D3.7 – Initial Impact Plan

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<td>731932</td>
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<td>Mr. Rodrigo Castiñeira (INDRA)</td>
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<td>Work Package:</td>
<td>WP3</td>
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| Abstract (few lines): | This document is the first version of the Impact Plan entailing the Dissemination and Communication Strategy of the Transforming Transport project. The document is produced in the early stage (inception phase) of the project duration, representing the first step towards the coordination of mainly publicity initiatives across pilot sites through the definition of dissemination tools and activities cross project and of the intentions of each site to realise the local activities, stimulate community (domain) participation, enable technology transfer, stimulating innovative services and contributing to policies creating a ground for further exploitation opportunities. |

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**ACKNOWLEDGEMENT**

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# Table of Contents

**TABLE OF CONTENTS** .................................................................................................................. 4  
**TABLE OF FIGURES** .................................................................................................................... 6  
**LIST OF TABLES** ........................................................................................................................ 6  
**DEFINITIONS, ACRONYMS AND ABBREVIATIONS** ................................................................. 7  
**EXECUTIVE SUMMARY** .............................................................................................................. 8  

1 **INTRODUCTION** ..................................................................................................................... 9  
   1.1 RATIONALE AND GOAL ........................................................................................................... 10  
   1.2 METHODOLOGY ....................................................................................................................... 11  
       1.2.1 Impact through dissemination ...................................................................................... 12  
       1.2.2 Impact through communication ................................................................................. 12  
       1.2.3 Impact through exploitation ....................................................................................... 13  
       1.2.4 Impact through pilot-specific activities ...................................................................... 14  
       1.2.5 Criteria for measuring success .................................................................................. 14  

2 **IMPACT THROUGH DISSEMINATION** .................................................................................. 16  
   2.1 INTRODUCTION ....................................................................................................................... 16  
   2.2 DISSEMINATION STRATEGY .................................................................................................... 16  

3 **IMPACT THROUGH COMMUNICATION** ................................................................................ 19  
   3.1 KEY STRATEGIC MISSION, OBJECTIVES AND EXPECTED OUTCOMES .............................. 19  
   3.2 TARGET AUDIENCES .............................................................................................................. 20  
       3.2.1 Audience Classes ....................................................................................................... 21  
       3.2.2 Our goals for these audiences .................................................................................... 24  
       3.2.3 Multipliers .................................................................................................................... 25  
       3.2.4 Exploring Synergies ................................................................................................... 26  
       3.2.5 BDV PPP Collaboration ............................................................................................. 27  
       3.2.6 Open Data Portal ......................................................................................................... 28  

3.3 PRINT-BASED COMMUNICATION ......................................................................................... 28  
   3.3.1 Print based strategy ....................................................................................................... 29  
   3.3.2 Brochures ....................................................................................................................... 30  
   3.3.3 E-Newsletters ................................................................................................................ 31  
   3.3.4 White papers .................................................................................................................. 32  

3.4 EVENTS-BASED COMMUNICATION .................................................................................... 32  
   3.4.1 Procedure for dealing with event requests .................................................................... 33  
   3.4.2 European events ............................................................................................................. 36  
   3.4.3 Events outside Europe .................................................................................................... 37  
   3.4.4 Pilot specific communication events ............................................................................ 37  
   3.4.5 Organisation of project specific workshops ................................................................. 38  
   3.4.6 Events based strategy .................................................................................................... 38
Table of Figures

Figure 1: Targeted Audience .......................................................... 21
Figure 2: Initial Design of the project Brochure .......................... 31
Figure 3: Initial Design of the project Brochure .......................... 32
Figure 4: Website mission statement ........................................ 47
Figure 5: Website structure ......................................................... 48
Figure 6: TT LinkedIn Group page ............................................. 52
Figure 7: TT Twitter page ............................................................ 53
Figure 8: TT Facebook page ....................................................... 54
Figure 9: TT Twitter page ............................................................ 54
Figure 10: Evaluation and follow up measurement ..................... 57
Figure 11: Transforming Transport Exploitation Roadmap & Methodology ................. 63
Figure 12: Benefits arisen in TT project ..................................... 83
Figure 13: Project logo (vertical and horizontal) ......................... 87
Figure 14: Business cards ........................................................... 88
Figure 15: Press Releases – Reporting template .......................... 89

List of Tables

Table 1. Criteria and the general evaluation questions related to the project impact .......... 11
Table 2: Pathway between communication activities ....................... 13
Table 3: Indicative Scientific Journals and Conferences .................. 17
Table 4: Communication – audience classes ................................ 23
Table 5: Goals per audience .......................................................... 24
Table 6: Print-based communication strategy ................................ 29
Table 7: Initial plan connecting events type and audiences ............ 38
Table 8: How chosen media sources will reach the target groups .... 41
Table 9: Sample of Potential Audience ........................................ 42
Table 10: KPIs for the measurement of the effectiveness of the website that the project is discussing at the moment ............................................. 58
Table 11: Channel: Twitter ............................................................ 61
Table 12: Description of Transforming Transport Exploitation Roadmap & Methodology .... 64
Table 13: TT Exploitable scenarios per WP ................................... 65
## Definitions, Acronyms and Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Title</th>
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<tbody>
<tr>
<td>CP</td>
<td>Collaborative Project</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technologies</td>
</tr>
<tr>
<td>KPI</td>
<td>Key Performance Indicator</td>
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<td>TT</td>
<td>Transforming Transport</td>
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Executive Summary

This document is the first version of the Impact Plan entailing the Dissemination and Communication Strategy of the Transforming Transport project. The document is produced in the early stage (inception phase) of the project duration, representing the first step towards the coordination of mainly publicity initiatives across pilot sites through the definition of dissemination tools and activities cross project and of the intentions of each site to realise the local activities, stimulate community (domain) participation, enable technology transfer, stimulating innovative services and contributing to policies creating a ground for further exploitation opportunities.

In detail, the deliverable outlines the strategy for achieving impact through dissemination, communication and exploitation, guiding all the outreach activities of the project and beyond. As such, it comes as a result of WP3 and T3.2 in particular.

The document objective is to trace the impact creation roadmap that will be followed in the project and to report on the achieved dissemination results intending to present how the project plans to promote and ensure uptake of its results on a European level, by assessing, demonstrating and disseminating successful business cases together with the achieved benefits and concrete proof points from real-world in-situ trials. These proof points will also serve as catalysts for stimulating and preparing concrete exploitation actions of the TT participants and targeted industrial partners act as multipliers for post-project pilot organizations, thereby ensuring the replication and sustainability of TT outcomes extending the project impact throughout the EU.

This will be complemented by two dedicated deliverables focusing on KPIs. On the one hand, D2.2 will define pilot-level KPIs; on the other hand, deliverable D3.8 will define project-level KPIs. Together with D 3.7, these deliverables will constitute the initial TT plan for impact.
1 INTRODUCTION

Effective communication is particularly important because of the geographic and psychological distances that separate the interested audiences of a project, so we intend to establish a unified outlook between a sender and a receiver of the message we want to disseminate. The majority of communication means that we will follow is verbal, but nonverbal communication and the concept of silent languages must be also considered. Effective communications require three elements, namely the sender (the one who initiates the communication), the message and the receiver connected by a message channel (the path through which the message moves from sender to receiver). The three ingredients for well-planned communication strategies: objectives, audiences and messages. Once a sender has placed a message into a channel or a set of channels and directed them to the targeted destination, the completion of the process is dependent of the receiver's decoding, meaning how the message is transformed into thought and whether the message was subjected to interference. The TransformingTransport consortium considered the potential parameters that may act as noise and proceeded with the formation of a plan designed to be:

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

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

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

- **Identify the target audiences**
- **Consider** the specificities of the target audiences.
- **Ensure** that the specially calibrated per case message is clearly defined and addresses the needs of each target audience.
- **Select/fine-tune** the dissemination/communication activities.

We focus on the following types of activities:

- **Scientific Based**- awareness raising scientific material
- **Print-based** – awareness-raising material, hard-copy publications and presentations; promotional material (brochures, leaflets etc.);
- **Events-based** – active presence in international conferences, workshops – as well as the organisation of at least one event per year;
- **Web-based** dissemination activities– newsletters, e-publications/ online papers and reports, social networking presence, RSS feeds; using the website as a dissemination hub and build a web-based strategy central to the site
- **Press based**- newspapers, journals, etc.

1.1 **Rationale and goal**

The European Commission (EC) defines the aim of the call within its strategy to promote and introduce the use of big data in transport. These strategies are being researched and tested through the Collaborative Projects (CPs). However, it is extremely important for a CP to achieve high impact in numerous dimensions, so as to be successful.

In this respect, this deliverable aims at setting the scene and presenting the impact plan of the Transforming Transport project. The impact plan will be revised in the course of the project’s duration based on a live assisting document placed in the document internal repository set by the project coordinator (basecamp).
1.2 Methodology

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

A further aim is to exploit the findings of T3.1, in creating a cross assessment toolkit for measuring the success of the pilots and to assess further the results springing from the pilot run. The methodology and the evaluation instruments suggested in this deliverable will be used/are already used in extent in the pilots and the proof of concept will be applied to the production of the final impact evaluation report (and in white papers produced for disseminating the results of these activities. In any case, to evaluate is to assess delivery of policies and activities. Beyond being a formal requirement, evaluation is about improving the work we do; about adding to our professional skills and experience; and about helping our colleagues to improve.

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

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

In

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

<table>
<thead>
<tr>
<th>Criteria</th>
<th>General Evaluation Questions</th>
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Table 1. Criteria and the general evaluation questions related to the project impact
<table>
<thead>
<tr>
<th>Relevance</th>
<th>Does TT satisfy the needs of users and potential users?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>Do TT solutions contribute to a 20% increase in the productivity of the respective sectors?</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>Which kinds of benefits have we gained by the use of big data? Did the project achieve the objectives it has set?</td>
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</table>

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

1.2.1 Impact through dissemination

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

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

The process for reporting dissemination activities has been thoroughly analysed in the DoA as well as specific reporting templates where we can collect information on partners’ contributions.

1.2.2 Impact through communication

All across Europe scientific institutions and innovative companies face the demands of a challenging a new research framework: HORIZON 2020 where we identify a switch in the
strategic focus which now is focusing on challenge- and impact-driven. Assessing the impact and value of communication activities, gaining organisational support or simply learning how to work better are amongst the key benefits of evaluation.

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

<table>
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<tr>
<th>Activities</th>
<th>Output</th>
<th>Outcome</th>
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<td>Media</td>
<td>Coalitions</td>
<td>Awareness</td>
<td>Behavior Changes</td>
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<tr>
<td>Web</td>
<td>Production of material</td>
<td>Opinions</td>
<td></td>
</tr>
<tr>
<td>Coalitions</td>
<td>Media Coverage</td>
<td>Behavior/Mobilisation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Events Held</td>
<td>Policy Maker Support</td>
<td>Policy Changes</td>
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<tr>
<td></td>
<td>Web Traffic Analysis</td>
<td>Policy Support</td>
<td></td>
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<tr>
<td></td>
<td>etc</td>
<td>Mobilisation</td>
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Most communication evaluation focuses on output: measuring communication performance (e.g. number of press releases issued, events held, press presence, number of communication messages exposed etc.). Although this can be useful initial feedback, far more important is to measure outcomes: did communication activities result in any opinion, attitude and/or behaviour change amongst targeted audiences? Of similar importance leading to change is the need to craft specialized messages that makes a project passing a sustainable story to the world.

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

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

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

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

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

1.2.4 Impact through pilot-specific activities
This is the process for measuring impact through pilot-specific activities (communication on behalf of pilot related partners, demonstration activities, open pilot workshops, etc.).

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

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

1.2.5 Criteria for measuring success
The criteria for measuring the success of the impact related activities have been proactively already defined in a manifold manner:

a) Within the TransformingTransport DoA.
b) In the internally delivered impact roadmap of the project to be followed by the consortium.
c) In a live google sheet, where partners are set to report their impact related activities
(https://docs.google.com/spreadsheets/d/1_7TZCRlWvwJG38sU1QFRHvyWgRgs1M0Yy0W7QM8yng4/edit#gid=802200524)\(^1\)

\(^1\) This google doc will be used from all the partners to report their impact related activities. Partners should report their activities as set in the doc, whereas the impact manager (WP3 leader) will be monitoring these activities and reporting them in the dedicated deliverables.
2 IMPACT THROUGH DISSEMINATION

2.1 Introduction
Dissemination and stakeholder engagement is central to the success of TransformingTransport. This section provides a description of the dissemination strategy. The Dissemination and stakeholder engagement is central to the success of TransformingTransport. This document provides a description of the TransformingTransport dissemination strategy.

The consortium recognises that dissemination activities are an essential and pervasive activity throughout the project’s life, and integrated within all its work packages. The consortium recognises that dissemination activities are an essential and pervasive activity throughout the project’s life, and integrated within all its work packages. In some cases, it will be helpful to experts of the domain to support our goal, making it easier to attract additional stakeholders. In other cases, good contacts with associations of active citizens and local groups can help convince authorities about the importance of our message. It may also be beneficial to work in both directions at the same time, using local or national mass media as well. The challenge is to improve the accessibility of new findings to those who are trying to reach them. This means, firstly, ensuring the availability of materials or ideas to the target audiences and secondly, making these findings comprehensible to those who receive them. In addition one of the expectations is to build ownership about the project, hereby, concentrating in the good practice exchange, political leadership and dissemination of TT results and further promotion of the domain as a whole.

2.2 Dissemination strategy
In the following we provide details on our initial dissemination plans.

Dissemination Preparation Phase: The success of dissemination activities strongly depends on the dissemination channels identified, used and/or established. Therefore, before actually implementing a dissemination plan TransformingTransport will go through a dissemination preparation phase. During this phase, the TransformingTransport Consortium will:

a) create a central theme, including an identity logo to facilitate the creation of an instantly recognizable image (TransformingTransport branding), and solidify the project's name in the target audience's mind,
b) use the pilots for increasing awareness of *TransformingTransport* and influencing the design of the pilots based on received feedback

c) identify an audience of existing or potential stakeholders from the categories defined above.

**Dissemination Execution Phase:** The execution of the dissemination plan will cover all dissemination channels and audiences identified within the dissemination preparation phase and will target every identified existing or potential stakeholder. Given the wide range of areas the *TransformingTransport* solutions will have great impact on, different dissemination approaches will be followed. Grouping these audiences to Research Community, Industrial and Business world and general public, the dissemination execution phase for each of them will include:

**Research Community**

- **Special Issues organization:** The consortium will organize at least 1 special issue in *Transportation Science Part C* or related journals. The high scientific profile of the participating academic and research institutes guarantees the success of these special issues, which will demonstrate the project’s research achievements worldwide.

- **Workshops organization:** The consortium will organize workshops throughout the project’s duration, where interested researchers and industry professionals can go and learn about MaaS and how to implement it.

- **Contribution to international journals and conferences:** All the interesting and innovative research results of *TransformingTransport* will be published in leading international journals in the field, as well as presented to international conferences. Indicative journals and conferences are presented in the table below.

<table>
<thead>
<tr>
<th>Table 3: Indicative Scientific Journals and Conferences</th>
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<tbody>
<tr>
<td><strong>Transportation Journals and Conferences</strong></td>
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<tr>
<td>Transportation Research Part A: Policy and Practice, Transportation Research Part B: Methodological, Transportation Research Part C: Emerging Technologies, Research in Transportation Business and Management (Impact Factor 0.768); Research in Transport Economics (Impact Factor 0.750); Transportation Research Arena (TRA); European Transport Conference (ETC); Transportation Research Board Annual Meeting (TRB); International Choice Modeling Conference (ICMC).</td>
</tr>
<tr>
<td><strong>Business &amp; Marketing Journals and Conferences</strong></td>
</tr>
<tr>
<td>Journal of the Academy of Marketing Science (Impact Factor 3.744); Business &amp; Information Systems Engineering (Impact Factor 2.059); Journal of Marketing Research (Impact Factor 2.300); Journal of Marketing (Impact Factor 3.819); Technovation (Impact Factor: 2.243); IEEE Consumers Communications and Networking Conference.</td>
</tr>
<tr>
<td><strong>ICT and ITS Journals and Conferences</strong></td>
</tr>
<tr>
<td>IEEE Communications Magazine; IEEE Transactions on Intelligent Transportation Systems; Taylor&amp;Francis Journal of Intelligent Transportation Systems: Technology, Planning, and Operations; Informss Journal on Transportation Science; IEEE Transactions on Mobile Computing; JCN Journal of Communications and Networks; IOS Press Mobile Information Systems; Springer Mobile Networks and Applications; International Conference on</td>
</tr>
</tbody>
</table>
It must be pointed out that all principal investigators from research and academia involved in TransformingTransport comprise well-recognised experts in their field and they participate in wider associations in their fields of expertise, ensuring this way the successful dissemination of TransformingTransport results and research findings.

Last, strategy and assessment itself has two elements – the dissemination strategy and plan (roadmap), and the efficacy of dissemination. Implementation also covers two aspects: execution, plus the measurement and tracking the progress of the dissemination strategy. The process is illustrated in a supportive file where partners are quested to indicate their actions in relation to the types of activities and report on a schedule on https://docs.google.com/spreadsheets/d/1_7TZCRIWvwJG38sUIQFRHvyWgRgs1M0Yy0W7QM8yng4/edit#gid=802200524.
3 IMPACT THROUGH COMMUNICATION

3.1 Key strategic mission, objectives and expected outcomes

The key strategic mission of the communication activities is reflected on engaging as many people as possible within the project practices, as well as makes well known the project results to a large number of communities. A good communication plan defines how the strategy will be expressed through practical public relations activities. It brings together in one document all of the fundamental ideas that should be driving communications, including objectives, audiences, messages, and an overview of how your goals will be achieved. It sets a clear framework for PR activities and allocates roles, tasks and goals to individual members of the team.

The proposed communication strategy and plan will be deployed in a set of phases depending mainly on the project development and available results, namely (A) current assessment, (b) planning, (c) execution, (d) evaluation and (e) control.

Presently the promotional efforts of the project are somewhat confined to tools activities as well as materials such as a marketing brochure and a poster. Our aim is to increase audience traffic through a number of different channels leading to ownership on the project issues, increased readership, higher membership and improved content. Under this light the consortium defined a targeted scope and impact goals that should focus to meet the project defined objectives. Defining objectives and the goals of the communication strategy is the first step of work defined by the WP3 leader and the below table is an attempt to analyse the expected outcomes. Of course objectives and outcomes are monitored for possible changes required based on the real life needs and developments.

The overall communication objectives are:

<table>
<thead>
<tr>
<th>Communications Objectives</th>
<th>Expected Outcome</th>
</tr>
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<tbody>
<tr>
<td>To achieve a European-level dissemination and awareness raising by providing information on content and results of the project via different channels.</td>
<td>Targeted experts and other identified stakeholders (eg. transport industry, research professionals, transport and energy professionals, citizens etc) across Europe become informed and encourage big data use and solutions deriving from their handling. Use of specific channels to enlarge the dissemination of TransformingTransport results such as: newsletter, social-media, create photo gallery, etc.</td>
</tr>
<tr>
<td>To offer a unique online focal point (website) for promoting and supporting collaborative actions along with knowledge</td>
<td>The TransformingTransport website will become a single gateway to access available results for people seeking information, help and support on the uptake of the use of big data.</td>
</tr>
</tbody>
</table>
### Communications Objectives

<table>
<thead>
<tr>
<th>Sharing and retrieval customised accordingly to the needs of the TransformingTransport community.</th>
</tr>
</thead>
</table>

| To develop visual identity for TransformingTransport, create dissemination material and organise workshops, support smaller events of local and national level of importance and the identified targeted audiences. |
| Design and production of visual identity and guidelines, design of office templates, templates for poster, roll-up, stand, newsletter. |

### Target audiences

The communication strategy is expected to target all directly involved and interested parties. The target audiences of TransformingTransport include the industry, policy makers, transport consultants and similar domain experts, academia and related research organisations, the media etc. It is also expected to identify potential interested members who could add value on the project developments and indirectly results, exchange good practices and spread the word of the project increasing audience participation in the TransformingTransport activities and developments and as an effect the big data community.

These audiences are outlined at the figure on the right (inverted pyramid) according to their level of interest, knowledge of the domain and the topics addressed by the project and issues being communicated. They are also segmented according to the following criteria:

**By role:**

- Policymakers at EU level – traditionally members of EU institutions, but also national and regional transport related administrations and international transport organisations.
- Organisations and individuals involved in transport research; and policy analysis (e.g. ERTICO).
- A wide range of organisations that may be players and/or catalysts who could be both providers and 'consumers' of information, and might also play additional roles in linking, multiplying advising, and supporting other players in such fields.

**By affiliation:**

- From public sector or interested parties from industry.

**By geographic spread/situation:**
• From multinational/international through to local levels. Special focus should be paid to the audiences present at local events in the pilot locations.

By organisation size:

• From large structures through to individual operators.

3.2.1 Audience Classes

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

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

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

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

‘Interested decision-makers’\(^2\): while not in the sector, they may influence it and/or benefit from our content. Examples include influential organisations in the fields of research, environment, urban planning at local or regional levels, etc.

\(^2\) Note that ‘decision-makers’ in this view can be in policy, business or society at large.
Specialised audiences, in the lower half of the Inverted Pyramid, are in the transport or big data sector – i.e., they are professionally motivated to get involved in Transforming Transport and the big data domain. These groups are often where ‘stakeholders’ are found. Two Audience subclasses are often distinguished:

‘Specialised decision-makers’: these are the people who may, for example, decide whether their organisation should get involved and invest in big data

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

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

For example:

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

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

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

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

Within this line:

- **General public** needs general information that is easy to understand.
- **Decision makers** need information that relates to their policy makers (e.g., how and to what level do measure contribute to their policy goals)
- **Researchers** want to have in-depth information on methodology, results springing from the measures tested by the demonstration cities and uncertainties of those results
And the media? The media are a *means*, not an end. For example:

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

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

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

The audiences can be classified on the Inverted Pyramid as follows at the table depicted below:

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

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

Table 5 therefore sets out the goals we wish to reach for each audience category and under these lights all activities are organized around the achievement of these goals.

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

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

<table>
<thead>
<tr>
<th>Audience Group</th>
<th>Project goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td>Be a Multiplier: promote TransformingTransport benefits to their audiences</td>
</tr>
<tr>
<td>Interested Audiences</td>
<td></td>
</tr>
<tr>
<td>Concerned citizens</td>
<td>Pressure local politicians to learn from TransformingTransport and influence the openness of data. Use: “cities like ours did this and it worked. Why not us?”</td>
</tr>
<tr>
<td>Local related politicians and civil servants</td>
<td>Recommend TransformingTransport - to their peers in transport</td>
</tr>
<tr>
<td>Regional/national environment and transport politicians and civil servants</td>
<td>Recommend TransformingTransport - to city transport decision makers in their region/country that could influence the use of big data at local level owned by the cities, and openness of data.</td>
</tr>
</tbody>
</table>
### Local business leaders

**Specialized Audiences**

<table>
<thead>
<tr>
<th>Group</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local mobility politicians</td>
<td>Join the big data community to contribute to community learning, learn from TransformingTransport results, and transfer them to their city. (Likely to direct civil servants to do so)</td>
</tr>
<tr>
<td>their civil servants, other urban planning professionals</td>
<td>Idem (Likely to actually do the majority of the work)</td>
</tr>
<tr>
<td>Transport industry and the research leaders</td>
<td>Join the big data community to contribute to learning, learn from TransformingTransport results, and transfer them to their urban transport projects (research, demonstration, implementation) (likely to tell their professionals, below, to do so)</td>
</tr>
<tr>
<td>Transport industry/research professionals</td>
<td>I (Likely to actually do the majority of the work)</td>
</tr>
</tbody>
</table>

### 3.2.3 Multipliers

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

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

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

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

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

More specifically and as planned in TransformingTransport, Paluno (STC) will engage high-level external experts (in particular through the High-Level Advisory Board – HLAB) based on its insights from chairing the industry liaison board of S-Cube (a large EU network of excellence) and its role as member of the PICASSO EU-US Working Group on Big Data. INTRA will engage TransformingTransport with those projects compiling the EU ITS Cluster relating to Big Data (already identified interests with H2020 Optimum Project that is coordinated by INTRASOFT.

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

At this stage, the dissemination process of TransformingTransport will attempt to bring to light possible synergies in the impact related activities. Exploring synergies with other projects (i.e. PPP), committees, networks (BDVA, ITS) and initiatives, may prove to be a cost-efficient and future ensured manner to promote the project and disseminate it through the channels and services of the synergy projects.

**Online synergies**

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

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

- Special coverage on themes, publication of a targeted blog referring to a TT deliverable
- Advertisement of special issues, piggy back and on line advertisement on events, e.g. workshop, e.g.
- Web banner campaigns, e.g. visitors of CORDIS, the principal EU information portal for all R&D topics could be exposed to the TT portal and vice versa.
  - CORDIS’ news service potentially provides excellent online synergies with the TransformingTransport portal for specific subject matters and accordingly TT portal service could play the role of an additional channel leading to CORDIS portal. This opportunity will be explored:
• Electronic poster campaigns
• Cooperation with other framework contracts, i.e. relevant support actions under DG MOVE, such as AUTOPILOT, etc.
• RSS feed exchange on the targeted project websites

Apart from the above mentioned cooperation with other services that TransformingTransport will identify in collaboration with the current demonstration projects at the year one of the project other possibilities for cooperation. Although this type of “interaction” between other projects, initiatives and services may be primarily influenced by political decisions (for example upon EC approval or suggestion), it is important to note that such synergies can provide long-term promotional and visibility solutions that are mutually beneficial to all parties involved due to their combined effect as explained above.

3.2.5 BDV PPP Collaboration
Established collaboration with linked activities and related Big Data Value PPP projects (such as DataBio, BDVe, BigDataEurope, etc.) is envisaged considering the close relation of many of the consortium members in these activities (members of BDVA and PP and quite many partners), as well as with high-level experts to seek their advice and engage them as multipliers is foreseen within the scope of the project. Suggested expert names were reported during the project kick off deriving from proliferate organisations (also names of experts conducted by the project are provided at Annex section). Within this light and on top of the expert engagement, WP3 leader and coordinator are seeking possibilities to piggy back on highlighted events suggested by BDVA to strengthen the alignment with the big data value association activities and interests.

The expected forms of cooperation with BDV PPP and benefits include:

• Cooperation between individual BIG DATA VALUE PPP actions and joint events to promote results of the BIG DATA VALUE PPP actions; e.g., seeking coordination opportunities regarding dissemination and awareness raising activities with other BIG DATA VALUE PPP actions, to achieve greater impact and visibility;
• Collaboration with and participation in BDVA Sub group on Transport and Logistics under the Task Force TF7;
• Fostering exchange of general insights, learnings and activities across BIG DATA VALUE PPP actions, such as generating recommendations on collaboration and synchronisation of activities, including but not limited to management of outcomes, common approaches towards standardisation, SME involvement, links with regulatory and policy activities;
• Supporting BIG DATA VALUE PPP outreach and dissemination activities by, for instance, using the BIG DATA VALUE PPP brand/logo in dissemination material, presenting Action results at BIG DATA VALUE PPP and related national, regional and EC events, including
active support of community building events, such as the European Data Forum (EDF) and the BDVA Summit;

- Sharing relevant information for annual BIG DATA VALUE PPP Monitoring Reports including providing key performance indicator (KPI) data in particular on additional beneficiary investments to leverage the EC investment.

3.2.6 Open Data Portal
The Transforming Transport open data portal will gather all the datasets that are being used in the context of the Transforming Transport pilots. For all datasets, their corresponding metadata will be recorded, as reported in the near future, and in the case that such datasets can be made available openly for further reuse (e.g., because they come from other open data portals from municipalities or other public institutions), they will be also stored in the open data portal. In the case of data available through APIs, URLs of such data access will be made available as part of the metadata, with the data stored in other data storage and access systems. Finally, for data that cannot be disclosed, only basic metadata will be made available.

3.3 Print-based communication
The project is planning to deliver specific printed products to support its communication strategy. From experience the preparation of such products involves the contribution of several partners and the project has established a collaborative approach for these activities. Knowing that there are inherent problems within any approval process when collecting inputs, WP leader will support a specific methodology for organizing the activities resulting to the products described below in detail. To avoid possible delays and bottlenecks WP in its quest to ensure an efficient approval process for our content collection, recommended the following actions:

- **Assign writer roles:** in the case of the below products the righting roles are assigned per case i.e. brochure responsibility and leaflet lies under INTRA, newsletter is on volunteer basis, white paper editorial lies on specific and named experts communicated by the interested pilot leaders.

- **Assign Review roles:** Assigned roles and responsibilities based on skills, knowledge, authority and availability. Approvers will be assigned by STC (PALUNO)and coordinator (INDRA). Reviewers are not meant to make changes, their role is to provide to advice especially on issues which are topic specific. Each reviewer has 5 working days to provide suggestions.

- **Define final approver roles:** Decide who does what, and who has a final say (and ownership) on a piece of content. In TT case editorial check lies on INTRASOFT editorial team and final approval lies always on two organisations (INDRA and UDE).
• Analytically the process defined per item is below:
  o Brochure prepared by INTRA, reviewed by coordinator and STC and then released for review by all. Comments collection handled by INTRA, final approval by INDRA and PALUNO.
  o Yearly leaflets following the above mentioned review structure.
  o Newsletters are prepared by volunteer writers among the consortium members after a call for inputs is communicated by INTRA, articles collected are edited by INTRA and reviewed by experts assigned by INDRA and PALUNO, comments handled by INTRA, final approval INDRA and PALUNO. White papers prepared by targeted authors, reviewed by INDRA and PALUNO plus identified experts indicated by PALUNO, edited by INTRA, final approval lies on INDRA and PALUNO.
  o Lay-outing of products lies on INTRA.

Below an analysis of the products foreseen by the project.

3.3.1 Print based strategy
At the table depicted below we present an initial plan of our intentions to produce print based material and relate it to specific audience groups.

Table 6: Print-based communication strategy

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>How</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lightweight Brochure three fold one for general use in year 1 Brochure (detailed), first version in year 2, updated depending on the project developments</td>
<td>General public Policy makers, Local Mobility Politicians, Urban Planning Professionals, Transport Experts/Industry etc</td>
<td>Events, workshops, Web</td>
<td>Increased interested public, increased contacts, site visits etc</td>
</tr>
<tr>
<td>Yearly Leaflets &amp; Promotional Material in different versions – events specific (i.e. solely for targeted events)</td>
<td>Across the target audiences</td>
<td>Events Based Mainly (EC, BDVA)</td>
<td>Increased interested public, increased contacts, site visits, etc</td>
</tr>
<tr>
<td>Newsletter Produced on a periodically basis</td>
<td>Project and partner contacts, Mailings Website</td>
<td>Increased interested public, increased</td>
<td></td>
</tr>
</tbody>
</table>

3.3.2 Brochures

Apart from the online version of the produced brochures, TransformingTransport will prepare hard copy versions to be distributed in events. In our view, the hard copy can prove valuable in promoting the visual identity, style and promotional positioning of the project since an engaging design will be adopted to attract a reader’s attention (i.e. big headline, strong visuals, and a distinct call to action). During the second quarter of the project duration, the project will kick start the production of a detailed 3-fold brochure presenting general information about the project, the current phase and information about the envisaged pilots. The design and draft content will be prepared by the WP3 leader and all partners will contribute inclusive the pilots in terms of content. The brochure will follow the design of the TransformingTransport website. More brochures will be created during the course of the project and a lightweight brochure is also foreseen— events specific (i.e. solely for, targeted events). A more detailed version will be prepared in year 2 and will be revisited based on the project developments and needs. The activity will be coordinated by (WP3 leader) and all partners will contribute.

The TransformingTransport approach is to use the consortium’s experience and knowledge of individual groups’ needs to develop promotional material that can reflect the project word and reach its target audiences through the right channels (incl. events), using the appropriate content and style. The material will carry the project visual identity to create awareness across the target audiences.

Developing these products in an attractive and high quality manner requires careful organisation and the inclusion of several sub-processes such as information gathering, analysis and translating among others. In order to respond to this need for high quality and creativity, we will produce whole or modular promotional material with the possibility to flavour them with national or local content where applicable with the cooperation of the demo projects or local stakeholders.

The WP3 leader is experienced in editorial and overall publication management which will help ensure that all steps are carried out efficiently and according to the highest standards, to covering the entire lifecycle of promotional material creation and publication. We believe that
the impact of the leaflets and the promotional material and their appeal will be maximised through a combination of avoiding technical jargon and by selecting designs/graphical elements/images that are clear and get the messages across easily.

Figure 2: Initial Design of the project Brochure

3.3.3 E-Newsletters
TransformingTransport will be involved with the activity to produce a periodical (quarterly) newsletter aimed at the Big Data project community. The newsletter will be meeting professional publishing standards (Inter-institutional Style Guide (ISG) ) aiming to reflect the diversity of activities that the pilots are undertaking always featuring focused news directed to relevant target transport audiences. News related to the project will be featured while the front page is also covered by a hot topic of a volunteer writer. Each article has a word count of 180-200 words and one representative image. Contact information of the author of each is also included providing a direct link and/or a contact person. Preference is given to articles that are results-oriented or clearly illustrate latest developments of the domain. Partner INTRASOFT will be coordinating the activity of the content collection while INTRASOFT will be responsible for the design, editing and layout.
3.3.4 White papers
As discussed in Essen, each domain could generate two whitepapers per domain or one whitepaper per pilot to have official material on a specific domain to share. An initial plan to generate these documents is already identified at the google Excel sheet provided to all partners and available at Basecamp.

3.4 Events-based communication
Awareness-raising regarding TransformingTransport is expected to be impacted positively by the project representation in relevant events. Events are an important means for TransformingTransport to communicate and disseminate the results of its work. As the per project specifications, we expect to be involved in a variety of event formats, ranging from conferences and workshops to media events and exhibitions, and to take on all tasks related to event planning and implementation, including, where required, the production of targeted material and support the project with exhibition material. This requires professional
competence, in-depth knowledge of administrative, human and financial management procedures and a sound understanding of the sector.

We will represent TransformingTransport at a number of events aiming to promote and disseminate, by all means and tools, all relevant information that will increase the project visibility. Participation in events is also an opportunity to increase and strengthen the network of relevant parties interested in becoming target audiences and intermediaries becoming multipliers of TransformingTransport. More specifically the project representation can take place in different ways:

- TransformingTransport plans to organising physical or virtual events (e.g. workshop, webinars);
- Planning to attend project specific targeted events and having staff present to disseminate TransformingTransport and providing details and clarifications if needed.
- Leaving room for ad hoc events that TransformingTransport is invited that are additional to the originally targeted by TransformingTransport events, and providing the TransformingTransport Stand and promotional materials (hosted by TransformingTransport or hosted by the organiser of the event, such as a city, research organisation,);
- Simple participation for liaising or networking purposes.

For the aforementioned points (1) (2 and 3) we collect information on the events, we assess and prioritise and we decide on whether or not to participate and how to participate. The procedure for the events prioritisation to be followed is depicted below.

3.4.1 Procedure for dealing with event requests
The TransformingTransport WP3 support team will keep track of all the events where the project should be present or for which a request is received. For the identification of targeted project specific event venues, we propose a short-list to discuss and assess. This google list is created with contributions by all partners as a checklist to assess the interest for TransformingTransport to be present according to new needs and developments in targeted events for collaboration, dissemination and networking.

The level of involvement we foresee per event will vary, according to the nature and interest of the event. We (INTRA) suggest establishing cooperation with the events or conference organisers in order to offer workshops, presentations, round tables, seminars or other. The final list of events/and conferences will be discussed in terms of cost efficiency, input to the promotion and awareness strategy and priorities of DG MOVE and will be updated according to new needs and developments. For the sake of efficiency TransformingTransport has set a
procedure for handling requests, so as to make a well-thought decision about its presence at external events given budgetary and personnel availability. Overall the communication objectives and target audiences together with budget restrictions consideration are the reference for the decisions on the events. Furthermore we strive towards an equal representation on BDVA and BDVe events. A thorough procedure for deciding on our participation on dissemination activities will be followed throughout the project, to identify those events which are "tailored" to promote our dissemination goals with each specific group within our target audience. Our pre-event work is concerned with event planning and preparation activities and follows the detailed work plan. We provide regular status updates to TT and deviations from the plan are communicated as they occur. Changes and additional requests made by the client or partnership will be integrated into the work plan to the extent possible.

The checklist consists of the following points:

Pro-event activities

- Checking on an event’s:
  - Type of dissemination activity (local, national, European, international, etc.).
  - Date & Geographical location
  - Broader thematic scope (Is the event directly linked to TransformingTransport scope? If not then we investigate further on potential)
  - Subthemes and objectives and parallel events i.e. workshops running during the event which they may be of important to TransformingTransport
  - Expected target audiences
  - Relevant target audiences for TransformingTransport?
  - Can the audiences present at the event help TransformingTransport reach its objectives?
  - Expected size and type of audience
  - Potential networking activities during this event
  - Media coverage (number of journalists present, press reports on the event etc.)
  - Particular EC’s interest in the event
  - Indicative budget for participating in terms of:
    - Human resources (stand to be manned or not)
    - Promotional material needed
    - Registration costs
    - Shipping costs
    - Experiences from previous editions of the same event
    - Staff availability within TransformingTransport
Based on the items above TransformingTransport defines a (subjective) priority for being present at the event, including a main reason why:

- Low priority (e.g. low number or same type of attendants compared to events organised at around the same time, no new target audience, high costs, limited availability of staff, etc.)
- Medium priority (e.g. new audience or event, but low numbers expected and high costs)
- High priority (e.g. new and large audience, high EC interest, good media coverage and/or acceptable costs). The final list of selected events/conferences will drive the presence plan.

The preliminary identified events of high priority following the aforementioned decision making procedure and check points are the International Transport Forum (ITF 2017), ITS Conference in Strasbourg, BDV SUMMIT & EDF and Transport Research Arena (TRA 2018). Of course the list will be amended depending on needs as they arise. In all events maximum representation is envisaged considering of course the time setting and the project start date and competition. Under this light the partnership will utilize own contacts to ensure the best arrangements. In all major events participation with a stand and a presentation slot is something envisaged. Specifically at the Transport Research Arena (TRA 2018) the organization of a session or a workshop is considered where the project plans to disseminate the initial results elicited from the pilots.

During this phase and in order to proactively work on the organization of the envisaged representation we have prepared a preparation plan detailed below:

- Contact the event organisers (AIT) and investigate on opportunities for a session organization or a workshop, collect information and deadlines
- Express interest for reservation of space for a stand
- Communicate to partners the open call for contribution for papers and support the activity throughout
  - Once paper accepted coordinate the presentation preparation and review process
- Once approval of a session/workshop is done we will follow the below plan
  - Contract service suppliers (event venue, off-site locations, speakers/moderators, support staff, etc.);
  - We can thereby draw on existing networks across Europe that we can bring to play in connection with events organised and communicated for
Initial Impact Plan

- Any draft agenda for the session/ workshop is shared with, discussed internally and refined before being finalized;
- develop and prepare event materials;
- event promotion;
  - Handle the registration process, stand shipment, on site logistics;
  - Prepare for on-site execution of the event.

Based on the project briefing, research, and previous knowledge and experience we stand ready to develop an agenda that:

- Is in line with TransformingTransport communication strategy;
- Serves to highlight areas that correspond to TransformingTransport objectives;
- Offers added value to the target audience;
- Is well balanced in terms of geography and gender of speakers;

Regarding the event related materials we plan to produce targeted gadgets. We design, layout and print/produce the full set of documents and materials typically required for professional events. This includes in particular a selection from the list of the following possibilities:

- Conference bags
- Badges and lanyards
- Name plates
- Signage
- Event programme and related information (e.g. speaker bios, background documents)
- Practical information guide
- Gadgets (e.g. USB sticks, pens)
- Presentation templates
- Posters
- Notepad

We apply a consistent design to all documents and materials specific to an event or to a series of related events. All such communication and promotional material will be done according to TT specifications and visual identity.

3.4.2 European events

As an indication of the variety and type of events and conferences in the area of transport / research, [https://docs.google.com/spreadsheets/d/1_7TZCRIwvJG38sUIQFRHvyWgRgs1M0Yy0W7QM8yng4/edit#gid=802200524](https://docs.google.com/spreadsheets/d/1_7TZCRIwvJG38sUIQFRHvyWgRgs1M0Yy0W7QM8yng4/edit#gid=802200524) lists here some of them. Those events are proposed as an indication
of the types of events being held throughout the EU and beyond in 2017 that TransformingTransport is targeting to participate/ed.

3.4.3 Events outside Europe
The transport sector sees a number of events held outside Europe on an annual basis as a challenge for dissemination and technology transfer among the two different continents. However, it is important to ascertain the value of each event individually and ensure that the needs of the communication plan will be best served by the TransformingTransport presence at that event and not elsewhere. For such events we will be contacting the organisers to receive additional information with regards to the quality of the event directing to them specific questions, example presented below before we communicate it to the EC for prior consent:

- What is the frequency of the fair/exhibition? What are the next dates?
- Which companies will exhibit?
- What is the price per m²?
- Are there additional meetings or congresses beside the fair/exhibition?
- What will be the promotion campaigns to attract visitors at the fair/exhibition?
- What are the figures related to the last event: Number of visitors (national and foreign)? Types of visitors (professional or public visitors? from which countries? of which decision level? Number of exhibitors (national and foreign)? Net exhibition area rented to exhibitors (national and foreign)? Have these figures been audited?
- What were the results of the visitors' or exhibitors' satisfaction surveys carried out after the last event?

Budgetary considerations are of course important in these decisions leading us to focus on a number of events throughout the duration of the contract that we deem of interest within the broader transport research sector.

3.4.4 Pilot specific communication events
The idea is to take part and bring TransformingTransport promotion at a local level or at a domain focused targeted event which sometimes are of lighter character even more informal, but popular manifestations. Some excellent examples are Sustainable transport festivals / workshops that are organized in many cities and usually have high adhesion among transport experts.

Those activities are further detailed in section 5.
3.4.5 Organisation of project specific workshops

Where we are responsible for the identification of event venues to coorganise the planned project specific workshops, we will base our selection of venues on the following criteria:

- Budget and price/quality ratio;
- Type of event (e.g. conference, workshop, press event);
- Size of audience;
- Target audience;
- Transportation to/from the venue;
- Duration, location and number of break-up sessions (if any);
- Technical conditions (e.g. electrical system, wi-fi);
- Structural concerns (e.g. disabled access and facilities, pillars obscuring visibility);

Our short-list will be based on a quality/price evaluation, and in compliance with the specific event requirements. Our experience in the field will help us identify best possible event locations. Once the project has made the choice of venue, we develop plans for the on-site set-up of event facilities. Upon request, we can provide several alternative proposals.

The first one is planned to take place towards the end of M18 and the second towards the end of the project – possibly co-located with major events - in order to inform and engage the target stakeholders, potentially picking from the list identified in section 3.2. For the first event we envisage to piggy back on TRA event as mentioned in the sections above.

3.4.6 Events based strategy

The following table presents the events-based strategy to be followed within TransformingTransport.

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>How</th>
<th>Evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>European Events</td>
<td>EU wide politicians, policy makers and civil servants</td>
<td>Networking while representing TransformingTransport at events,</td>
<td>Increased awareness. Increased website visits, social media interaction Feedback received via events evaluation forms</td>
</tr>
<tr>
<td>Project Focused</td>
<td>Transport Industry Urban planning professionals, Energy professionals</td>
<td>Organise or attend Workshops, Give TransformingTransport oriented presentations,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>What</td>
<td>Who</td>
<td>How</td>
<td>Evaluation</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------------------------------------</td>
<td>----------------------------------------------------------------------</td>
<td>-------------------------------------------------</td>
</tr>
<tr>
<td>Micro-level Events</td>
<td>Local politicians</td>
<td>Attendance with a stand / exhibition</td>
<td></td>
</tr>
<tr>
<td>Partner / Pilot focused</td>
<td>Local general public – concerned citizens</td>
<td>Organise events at a regional level, participate in local events with a stand / poster etc</td>
<td>General Public, concerned citizens, geographically secluded audience, local policy makers etc</td>
</tr>
<tr>
<td></td>
<td>Local Business Leaders Etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>International Events</td>
<td>INTL politicians, policy makers, urban planning professionals, transport experts</td>
<td>Events attendance, presentation, distribution of material, representation at events.</td>
<td>Policy makers, transport experts, urban mobility consultants etc</td>
</tr>
</tbody>
</table>

### 3.4.7 Exhibition material

Exhibition material will be utilised within the course of the project since it offers high visibility at selected events in combination with other promotional material. The choice of the type of material will be depending on the event, timing (stand presence requires more time for shipment), its significance, available space. In the list of materials available will be a medium size exhibition stand (2.25x2.25), a selection of roll-ups) and posters of smaller scale (A0). All products serve the same scope and will be available to the partners upon on time request. The exhibition products are analytically presented below.

### 3.4.8 Posters
Posters of a smaller scale (A0) will be produced. TransformingTransport will also consider producing event focused posters of small scale, if considered necessary, where the content of the poster will be replaced to fit the needs (theme) of the event. Templates of different poster sizes (A0, A1) have been prepared for this reason and we plan to use them if the need arises.

3.4.9 Roll-ups
Roll-up versions will be created, to match the look and feel of the website and the overall project design concept to meet the needs of the project.

3.4.10 Small Exhibition stand
Since transportation costs are quite high, TransformingTransport in discussion with the Dissemination Group, has decided to create a medium size exhibition stand which is easily portable and can be accommodated easily in events of the so called spider type.

Portable exhibition stand of smaller scale (approx. 2.25 cm x 2. 25 cm) will be created and used in events. The portable exhibition stand will follow the overall guidelines of the corporate identity style meant to be user-friendly and supported by:

A dynamic color atmosphere, which will attract the visitor and invite him/her to visit the stand which follows the overall refreshed look and feel of the website released in M1;

Clear and recognisable signposts, offering different levels of reading: clear branding of the project and focus on the key messages, i.e. motto;
Use of magnetic boards than can easily be replaced in case of damage. The material will be easily assembled and taken apart to aid overall logistics and transport. We will take into consideration target audiences of each event in order to cater to their needs through the supply of appropriate information and material. The impact of the exhibition stand will be enhanced by additional aids such as banners and also gadgets and giveaways respecting the project visual identity.

3.4.11 On-line education / tutorial / training material

Project results will be presented to students, university staff and the research community by means of seminars, tutorials, as well as renowned conferences and events, including presentations jointly with industry partners, thereby in-creasing awareness and adoption of TransformingTransport results. These are foreseen after the M6 of the project so that we could utilize the results available. UPM has forecasted that they can organize themselves a tutorial already in June. Location and content published is under review.

3.4.12 Press-based and media communication

For the purposes of the contract and especially for the communication strategy and promotion of TransformingTransport, media are not perceived as target groups, rather as catalytic multipliers to get our message through and inform about the project and results. Two factors are to be decided when compiling the relevant list of press contacts to multiply the impact of the TransformingTransport project towards the different target audiences, we will contact local, and international media including newspapers, transport magazines and journals, as well as individual journalists specialised in the transport field to disseminate the project results. This encourages the stakeholders to share our vision and common understanding of what TransformingTransport is, inviting them to write and/or disseminate information about the project. Ling the relevant list of press contacts:

- Which media do our target groups pay most attention to?
- Which media will consider our messages newsworthy (in order to publish information about the website)?

There, is also presented how the chosen targeted media channels will reach the target groups and under what specific features.

Table 8: How chosen media sources will reach the target groups

<table>
<thead>
<tr>
<th>Media</th>
<th>Target group</th>
<th>Specific features</th>
</tr>
</thead>
</table>
National newspapers and other specialised news agencies | Can target the national, regional or local population, but also specifically people working in agriculture, SMEs, etc. | Large and/or niche following of readers

Magazines | Can be focused on news, accompanied with high specialisation (e.g. transport, big data, etc) | Potentially niche market that takes us directly to the target groups. Articles are sometimes planned months in advance; there is an opportunity to pitch our stories for next issues

News agencies and wire services | Deliver raw news to all major media to adapt for their own input, often report local news to international audiences | Through this channel we can reach the source of the news and get extra exposure

Internet news | Main sites are affiliated to larger newspapers, magazines, TV and radio stations. In addition, there are Internet media portals, specific industry sites, and newsgroups. | 24/7 news coverage, work very fast and often break news first

European-level media | Mainly electronic vehicles, like EurActiv, New Europe, etc. | Focus on EU matters and developments. A press release and mobilisation could provide significant boost to the promotion

We also seek to ensure a justified balance between types of media (print, audio-visual and online/social media including Twitter, Facebook, bloggers etc.), specialisation (mainstream press and specialised press) and geographical spread and scope. All resulting contacts are stored, benefiting all future projects. A sample of the potential audience we have identified includes:

<table>
<thead>
<tr>
<th>Geographical location</th>
<th>Source</th>
<th>Potential audience</th>
</tr>
</thead>
</table>
| Germany | - http://www.internationalesverkehrswesen.de | - Policy makers  
- Transport experts  
- Specialized consultant  
- General public |
| | - Dow Jones Trading News (German): http://www.djnewsletters.de  
- http://www.stadtverkehr.de/ | |
| UK | - Montel: www.montel.no (in English) | - General public, policy makers, urban mobility experts |
Finally, via advising the Office of Public Affairs and Communications of INTRASOFT, the dissemination leader will utilise experts to disseminate research findings widely through public media. Providing that the messages are ‘tailor made’ to fit the needs of the media and offer real news and interest value to them, they can become active participants in the activities DG MOVE wishes to organise.

We will target media outlets across the EU, especially those focused on the energy research and transport arena and we will capitalise on existing synergies with CORDIS. Press releases and
press packs often need to be adapted to suit the needs of different national communicators and will be prepared with this in mind. The milestone for the press release is one after every targeted milestone of the project i.e. a press release to announce the project kick off. A series of other press releases will follow beyond the current suggested roadmap of expected activities keeping a close press release milestones plan for the next of quire big events.

When press releases are prepared particular emphasis will be paid to the 'flexibility' and 'adaptability' of the document to allow the inclusion of a key message as well as additional messages reflecting priorities that can attract and maintain the attention of the local press representatives.

To create press packs following initial analysis on what tools work best with specific audiences (including recent reports, press releases, leaflets, website material, etc.) Our team will propose information products tailored for clarity, impact and consistency, and with a design style appropriate to each target group.

3.5 Web-based communication

Online activities will feature highly in our communication approach. Increasing traffic to the TransformingTransport website (http://www.transformingtransport.eu/) can be achieved through a variety of communication approaches (presented above), which will be decided and implemented with the cooperation of all partners and based on budget availability.

By the end of January 2017, TransformingTransport planned to launch the first version of the project website (Further information can be found in the D3.1 deliverable). The objective of the brainstorming was to create a fresh design for the website, make it more accessible, easy to use and empowered by social features to trigger communication among the community members. The site will serve mainly as the online presentation and dissemination tool and will gradually evolve into a collaboration portal were stakeholders actively participate in on-line discussion forums and build ownership about the project. Activities boosted by the website are the good practice exchange, political leadership, and dissemination of the project results and further promotion of the pilot activities. While developing a great website which is half of the success equation, the other half is promotion. The techniques and approaches described in the web based strategy are all ultimately designed to improve natural growth of the potential user base. This methodology is particularly valuable because a site that doesn't i.e. rely entirely on search engines for traffic, ironically, has a far better chance of getting visitors through them. More specifically techniques are provided in the section below.
3.5.1 Web based strategy

- **Application of SEO techniques**: We will increase the website’s visibility in organic search engine results by optimizing the pages with keywords, the terms users are likely to search on Google, Yahoo and Bing (the three engines that currently generate the most traffic). We will deploy a number of techniques: write keyword-rich page titles and add description meta tags; include keywords in headers; position keywords in the first paragraph of the body text; use keywords in hyperlinks, etc. The aim will be to make the website appear in top search results.

- **Online directories and websites promotion**: We will increase online traffic and searchability for the new website in a twofold way:
  - First, we will encourage promoting the new website on other established websites of related organisations (in particular: websites of other Commission DGs, while at the same time being highly visible and promoted on the website – possibly through a large banner or anything that would avoid many clicks until one reaches the website). This would entail: a) creating and promoting a dedicated banner with the Unique Selling Proposition of the website, which will be clickable, re-directing to the new website. b) identify and approach websites of relevant scope but with national/regional character, to also promote the banner.
  - Second, we will identify and submit the website to relevant projects.

- **Creation of Infographics**: Infographics are used to engage the viewer more easily to the context than a text description or simple visualisation of data. They provide an elaborate form of data visualisation, making data, trends and issues more easily accessible to readers through a combination of visuals and texts. The main added value they provide is that they tend to transmit a message to many audiences, and provoke some of them to seek more information.

We propose to use infographics to visualise data-rich content, which we would like to disseminate online in an effort to make things clearer and easy-to-digest for the average user.

Examples of Infographics we have created in the past can be found hereafter.
Once these infographics are created, we will implement the following:

- First, they will be uploaded on the website (either on specific sections or in a dedicated infographics section);
- Second, they will be embedded in social media posts and promoted through paid ads;
- Third, they will be utilised in conferences and events.

3.5.2 Website

In the project strategy the website will primarily act as an information exchange platform for measured outcomes, project related events, results from the participating plots and contact information to connect with the right people and to exchange information. The site’s overall design will reflect EC and H2020 branding, based on the Visual Identity we will develop for the project. The following diagram represents the mission statement of TransformingTransport website, opening up to tool which focuses on building and reflecting of social networks, in addition to acting as a social hub where users can network and at the same time pushing dissemination information. Information will be offered by many means and the necessary features incorporated, will support the information flow from one user to another, thus
creating a network of social activity. The importance of social networking relates to the outcome of increasing traffic to the site as well as increasing awareness of the site purpose and the initiative itself. This means that more people will become exposed to TransformingTransport, which means more users to create ownership about the key messages expressed by the initiative.

The website has a simple structure. At a later stage of TransformingTransport further sections can be introduced. Example of the website menu structure is depicted below:
For the project website, it is absolutely essential to keep the content fresh, accurate, and up-to-date to ensure its sustainability since consistency in updating a website’s content is the only way to maintain a competitive edge. Allowing access to interested users who will populate different areas of the site with content is foreseen. The more content there is about the members of the projects and the speakers at the Conferences, the more interesting the project becomes to potential members. However, resources are not available to produce content centrally about each stakeholder – the stakeholders must therefore be both empowered and motivated to do so.

The mission statement of TransformingTransport website is on building and reflecting of social networks, in addition to acting as a social hub where users can network and at the same time pushing dissemination information. Information will be offered by many means and the necessary features incorporated, will support the information flow from one user to another, thus creating a network of social activity. The importance of social networking relates to the outcome of increasing traffic to the site as well as increasing awareness of the site purpose and the initiative itself. This means that more people will become exposed to TT, which means more users to create ownership about the key messages expressed by the project.
3.5.3 Usability

Usability represents the ease-of-use inherent in a site's design, navigation, architecture and functionality. The idea behind usability techniques is to ensure that a website is easy to navigate so that visitors can intuitively find what they are looking for and enjoy the best possible experience while visiting the project website. The website has been designed to consider the below aspects:

- Fresh Design
  Elegant, high-quality, high-impact design is critical to gaining the trust of our users. Studies show that the graphic elements and layout of a website strongly influence how popular the site is. Design also encompasses important topics like visibility and contrast, affecting how easy it is for users to surf the text and image elements of the site. For the above reasons TT will experiment with separation of unique sections like navigation, advertising, content, search bars, sticky windows etc. since is also critical as users follow design cues to help them understand a page's content. A final consideration from the website design team is to ensure that critical elements in a site's design (like menus, logos, colours and layout) are used consistently throughout the site.

- Information Architecture
  The organization of the site architecture will also be considered since it strongly affects usability. Topics and categorization together with an intelligently designed menu/structure will target to impact the ease with which a user can find the information they need on our site.

- Navigation
  A navigation system that guides users easily through both top-level and deep pages and makes a high percentage of the site easily accessible is critical for good usability. Since navigation is one of a website's primary functions, and well-written anchor text that clearly describes what the user will get if they click a link. Navigation standards like these can significantly improve usability performance.

- Functionality
  This involves creating compelling usability and ensuring that tools, scripts, images, links, etc. function as they are intended to and do not cause errors in non-standard browsers, alternative operating systems or uninformed users (e.g. those who often don’t know what/where to click).

- Accessibility
  We consider the accessibility primarily as the technical ability of users to access and navigate through the site, and secondary as the ability of the site to serve disabled or impaired users. For SEO purposes, the most important aspects involve limiting code errors to a minimum
and fixing broken links, making sure that content is accessible and visible in all browsers and without special actions.

Increasingly all communications can be connected with each channel and platform (social media, Facebook, Twitter) influencing one another.

Social media can be a great place for fostering innovation and sparking new ideas across the board. TT is planning to utilise the most-widely accessed online communities including Facebook, LinkedIn, and Twitter to what extent cannot be known until the internal pre analysis.

3.5.4 Links policy

A good proportion of site visits to the TransformingTransport website should be generated by following hyperlinks on third party pages and it is therefore in our interest to encourage as many third party sites as possible to provide such links to the project website. Applicable principles are:

- TransformingTransport consortium should become proactive in ensuring links are provided. TT should be offering various encouragements and incentives to subscribers and to other organisations to set up hyperlinks to the TransformingTransport portal. This can be achieved through a reciprocal links exchange programme and careful targeting of potential partners such as transport providers, NGOs and national policymaking bodies and relative directories. As part of a broader marketing strategy this initiative needs to be monitored on a constant basis and revised whenever needed until required results are yielded. This activity will be assigned by the WP3 leader.

- We shall systematically measure and monitor the number of links to the TT website pages and the traffic being generated by visitors following these links. Various Analytics tools exist for link counting and tracking and these will be used to measure the portal traffic.

**Key Points:**

It’s vital to ensure that each network that the project decided to use, remains updated and effort is invested to keep the audience engaged on a daily basis. This can be done by creating useful and thought-provoking content – the types of which we will find out during the analysis.

In addition, we propose/investigate participation in social bookmarking communities – such as Diigo, in which members share with each other information about websites, articles, or news items that they like (or don’t like).

**3.5.4.1 Social Media Strategies – Application Based**

**Contest:** There are multiple applications that can be used for multiple types of contests:
3.5.4.2 Marketing

Focus on and promote relevant content such as:

- White papers
- Videos
- Infographics
- Statistics i.e. pollution, new business ideas, job that are created indirect or indirectly because of big data domain related initiatives.

3.5.5 Social Media

Constant communication and regular promotion of the TT activities and news to the various communities through the social media will be continuously pursued.

TT has an active presence in the most popular social media, and more specifically:

LinkedIn

LinkedIn “TransformingTransport - Big Data Value in Mobility and Logistics” Group\(^3\) has been established and will be used from now on as the main discussion mechanism between the community experts and other interested parties.

\(^3\) [https://www.linkedin.com/groups/13511078](https://www.linkedin.com/groups/13511078)
Twitter

A dedicated Twitter account\(^4\) (@TransformTransp) is already in use as a news dissemination tool, particularly for breaking news, events announcements, calls and as a means for enlarging the TT community. Moreover, re-tweets are made of relevant and interesting content from disparate sources. Last but not least, through targeted following of other relevant users TT not only gets access to more relevant content and updates, but also acquires more followers.

\(^4\) https://twitter.com/TransformTransp
A Facebook fan page⁵, has been created to help reach out and engage stakeholders during various phases of the project’s activities. The project’s Facebook page includes news, photos and information about the TT project and its activities. The Facebook page is expected to enlarge the scope of audiences by its engagement nature.

⁵ https://www.facebook.com/TransformingTransportProject/
YouTube

TT is also present at YouTube\(^6\). The project’s channel is used to choose and promote interesting and relevant videos, as well as offering project’s videos (e.g. from the main events).

\(^6\) [https://www.youtube.com/channel/UCoh4lXi0S3v2Jzl4u_UAkGQ](https://www.youtube.com/channel/UCoh4lXi0S3v2Jzl4u_UAkGQ)
3.6 Evaluation: Metrics and measurements

3.6.1 Overview
The evaluation of the communication strategy concerns both qualitative and quantitative indicators. Once measurable objectives are defined we will then evaluate to what degree the project has achieved the objectives set. Process evaluation will involve examining the progress of the strategy’s implementation and will refer to an outreach activity that is quantifiable through the number of new members joining the initiative, quantity of material distributed, number of events participated, the development and dissemination of messages and materials, media presence and traffic created in social media.

There are various key issues associated with measuring and controlling a communications strategy and plan. Achievement is often more difficult to measure and compare, and thus needs to be carefully quantified and measured according to the specific type of action involved. The objectives chosen must be realistic, clearly defined, relevant, and coherent; the means of measurement must be objective, clearly defined and quantified, and the measurement process must not involve significant levels of cost relative to the objectives themselves. The evaluation needs to be continuous or incremental as much as possible, in particular for non-repetitive actions. Finally, the measurement of different actions must allow some degree of comparison with other actions and/or alternatives.

Effective measurement of “impact” is vital if proper control is to be maintained over operations and if cost-effectiveness is an aim.

The proposed analysis framework will aim to measure various quantitative figures as well as the impact of promotional efforts on the attitude of the receivers of the communications messages. This will be feasible through the combination of a set of measurement procedures, which will provide a clear view of the promotional activity outcomes in terms of behavioural trends.

In full accordance with Transforming Transport needs, we will implement a five-step measurement cycle model, spanning from objective identification to data driven optimisation:

1. We identify our core objectives (e.g. Raise Awareness, Generate Leads – i.e. acquire more contacts, Acquire newsletter subscribers)
2. We set goals for our promotional tactics. We concentrate on how to accomplish our objectives (e.g. Inform visitors through the content of our website, facilitate the subscribing procedure, etc.)
3. We identify our Key Performance Indicators – the metrics that play a crucial role to the success of the aforementioned utilized tactics
The tools, products and activities outlined in this Communication Strategy will be monitored, measured, evaluated and realigned on an ongoing basis.

3.6.2 Events based evaluation

TransformingTransport plans to monitor how attendees feel about every event organized by the project, collect coherent and relevant input and ameliorate based on input every future event/activity.

The simplest way to do this is through a post-event survey. With surveys, someone has more than a general idea of the attendees’ perception. A survey helps you identify weak points (e.g. insufficient venue, lack of entertainment) that could be improved on in a latest event. We recommend gathering feedback on the outcome of the event from participants, speakers and any other relevant stakeholders via a feedback form prepared prior to an event organization and customized to be pertinent to the specific activity. The form/ questionnaire will be designed to collect coherent and relevant feedback and optionally made available online. A reminder to complete the survey will be sent to all participants who have not responded within a week.

The data will further be analysed qualitatively. Other approaches include interviews with targeted speakers and experts that participated in the event. In this context, the operation of the TT helpdesk is important in collecting and analysing user feedback and categorising issues while proposing service improvements and enhancing target audiences. Overall social shares, PR mentions, and general word of mouth create amazing intangible benefits, but are often the hardest to determine value in actual measurable terms. Luckily, there’s solid benchmarks you can leverage from the value of social activity, media mentions and additional traffic to our website. Below in detail we explain the evaluation methodology forecasted for the communication actions.

3.6.3 Evaluation of digital communication actions

We propose the following steps in the design and implementation of the evaluation and follow up measurement of the digital communication actions:

- Step 1- Define evaluation framework. The initial tasks must be focused on setting out the objectives of the evaluation (what needs to be evaluated) as well as the intervention logic (if not available).
- Step 2 - Develop data collection plan. The data collection plan will essentially point towards the sources that will provide the qualitative and quantitative information.
• Step 3 - Develop data collection tools. This includes web-based questionnaires and surveys as well as setting specific tools when appropriate (developed and executed online).
• Step 4 - Data Collection and Field Work. Implementation of the data collection plan based on field-work (where applicable) i.e. interviews, brainstorming during workshops etc.
• Step 5 – Data Analysis. Recreating the link between data collected and the evaluation design and tools.
• Step 6 - Conclusions and Recommendations. This phase addresses all evaluation questions.

![Figure 10: Evaluation and follow up measurement](image)

First and foremost, the follow-up exercise must consist of collecting quantitative (i.e. numerical) data. This information must be compiled for every type of content monitored. We will develop a monitoring methodology, which sets out the areas in which information is needed and the range of answers given. Overall we should keep in mind that the numbers, or quantitative data, generated tell only part of the story. To get a more complete picture of content, we need to analyze the quality of the overall website, ensuring graphic and technical coherence as well as content excellence. This is the qualitative aspect of the monitoring – as per the steps outlined above.
3.6.4 Monitoring and analysing web impact

We will regularly use online analytics to essentially measure the impact of specific measures by obtaining information on Number of visits; Frequency of visits; Statistics on specific pages; and Referral visits but since numbers do not provide the full picture we will analyse the quality of web-based communication services related to the project. We will carry out monitoring of the web based on various tools including Google Analytics and other analytics tools that we currently investigate:

**Web Analytics**

Web analytics consist of three basic metric categories: Acquisition, Behaviour and Outcomes. Metrics and dimensions from all three categories will be combined to incorporate our measurement plan.

The first, Acquisition, refers to the activity undertaken to attract users to the website. In other words, it refers to where users come to the website from. This includes pay per click (such as Google AdWords or Facebook ads) marketing campaigns, email marketing, display ads (banners). Acquisition also includes networks linking to the website, Search Engine Optimization and all organic and paid tactics and tools that may lead users to the website.

The second category in Web Analytics is Behaviour, which refers to the activity people are undertaking on the website: which pages they are visiting, for how long, from which pages they are exiting, etc.

The third and final category is Outcomes, site activities that add value to the website owner/our client. This is an extremely important category, as it refers to constructing efficient communication based on results and secondarily to building a loyal audience.

*Table 10: KPIs for the measurement of the effectiveness of the website that the project is discussing at the moment*

<table>
<thead>
<tr>
<th>Report</th>
<th>Metrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Audience</strong></td>
<td></td>
</tr>
<tr>
<td>Visitors Overview</td>
<td>Visits, Unique Visitors, Total Page Views, Unique Pageviews, Average Visit Duration, Bounce Rate (visits that ended after viewing only one page), Actions (page views, downloads, external website links and internal site searches) per Visit</td>
</tr>
<tr>
<td>Devices</td>
<td>Visits by Device</td>
</tr>
<tr>
<td>Software Usage</td>
<td>Visit by Operating System, Visits by Browser</td>
</tr>
<tr>
<td>Location</td>
<td>Visits by country, Browser Language.</td>
</tr>
<tr>
<td>Acquisition</td>
<td></td>
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<tr>
<td>----------------------------------------------------------------------------</td>
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</tr>
<tr>
<td><strong>Referrals Overview</strong></td>
<td>Shares of Direct Traffic, Website Referrals (including Social Media), Search Engine Acquisition</td>
</tr>
<tr>
<td><strong>Search Engine Referrals</strong></td>
<td>Referrals per Keyword, Share of Visits by Search Engine</td>
</tr>
<tr>
<td><strong>Social Media &amp; Website Referrals</strong></td>
<td>Visits per Referrer, Visits per Social Network</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Behaviour</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Website Engagement</strong></td>
<td>‘Recency’ and Frequency metrics: Visits per Visit Duration, Visit Depth (visits per number of pages viewed), Visits by Visit Number, Visits by Days since last visit</td>
</tr>
<tr>
<td><strong>Top 20 Web Pages</strong></td>
<td>Page Views, Unique Page Views, Bounce Rate, Average Time on Page, Exit Rate, Average Generation Time (how fast is the loading of a page)</td>
</tr>
<tr>
<td><strong>Top 10 Entry Pages</strong></td>
<td>Entrances, Bounces, Bounce Rate</td>
</tr>
<tr>
<td><strong>Exit Behaviour</strong></td>
<td>Exit Pages, External Links</td>
</tr>
<tr>
<td><strong>Mobile Behaviour</strong></td>
<td>Page Views, Bounces, Bounce Rate</td>
</tr>
<tr>
<td><strong>Behaviour in On-site Search</strong></td>
<td>Searches per Keyword, Clicks of Pages in Search Results</td>
</tr>
<tr>
<td><strong>Interaction with multimedia</strong></td>
<td>Events Tracking (measurement of behaviour metrics such as Plays, Pauses, Watch Duration in watching videos or other multimedia content, embedded to the website)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Goals</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal Measurement (the extent to which visitors complete desired actions in the website)</strong></td>
<td>Visits in Goal Page, File Downloads, Number of Conversions, Conversion Rate</td>
</tr>
</tbody>
</table>

3.6.5 Social media management, monitoring and measurement

There are plenty of tools available on the market to collect and analyse data. It’s important to understand that the project should not be focused on a specific tool, but the skill and knowledge of the consultants analysing the data. Budget dependent and if the coordination team considers that the project should invest on an additional tool, such an option will be considered. At the moment the WP leader is also investigating the possibilities of utilizing in TT INTRASOFT’s own multichannel analytics platform, VARID is a flexible, customisable data and
analytics suite, tackling the aforementioned evaluation procedures to provide a unified view of cross-channel communicational effectiveness (More details in Annex I).

Our approach towards measuring the impact and usefulness of Social media (implementation) involves the following:

- Careful definition and selection of goals and their associated metrics. This can enable indicators to indicate whether progress is being made, and how cost-effectively, in order to improve performance.
- Metrics tied to goals and audiences.
- Metrics tied to “so what” rule i.e. will a change in that indicator lead to a change in activity or strategy?
- Use of different indicators for different channels to the degree possible and applicable (Facebook, Twitter, etc.).
- Use of common terminology for different Channels to harvest different classes of data (e.g. ‘Reach’ on Twitter means something different to ‘Reach’ on Facebook).
- Monitoring of individual channels and accounts to evaluate and improve their cost-effectiveness.
- Use of different monitoring tools to process the same data and derive different results.
- In this context, the indicators proposed are therefore a starting set, to be customised if needed within the progress of the project and according to the needs raised.

3.6.6 Social Media platform metrics

Social media performance measurements will depend on the specific campaign related to a planned event and on a number of factors such as: localisation; media platform popularity, audience, actuality of topic, ranking of topic, etc.

3.6.7 Specific Channel indicators

The following tables set out some specific quality indicators for each Channel. Wherever possible we try to use the same terms for Indicators across different Channels, even though they mean similar, but not identical, things - for example, the “Activity” Indicator on Twitter is defined as the total number of Tweets by the account, whereas on Facebook it sums the account’s posts and comments.

As mentioned above, these tables provide sample metrics to be customised for each campaign. In most cases we would recommend cutting, not adding, indicators. In each case we have deliberately kept the formulae simple - more complex formulae can be customised to reflect campaign goals if required.
Table 11: Channel: Twitter

<table>
<thead>
<tr>
<th>Specific Quality Indicator</th>
<th>Calculation period/Reporting period</th>
<th>Calculation formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td>Weekly / Progress report</td>
<td>Number of Tweets by the account</td>
</tr>
<tr>
<td>Added followers</td>
<td>Weekly / Progress report</td>
<td>Followers added in the period</td>
</tr>
<tr>
<td>Follower ratio</td>
<td>Weekly / Progress report</td>
<td>(Nr. Followers) / (Number of tweets we follow)</td>
</tr>
<tr>
<td>Reached</td>
<td>Weekly / Progress report</td>
<td>Followers + Followers</td>
</tr>
<tr>
<td>Amplification rate</td>
<td>Weekly / Progress report</td>
<td>Number. RTs / post</td>
</tr>
<tr>
<td>Conversation rate</td>
<td>Weekly / Progress report</td>
<td>Nr. Mentions / post</td>
</tr>
<tr>
<td>React within 24 hrs</td>
<td>Daily / weekly*</td>
<td>Number of reactions by account to Mentions within 24 hours</td>
</tr>
</tbody>
</table>

**Channel: Facebook**

There are actually two approaches to measuring Facebook:

- Use Facebook Insights metrics out of the box: although these do not require any specific software or manual analysis, they are often compound terms, and so can hide as much information as they illuminate;
- Use fewer, more customised metrics, each measuring one, outcome-oriented fact: do people like, engage with and amplify our stories?

While the latter generally pass the 'so what' rule better, they may need to be derived from Facebook data requiring more time, unless dedicated software is used.

**Channel: LinkedIn**

We assume a LinkedIn strategy revolving around an ‘Own group’, with the occasional poll. Most of these metrics would also suit an ‘Outreach to Groups’ strategy.

<table>
<thead>
<tr>
<th>Specific Quality Indicator</th>
<th>Calculation period/Reporting period</th>
<th>Calculation formula</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity</td>
<td>Weekly / progress reports</td>
<td>Number. of Posts by account</td>
</tr>
<tr>
<td>Added followers</td>
<td>Weekly / progress reports</td>
<td>Number. New Group Members</td>
</tr>
</tbody>
</table>

**KPIs for the evaluation of digital communication actions**

- Monitoring and analysing web impact.
- Social media management, monitoring and measurements.
- Social Media platform metrics.
- General Social Media Management Indicators.
- Specific Channel indicators.
- Surveys and feedback.
- Alliance with BDVA web presence and activities.

3.6.8 Press based evaluation

TransformingTransport could use survey methods to understand the effectiveness of its news releases, such as the descriptive survey, interviews. This would lend insight regarding where the press release was actually published. Interviews can come in many different styles. They can be over the phone, through email, or even face-to-face. However, certain ones are better in different situations. After looking through the various interviewing methods, we found that email interviews and intercept interviews would best suit measuring the effectiveness of our press release.

- Email Interviews – This method is extremely cost efficient, but it often lacks in high responses. People who generally respond to them have a strong opinion (whether positive or negative) about the content of the interview. However, if the interview is more personalised to each individual, then the response rate may increase.
- Intercept Interviews – This interview method is used when the interviewer practically intercepts the person they want to interview as they are going about their business. It allows the interviewer to ask questions such as attitudes about an event, what they have perceived, and certain preferences they have.

While the press release is geared towards the media and the ways of advertising the event, the interviews would take place with actual people, rather than the media itself. For example, the email interview would be sent out after the event took place. This would allow attendees of the event to voice their overall perception of the event, and may even suggest issues to improve for next year’s celebration.

Here are just a few of the key metrics we recommend paying attention to after distribution has completed:

(1) Reads. This metric indicates the number of times people read a press release and is organic in your PRWeb analytics.

By tracking this number and identifying the characteristics and topics of your most read releases, you can develop an approach to crafting releases that incorporate the traits of your ‘top performers’.
4 IMPACT THROUGH EXPLOITATION

In this section, we describe the initial exploitation roadmap to be implementing during the project lifetime to face commercial and non-commercial strategies to for those Transforming Transform Exploitable Assets. The period for its implementation covers until M36. However, the strategies (per each Domain/Group), the activities, and the BMs scenarios identified will be updated and improved regularly in order to test and validate its commercial market-oriented approach or even its success distribution within academicals channels.

Below, we can list which are the main objectives of the Transforming Transport exploitation roadmap:

- To define the preliminary list of the project exploitable assets
- To categories the market orientation of exploitable assets in order to identify and define the appropriate exploitation and go to market strategy
- To define exploitation scenarios based on the categorization of WPs groups in order to define ad-hoc strategies per each. (Eg; Smart Highways exploitation scenario)
- Liaison with IPR definition to identify the owners and main contributors of the background and foreground for Transforming Transport outcomes features.
The main objectives and key activities to carry out the detailed Roadmap & Methodology is described below:

**Table 12: Description of Transforming Transport Exploitation Roadmap & Methodology**

1. **OBJ1: Transforming Transport Exploitable Assets.** Here we will describe the main Transforming Transport assets that will be exploited, especially those that can be commercialized, are identified and described, highlighting its market potential and making an initial positioning.

2. **OBJ2: Applying Transforming Transport’s value proposition & overall exploitation strategy.** Including commercial part, presents the different propositions delivered to various stakeholders in forms that include services, products or combinations thereof. Transforming Transport is an innovation action and one of its main goals is to focus exploitation on a commercial strategy and go to market which is also presented in this section by defining a preliminary asset market proposition.

3. **OBJ3: Individual Exploitation Plans.** Based on the before mentioned exploitation strategy options and business cases alternatives of each WP, this chapter contains description of how each partner aims to fit Transforming Transport project within its products and services portfolio.

4. **OBJ4: Joint Exploitation Plan.** Part of the exploitation strategy is dedicated to the joint exploitation options, which will contains much more assumptions than the individual exploitation plans. However, given the fact that technical sustainability is one of the major challenges in any successful commercialization of innovative results, this section will make initial analysis of possible models, partner roles and responsibilities that would be needed for operational support, as well as approaches leading to the contractual support to sustainability aspects of the project, designing alternatives to jointly exploit results beyond the end of the project.

### 4.1 Exploitable assets

We would like to go through the identified exploitable project assets (identified in a preliminary proposal level) and specify the level of exploitation form foreseen for each asset. Firstly, we would like to identify which is the individual interest from each of the project partners in order to start working on the positioning of these assets into commercial / non-commercial scenarios in combination with IPR definition and strategies.
The objective of this table template is to collect the interest in exploitation from a point of view of each Pilot Leader fed by the individual interest of each project partner allocated in this WP. This section requires that project partners individually have to go through each outcome of the WP scenario and the have to identify which of the components developed within the scenario could be interesting to exploit.

The preliminary list of Exploitable Assets of Transforming Transform, we will use this table that WP leaders should update with the latest assets arisen in their WP scenario development (this table is also part of)

https://docs.google.com/spreadsheets/d/1_7TZCRIWvwJG38sUIQFRHvyWgRgs1M0Yy0W7QM8yng4/edit#gid=802200524

<table>
<thead>
<tr>
<th>Exploitation Group</th>
<th>Type of exploitation foreground</th>
<th>Exploitable asset</th>
<th>Potential users / Market target</th>
<th>Added value to the industry</th>
<th>Potential benefits</th>
<th>Time to market</th>
<th>IPR definition</th>
<th>Dissemination formats</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

Table 13: TT Exploitable scenarios per WP

4.2 Exploitation activities

This section describes the Transforming Transport commercial exploitable results and the considerations made in order to identify and define the initial commercial product offerings. Especially those that can be commercialized are identified and described, highlighting its market potential and making an initial positioning. Each company will have their own business goals to exploit their assets in order to address this situation; we have decided to divide the commercial exploitable assets in two basically main aims:

4.2.1 Commercial scenarios:

- **Internal business exploitation**: focused on provide improvements to the current product service portfolio within each consortium Business Units or R&D departments. We would also include which are the main expected results for integrate this innovation into those business corporate solutions.
• **External business exploitation:** we have taken special attention to address the identification of commercial paths to exploit Transforming Transport assets market-oriented to reduce the gap between potential innovation of the project assets and the market competition. In this section, we will outline which are the main challenges, barriers and opportunities that the market provide to us. We would collected the inputs from partner with similar business approaches in each Pilot domain to identify common strategies to introduce Transforming Transport assets into the Industry paying special attention to the address the needs of the market segments identified.

4.2.2 Non-commercial scenarios:
Transforming Transport is also producing intellectual assets during its development, so we will collect this information in order to identify which is the best approach to improve its current TRL with future continues research. Our main goal is to contribute to strengthening the European Research competitiveness by means of an appropriated knowledge transfer to other R&D&i projects and research groups specialized in domains re-searched by the project. We are looking forward to achieve the following objectives:

- Intellectual assets could be used by each partner to improve its current R&D background for its product portfolio
- After analysing carefully which are the main knowledge which could be transfer to the academia to perform the current situation of this methodology/technology/algorithms, etc.

4.3 Market impact of exploitation activities
In an initial approach, we have designed an impact and sustainability plan, to identify which are the potential impacts of the internal and external business exploitation of each pilot domain. The impact in the mobility and cross-sectorial industries has the following four main axes:

- Engagement of existing open source data communities
- Internal adoption of the project outcomes and performance of current product/services portfolio
- Sustainability plans with TT assets implemented in Pilot scenarios
- Potential adoption of external third parties, whether this involves only a specific component or the solution as a whole by using cross-replication strategies to enhance the current big data solution adoption along Europe.
- Impact on the research and scientific community through knowledge transfer and dissemination

This plan, which differentiates between market and research & scientific oriented efforts for impact creation, is summarized on a graphical way on the following table:
4.4 Unique Selling Points; as a whole

The purpose of this section is to identify and describe which elements constitute the TransformingTransport Value Proposition, taking into account that different stakeholders may assign different values to different elements of what we offer as well as, for the different transport sectors that we are dealing with.

Based on the information allocated in the sections below, we are able to define which key message TT will spread through its audience to adjust its communication and dissemination strategy to perform the different channels identified. This work will serve as a basic instrument for Communication and Dissemination Task Leader (INTRA) to define priorities and carry out ad-hoc actions to the different targets based on the benefits, expectations and impacts arisen from the pull of multiple cross-sectorial stakeholders. This information will be also used to feed the dissemination material that currently is producing TT in order to achieve better impact when
we are reaching them through the Brochure/Flyer, Presentations, Rollups, Website, Social Media networks, etc.

To provide a better understanding, we have divided the section in two parts. The first one will be focused on depicted which are the USP/Value proposition of the TT project as a whole complemented with the Mission and Vision, the second part will analyse the concrete elements which composes each of the pilot domain USP. Furthermore, the resulting USPs will allow us to identify an explain the benefits (see section 4.8) of joining Transforming Transport for our stakeholders;

Transforming Transport VP, Mission & Vision:

| **Value proposition:** Transforming Transport demonstrate in large scale scenarios the benefits and advantages of applying Big Data solutions and techniques to the current processes, products and services to improve the quality of them in multiple transport cross-sectorial scenarios. Transforming Transport offers long-term validated solutions and technology services for deploying, connecting, analysing and sustaining Big data service, products and tools that will generate a pull of benefits for instance anticipating to customer’s needs, demands and behaviours based on data collected to increase loyalty and targeting offers to our customer market targets. |
| **Mission:** Creation of a pan-European big data scale project pilots to demonstrate the potential of Big Data solutions in multiple cross-sector transport industries unlocking the potential of the data driven economy for business. TT is putting the basics to create a pull of Data driven Business Models which haven’t been exploited properly yet. |
| **Vision:** Results arisen after TT validation stages are accessible from all over Europe and beyond through Open Data Access to the results to enhance the adoption of Big Data solutions demonstrated in multiple cross-sectorial industries promoting cross-fertilization strategies to enhance the adoption of Big Data solutions to the current business. |

Accordingly to the methodology presented, in each of the following WPs, we will present the USPs extracted to the different stakeholders that took place in each of it. It’s important to understand that each pilot domain has its unique value chain, so we need to have a clear overview to which stakeholder we are redirecting our messages because the expectations and desires from Ports it’s totally different that the ones which arisen from Rail Infrastructures.

As we stated, each Pilot domain will be assessed to discover their USPs, in this occasion we will integrate the Key Performance Areas allocated in the KPI framework to identify concretely in which areas TT present advance to the industry. Furthermore, this alignment will be specific to each of the stakeholder identified. In each Pilot domain we have identified a pull of possible stakeholders that those USPs affects and contribute to identify the novelty that TT brings to the market.
4.5 Unique Selling Points; per Pilot domain

4.5.1 Smart Highways (WP4)

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Key Performance Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Operational Efficiency</td>
</tr>
<tr>
<td>Highway Management Operators</td>
<td>X</td>
</tr>
</tbody>
</table>

TT will advance towards the understanding of traffic flows and mobility patterns on Highways by delivering the following advances to the market:

**Describe traffic flows and mobility pattern:**
- The analysis of the current use of the road infrastructure will be able to adjust the supply to the demand and make a better use of the corridor. TT will deliver analytics of traffic flows and mobility patterns on average working day in order to understand highway usage and route choice criteria for different road users. For instance, User’s mobility patterns during week and weekends, holidays, migratory flows (passage of the Strait of Gibraltar), seasons, etc.

**Predict traffic flows:**
- The anticipation of traffic flows along the corridor allows for a better planning of resources to decision making departments. Predict traffic flows at each toll plaza at different horizons: at one hour, at one month, at one year. It performs the prediction of congestions and jams to define proper actions to be prepared to deal with those events.

TT will optimize operations efficiency and cost on Highways by delivering the following advances to the market:

**Adjust resources based on short to long-term forecasts:**
- Traffic flows may vary substantially and this requires a quick adjustment of operations means to avoid any delays at toll plazas and any disturbances for road users. Anticipate a peak in traffic flows and send the appropriate information to the control center. This information will be used to reassign the human resources on the toll areas to performance the time-response when customers are paying the service.

**Optimized routes for operations and maintenance tasks:**
- The current routes do not explicitly take into account external variables such as traffic flows, probability of occurrence of failures, weather statistics, etc. Define optimized scheduling and routing for different operations and maintenance tasks in order to have a better decision.
TT will increase safety on Highways by delivering the following advances to the market:

**Analyze and detect intrusion and extrusions mainly of animals:**
- Animals are one of the main causes of accidents along the highway - often detected near Highway's main links. Also critical to detect as soon as possible other accidents such as landslides and hits on safety barrier. So based on this unpredicted events, TT provide analytics of the intrusions and exclusions to have a clear mapping where those events take place.

**Prevent accidents:**
- The analytics of current accidents will bring insights on the main variables that can anticipate and prevent these situations. The definition of situations where a specific message should be addressed to road users it will allow to prevent certain unsafety events.

### Stakeholder: Regional/National Governments

<table>
<thead>
<tr>
<th>Key Performance Areas</th>
<th>Operational Efficiency</th>
<th>Asset Management</th>
<th>Environmental Quality</th>
<th>Energy Consumption</th>
<th>Safety</th>
<th>Economic</th>
</tr>
</thead>
<tbody>
<tr>
<td>End-Users</td>
<td>X</td>
<td></td>
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</tbody>
</table>

- Reduction of toll-payment time process in the plazas improving the current transition of vehicle flows
- Less accidents occasioned by unpredicted events such as animal incidents and crashes
- Better status of road conditions due to the improvement of operational and maintenance tasks
4.5.2 Connected Cars (WP5)

4.5.2.1 Pilot leader

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Operational Efficiency</th>
<th>Asset Management</th>
<th>Environmental Quality</th>
<th>Energy Consumption</th>
<th>Safety</th>
<th>Economic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Car Drivers</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>

TT will advances towards the understanding of traffic flows and mobility patterns on connected cars by delivering the following advances to the market:

**Visualization of trips and events**
- Visualization of trips and their events (current and historical).
- Visualization of sensors' values of cars over time.

**Traffic jam identification service**
- Identification of traffic jams and notifies to these drivers whose could be affected: by delivering descriptive analysis to identify the jam events.
- Visualization of historical state of the roads: the pilot is allowing to the cars owners to see in real-time the traffic jams in the map. It will be also complemented with an heat map system visualization.

TT will advances towards the improvement of cars maintenance on connected cars by delivering the following advances to the market:

**Predictive maintenance / decision support system;**
- Car drivers notify car breakdowns to build classification models: the pilot will produce a driver smartphone application to allow user to notify and be notified by the system.
- Breakdowns predictions are sent to car drivers / fleet managers: TT is introducing machine learning techniques to carry predictive analysis of car breakdowns to improve the safety for car drivers. We complement the action by building up a breakdown notification service, as well as, a visualization of breakdown report to help drivers in their decision-making.

TT will advances towards the improvement of emission reduction on connected cars by delivering the following advances to the market:

**Emission Reduction system**
- Identification of fuel consumption increase and non-eco-friendly driver behaviour: the pilot will provide monitoring reports regarding the fuel consumption and driver’s behaviour to provide a better understanding of the driving patterns of the car users.
- Inform the driver / fleet manager and suggest actions to reduce it: complementing the action above, the pilot will set up a communication channel with the driver via the app to be configured as a notification service which includes the historical emission evolution of the car.
**4.5.2.2 Sustainable Connected Trucks**

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Operational Efficiency</th>
<th>Asset Management</th>
<th>Environmental Quality</th>
<th>Energy Consumption</th>
<th>Safety</th>
<th>Economic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Truck Operators</strong></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
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<td>X</td>
</tr>
<tr>
<td><strong>Regional/National Governments</strong></td>
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</tbody>
</table>

TT will advances towards the understanding of traffic flows and mobility patterns on connected cars by delivering the following advances to the market:

**Reliable Routing:**
- The pilot will use Big Data analysis of specific truck data in order to provide reliable routing results with high probability in order to improve the routes selected by the trucks based on the information collected.

**Actual and predictive traffic information for trucks:**
- Boosting the generation of traffic information with prediction for heavy trucks.

**Analytics of event based on traffic situations at certain Points of Interest (POIs):**
- Using historical data (congestion, weather incident at ports, terminals) to derive typical traffic situations in future.

TT will advances towards the understanding of traffic flows and mobility patterns of sustainable connected trucks by delivering the following advances to the market:

**Infrastructure related analyses of traffic network conditions on corridors, logistic relevant areas:**
- Analyses of satellite images regarding traffic network conditions for heavy trucks (e.g. lane specific at borders): Regional/National Governments could use this data to perform their decision-making
related to the driving flows of this type of vehicles to retrieve congestion and unsafety conditions.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Key Performance Areas</th>
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<tbody>
<tr>
<td>AAA (add in case you consider)</td>
<td>Operational Efficiency</td>
</tr>
<tr>
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</table>
4.5.3 Proactive Rail Infrastructures (WP6)

4.5.3.1 UK
No information on BASECAMP

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Key Performance Areas</th>
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<tr>
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<td>Operational Efficiency</td>
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4.5.3.2 ADIF Pilot

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<thead>
<tr>
<th>Stakeholder</th>
<th>Key Performance Areas</th>
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<tbody>
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<td>Operational Efficiency</td>
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</table>

TT will advances towards the provision of better maintenance operations for the rail network infrastructure by delivering the following advances to the market:

**Forecast of the degradation of switch and crossing elements:**
- The result of this pilot will be a prediction about the wear of switch and crossing elements and a comparative about cost between current maintenance activities and the cost of the maintenance activities designed using the pilot results.

**Forecast of the degradation of track profiles:**
- The result of this pilot will be a prediction about the wear of track profiles and a comparative about cost between current maintenance activities and the cost of
the maintenance activities designed using the pilot results.

**Forecast of the evolution of the slopes that are part of the railway infrastructure:**
- The result of this pilot will be a prediction about the evolution of slopes and a comparative about cost between current maintenance activities and the cost of the maintenance activities designed using the pilot results.

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<thead>
<tr>
<th>Stakeholder</th>
<th>Key Performance Areas</th>
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<tr>
<td>AAA (add in case you consider)</td>
<td>Operational Efficiency</td>
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4.5.4  Ports as intelligent logistics hubs (WP7)

4.5.4.1  Valencia SeaPort:

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<th>Stakeholder</th>
<th>Key Performance Areas</th>
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<td></td>
<td>Operational Efficiency</td>
</tr>
<tr>
<td>Port Operators/Port Management Authorities</td>
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</table>

TT will advances towards the enhancement of the process that took place in port operations by delivering the following advances to the market:

**Improve RTG crane scheduling:**
- By calculating the optimum sequence of crane movements, taking into account the current disposition of the containers and the expected input/output of containers into a container block. For this purpose the implementation of an optimization algorithm is required, the pilot will provide the best sequence of container orders in real-time taking into account current in/out traffic and current yard layout.

**Prevent unexpected failures of crane spreaders:**
- TT will be do feasible thanks to the application of predictive maintenance techniques. Monitoring for future failure will allow maintenance to be planned before the failure occurs this will be possible by the creation and training of prognosis models based on Machine Learning Techniques, for anomaly detection and monitoring of critical failures as a result we are allowing better planning and extending the life of the devices. We will complement the already deployed sensors by the additional sensing devices to extend our monitoring areas inside port infrastructure.

**Collect and calculate relevant indicators to the port and terminal stakeholders:**
- both (i) providing real-time observation of the status of port operations and (ii) providing the insights necessary to improve the yard planning by early detection of deviations and bottlenecks and calculation of future demand. For this purpose, TT will integrate historical and real-time data to provide the insights necessary to improve the yard planning. The main outcome will be the provision of mechanisms to calculate expected trends and detect near-future deviations.
### 4.5.4.2 DuisPort

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<td>Operational Efficiency</td>
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<td>Port Operators/Port Management Authorities</td>
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TT will advance towards the enhancement of the decision making process by delivering the following advances to the market:

**Terminal productivity cockpit:**
- The productivity cockpit will leverage cutting-edge predictive business process monitoring solutions, i.e., real-time predictive big data analytics for terminal processes. The results of predictive analytics will be visualized as part of the terminal productivity cockpit and thereby will be presented to terminal operators / dispatchers for decision support.

**Predictive Maintenance System:**
- The aim is to proactively seek to prevent or minimize the occurrence of equipment and system failures by using available data to predict the need for maintenance and replacement of equipment based on actual facts and equipment usage rather than on estimates. By the predictive maintenance, the drawbacks of such preventive maintenance by constant-ly monitoring actual equipment condition and using the information to predict when a problem is likely to occur.

The Predictive Maintenance System thus complements the Terminal Productivity Cockpit in increasing overall terminal productivity.

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<th>Key Performance Areas</th>
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<td>AAA (add in case you consider)</td>
<td>Operational Efficiency</td>
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4.5.5 Smart Airport Turnaround (WP8)

### 4.5.5.1 Athens International Airport

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<th>Stakeholder</th>
<th>Key Performance Areas</th>
<th>Operational Efficiency</th>
<th>Asset Management</th>
<th>Environmental Quality</th>
<th>Energy Consumption</th>
<th>Safety</th>
<th>Economic</th>
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TT will advance towards the improvement of the airport operations in different parts of the flow movements of a passenger by delivering the following advances to the market:

**Reduce delays in departure flights caused by late passengers:**

**Improve the efficiency of passenger processing stations (security screening, passport control, check-in desks...):**

**Reduce overall turnaround times:**

The pilot is contributing to perform the current information available for passengers regarding the airport flows to prevent delays and optimize the transitions of passengers inside the airport infrastructure. This will be possible by applying the following innovative to the terminals operators:

- Optimize staff allocation at passenger processing stations (screening, check-in...)
- Identify bottlenecks and underused infrastructure
- Early prediction of passengers arrival time to the airport terminal
- Prevent long queuing time and collapses
- We perform the passengers’ identification patterns on their movements along the terminal to help in the prevention of unexpected collapse events by keeping the airport aware and enabling an anticipated passenger notification.

**Reduce the number of passenger missing connections and lost baggage:**

The real-time identification of late passengers carrying out an automatization of current methods permits to apply airline procedures efficiently and to reduce the possibility of human error. This will be possible by applying the following actions in airplane operators in combination with the terminal operators to improve the real-time decision making:

- Reallocate aircraft stands to enable on time transfers
- Assign terminal agents to escort passengers to the gate
- Inform passengers about the situation and induce them not to waste time in other activities while in transfer
- Enable the information sharing between the airport and airline

**Descriptive passenger behaviour system:**
Obtain insight on how passengers behave along their journey, especially within the airport terminal to enable customized services/offers, increasing passenger satisfaction and non-aeronautical revenue.

This will be possible by applying the following actions in airplane operators in combination with the terminal operators to improve the real-time decision making:

- Customize passenger focused services and offers
- Make passengers feel comfortable
- Anticipate passengers notifications
- Enable the information sharing between the airport and airline

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<td><strong>Operational Efficiency</strong></td>
<td>Asset Management</td>
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<tr>
<td>End-users (passengers)</td>
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</table>
| Airlines operators     | Economic savings due to the reduction of passenger connection lost as well as flight delays occasioned by connection flights passengers
|                        | Enhance the communication channels with passengers to increase the loyalty and trustworthiness in our airline services and products
|                        | Improvement of the real-time decision making to allocated airline staff to the most suitable places where the airport operators suggest.
|                        | Increase of non-aeronautical incomes based on the specific target offers delivered to passengers in collaboration with airport local shops. |
4.5.6 Integrated Urban Mobility (WP9)

4.5.6.1 Valladolid Pilot

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<th>Stakeholder</th>
<th>Key Performance Areas</th>
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<tr>
<td>Local Authorities</td>
<td>Operational Efficiency</td>
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<td></td>
<td>TT will advances towards the understanding of traffic flows and mobility patterns on freight transport within cities by delivering the following advances to the market:</td>
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<td>Traffic modelling for particular areas in the city where freight transport has more impact:</td>
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<td>Improving the decision making of local authorities by analysing different freight delivery scenarios and make best decision according to the results:</td>
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<td>Planning tool designed for delivery fleets and to inform drivers about the route plan they must follow to ensure fulfilment of (not limited to) traffic alleviation, on-time delivery, minimum distance, etc.</td>
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<td>This will be possible by applying the following actions in traffic urban zones to improve the real-time decision making with respect to freight flows:</td>
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<td>• Increase/decrease the capacity of load and unload freight zones and analyse how it affects to freight traffic</td>
</tr>
<tr>
<td></td>
<td>• Change time slots (timetable and stopping time) and analyse how it affects to freight traffic</td>
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<td></td>
<td>• Simulate street works and analyse how traffic is distributed.</td>
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<td></td>
<td>• Analyse how restricted use of pedestrian zones affects load and unload activities.</td>
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<td>• Optimize delivery routes according to expected availability/capability of load and unload zones</td>
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<th>Stakeholder</th>
<th>Key Performance Areas</th>
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<td>Operational Efficiency</td>
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4.5.6.2 Tampere Pilot

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<td>Local Authorities</td>
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TT will advances towards the understanding of traffic flows and mobility patterns on freight transport within cities by delivering the following advances to the market:
freight transport within cities by delivering the following advances to the market:

**Situational awareness:** the results will be tools for urban traffic management for diagnosis of traffic status and for selection of alternative solutions for mitigating the impact of roadworks and other events. We are improving situational awareness by added data sources such as social media, and improved diagnostics

**Urban logistics for goods delivery:** the results will be to deliver a booking system of parking spaces for goods & service deliveries to improve their current load/unload operations of delivery process.

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<td><strong>End-users</strong></td>
<td><strong>Operational Efficiency</strong></td>
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TT will advances towards the understanding of traffic flows and mobility patterns and agility procedures for booking parking spaces within automated driving inside cities by delivering the following advances to the market:

**Use case for automated driving:**
- TT will develop a berth management system for reservation of parking places
- Automated route adaptation based on traffic management for those automated driving vehicles occasioning reduction of energy consumption as well as environmental emissions aspects as a result we get maximize the economic costs of the vehicles while we are driving.

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### 4.5.7 Dynamic Supply Networks

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TT will advance towards the understanding of enhancing the current processes regarding the delivery of goods by producing the following advances to the market:

**Shared routings / trucks among 3PLs from 3PLs picking locations to the customer delivery:**
Minimize delivery cost and CO2 emissions while maximizing loading factor by incorporating the distribution flows from 3PLs picking locations to the customer delivery points and sharing a common vehicle in order to serve the common or adjacent delivery points.

**Shared Micro-Hubs (in terms of space) where customers collect their online orders:**
Warehouses with lockers containing mainly small packets or specialized areas in some of the existing shopping centres. The customer’s orders could be delivered in off-peak hours by the retailers/couriers to these points from which the customers could collect their orders.

**Shared routings / trucks among online retailers for the returns:**
It will be reduced the cost of collecting the returns and CO2 emissions by incorporating the distribution flows from customer delivery points and sharing a common vehicle in order to collect them by the common or adjacent delivery points.

**Forecasting the problematic deliveries:**
The pilot will provide an investigation regarding the delivery patterns of specific e-commerce retailers in order to enhance inventory management and optimize the delivery process in general.

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<th>Stakeholder</th>
<th>Key Performance Areas</th>
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<td>End-users (customers)</td>
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- The shared micro-hubs are increasing the peak-hours when customers could pick up their deliveries to increase the time-window.

This information is provided in a preliminary level, as soon as the project stages and developments advance, TT will update the information allocated in the section to have a wider understanding of the USP of the project and the pilot level to provide a better and complete overview of it to our target audience.
4.6 Benefits discovered by Transforming Transport

There is a broad range of possible benefits enabled by Big Data in transport. New aftermarket services and product features can be designed based on information resources generated from data captured from big data systems, aggregated and analysed using cloud based data processing and management services. This includes predictive and preventive maintenance services, various infotainment services, active safety and autonomous driving support services, to name just a few. This makes it possible to make better informed decisions in more or less all stages of the product development process, from the early concept development to testing, validation and verification.

Transforming Transport benefits are composed by four main areas which are depicted at the following figure. Below, we will explain each of the identified benefits to provide a better understanding of how Transforming Transport concept are fulfilling end-users and industry stakeholders needs to discover the untapped potential of the whole project.

![Figure 12: Benefits arisen in TT project](image-url)
5 IMPACT THROUGH PILOT RELATED ACTIVITIES

5.1 General pilot related impact evaluation management
Pilot activities in general span across dissemination, communication and exploitation. As such, their contribution to impact achievement can be evaluated against the overall dissemination, communication and exploitation metrics used in the project and presented in the previous chapters.

However, there are also pilot-specific activities that will be continuously reporting their impact related activities on:

https://docs.google.com/spreadsheets/d/1_7TZCRIWvwJG38sU1QFRHvyWgRgs1M0Yy0W7QM8yng4/edit#gid=802200524

The framework along which pilot activities will be evaluated is presented below.

5.2 Pilots common impact evaluation framework
Pilot specific activities that will contribute to impact achievement include:

- Articles
- Blogs
- Micro-level events
- Demonstration activities
- Open pilot workshops
- Journals
- Conferences
- Other
- Report the stakeholders engagement
Those kinds of pilot specific activities will be continuously reported on https://docs.google.com/spreadsheets/d/1_7TZCRIWvwJG38sU1QFRHvyWgRgs1M0Yy0W7QM8yng4/edit#gid=802200524

Moreover, the pilots will contribute to the project impact in terms of policies, along the following lines:

- Identify targeted policy making events at their field.
- Send invitations to policy makers to participate in targeted Transforming Transport events.
- Plan Pilot Specific Contributions with TransformingTransport’s recommendations in the main European Technology Platforms in all transportation domains: ERTRAC, ERRAC, FERHL, ALICE, ERTICO, CEDR and WATERBORNE.

Last, the contribution to impact achievement on behalf of the pilots will be assessed in the following context:

- Pilot Scope.
- Pilot Objectives.
- Pilot Resources.
- Pilot Reference Group.
- Pilot Participants.
- Pilot Schedule.
- Success Criteria and Metrics (Key Performance Indicators – KPIs).
6 CONCLUSIONS

The goals of effective communication include creating a common perception, changing behaviours and acquiring information. Our communication activities must address users belonging to different target groups must have Europe-wide reach, given that many of our target groups have a local focus and scope. A desired outcome of the communication objectives per target group has been expressed above. Concerning the structuring of the communication activities, we will work on a pan-European reach, but also take into consideration local particularities and various other peculiarities associated with the various target groups. Different communication methods should be used for members of the network and the wider public. Similarly, the communication channels might vary among audience classes.

The challenge for the communication campaign is that we are launching an entirely new domain. Consequently, we cannot rely on an established community and are basically starting with few users. This means that we must promote the project to a vast number of actual and potential users in a relatively short period of time in order to establish a meaningful and effective outcome. This is a live document to accommodate any customization required.
7 Annex I: Identity Material

Figure 13: Project logo (vertical and horizontal)
Figure 14: Business cards
8 Annex II: Press Releases – Reporting template

Since a press strategy is foreseen, all partners are requested to disseminate the Press Releases issued by the project to their Media contacts and other possible sources. The online Excel document has been created and will be shared among the partners in order to collect the relevant information on the Press Releases dissemination.

https://docs.google.com/spreadsheets/d/1HpFqvY0BUhvaXZSlMH6KQrrU5mSWVh637nwGIITkh00/edit?usp=sharing

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<td>Press Release</td>
<td>Where the Press Release was disseminated</td>
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<td>Title</td>
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<td>Partner (short name)</td>
<td>Name of the Media/Source</td>
<td>Country</td>
<td>Media/Source url (if available)</td>
<td>Type of Media (Print, Online, Radio, TV, other please specify)</td>
<td>Title of the article/press release in ENGLISH</td>
<td>Title of the article/press release in the original language</td>
<td>Date of publication/broadcast</td>
<td>Language</td>
<td>URL link of the article/broadcast (if available)</td>
<td>Was press release sent to INTRA?</td>
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Figure 15: Press Releases – Reporting template
9 Annex III: VARID

To assess the effectiveness of online communications, it is essential to incorporate insights from various systems, platforms and measurement methods to obtain a solid and unified view. We, therefore, propose the design and implementation of a multichannel analysis framework. This framework will incorporate KPIs (metrics and dimensions that constitute tangible outcomes of promotional activities) for the effectiveness of owned communicational channel and output from an online listening procedure, thereby indicating the impact of the European Commission’s communication strategy on the online conversations of target audiences.

INTRASOFT’s own multichannel analytics platform, VARID is a flexible, customisable data and analytics suite, tackling the aforementioned evaluation procedures to provide a unified view of cross-channel communicational effectiveness. Among the platform’s principal objectives is the measurement of the impact of promotional efforts on the behaviour of targeted communications message receivers.

To accomplish this, a six-step measurement cycle model is implemented, spanning from the identification of communication objectives and goals to optimisation:

1. **Identification of principal communication objectives** (e.g. Raise Awareness, Seed Conversation Engagement, Increase Visitor Loyalty).
2. **Identification of Key Performance Indicators**: metrics and dimensions, which indicate the extent to which an objective was met.
3. **SMART** goal-setting for each utilised communication tactic.
4. **Integration of data from various measurement platforms** to acquire insight and a holistic view of promotional effort performance.
5. **Analysis of collected data and reporting.**
6. **Creation of proposals for analytics-driven optimization** of utilised communications tactics and tools.

The VARID platform encompasses and analyses data, showing how target audiences respond to messages within owned communication tools and in the online public sphere. More specifically, VARID assesses the following:

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7 Acronym for ‘Specific, Measurable, Achievable, Realistic and Timely’
The effectiveness of owned promotional channels. These channels include own websites, campaign mini-sites and social media accounts. Acquisition methods, user behaviour patterns, social media engagement levels and completion ratio of set goals are analysed via cutting-edge, industry-leading web and social media analytics tools.

The conversation generated by the communication methods utilised and the evolution of relevant trends in the online public sphere, via an Online Listening dashboard. This dashboard allows VARID to measure the impact of the Commission’s communications messages in social media conversations and online stories in blogs and other digital media.

The analysis framework comprises data acquired from three core pillars:

- Web Analytics.
- Social Media Channel Analytics.
- Online Listening.

Data from all three pillars are combined, in order to provide a holistic, multichannel view of web presence and a complete understanding of the impact of communication efforts to target audiences.
10 Annex IV: TT High-Level Advisory Board Members:

- Ray Bacquie (407 ETR, Canada)
- Dr. Maxime Flament (ERTICO-ITS Europe)
- Prof. Dr. J. Rod Franklin (ALICE ETP & Kühne Logistics University, Germany)
- Ramón García (ELA – European Logistics Association)
- Scott Hansen (The Open Group, UK)
- Monika Heiming (EIM, European Rail Infrastructures Managers Association)
- Thorsten Hülsmann (Industrial Data Space Association, Germany)
- Dr. Tobias Knobloch (stiftung neue verantwortung, Berlin)
- Valter Zanela Tani (USFC - Universidade Federal de Santa Catarina, Brazil)