondary or tertiary groups of interest, as detailed below:

- **Primary group of interest:**
 - Enhance the role of Future Internet looking to ensure people feel safe in a protected environment.
 - Demonstrate the positive impact of SafeCity's solution on a city's sustainable developments, and developing eco-designed networks and sensors.
 - Announce the study in specific scenarios in key European cities to enable our capacities in the area of Public Safety.
 - To identify an initial set of enablers, to provide the public Safety smart capabilities.

- Show the development of 8 public safety application based on generic and SafeCity specific enablers.
 - Enhance the life of the citizens in the digital society of the future.
-
- **Secondary group of interest:**
 - The importance of collaborate and involve key users and public authorities at local, regional and national levels in the project.
 - Announce the study in specific scenarios in key European cities to enable our capacities in the area of Public Safety.
 - Enhance the role of Future Internet looking to ensure people feel safe in a protected environment.
 - Show the development of 8 public safety application based on generic and SafeCity specific enablers.
-
- **Tertiary group of interest:**
 - Announce the study in specific scenarios in key European cities to enable our capacities in the area of Public Safety.
 - Enhance the life of the citizens in the digital society of the future.

3.5. Channels

The SafeCity dissemination policy will be generally oriented towards natural end-users of the project results and tend to cover partially or totally the value chain of the project.

Dissemination activities will focus on the use of websites, publication of papers, newsletters, and foremost face to face contacts through meetings and targeted dissemination events, conferences and exhibitions. These events will be public and timely advertised to convey a large audience.

SafeCity is carrying out a wide variety of dissemination activities:

- Active participation on LinkedIn workgroups on Smart City, SafeCity... and other online interactive groups. In these sense those activities will be setup to establish a common point of contact to open debates and discussions. Main target audience of this activity are experts in the field, industry and other stakeholders.
- SafeCity blog to be developed under BlogSpot, with the objective of disseminate on-going results of the project and recollect comments and suggestions from end-users. To be used as forum to keep an alive relationship between consortium and end-user and stakeholders.

Within the channels which may be used within SafeCity's dissemination process, there exist two main categories:

- **Oral communication channels:** Symposiums, seminars, workshops, etc.
- **Written communication channels:** Website, newsletters, contributions to professional publications, etc.

The detailed analysis of the different communication channels to be used within the dissemination phase of the project is carried out according to the following fundamental characteristics:

- Category: The category associated to the channel (oral or written communication).
- Size of group of interest: An estimation of the number of persons that can be reached with the communication channel.
 - Large: Above 50 persons.
 - Moderate: Between 15 and 50 persons.
 - Small: Below 15 persons.
- Cost: An estimation of the economic resources required for the channel (**excluding human resources costs and travelling costs which might be required**). The following scale is used:
 - High: Above 6.000€.
 - Moderate: Between 1.000€ and 6.000€.
 - Low: Below 1.000€.
- Preparation time: The approximate time required to prepare the action associated with the communication channel:
 - High: More than 2 days.
 - Moderate: Between 1 and 2 days.
 - Low: Less than 1 day.
- Execution time: The approximate time elapsed from the beginning of the action associated with the communication channel until it is deemed as having been completed:
 - High: More than 3 days.
 - Moderate: Between 3 hours and 3 days.
 - Low: Less than 3 hours.
- Strengths: Main advantages of the communication channel.
- Weaknesses: Main disadvantages of the communication channel.
- Observations: Issues which are important to bear in mind with respect to the communication channel.

The consortium shall always take into account that not all information is read, understood and retained by the recipient audience, and that individuals react differently at different periods of time to the different ways of message communication. To this extent, the communication channels described below shall be used to reiterate key messages and to make additional information available that the audience can have access to when it is ready for it.

Selected channels of communication can be summed up in following:

- SafeCity project's website and intranet to show development and utilization of SafeCity's success.
- Web 2.0 capabilities: RSS, Social Media Networking, blogging/forum...
- E-mails/newsletters to entities: these will be sent to specialized stakeholders and showed on website.
- Press releases/articles published in both the SafeCity's web site and the specialized media.
- Utilization of the consortium SafeCity partner's institutional/company websites for publishing.
- Events primarily targeted to specialized stakeholders, and also to the public at large.
- *Other Dissemination*: Press releases, supply of information to Cordis. Other media channels such as TV or YouTube (Internet). These options will be carefully considered, taking into consideration any possible unwanted negative impact.

The different communication channels to be used within the dissemination phase of the project are described in the chart below:

	Category	Size	Cost	Preparation time	Execution time	Strengths	Weakness	Observations
Formal Face to Face	Oral communication	Small	Low	Low	Low	<ul style="list-style-type: none"> o Personal. o Immediate feedback. o Low probability of misunderstandings. o High involvement. 	<ul style="list-style-type: none"> o Planning required. o Logistics required. 	<ul style="list-style-type: none"> o It has good impact due to the personal contact. o It should be used jointly with other channel to reinforce communication. o It is expected to be used extensively throughout the dissemination phase.
Informal Face to Face	Oral communication	Small	Low	Low	Low	<ul style="list-style-type: none"> o Personal. o Immediate feedback. 	<ul style="list-style-type: none"> o Possibility of distorted messages. o Underestimation by the recipient of importance of messages. 	<ul style="list-style-type: none"> o It is quick and a good first contact alternative. o It has good impact due to the personal contact. o It should be used jointly with other channel to reinforce communication. o No sensitive information should be provided.
Newsletter	written communication	Moderate or Large	Low	Low	Low	<ul style="list-style-type: none"> o Large audiences can be easily reached. o Can be made to be eye-catching. o Can be used as event reminders. 	<ul style="list-style-type: none"> o May get lost in the information clutter. o May be ignored by a significant proportion of the audience. o Can only convey limited information. 	<ul style="list-style-type: none"> o Periodic (usually weekly or monthly). o Good alternative to create expectation. o Enables the possibility to be creative.
Website	written communication	Large	Low at first and eventually high	High	High	<ul style="list-style-type: none"> o Large audiences can be easily reached. o Can be made to be eye-catching. o Can include all the information required. o Effortless segmentation. o Interactive and dynamic. 	<ul style="list-style-type: none"> o The audience may feel overwhelmed if there's too much information available. o Requires specific skills to make it effective 	<ul style="list-style-type: none"> o Very powerful tool if used to its maximum potential.
Small meetings	Oral communication	Small	Low	low or moderate	Low	<ul style="list-style-type: none"> o Personal. o Immediate feedback. o Low probability of misunderstandings. o High involvement. 	<ul style="list-style-type: none"> o Planning required. o Logistics required. o Attendance problems. 	<ul style="list-style-type: none"> o Usually includes professionals from two companies. o It encourages teamwork between the two parties. o They can be very effective if correctly executed. o They might be avoided by potential attendants.
Large meetings	Oral communication	Moderate	Low	low or moderate	Low	<ul style="list-style-type: none"> o Creates interest. o Captures the audience. 	<ul style="list-style-type: none"> o Significant planning required. o Significant logistics required. o Attendance problems. 	<ul style="list-style-type: none"> o Usually includes professionals from several companies. o It encourages teamwork between the parties involved. o Good for putting put out short messages without having to make decisions.
Events (as exhibitors)	Oral communication	High	High	High	Moderate	<ul style="list-style-type: none"> o Large audiences can be easily reached, most of which are going to be made up of individuals belonging to groups of interest, especially if these events are geared towards professionals from specific sectors of interest 	<ul style="list-style-type: none"> o Significant planning required. o Very significant preparation required. o Very high cost of execution 	<ul style="list-style-type: none"> o Their real return-on-investment potential must be studied very carefully. o Possibility to sponsor the event. o Possibility to hand out promotional items and giveaways.

Events (as visitors)	Oral communication	Large	Low	Low	Moderate	<ul style="list-style-type: none"> o A large number of individuals belonging to groups of interest can be reached in person. o Immediate feedback. 	<ul style="list-style-type: none"> o Planning required. o Logistics required. 	<ul style="list-style-type: none"> o It has good impact due to the personal contact. o It should be used jointly with other channel(s) to reinforce communication. o It is expected to be used extensively throughout the dissemination phase.
Symposium	Oral communication	Moderate	Moderate	low or moderate	Low	<ul style="list-style-type: none"> o Creates interest. o Captures the audience. 	<ul style="list-style-type: none"> o Significant planning required. o Significant preparation required. 	<ul style="list-style-type: none"> o These are openly discursive events. o They may be organised by the SafeCity consortium or by a third parties
Seminars	Oral communication	Moderate	Moderate	low or moderate	Low	<ul style="list-style-type: none"> o Low probability of misunderstandings. o High involvement. 	<ul style="list-style-type: none"> o Significant planning required. o Significant preparation required. 	<ul style="list-style-type: none"> o These are participation-based events. o They may be organised by the SafeCity consortium or by a third parties. o They may be conventional or online.
Workshops	Oral communication	Moderate	Moderate	low or moderate	Moderate	<ul style="list-style-type: none"> o Immediate feedback. o Low probability of misunderstandings. o High involvement. 	<ul style="list-style-type: none"> o Significant planning required. o Significant logistics required. o Attendance problems. o Cost of execution. 	<ul style="list-style-type: none"> o These are demonstration-based events o They shall be organised by the SafeCity consortium. o It has good impact due to the personal contact.
News Releases	written communication	Moderate or Large	Low	Low	Low	<ul style="list-style-type: none"> o Large audiences can be easily reached. o Can be made to be eye-catching. 	<ul style="list-style-type: none"> o May get lost in the information clutter. o May be ignored by a significant proportion of the audience. o Can only convey limited information. 	<ul style="list-style-type: none"> o Not periodic (released whenever required). o Used to inform of an important and very specific issue.
Advertising in consortium partner's website	Written communication	Large	Low	low or moderate	Low	<ul style="list-style-type: none"> o Large and specific audiences (segmented by specific sectors) can be reached. 	<ul style="list-style-type: none"> o Can only convey limited information. o May get lost among all other information included within the publication or web portal in question. 	<ul style="list-style-type: none"> o May target specific sectors such as public safety professionals, councils, public authorities etc. o Enables the possibility to be creative.
Professional publications and web portals	Written communication	Large	Low	low or moderate	low	<ul style="list-style-type: none"> o Large and specific audiences (segmented by specific sectors) can be reached. 	<ul style="list-style-type: none"> o Can only convey limited information. o May get lost among all other information included within the publication or web portal in question. 	<ul style="list-style-type: none"> o May target specific sectors such as public safety professionals, sensors researchers, etc. o May consist of scientific articles, newspaper columns, letters to the editor, etc.

Table 2 Communication Channels

3.6. Activities

For every activity to be executed, **everis** (through its role of dissemination coordinator - see roles below) **shall ensure the following key principles are always met:**

- There is a **consistent and unified** approach to the use of the **name** and the **image** of the initiative.
- The **project logo and EC and FI-PPP logo** (to acknowledge its funding) **are always included** in all dissemination material. In case several logos are used at the same time, e.g. the logo of the partner organizing an event, other sponsors, etc., they should all be of about the same size.
- **All legal requirements are met** and are being followed according to the geographic location where the activity in question takes place.
- For written material, the following **disclaimer** is included within the cover page of the all documents:

This document has been created in the context of the SafeCity project. All information is provided "as is" and no guarantee or warranty is given that the information is fit for any particular purpose. The user thereof uses the information at its sole risk and liability. The document reflects solely the views of its authors. The European Commission is not liable for any use that may be made of the information contained therein.

- **Dissemination material content does not generate conflict of interests among project partners**, which is why the following policy, to be coordinated by everis, must be followed:
 - Project partner considering issuing results in publications must discuss their intention with the other partners and keep the project manager and project office informed. If foreground or background to be published belongs to other participants, their approval must be obtained prior to publication.
 - Compatibility must be checked regarding the project Grant Agreement with any publication agreement that is envisaged to be signed.
 - The publisher must be informed of the obligations resulting from the Grant Agreement. In fact, the following contractual provision should be inserted in the publication agreement to take this into account:

"The publisher agrees that the author retains the right to provide the European Commission for publication purposes with an electronic copy of the published version or the final manuscript accepted for publication."

The publisher will also have to be made aware of the statement of financial support mention above which must be stated.

- The following sentence is contained within dissemination material **concerning project results**:

The research leading to these results has received funding from the European Community's Seventh Framework Programme (FP7/2007-2013).

All communication activities shall have the following **roles**:

- Sponsor:
 - **Global** communication activities shall be promoted by **everis**.
 - **Non-global (i.e. national/regional/local or very specific)** communication activities shall be promoted by the **companies within the consortium covering the influence areas/sectors in question**.
- Coordinator:
 - The role of coordinating all communication activities shall be carried out by **everis**.
 - This coordination shall **include the management** of the **validation process** for all types of dissemination material (technical, functional, industry-related, etc.). Dissemination content shall always be validated by the partners best suited for it, and if the nature of the content is technical, it will also need to be over sighted by any technological partner who can be consider adequate.
 - **Everis** shall also be responsible for obtaining all activity's corresponding **feedback** and **evaluation** analysis.
- Developer:
 - The development of supporting material for **global** communication activities shall be carried out by **everis**.
 - The development of supporting material for **non-global (i.e. national/regional/local or very specific)** communication activities shall be carried out by the **companies within the consortium best suited for it**.
- Supervisor:
 - The assurance that all communication activities are appropriate, that they cover the needs of the target audience, and that they are orientated towards the right groups of interest is going to be carried out by **everis**.
 - Prior to execution of activities which are carried out for the first time, these shall be pre-tested within the consortium whenever deemed appropriately.

The evaluation and preparation of each specific activity the consortium intends to carry out throughout the dissemination phase of the project will require a **detailed analysis** which shall need to take into careful consideration the following issues:

- Objective: Purpose of the communication activity.
- Message: Message to be communicated.
- Audience: Group(s) of interest being targeted.
- Steps required: Such as planning, development of supporting material, validation, execution, etc.
- Timing and frequency: Timing and frequency of the communication activity.

- Human resources: People involved in the making the activity a reality throughout each of its steps.
- Other resources: Such as prototypes, promotional items, etc.
- Cost: Total estimated budget, **excluding human resources costs**.

The present Plan includes, for each proposed activity, a **preliminary analysis** of the above issues. **These preliminary analyses will need to be progressively refined** for each specific activity according to the project's development progression and the feedback and evaluation obtained throughout the dissemination phase. These progressively enhanced analyses will need to take into consideration issues such as the activities' appropriateness with respect to the audience, the goal, and the message, the relevance to the desired outcomes, the appropriateness with respect to the development stage (pre-launch, launch or post-launch), the climate of the marketplace towards the initiative at the point of activity execution, the cultural appropriateness of the activity (including language), any significant environment - geographic considerations, etc.

The proposed communication activities which should be carried out throughout the dissemination phase of the project are described in the chart below:

	Objective	Message	Audience	Timing and frequency	Human resources
Attending events as exhibitors	To build awareness at a big scale and to meet representatives from different groups of interest	Depends upon each specific event, the project's development progression, etc.	Primary and secondary stakeholders	Depends upon each specific event.	Representatives from companies within the consortium with expertise on the event's theme.
Attending events as visitors	To build awareness at a big scale and to meet representatives from different groups of interest	Depends upon each specific event, the project's development progression, etc.	Primary and secondary stakeholders	Depends upon each specific event.	Representatives from companies within the consortium with expertise on the event's theme.
Organising symposiums	To build awareness at a moderate scale, to present research and development results, and to meet representatives.	Revolving around building awareness and/or presenting research and development results.	Primary /secondary and/or tertiary groups of interest.	Depends upon each specific event.	Representatives from companies within the consortium with expertise on the symposium's theme.

Participating in symposiums organised by third parties	To build awareness at a moderate scale, to present research and development results, and to meet representatives.	Revolving around building awareness and/or presenting research and development results.	Primary /secondary and/or tertiary groups of interest.	Depends upon each specific event.	Representative s from companies within the consortium with expertise on the symposium's theme.
Organising seminars	To build awareness at a moderate scale, to present research and development results, and to meet representatives.	Revolving around building awareness and/or presenting research and development results.	Primary /secondary and/or tertiary groups of interest.	Depends upon each specific event.	Representative s from companies within the consortium with expertise on the seminars's theme.
Participating in seminars organised by third parties	To build awareness at a moderate scale, to present research and development results, and to meet representatives. Possible involvement in following seminars	Revolving around building awareness and/or presenting research and development results.	Primary /secondary and/or tertiary groups of interest.	Depends upon each specific event. (once a year)	Representative s from companies within the consortium with expertise on the seminars's theme.
Organising demonstration workshops	To demonstrate research and development results to different groups of interest.	Presenting successful research and development results.	Primary and secondary stakeholders	Depend upon R&D progression	representatives from all companies within the consortium.
Updating the project's website	To make available all external information regarding the project to any group of interest	Will depende upon the type of update. Mainly it will be providing relevant news to audience.	Any group of interest and general audience.	Whenever deemed appropriate by consortium partners.	by the dissemination task coordinator of the consortium
Writing newsletters	To inform about the project's news periodically. Each newsletter will be focus for one group of interest.	To revolve around successful research and development results and/or sales numbers.	Any group of interest and general audience.	A reasonable periodicity might be every three months.	by the dissemination task coordinator of the consortium
News releases	To inform about the project's news	To revolve around successful research and	Any group of interest and general	Depend upon research and	by the dissemination task coordinator of

		development results and/or sales numbers.	audience.	development progression.	the consortium
Advertisements on professional publications and web portals	To build awareness at a relatively big scale and to inform about the project's news	It will revolve around successful research and development results and/or sales numbers.	Any group of interest and general audience.	Depend upon research and development progression.	by the dissemination task coordinator of the consortium

Table 3 Communication and dissemination activities

Every single activity carried out along dissemination plan must follow few steps to achieve final planned results.

Most of the activities need a thorough planning before developing the activities, a comprehensive preparation and development of supporting material and validation. Once the activity was executed, results and feedback need to be evaluated.

To develop communication activities, responsible is incurring in a cost which depends upon activity, place, and frequency. Although few activities such new releases, writing newsletters, updating project's website or contributions and advertisements on professional publications and web portals, don't have any cost for the responsible.

In this sense, a timing and frequency need to be fixed to execute dissemination activities, frequency also vary upon activities.

3.7. Dissemination feedback and evaluation

For dissemination to be effective it must evolve in parallel to project development. The marketplace and stakeholder environments are likely to change during the lifecycle of the project. Hence, suitable mechanisms must be defined to accommodate for these changes, reviewing progress and the extent to which dissemination strategy is meeting objectives. These mechanisms allow effective dissemination growth based upon the feedback obtained.

The mechanisms to **dynamically enhance** the dissemination effort are going to be based on:

- **Success indicators made available by different feedback mechanisms**, which provide valuable information to enable the tracking of dissemination success (also known as KPI's).
- **Reports** (based on predefined templates) generated after each dissemination activity detailing its real and/or perceived effectiveness.
- **Periodic evaluation meetings** by the consortium in order to share views on the dissemination work being undertaken.

These mechanisms will enable the consortium to:

- Determine and act upon the **strengths and weaknesses** of the dissemination effort.
- Identify and act upon **obstacles** encountered.
- Create and implement new **approaches for success**.

There exist two fundamental and interrelated **types of feedback mechanisms**: **reactive** and **proactive** mechanisms.

Reactive mechanisms

The fundamental reactive feedback mechanism which can be used in this project is based on extracting SafeCity's website statistics. This mechanism would be used to obtain feedback regarding potential clients and partners with different levels of interest in SafeCity, and would provide the plenty of **success indicators**:

A SEO (Search Engine Optimization) tries to increase the visibility of a website on the Internet, and also encircles tasks related with website promotion which have a direct impact on the website's frequenting.

Proactive mechanisms

These feedback mechanisms shall consist mainly of:

- ✓ **Specific feedback tools** associated to the different dissemination **activities** planned: Each type of dissemination activity has inherent methods of obtaining feedback from it. In general, these will mainly be targeted at audiences which have been identified as groups of interest.
- **Direct person-to-person feedback**: In most cases, this mechanism shall be used to obtain feedback regarding potential clients and partners which have shown interest in SafeCity.

Depending upon the importance of the results of the different feedback mechanisms used, these should be shared with all the members of the consortium as they come, or through the periodic evaluation meetings mentioned above.

Several Key Performance Indicators were established to measure feedback, its impact and importance.

3.7.1. KPI – Key Performance Indicators

Once dissemination plan has begun, it is essential to consider how evaluate the effect that strategies have on getting the message to end users. **Dissemination is not a one-time activity, so it is a long-term relationship with SafeCity's end users** who might provide ongoing feedback to help dissemination strategy to improve messages.

KPI, also known as KSI (Key Success Indicators) will help SafeCity define and measure progress towards fixed goals for dissemination activities. In these sense **KPI are the measurements to identify**

dissemination plan success and achievement of the main objective, communicate with stakeholders and end-users.

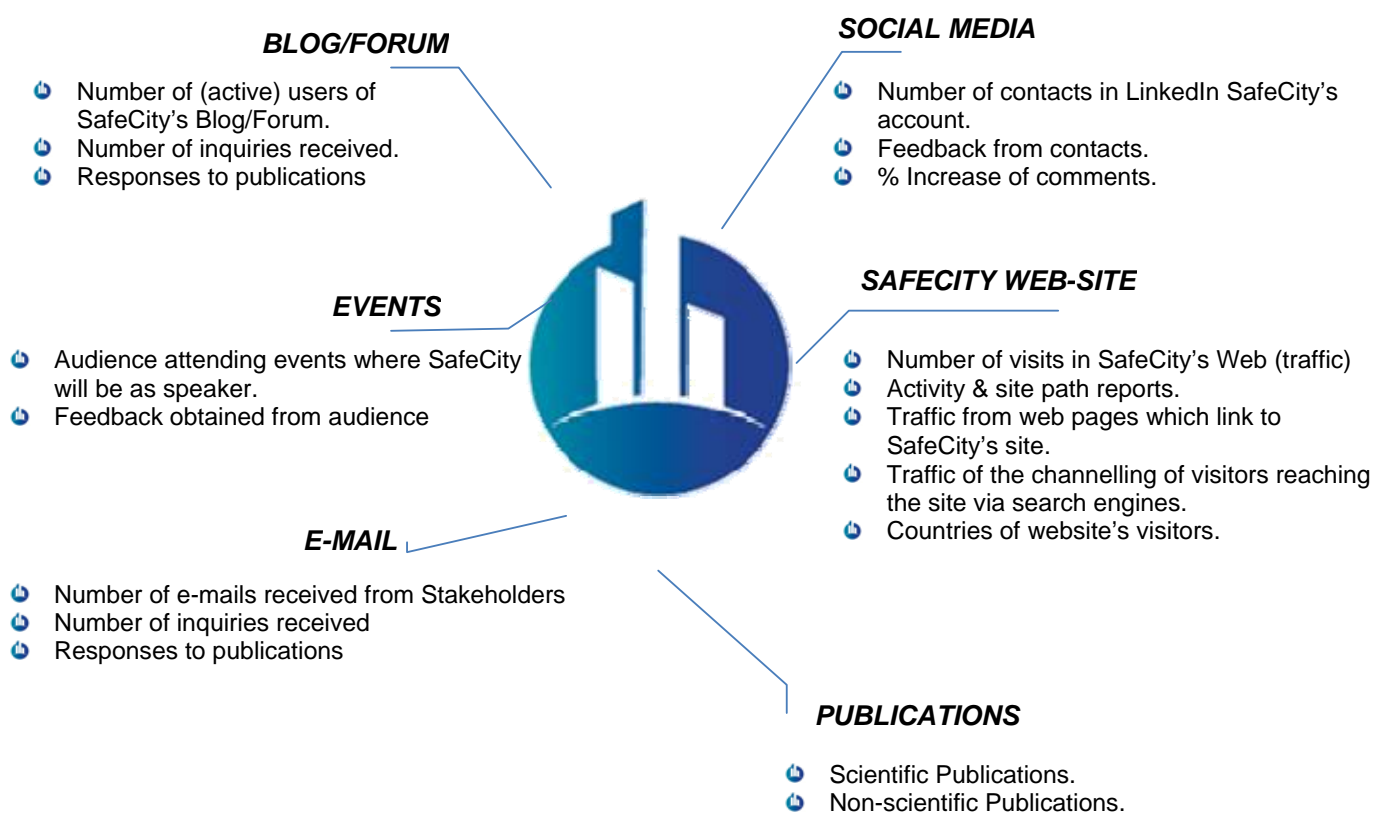
A process about KPIs must be done by dissemination leader to get a lot out of its evaluation and conclusion. Furthermore this information may be useful for several stakeholders.



In order for KPIs to be useful, they must be consistent and have an established correlation to the area of the business with the greatest need for improvement.

To choose the right KPI's is reliant to understand what is important for SafeCity dissemination plan and which are principal objectives to reach. In these sense several KPI's have been chosen by dissemination activities.

Following this, KPIs chosen are listed below:



Due to uncertainty market and process of SafeCity's dissemination plan, difficult is founded to fix standard goals to achieve measured by KPIs. For this reason a monthly monitoring of these KPI's will be made to reinforce and improve dissemination activities in which it is engaged.

Individual monitoring for each KPI's related with one activity will help SafeCity dissemination plan to detect its errors, evaluate its success of a particular activity and to achieve their final goals.

Once KPI are measured, every single activities and its dissemination activities must be evaluated according with KIP's results to asses of dissemination plan is achieving its objectives.

This evaluation would follow next steps:

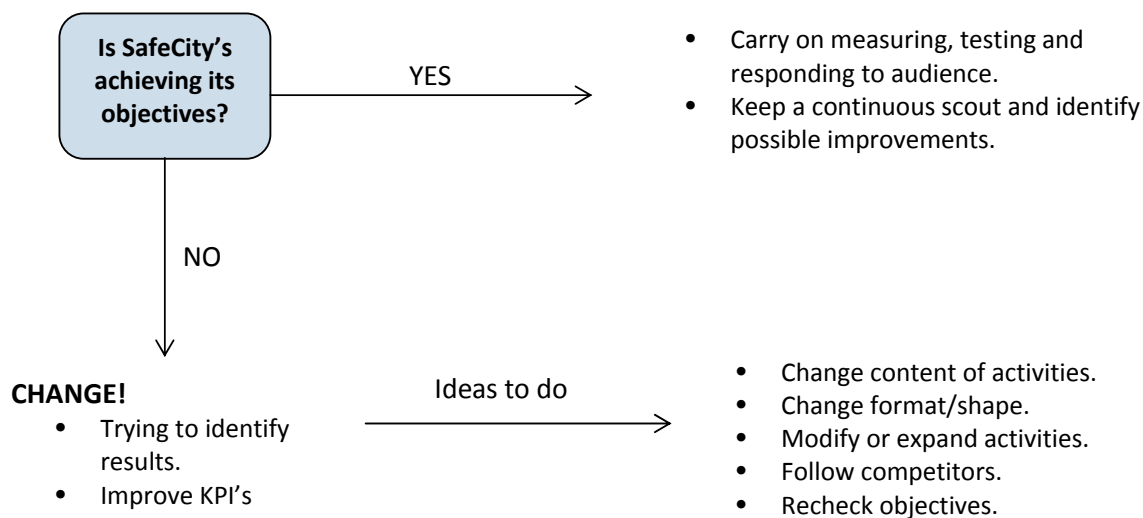


Figure 3 KPI's strategy

Communicating results and conclusion to stakeholder may provide openness to SafeCity's project. In this senses a thorough selection and analysis needs to be done:

- Classify which information should be reported.
- Provide regular reports and presentations on your results.
- Include the definition of measures with target, baseline and measure achieved in each report.
- Identify any issues or challenges that have occurred and how they have been addressed.

3.7.2. How to measure KPI's?

In order to report to the whole consortium periodic information about how KPI are achieved, several tools of measurement were detected:

- Google Analytics: web analytics solution that provides insights into the website traffic and marketing effectiveness. From this application, SafeCity will be able to measure traffic, countries origin, etc.
- Hootsuite: social media tool to monitor keywords, manage multiple networks as Twitter, Facebook and LinkedIn. Provides information such as Klout level, followers, etc. Hootsuite allows users to sort their followers by who has the most influence on social networks.
- Klout: Standard for influence. Someone's Klout determine its social media reach and also can measure its social media ROI.
- Facebook and LinkedIn own statistics, from where SafeCity will be able to measure and compare KPI and its success.

3.7.3. SafeCity KPI's

BLOG/FORUM	PUBLICATIONS
<ul style="list-style-type: none"> 🔹 Keep at least an average of 30/40 active users. 🔹 Receive an average of 10 inquiries monthly 🔹 Responses to publications in 2 days period 	<ul style="list-style-type: none"> 🔹 Publish at least 15 scientific publications. 🔹 Publish at least 3 no-scientific publications.
EVENTS	SOCIAL MEDIA
<ul style="list-style-type: none"> 🔹 Every partner will attend at least ¼ of the events detailed in DOW. 🔹 Pick up 100% of the feedback from audience. 🔹 Related to events where SafeCity will be as speaker, audience must be measure and analysed according with the capacity. Three audience groups are established: <ul style="list-style-type: none"> - Up to 100 people capacity event: <ul style="list-style-type: none"> ○ Get 60% of the audience contacts. ○ 50% must be interested in SafeCity project after the event. - 100/500 people capacity event. 	<ul style="list-style-type: none"> 🔹 Twitter: <ul style="list-style-type: none"> ○ Increase KLOUT punctuation 2 points per month. ○ Achieve 20 new followers monthly. 🔹 LinkedIn: <ul style="list-style-type: none"> ○ Start two new discussions monthly. ○ Get 20 views of SafeCity's profile. 🔹 Facebook: <ul style="list-style-type: none"> ○ At least 50 post's views. ○ Visitor's feedback must be over

<ul style="list-style-type: none"> ○ Get 30% of the audience contacts. ○ 40% of the audiences must be interest in SafeCity project. - More than people 500 capacity event: <ul style="list-style-type: none"> ○ Achieve at least 20% of the audience in SafeCity section. ○ Get 20% of the audience contacts. 🔹 40% of SafeCity audience must be keen on the project 	30%.
WEB	E-MAIL
<ul style="list-style-type: none"> 🔹 Countries' visitors, at least 10 different per month. 🔹 Visitors which surfer less than 30 seconds must be inferior to 20%. 🔹 At least 200 visits per month and 50 of them must be exclusive visitors. 	<ul style="list-style-type: none"> 🔹 Number of e-mails received from Stakeholders to SafeCity's account must be under 25 per month. 🔹 Number of inquiries received must be under 25 per month. 🔹 100% of the feedback from the audience must be analysed.

Table 4 KPI's

3.8. Internal coordination

The internal coordination management of the project spans over its four stages (analysis, design, implementation and evaluation), with varying tasks being undertaken at each of these:

- Plan analysis and design:
 - The **coordination of all internal feedback** obtained regarding the contents of the present document, and its generation based upon this feedback. One of the main responsibilities of this task involves **promoting and being receptive to input** from consortium members regarding the different issues which make up SafeCity's Dissemination and Exploitation Plan. This input should be **proactive**, as its objective is to leverage appropriately the alignment of the interests of all parties within the consortium, and to gather information regarding the value which each party can bring, from their own perspective, into the strategy of the Plan.
 - The management of the document approval phase.
- Plan implementation.
 - The management of the execution of all activities. These shall be managed in two different ways:

- Some activities will be managed **directly by everis** in coordination with other consortium members.
- Some activities will be **supported by everis**, but managed directly by other partner(s) within the consortium.

The corresponding decision on the type of management alternative utilised in each case shall depend on the **added-value factor** which each partner is able to bring to each specific activity.

- As in the analysis and design stages, one of the main responsibilities of this task involves promoting and being receptive to input from consortium members. This input, aside from being proactive, should be obtained by every member of the consortium **at each step of project development** with the idea of creating a platform in which knowledge, results and experiences are constantly shared, getting the maximum value from consortium collaboration and from joining forces to create impact.
- Plan evaluation.
 - The coordination of the dissemination feedback and evaluation tasks.
 - The continuous enhancement of the exploitation concept of the Plan.
- To achieve SafeCity's Dissemination goals, all partners must be precise carrying on publications procedures established in SafeCity's handbook (Section four).
- Also partners with person month in dissemination task must participate in social media activities, according with the efforts dedicated to dissemination. Main job will be focused on LinkedIn discussion and Twitter participation.

To simplify their job, few bullets were established in order to facilitate partner's collaboration:

- Partners should join all social pages created (Twitter, Facebook and LinkedIn).
- Partners should retweet SafeCity's Tweets in order to reach a wider audience and spread information.
- They also should use the hashtags #SafeCityProject, #SafeCity or mention the twitter profile @SafeCityProject in their related tweets.
- Share dissemination material, photos, videos, broadcast, etc. on SafeCity's Facebook wall.
- Mention different SafeCity's social pages among them, in order to increase followers or contacts per network. This means, for instance, if a new discussion about "any topic" is started in LinkedIn, any partner can feel free to publish it on any other social network.
- Start discussions on LinkedIn about topics related to the project, in this sense, technical, ethical and social discussion will be online and open to other participants and contact on the network.

- Other dissemination activities will be welcomed.

Partner	PM	Periodicity /task	Task	Objectives
AIT	2	Weekly	Social media participation	Dynamizing social pages, reach new audience, provide technical vision
		Monthly	Start discussion on LinkedIn	Social media reputation.
Aratos	1	Weekly	Social media participation	Dynamizing social pages, reach new audience, provide technical vision
		Bi-monthly	Start discussion on LinkedIn	Social media reputation.
Hiberia	1	Weekly	Social media participation	Dynamizing social pages, reach new audience, provide technical vision
		Bi-monthly	Start discussion on LinkedIn	Social media reputation.
FOI	1	Weekly	Social media participation	Dynamizing social pages, reach new audience, provide technical vision
		Bi-monthly	Start discussion on LinkedIn	Social media reputation.

Table 5 Dissemination contribution

4. Conclusion of dissemination

SafeCity will work together for its Use Case dissemination plan and with FI-PPP for a global and common dissemination plan, to end up a common dissemination strategy among FI-WARE, INFINITY, CONCORD and all USE CASES which make up FI-PPP.

FI-PP projects are destined to a broad and non-uniform audience. Such projects raise high expectations among their audience since their success will not only be measured by good commercial results, but also by the social and scientific progresses underlying, and the excellence in their execution. A Dissemination Plan is necessary to build awareness of a project results and maximize its commercial exploitation potential. For that reason, dissemination is a critical tool to be used and leveraged by the project's executors.

Public Private Partnership (PPP) Programme marks a major milestone in the development of Europe's Internet of the Future, following this line; the SafeCity consortium had great interests in designing a high standard Dissemination Plan. The first step was to define and segment its objective audience acutely to be able to take the most of a potential cooperation.

The **first groups of interest** which would highly benefit from SafeCity's goals being fulfilled, are SafeCity's stakeholders – councils, city's authorities, organisation related to security, smart cities project, etc.-.

The **secondary groups of interest** which would, at a lower level make profit from SafeCity's success are SafeCity's end users.

Finally, the **tertiary groups of interest** which can influence primary and secondary groups of interest. These are researchers, academics, security experts, related smart cities projects and organisations currently engaged in related EU projects.

The definition of SafeCity's message to be communicated is critical because it will capture the targeted audience's attention. Its efficiency roots in its constant alignment with the project and FI-PPP objectives. Along the project stages focus is made on the fundamental elements of SafeCity's message.

Six main message-sending characteristics were defined and detailed at every stage: clarity, consistency, main points, tone and appeal, credibility and audience needs.

The **User requirements stage** is not merely introductory; instead it needs to start having a consolidated feel to it, needing to go a step further in transmitting the relevance and magnitude of the project.

In the **Research and development stages**, the communication of the project's concept and potential benefits needs to start being differentiated depending upon the target audience and communication channels utilised.

The project's validity and consequent benefits are at stake in the **Testing stage**, it is precise to reiterate the advantages of collaborating fully.

Finally, in the **Exploitation stage**, the alignment of messages and objectives with respect to the different groups of interest identified and the different communication channels selected, reaches its highest level of importance.

The risk of choosing the right communication channels has been well considered by SafeCity's consortium: all channels have inherent strengths and weaknesses and not all information is read, understood and retained by the recipient audience.

Within the channels which may be used within SafeCity's dissemination process, two categories are noteworthy: **oral communication channels**: symposiums, seminars, workshops, etc. and **written communication channels**: website, newsletters, contributions to professional publications, etc.

The activities to be completed by SafeCity's consortium are the vehicle which will carry the message to the intended audiences. It was clear to SafeCity that the process of defining the activities was perilous because it had to cope with a lot of sharp requirements.

For every activity to be executed, everis (through its role of dissemination coordinator) will have to ensure that the following **key principles** always meet: approach's consistency and unity, permanent presence of the project logo, CONCORD logo and EC logo, legal requirements' meeting, requirements related to FI-PPP project, permanent presence of the legal disclaimer in written production and not generating conflicts of interest through the dissemination material content.

Partners' roles in activities were shared between sponsor, coordinator developer and supervisor, for all types of activities, and the **evaluation and preparation of each specific activity** was fulfilled. The enlightened activities were meetings with groups of interest, attending events as exhibitors or visitors, organising or participating in symposiums or seminars, organising demonstration workshops, updating the project's website, writing newsletters, realising news, contributing and advertising on professional publications and web portals and contributing to standards. For each type, a detailed list of activities was drawn to gather opportunities altogether.

Dissemination in SafeCity project goes along with a **Feedback & Evaluation process**, which enables to accommodate for the changes in market and stakeholders, and to review progress and the extent to which dissemination strategy is meeting objectives. There exist two fundamental and interrelated types of feedback mechanisms: **reactive mechanisms** based on extracting SafeCity's website statistics, and **proactive mechanisms** which mainly consist of specific feedback tools and direct person-to-person feedback.

Furthermore to measure those feedback and success related to dissemination plan, an exhaustive KIP's list was created in order to consider each indicator and its impact in the audience and every single stakeholder.

4.1. Dissemination activities undertaken

SafeCity partner has already participate in many dissemination activities and is also planning to participate in others with the main objectives of:

- Build awareness of the project.
- To lay down the foundations for effective communication of the project's concept and potential benefits to interested stakeholders.
- To communicate research findings to stimulate on-going interest in the work of the project.
- To build the foundations of an effective partnership model.
- To lay the groundwork to establish and reinforce a wide network of potential customers.
- Establish a and impulse a continuous networking with who could be future partners for SafeCity,

*At the same information regarding Events, Symposiums & Seminars; Workshops, Professional publications, web portals and related projects, has been updated through the Dissemination Pipeline. The **'Dissemination Pipeline'** is an Excel-based document created to enable the effective following up regarding events identified as relevant to the consortium.*

5. Annex I – SafeCity's Website

The SafeCity website is located at www.safecity-project.eu

SafeCity's website constitutes one of the main communication channels within the project's Dissemination and Exploitation Plan. It provides complete external visibility as it contains general information on project goals, scope, focus and work progress, as well as on consortium partners.

Moreover, it is used to share information (news, events, brochures, etc.) produced throughout the project. It consists of static data, which shall remain relatively unchanged throughout the dissemination phase of the project, and dynamic data, which requires constant updating. This updating shall be coordinated by the project's dissemination phase coordinator - everis.

SafeCity's website will also provide a blog to share and get feedback from audience. Offering a blog within the website is generally the best option to help promote the projects. Having it on the website give the consortium complete control, the ability to integrate into the navigation of your site and make it a seamless user experience and opinion.

SafeCity's website is compliant with the FI-PPP and FP7 dissemination guideline.

5.1. Home Page

The home page of the website is depicted below:

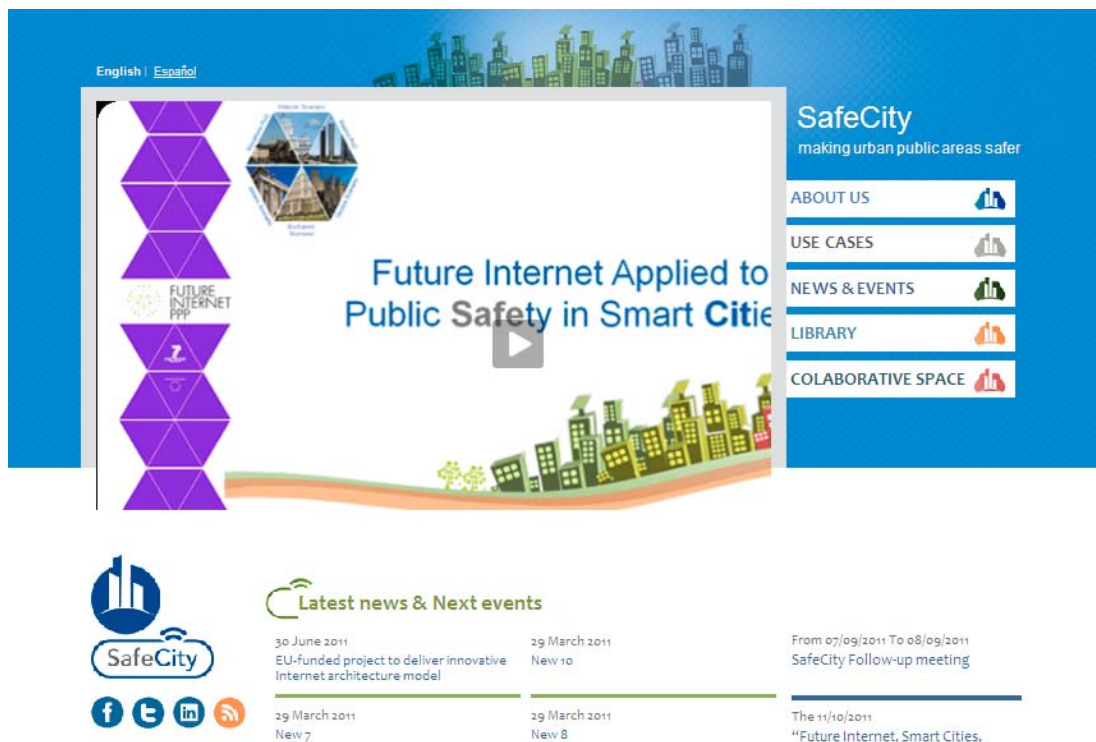


Figure 4 SafeCity's Home page

The web's home page includes the following contents and section links (the static or dynamic nature of each of these is stated in brackets):

- Contents/sections:
 - About us (static).
 - SafeCity project.
 - SafeCity partners.
 - Library (dynamic).
 - Public deliverables.
 - Related public articles.
 - News & events (dynamic).
 - News.
 - Events.
 - Collaborative space (dynamic).
 - Linked In.
 - Twitter.
 - Facebook.
 - SafeCity Blog.
 - Related projects.
 - Contact us.

The different website sections listed here are described below.

5.2. About us

This page provides information about SafeCity project and consortium partners, the tasks each one handles within the project's development and their contact details. The link redirects to the corporate website of the corresponding organisation.

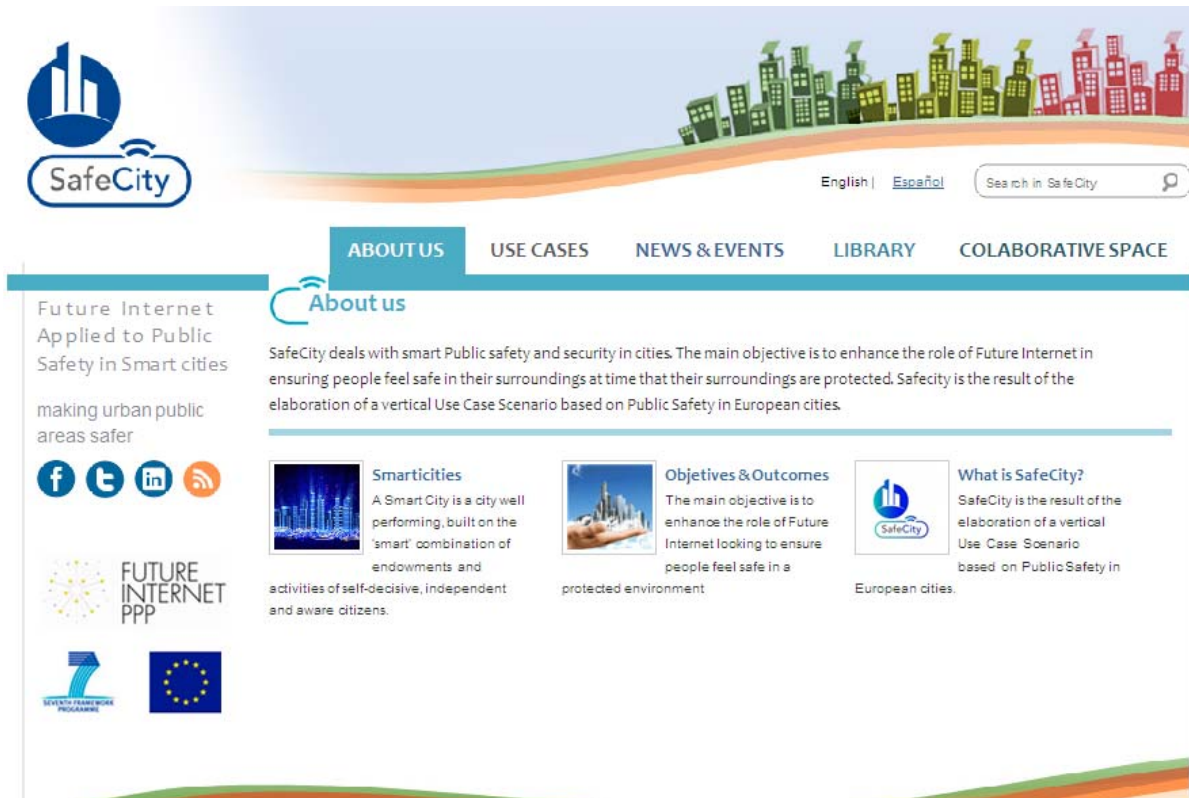


Figure 5 SafeCity's About Us

5.3. Use Cases

This page provides information about SafeCity scenarios and others FI-PPP related projects. Details about every single scenario are described as well as directed link to FI-PPP related projects together with a short description of the project.

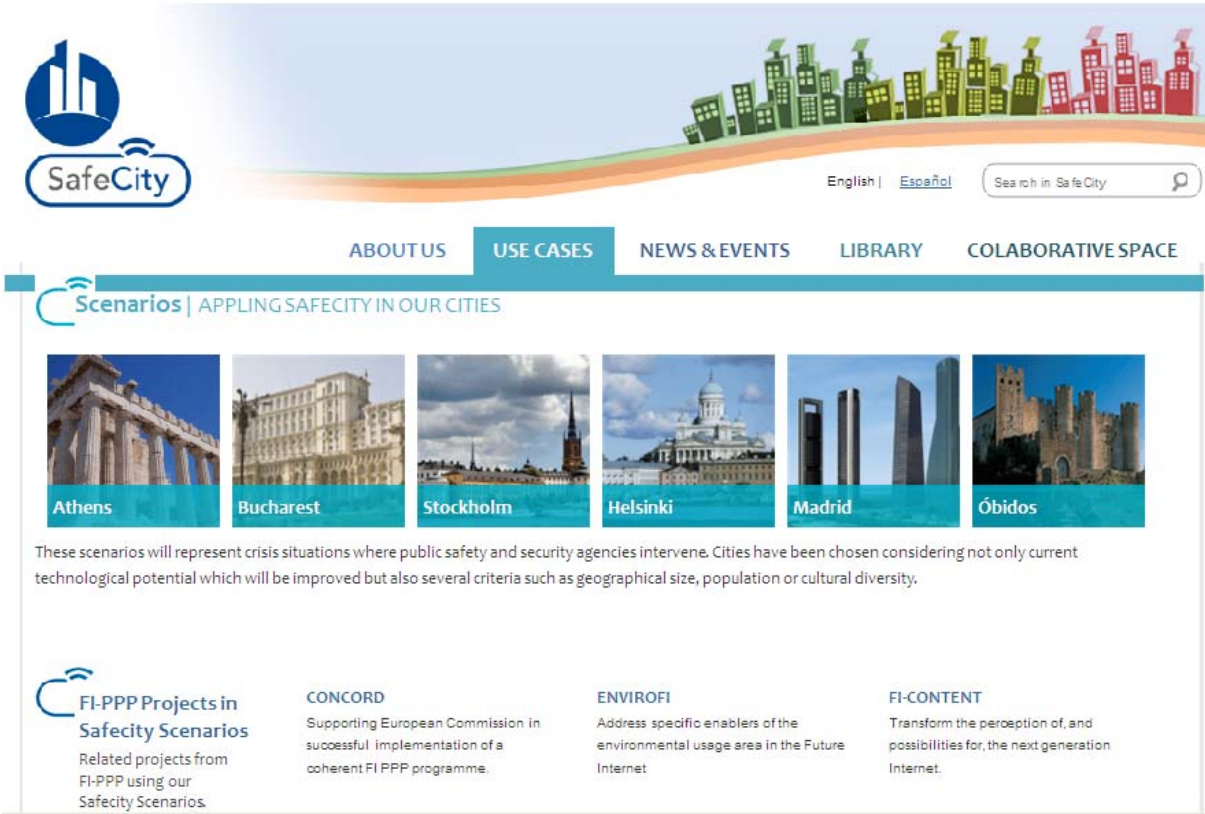


Figure 6 SafeCity's Use Cases

5.4. Library

This page lists the public deliverables issued by the project partners and related public articles of interest.

The publications might be articles, academic papers, presentations made during conferences, exhibitions, etc. Promotional material like project leaflet, are also located in this section. Clicking on the link opens a new tab displaying the material.



Figure 7 SafeCity's Library

5.5. News and events

This page provides information on coming project events as well as related events relevant for the consortium to attend. Any piece of news related to the SafeCity project is published there.

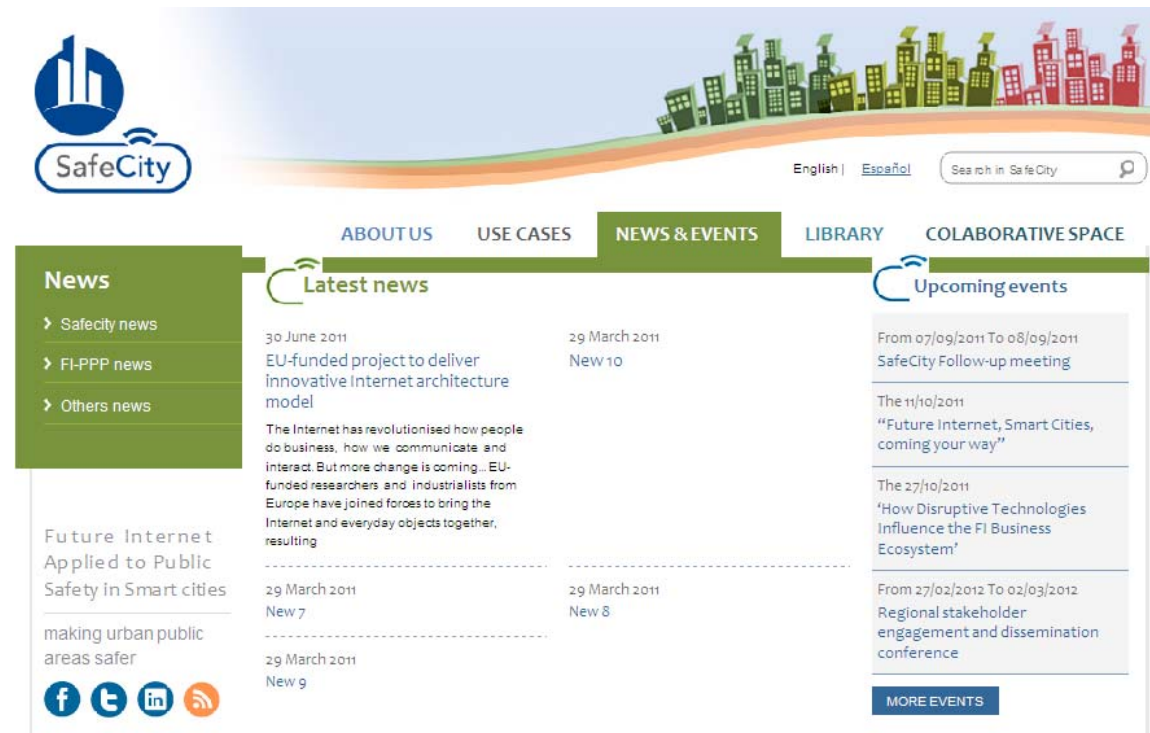


Figure 8 SafeCity's News and events

5.6. Collaborative space

From this section audience will be able to link to other SafeCity dissemination pages as its Facebook, Twitter and LinkedIn site, SafeCity Blog or the mail box “contact us”, which will be the official contact point of the project and from where consortium will obtain main feedback and opinions.



Figure 9 SafeCity's Collaborative Space

6. Annex II – Others

Others dissemination activities are also already running, as presentation brochure provided in the 2nd European Summit on the Future Internet (Luxembourg, 6th June 2011).

This brochure version will be developed and update according with events planning to attend and how SafeCity project is evolving.



Figure 10 SafeCity's brochure

7. Confidential and proprietary

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