

WP7 DISSEMINATION, EXPLOITATION, AND
SUSTAINABILITY STRATEGY

D7.3 – DISSEMINATION AND COMMUNICATION PLAN v2



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Glossary

ENTRY	DEFINITION
CoDiP	COMMUNICATION AND DISSEMINATION PLAN
ILCT	INTERLINK COMMUNICATION TEAM

ACRONYMS

ABBREVIATED	EXTENDED
SMM	Social Media Management
EU	European Union
EC	European Commission
G+C	Government and Citizens
GDP	Gross Domestic Product
SME	Small and medium-sized enterprises
Mbps	Megabits per second
TSO	Third Sector Organisations
PA	Public Administration

C2C	Citizen to Citizen
WP7	Work Package 7
KPI	Key Performance Indicator

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● Executive summary

The present **Communication and Dissemination Plan (CoDiP)** is part of Work Package 7, specifically the detailed objective *07.01 Prepare, plan and perform Interactive dissemination strategies*, codified as deliverable *D7.3 Dissemination and communication plan v.2*. The present CoDiP has two key objectives:

1. It will deal with the interactive dissemination of the Project results, which is also a strategic task to fine-tune Project outcomes. As such, it entails the definition of the Dissemination and Communication plans; the implementation of the communication materials for the Project; the setup of the Project website; the organisation and participation in events focused on stakeholders enlargement in the use-cases sites; and a strong action of liaison with other on-going Project and existing networks in e-Government.
2. It will capitalise on the innovation achieved, plan and develop actions for future sustainability, and further exploitation in order to facilitate the future adoption of INTERLINK results by a wide range of national and local public administrations.

The CoDiP will do the following:

- Outlining communication, dissemination, and exploitation activities and expected impacts.
- Carrying on and monitoring the specific communication, dissemination and exploitation activities to engage with the different types of stakeholders, including information on messages (e.g., benefits the Project provides) and the communications channels used to deliver them (e.g., social media, press, conferences, etc.).
- Monitoring Key Performance Indicators (KPIs) to evaluate the effectiveness of the CoDiP activities.
- Designing a timeline for implementation.
- Following the GDPR framework of law to protect the audience's personal data.

● Introduction

"The crisis is a wake-up call, the moment where we recognise that 'business as usual' would consign us to a gradual decline, to the second rank of the new global order. This is Europe's moment of truth. It is the time to be bold and ambitious."

These were the words of Jose Manuel Barroso, the former European Commission (EC) President when in 2010 EUROPE 2020 A strategy for smart, sustainable, and inclusive growth was launched to define a roadmap toward the next decade, following the EU interrelated targets:

- 75 % of the population aged 20-64 should be employed
- 3% of the EU's GDP should be invested in Research & Development
- The "20/20/20" climate/energy targets should be met (including an increase to 30% of emissions reduction if the conditions are right)
- The share of early school leavers should be under 10% and at least 40% of the younger generation should have a tertiary degree
- 20 million fewer people should be at risk of poverty

Seven flagship initiatives were put forward to stimulate priorities (**Smart** growth: developing an economy based on knowledge and innovation. **Sustainable** growth: promoting a more resource-efficient, greener, and more competitive economy. **Inclusive** growth: fostering a high-employment economy delivering social and territorial cohesion):

1. "Innovation Union" to improve framework conditions and access to finance for research and innovation so as to ensure that innovative ideas can be turned into products and services that create growth and jobs. The "Innovation Union" set up the policies related to the European funds for research and innovation. The stated target is to enhance the innovation chain, from basic science to the market and society. This initiative was implemented under the European Framework Programme for Research and Innovation called Horizon 2020.
2. "Youth on the move" to enhance the performance of education systems and to facilitate the entry of young people into the labour market.
3. "A digital agenda for Europe" to speed up the roll-out of high-speed internet and reap the benefits of a digital single market for households and firms.
4. "Resource-efficient Europe" to help decouple economic growth from the use of resources, support the shift towards a low carbon economy, increase the use of renewable energy sources, modernise our transport sector and promote energy efficiency.
5. "An industrial policy for the globalisation era" to improve the business environment, notably for SMEs, and to support the development of a strong and sustainable industrial base able to compete globally.
6. "An agenda for new skills and jobs" to modernise labour markets and empower people by developing their skills throughout the lifecycle with a view to

increasing labour participation and better matching labour supply and demand, including through labour mobility.

7. "European platform against poverty" to ensure social and territorial cohesion such that the benefits of growth and jobs are widely shared and people experiencing poverty and social exclusion are enabled to live in dignity and take an active part in society.

The INTERLINK Project is funded under the Horizon 2020 Programme and aims to progress the Flagship Initiative A Digital Agenda for Europe. The main object of the Digital Agenda is "to deliver sustainable economic and social benefits from a **Digital Single Market** based on fast and ultra-fast internet and interoperable applications, with broadband access for all by 2013, access for all to much higher internet speeds (30 Mbps or above) by 2020, and 50% or more of European households subscribing to internet connections above 100 Mbps." INTERLINK is working to support a true single market and to promote the deployment and usage of modern accessible online services (e.g., e-government).

In the Description of the Action, the motivation outlined is that "PAs are under continuous pressure to perform more efficiently and deliver faster and cheaper services to meet citizens' and businesses' needs." For this reason, governance is undergoing a deep transformation by developing new approaches for delivering public services, often along with two main directions.

On the one hand, the EC with its Digital Single Market Strategy is leading this transformation which recognises that digital technologies have great potential to help PAs deliver better services for less. Much effort has been spent in developing regulations and procedures for the interoperability and re-use of software to enable the EU Digital single market [...]. Furthermore, these "top-down" approaches often fail to involve important stakeholders such as citizens, companies, and third sector organizations (TSO), thus creating outcomes that are technically sound but have limited adoption because of a lack of involvement of private actors, transparency and trust.

On the other hand, we have many examples of successful "Do It Yourself Government" (Citizen to Citizen, C2C). In these cases, citizens help themselves and other citizens, and the government plays no active role in day-to-day activities but may provide a facilitating framework. Thanks to modern mobile communications, social media, and online collaboration platforms, citizen communities are able to easily and effectively self-organize and make collective decisions without a centralized leadership or hierarchy [...].

The services considered within the INTERLINK scope have two main characteristics:

1. They are co-produced, meaning that private organizations and citizens are engaged and collaborate with the public government not (only) in their design, but also in their delivery;
2. While these services are not necessarily "digital services", they rely on the use of digital technologies and mobile communications to support an efficient organization of the delivery and effective collaboration of all engaged actors.

○ Project Objectives 2021-2023

According to the proposal, the INTERLINK Project goal is to overcome the barriers preventing PAs from efficiently sharing services in a Digital Single Market by combining the enthusiasm and flexibility of grassroots initiatives with legitimacy and accountability granted by top-down e-government frameworks. These Objectives will be declined into the CoDiP, see next par. 3 Communication, Dissemination, and Exploitation plan.

The Project aims can be broken down into the following smaller project objectives:

1. To develop a new collaborative governance model based on partnerships between public administrations, citizens, and companies.
 - a. Develop a comprehensive governance model that fits the social, legal, and business requirements to be effective.
 - b. Design a co-business model and specify guidelines for co-exploitation processes and practices to ensure the financial sustainability of the created services.
2. To provide a set of Interlinkers, digital enablers that will standardize the basic functionalities needed to co-produce a service, in order to eliminate the technological barriers and foster the delivery of interoperable, inclusive, sustainable, and ethical public services.
 - a. Design and implement Interlinkers, well-documented core digital enablers to allow users to adopt standardized, interoperable, and user-friendly tools to solve the common issues of co-production such as resource organizations, task scheduling, communication (e.g., for when the service needs to treat personal data that do not allow the use of a commercial product), monitoring.
 - b. Design and implement a set of templates, which tackle the legal, social, and business aspects of service co-production, and deploy a collaboration environment, leveraging web and mobile accessible tools, where users will be able to ask and offer specific competencies needed to operate the service.
3. To deliver the INTERLINK framework and operational platform, an open software system leveraging mobile communications that will facilitate the co-production of services between PAs and private stakeholders.
 - a. A platform that, following the new governance model, will facilitate frequent exchanges between PAs and private stakeholders, and will allow PAs tools to monitor service customization and delivery so as to grant accountability and legitimacy to the co-delivered services.
 - b. A collaboration platform with a simple and user-friendly front-end that enables an agile customization process of public services, offering the same tools and methods to the PA to make sure the customized service complies with EU regulations and directives (e.g. eIDAS, GDPR).

4. To identify the legal framework for co-production of services, making sure INTERLINK enablers and governance models are compliant with EU regulations and are usable in cross-border services
 - a. Ensure that the overall new governance model, INTERLINK framework, and technological enablers comply with local and EU laws on data privacy, and mitigate data privacy risks in governance models, including in relation to the cross-border flows of data
 - b. Ensure that the operations of the Project itself, such as use-case validation, collection, processing, and use of data, comply with EU data privacy requirements, ensuring fairness and compliance in all phases of project activities.
5. To evaluate and assess the impact of the INTERLINK solution in three proof-of-concept use-cases representing meaningful and complementary examples of the class of services targeted by INTERLINK.
 - a. To customize, deploy, operate, and evaluate the INTERLINK solution on three use-cases in three EU countries – Italy (MEF), Latvia (VARAM), and Spain (ZGZ).
 - b. To assess the impact of the proposed solution in terms of measures such as efficiency and effectiveness of co-produced services, involvement of citizens and private actors, and increase in service sustainability.

● 1. The COmmunication and DIssemination plan (CoDiP)

Projects like Horizon 2020 that receive public investment are expected to have a significant impact on an international scale blending different EU targets: they are crucial to promote science and innovation in Europe and globally. Scientific teams are also expected to reach out to those who may be interested in their results and learn to communicate with the general public (see figure 3).

The EC refers to **communication** as the "set of activities and initiatives strategically planned to multiply the impact that enables both the project and the results to reach multiple audiences (including the media in the broad sense and non-expert audiences), with a message tailored to each one of them according to their characteristics and the content to be transmitted to them.

The EC refers to **dissemination** as "the means to make the results of a project public (by any appropriate means other than protecting or exploiting them)". It is a natural activity for the scientific community that includes, but is not limited to, scientific publications and presentations. It is aimed at specific specialized audiences or groups that, due to their activities, may be interested in the results obtained to know state of the art (other scientists, peers, industries, innovators), to advance their work, or to apply them (professional organizations, policymakers, among others).

Regarding the activity of **exploitation** of results, the EC defines it as "making use of the results produced in a [...] project in further activities [...] other than those covered by the project". It also covers the direct benefits for beneficiaries (professional

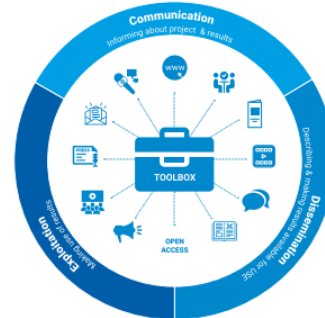
development and impact reviews, improvement in services and training, or other project activities).

Ready, Set, Action



A wide range of activities can be carried out for communication, dissemination and exploitation. The key here is to stay in line with the strategic plan of the project and select the activities that are best suited to achieve its objectives. In other words, **first define the purpose of the communication, dissemination and/or exploitation measure, and who is addressed by it, then identify the tool and carry out the activity that will optimally convey your message.**

Choose the right tools to address the challenges of the call and contribute to the expected impact!



There are many tools that can be used for communication, dissemination and exploitation purposes. Some, however, are specific to the dissemination of results such as scientific publications, and sharing results in an online repository; and there are other tools, such as IP Rights, that may be used to specifically support commercial exploitation: i.e. patents, design rights, utility models, database rights, copyright, trademarks, and others.

Fig. 1 - Making the Most of Your H2020 Project (2018 - European IP Helpdesk)

The **Communication and Dissemination Plan (CoDiP)** will ensure that information on the project's activities and outputs will be communicated to the appropriate target audiences, at appropriate times, via appropriate methods to most successfully promote INTERLINK impacts while giving consistency to public funds.

Accordingly to the **Annotated Model Grant Agreement**, chapter 4, Section 4, article 38 - Communication activities by beneficiaries, the CoDiP starts with the proposal and continues throughout the lifetime of the INTERLINK Project with the vision of socializing innovation, technology, and science as drivers of the next e-government model:

- The beneficiaries have an obligation to exploit the results. They must commit to using them in new research activities by developing, creating, or marketing products or processes; by creating or providing services; or in standardization activities.
- The beneficiaries have an obligation to disseminate the Project results to the public by appropriate means, taking care to coordinate with other beneficiaries to avoid frustrating any advance in research or development that patents or commercial secrets may protect. The funded actions must be in line with the concept of open science and ensure open access (free of charge, online, and for any user) to all peer-reviewed scientific publications; store a version, the data and its metadata in a repository so that they are available free of charge, accessible, searchable, exploitable, reproducible and disseminable. In the case of a foreseeable future economic value (patents, trade secrets, among others), results or data may be not disseminated with EC's agreement.

- Beneficiaries must promote the action through communication activities that strategically and effectively reach multiple audiences (including the media in its broad sense and the general public). They should also foresee that the funding agency or the EC can request any communication material paid with Project funds. The EC must be able to reuse it, distribute it, edit it, redesign it, translate it, store it on paper, electronic, or another format, or authorize other parties to do so.

This Work Package 7 (WP7) is fundamental for guaranteeing the success of INTERLINK, its wide impact, and its future sustainability after the Project deadline. Relevant stakeholders identified in the Project will be actively involved in the WP7 in order to draft the innovation plan based on users' feedback and to foster the adoption of the INTERLINK approach in the challenging relationship between citizens and public administrations where it's based on the social responsibility weight.

Designing strategy, process, actions, people, events, and materials, the CoDiP considers the negative impact on the environment and will try to minimise it to the lowest possible level in order to produce the lowest environmental impact in terms of resource consumption (water, energy, food, paper), of waste generation, and of CO₂ emissions produced by transport and accommodation, for example.

The CoDiP will cross all WPs for the entire duration of the project, and it is a living document. The communication plan included in the proposal phase provides a continuous evolution toward the search for efficiency and effective communication. The present is an "initial strategy" that will progress together with the project and be evaluated next January 2022, and at the beginning of 2023.

As underlined in the **Making the Most of Your H2020 Project**¹ *"Communication, dissemination, and exploitation measures should therefore be understood as 'horizontal issues' that run alongside and complement research activities throughout the project's life cycle, with the main goal to maximise the expected impact of the call topic. It is thus advisable to implement a structured and systematic approach to plan, coordinate, monitor, and assess all impact-related activities."*

The leading Partner of the CoDiP is DEDAGROUP Public Services - assisted by a selected group of Partners' experts named the **INTERLINK Communication Team (ILCT**, see par. 4.1) - that will regularly collect and monitor Partners' communication, dissemination, and exploitation activities and progress in meeting the KPIs to ensure the effectiveness of the project's impact (see fig. 4).

¹ Making the Most of Your H2020 Project - Boosting the impact of your project through effective communication, dissemination and exploitation was released in 2018 by the European IP Helpdesk.

Keeping track of communication, dissemination and exploitation means keeping track of your project!

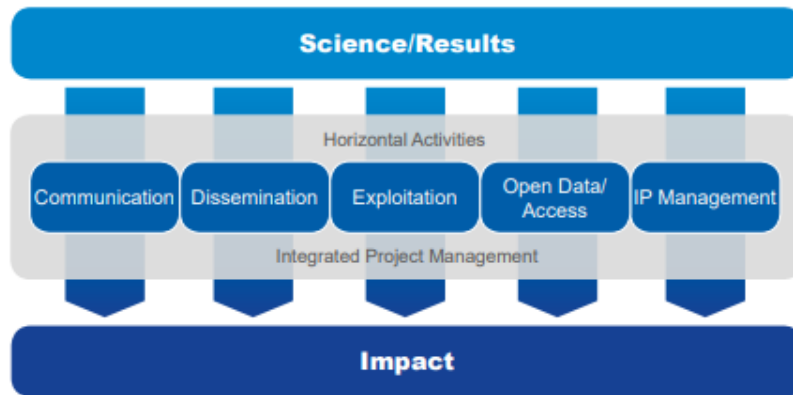


Fig. 2 - Making the Most of Your H2020 Project

○ 1.1 Communication is a matter of engagement: in 6 steps

Communication is a very complex area that anticipates projects, sustains them as they unfold, and takes care of their impacts in a long-term vision. For INTERLINK Partners, communication means also creating a cohesive working group and having a common strategy into which everyone can pour commitment and creativity.

The goal of INTERLINK is to create the next generation of PAs by leveraging the collaboration between citizens, private actors, and public administrations with a public-civic partnership between government and citizens (G+C), suggesting that both the government and citizens (as well as other private players) have an equal amount of power and responsibility. This requires defining what communication, dissemination, and exploitation mean from the INTERLINK perspective, beyond the requirements of the EC.

Certainly, communication, dissemination, and exploitation together with innovation overlap and, in many ways, complement each other. The INTERLINK communication strategy began with an information flow and then with the development of narrative and key messages, audience and use cases, results, and timelines.

In the beginning, communication was one-way (information on the website) but when dialogue ensued thanks to the LinkedIn profile, the networking, and the events, the conversation became two-way, and the CoDiP entered the space between communication and engagement.

Because **engagement** is dialogic and depends upon meaningful interaction. It's about connecting, being attentive, and acting in good faith. This is fertile ground for problem solving and collaboration, for developing public services and good stories around them. Finally, after the engagement, it will be possible to set an innovation strategy based on co-creation and co-business models.

INTERLINK Partners and the ILCT followed 6 steps:

Step 1: identifying communication and dissemination objectives (see 1.2 and 1.3)

Dissemination and Communication objectives belong to the INTERLINK Project and are linked to building awareness, providing information about specific topics or keywords (co-production of public services, e-services, eGovernment, digital transition, and PAs), and creating a need in the targeted groups. But INTERLINK also aims to influence the attitude of decision-makers and civil servants, receive feedback and engage in a dialogue with technical providers, third sector bodies, and citizens.

Step 2: stakeholders and audiences (see section 2)

INTERLINK Partners draw different targets with the stakeholder map in terms of fields, skills, needs, and geographical areas especially related to the use cases. Then thanks to the digital universe, the ILCT profiled general stakeholders in specific but digital audiences, collecting data according to the GDPR rules.

Step 3: the communication materials (see section 4)

Since in this day and age even the most reliable information can risk falling into the pit of noise and clutter, the ILCT decided to maximize the effort in delivering effective, attractive, and digestible messages tailored for each of the tools adopted. It required setting up a **content creation machine** to build connections, create visuals, and write compelling messages that can trigger action from the audiences.

Step 4: KPIs and targets

INTERLINK Partners' selected KPIs (i.e. Key Performance Indicators) are the metrics chosen to track certain objectives. The targets, on the other hand, are the numbers used to keep the CoDiP on track. The ILCT selected several "numbers" on digital channels:

- Analytics
- LinkedIn Analytics (via Insight Tag) and LinkedIn Social Selling Index
- Global positive sentiment rate

Working on digital channels and their KPIs, targets, and tools required a technical glossary, provided by the ILCT to Partners (see Annexes 6 and 7).

Step 5: Timeline (see section 5)

CoDiP and its actions run through the lifespan of the INTERLINK Project; information came first; dissemination appeared when the first results came and paved the way towards exploitation; engagement and innovation strategy led outcomes. Each scenario targets different audiences and different activities with a proper timeline.

Step 6: Monitoring

The ILCT updated the CoDiP as it is a living document that required modifications: keywords and topics, trends changed; new stakeholders and connections joined the Project; reviews and research brought knowledge to reflect on. Listening to the audience helped Partners to close the gap with potential customers and users.

○ 1.2 Narrative Messaging

In the early stage of the Communities activity definition, the ILCT was engaged to find key messages that fit for all to describe the aspirational state of the INTERLINK Project team and objectives.

Delivering the narrative was an ILCT collective and online experiment with the support of the System Practice methodologies and the web app MIRO as a live scribing tool.

The **guiding star** is a vision that is framed as the desired future system toward which the INTERLINK people are working (see figure 1). It will serve as a communication tool for the long haul as people/innovations impact the system and adapt over time.



Fig. 3 - Guiding Star on Miro Board

A **near star** is a 2- to the 3-year goal that is framed as a distant, but a foreseeable outcome that could be attained (see figure 2). It should be a significant step toward the guiding star. The near star may be called “provisional” since it is highly likely that the near star will be revised as INTERLINK people continue to learn new things about the ever-changing system along with the H2020 ecosystem.



Fig. 4 - Near Star on Miro Board

1.3 Key messages

- INTERLINK's vision is to build the next generation PA, closer to citizens, based on the co-production of e-services, from an ideal approach to reality. INTERLINK people are working on setting the conditions of a future where eServices will be delivered by citizens and PA together. In doing so, the INTERLINK Project will develop a new collaborative governance model that promotes the reuse and sharing of existing public services leveraging on the partnership between citizens, private actors, and public administrations. In INTERLINK, we define this as a Public-civic partnership between Government and Citizens (G+C) indicating that government and citizens (and other private actors) share equal power and responsibility. Each side brings its unique advantages to the table to collaboratively solve problems and create public value.
- Focusing on the development of the new collaborative and transparent e-government model, the first step of the INTERLINK Project is to provide a rich catalogue of interlinkers to build shared services and socio-technical legal requirements for their adoption while ensuring the effectiveness of Open Government solutions, raised from PAs, citizens and stakeholders co-design and collaboration process based on Open Innovation & Social Innovation tools.
- The INTERLINK Project aims to build the Next Generation PA, the closest to citizens.
- The INTERLINK Project is designing a future where eServices will be delivered by citizens and PAs together.
- The INTERLINK Project is a "place" where PAs, citizens, and stakeholders meet to co-create eServices that fit all.

● 2. Stakeholder mapping and communication audiences

INTERLINK Partners considered stakeholders from academia, policy, industry, and society (**quadruplex helix**): these four groups represented the core components of an innovation system, with their dynamic interaction being a paradigm for achieving impactful research results.

Regarding citizens specifically, the Horizon Europe work program digs deeper into the targeting and involvement of society as far as "opening up of R&I processes to society to develop better, more innovative and more relevant outcomes, and to increase societal trust in the processes and outcomes of R&I".

The dissemination of the project results and outputs is indispensable for maximising the value of the INTERLINK Project, ensuring its impact beyond the research sphere, and, ultimately, implementing the core project's ideas and results into the wide market of PA in Europe and beyond. The main goals to achieve in the communication of the results of INTERLINK will involve the following target stakeholder groups²:

- **Municipalities and local authorities.** These bodies, operating at a local level, represent the basis to introduce the actions foreseen in the INTERLINK Project. In fact, according to the principle of subsidiarity, the authorities that are closest to citizens are the ones with the greatest opportunities to involve them in any form of active citizenship initiatives and in any sort of innovative declination of public participation.
- **Ministries and government authorities.** Involving these authorities is a key factor to guarantee that the INTERLINK methods can be shared at a nationwide level in the Countries where the members of the consortium are based. Furthermore, these authorities can serve as multipliers to transfer the innovative practices proposed at a local level to other regions and territories of the same Country where each specific member of the consortium is not yet actively operating.
- **European Institutions, Agencies, Joint Undertakings.** Involving these bodies as stakeholders is a key factor to guarantee that the INTERLINK methods can be disseminated at a European level. In fact, the dissemination platforms, and the online repository of news and content related to these bodies may contribute to spreading the knowledge of the Project results among the other stakeholders.
- **TSOs.** These stakeholders can promote and apply the innovations introduced by the INTERLINK Project and can help the consortium in widening its network in order to maximize the impact of the INTERLINK proposal and of future proposals that may arise.
- **Higher Education Institutions (HEI) (e.g. universities).** The HEIs are able to spread the social and technological innovations introduced by the INTERLINK Project. They can serve as a connection to a wider network of R&D institutions

² According to submitted deliverable WP5 Evaluation and assessment [D5.2 Community Building and preliminary use-cases activities](#).

which may contribute to the further development of the innovative practices introduced by the INTERLINK Project.

- **Private businesses.** SMEs that are looking for new business opportunities and ways to utilize their skills and technology could promote the platform as a new digital service to add while freelancers could boost the benefits of their consultant services. For large companies who are looking for new customer relationships (with involved PA or companies), INTERLINK could be an investment opportunity, even to improve their brand or corporate image.

● **3. Communication and Dissemination Materials**

Once the CoDiP is running, the ILCT will accompany with specific communication materials the Project throughout its duration, while activities related to the dissemination and exploitation of results often continue even after the Project has ended.

Primarily, the ILCT collected and released a **communication material package** (Mar-Jun 2021) to brand the Project (making the brand guideline, see the attached document); to empower the whole team in delivering working documents, reports, and papers:

- Communication branded resources (e.g. templates, social cards or social objects, icons, branded images) and Communication Guidelines (see par. 3.1)

Secondly, the ILCT defined and designed supports to spread deliverables and outputs with alternatively communication, dissemination materials and content:

- Resources section on the website with [Press releases and Media Kit](#)
- N. 1 Animated Video
- N. 4 brochures
- Facts & figures infographics
- Training and teaching materials, tutorials
- Scientific publications/articles
- Policy Briefs/Recommendations for policymakers
- Follow-up researches
- Communication plans of the 3 Use Cases (VARAM, MEF, ZRZ)

Having in mind stakeholders, audiences and the objectives of the Project, the ILCT selected two kinds of communication **channels to run communication objectives**:

- Digital channels (website, LinkedIn profile, Newsletter)
- Events online/in person, clustering meetings, conferences, brokerage events, investor pitches, user workshops

Thirdly, the ILCT converged on some **keywords**³ to describe the INTERLINK at the core, its context, and to be reached by large audiences by search engines, by hashtags, by “warm contents” that circulate offline and online. Finding these keywords required a collective intelligence online meeting, while insights were captured on the INTERLINK Miro board.

During the session, the ILCT used web analysis tools able to search for Sentiment Rate, most common keywords, social media trends, and popular hashtags (see figure 5).

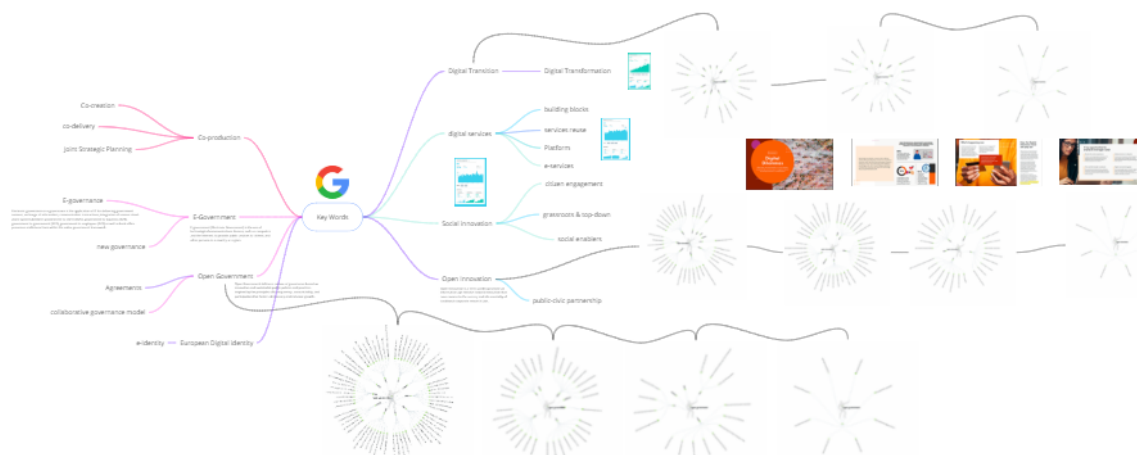


Fig. 5 - Keywords working session on Miro Board

Keywords could possibly change during the Project but at the present time they are (see figure 6):

- **Digital Compass:** The EC proposes a Digital Compass to translate the EU’s digital ambitions for 2030 into concrete terms around four cardinal points (skills, infrastructures, business, public services).
- **E-Governance:** Electronic governance or E-Governance is the application of IT for delivering government services, exchange of information, communication transactions, integration of various stand-alone systems between government to citizen (G2C), government-to-business (G2B), government-to-government (G2G), government-to-employees (G2E) as well as back-office processes and interactions within the entire government framework.
- **E-Services:** E-services (electronic services) are services that use information and communication technologies (ICTs). The three main components of e-services are service provider, service receiver, and the channels of service delivery (i.e. technology).
- **Interlinkers:** Interlinkers are a set of digital building blocks that implement the defined governance model and standardize the basic functionalities needed to enable private actors to co-operate in the delivery of a service (organization, communication, scheduling, monitoring, etc.). Interlinkers shall offer

³ Keyword: the specific term a user searched for before they reached your website.

interoperable, re-usable, EU-compliant, standardized functionalities for service co-production and management.

- **Open Government:** Open Government defines a culture of governance based on innovative and sustainable public policies and practices inspired by the principles of transparency, accountability, and participation that foster democracy and inclusive growth.

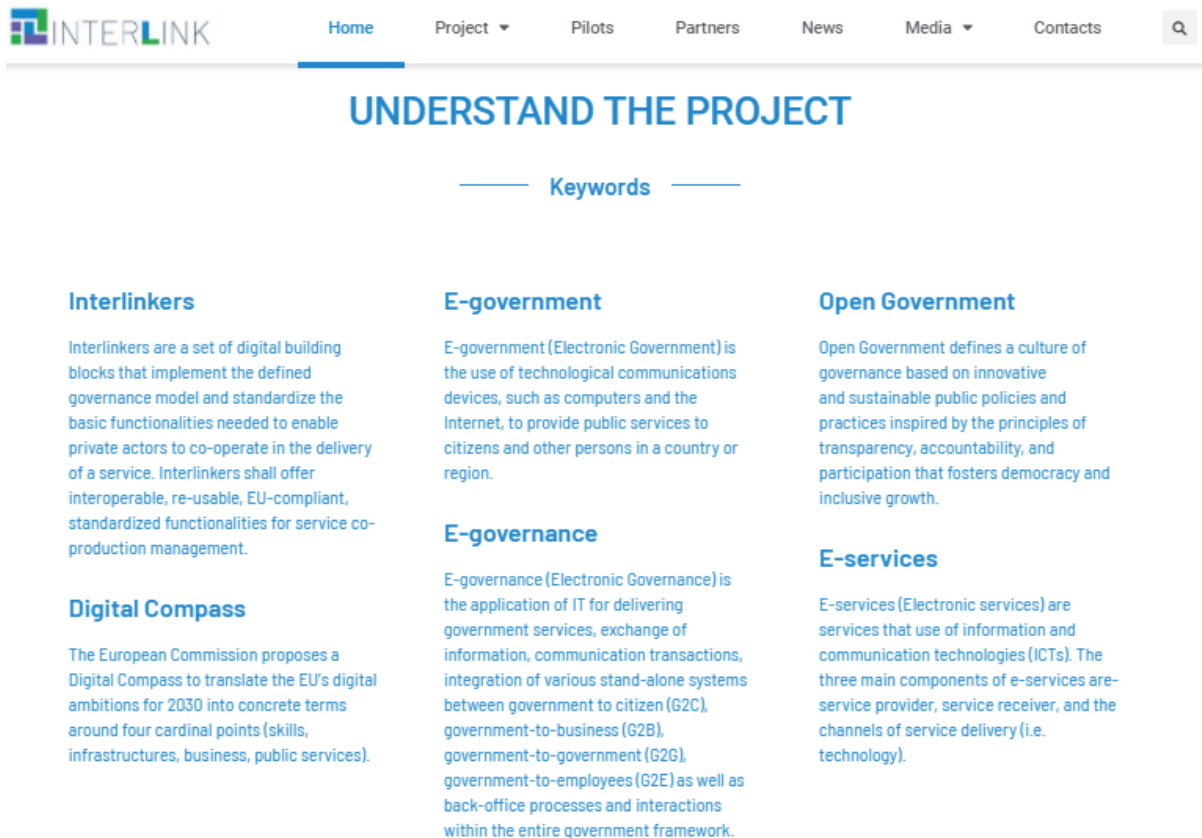


Fig. 6 - Keywords on the homepage of the INTERLINK Project

○ 3.1 Communication Guidelines

The CoDiP has been developed with reference to Communicating EU Research & Innovation: Guidance for Project Participants (European Commission, 2014) while communication and dissemination pertaining to policy recommendations will be informed by *Communicating research for evidence-based policymaking. A practical guide for researchers in socio-economic sciences and humanities* (European Commission, 2011).

The working language of this Project is English. For purposes of consistency, the ILCT recommended adherence to British English spelling conventions where possible. In order to avoid unnecessary editorial work at later stages, the ILCT recommended reading/scanning the guidelines in the **EC DG Translation English Language Style Guide**. Partners are welcomed and encouraged to promote the Project in their

respective languages, bearing this in mind. Partners are requested to communicate about the Project through their corporate channels (e.g. social media accounts, website, newsletter, printed materials, or announcements) as much as possible. Partners are also required to contact local media and other interest groups to raise awareness of the Project.

Any dissemination and communication activity related to the Project and any major results funded by the grant featured the EU flag logo and an acknowledgment of EU support (*The INTERLINK Project is co-funded by the European Union. Horizon 2020 - DT-GOVERNANCE-05-2020 - Grant Agreement No 959201*).

Written content is used as standard texts about the Project and the Project objectives. These standard texts are used for external communication and are disseminated through different channels (e.g. corporate website or corporate newsletter). When a Project partner wanted to release self-written communication about the INTERLINK Project, they considered the following hints:

- clear and comprehensible communication
- simple language and short sentences (see [Claire's Clear Writing Tips](#))
- vocabulary suitable for targeted audiences
- receive attention with a picture
- target audience relevant aspects
- use inclusive language to neither exclude nor discriminate against any group of persons, due to e.g. gender or ethnicity; avoid words, phrases or other linguistic terms that foster stereotypes of any kind such as racist or sexist (see the [EIGE toolkit of inclusive language](#))
- people with reading disorders like dyslexia or visually impaired people require the assistance of a screen reader. Remember to: Avoid long titles, abbreviations, and acronyms

○ **3.2 The brochures**

During the engagement phase of the use cases, the leading Partners made explicit the need for a brochure about the Project, in national languages too. The ILCT, therefore, designed 4 branded, digital and printable brochures to narrate INTERLINK and the use cases, according to the Communication Guidelines (see par. 3.1 above).

It is possible to download the [INTERLINK brochure from Resources](#) from the website.

○ **3.3 Resources section on the website**

Making the work of journalists and communicators simpler, and providing general website users with essential information on the Project, a dedicated space in the Resources section, called the [Media kit and press releases](#), has been set up on the website, from which is it possible to download and navigate:

- [The essential info](#)
- press releases
- the official logo
- some branded images

- the 4 brochures
- the video

The resources section also contains Partners’ scientific papers and external publications and articles related to INTERLINK topics and keywords.

○ 3.4 The video

An animated video will be designed with the aim of spreading the word about the INTERLINK Project, the co-creation model, and the INTERLINK platform supporting the ambition of creating Public Services based on citizens' needs, problems, and requests. The video will showcase the INTERLINK results and innovations to a large audience such as Public Administrations, third sector organizations, NGOs, and citizens. It will be designed under the storytelling approach with an informal Tone of Voice, and be distributed on the official website, on the LinkedIn account, and on Partners’ digital channels in English and other Project languages with subtitles.

○ 3.5 The events

INTERLINK participated in and organized the following events:

Type	Title	Date
INTERLINK Clustering Event (Organizer)	How to co-produce public services with interlinkers? INTERLINK Project: a unique socio-technical perspective	2021, 4 November
Online Conference (Participant)	International Research Society for Public Management (IRSPM) online conference. Facing the future: Evolving social-political-administrative relations and the future of administrative systems.	2022, 19-22 April
Clustering event (Participant)	High-Level Workshop on Public Services of the Future	2022, 6 May
Clustering event (Participant)	Long-term Sustainability of Co-Creation and Co-production workshop	2022, 23-24 May
Global Conference (Participant)	International Conference on Digital Government Research, managed by the Digital Government Society (DGS) with a theme “Opportunities, risk and policies in smarter cities: Intelligent Technologies, Governments, and Citizens”	2022, 15-17 June
Global Conference (Participant)	Splitech - The International Conference on smart and sustainable technologies (hybrid from Croatia)	2022, 5-8 July

Tab. 1 - 2021- 2022 events

○ 3.6.1 Digital Channels: the INTERLINK digital net-sphere

The rationale of the CoDiP is to innovate also H2020 communication from a “traditional perspective” focused on strategy, action, and channels towards a holistic and digital approach based on process, focused on audience expectations and competencies, blending online and offline languages and channels, learning from analytics. It also combines communication, dissemination, and exploitation supported by digital channels (the website, the LinkedIn account, the newsletter) to reach an extremely wide – but also targeted – audience, to engage in real-time conversation with them.

Digital Channels are compliant with [Privacy Policy](#) and [Cookie Policy](#), online on the INTERLINK website.

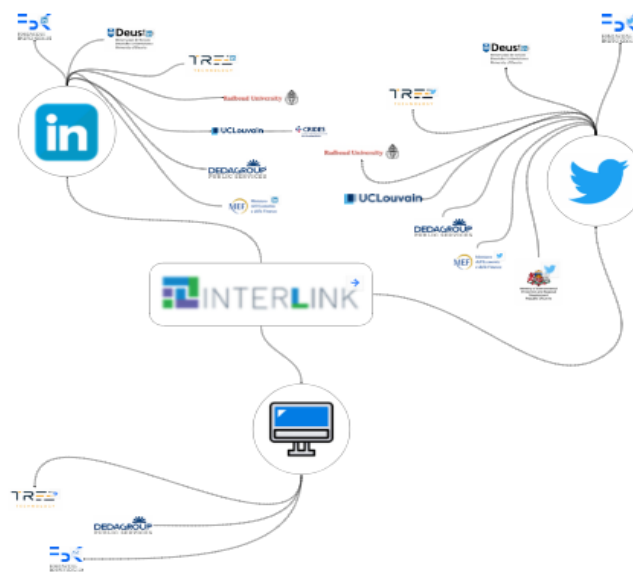


Fig. 7 - INTERLINK partner's digital net-sphere

○ 3.6.2 The Digital Strategy

Managing digital channels (website, LinkedIn account, newsletter) requires a **Digital Strategy** in order to set visuals, Tone Of Voice, themes, and profile audiences; to support and spread the CoDiP with digital objectives and tactics, specific tools, and analytics. This Digital Strategy is carried out by Content Plan and Editorial Calendar as living working documents (see Annexes 8, 9).

At the core of the digital strategy is the idea to engage public administrations, citizens, and companies in a new collaborative governance model based on partnerships. Digital channels are the perfect place where INTERLINK stakeholders can connect, share knowledge and experiences, and start conversations.

INTERLINK people strongly believe in building the Next Generation PA - the closest to citizens - based on the co-production of e-services. In doing so, digital channels

encourage networking and horizontal participation within any of the boundaries in the real participatory process.

The digital strategy seeks to deliver a group of leading cities (use cases), experts (INTERLINK people), and practitioners (audiences and users) to *train into public services innovators*. It is essential to:

- Continue building the INTERLINK brand to existing and new audiences
- Tell the story of INTERLINK innovations to PAs, citizens, the private sector, academia, and NGOs, using the business format (Value Proposition, problem vs solution)
- Activate the community and mobilise new actors, voices, and influencers

The website ensures a strong online presence while increasing credibility, occupying Google search results, updating audiences on events and news.

The LinkedIn account aims to brand the INTERLINK Project as a collective authority in the co-production of public services and in the e-government industry.

○ **3.6.3 The INTERLINK Website**

As a detailed objective of WP7, deliverable D7.1 Project website, the INTERLINK official website (URL: <https://interlink-project.eu/home/>) was developed by making it available/accessible at an early stage of the Project and went on-line on 2021, March 19th to reach generic audiences as far as to serve as the main dissemination platform for interested stakeholders.

The website describes the Project in a concise way, with a visual approach and it is hosted on the WordPress platform with an original format (pages and articles) following specific requirements:

- Modern design architecture
- Transparent and easy accessibility
- High responsiveness

Most of the design elements and functional sections are original and customized:

- Project logo and coordinated layout
- News slideshow
- Partner's logo sphere
- EU flag with obligatory sentences, Horizon2020 logo, description
- Community media
- Search engine

The website structure has been designed so as to appear well organized and clear: every content is grouped, linked and presented to the visitor, so users will find their way more easily. The homepage summarizes the Project's content with six keywords: Interlinkers, e-government, Open Government, Digital compass, E-governance, and E-services. The keywords are selected to "force" Google to highlight the website in the

search results. Due consideration to the variables of effective communication to the entire ecosystem of the Project (science, technical, market, society, legal, and contractual framework), these keywords may change during the Project and be updated on the homepage of the website.

Where needed, regular reviews will be established during the timeline of the INTERLINK Project to better align general communication and specific website goals.

OBJECTIVES	CONTENT FORMATS & TOPICS	FREQUENCY
Support a strong online presence. Increase credibility, and trust. Disseminate the results of the Project.	<ul style="list-style-type: none"> ● news ● articles ● interviews ● events ● EU topics 	1 article*2 weeks

○ **3.6.4 The INTERLINK-Project LinkedIn Account**

The INTERLINK-Project LinkedIn account (<https://www.linkedin.com/in/interlink-project/>) was set up on 2021, May 19th. It was selected among others because LinkedIn is the networking site for professionals, it can be used for groups and has established networks on specific topics. Following the 20 Guidance Social media guide for EU-funded R&I projects (2020 European Commission - Directorate-General for Research & Innovation), LinkedIn assures several benefits to the CoDiP:

- Manage reputation and wield influence in debates on science and innovation with a wider audience;
- Build networks to find new research Partners among colleagues and potential graduate students, accessing additional expertise from all over the world;
- Informally pre-review works in progress, gaining consensus on and/or feedback about your work;
- Crowdfund research.

The LinkedIn account required an editorial plan shared and updated with the ILCT and Partners. The editorial calendar lies on content curation (information about INTERLINK Project results, pilots, final products/services, resources, scientific publications, events, conferences and training courses, breaking news, other H2020 projects), appropriate Tone of Voice, and branded visuals.

Together with the Project account, Project hashtags #Interlink and #InterlinkProject were created to group conversations related to INTERLINK topics; increase outreach; to capitalise on existing trends.

For external audiences, the ILCT designed a complete Social Media Policy that went online as a LinkedIn article on 2021, May 24th. For the ILCT and colleagues, advocacy tips and netiquettes were shared (see Annexes 3, 4, 5).

OBJECTIVES	CONTENT FORMATS & TOPICS	FREQUENCY
Increase traffic to the website Thought leadership Engage with similar research projects	<ul style="list-style-type: none"> ● Inspiring quotes ● UGC content (reshare) ● Interviews ● articles (expert point of view, case study, whitepaper, scientist paper, ...) ● Press news 	1 post*week

The ILCT builds key performance indicators that comprehend quantitative and qualitative aspects according to LinkedIn Analytics:

- Quantitative
 - Number of posts and Social Selling index (see figure 7).
- Qualitative
 - Types of comments received, tone, the number of people they reached, the types of followers, impressions, traffic data, and ratings

The ILCT will monitor the LinkedIn account performances and assess its effectiveness analyzing within a time frame of 1 month.

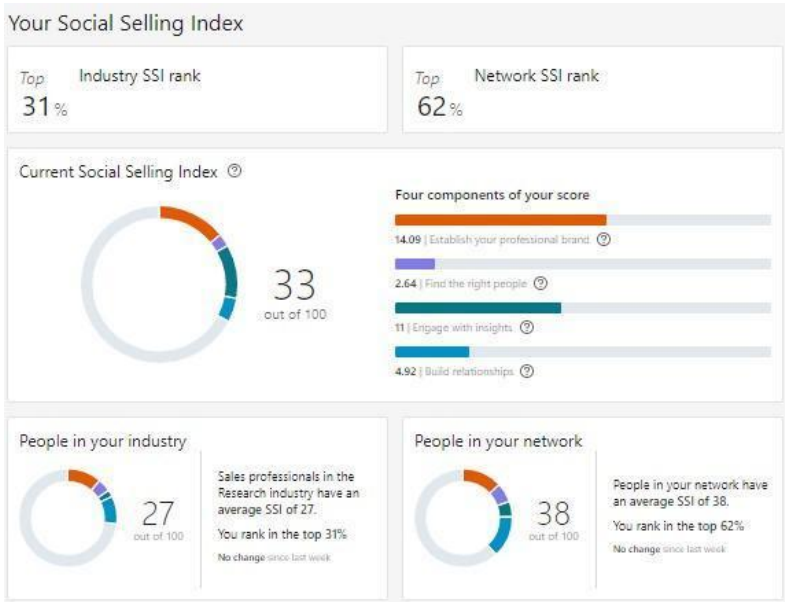


Fig. 8 - Interlink Social Selling Index (2022/07/13)

○ 3.6.5 Professional profiles on LinkedIn of experts

The experts working on the Project, among INTERLINK Partners, were also invited to use professional and personal profiles, LinkedIn above all, to spread the Project achievements, events, and website articles. The ILCT provided some basic netiquettes and tips for increasing their skills on LinkedIn (see Annexes 3, 4, 5).

○ 3.6.6 The Newsletter

Interlink Newsletters are designed according to the Branding Guideline, following technical specifications to be read from desktop, tablet, and smartphone.

The main goal is to create a community of people (experts, citizens, civil servants, students, TSOs, private sector, researchers, and practitioners) around Interlink's topics and keywords, disseminating Project's results, articles, and scientific papers, news, events. Distribution channels are the LinkedIn account and the website. Every Partner is engaged in boosting newsletters on their digital channels.

The ILCT collected email addresses with a signing-in form on the website, according to the GDPR rules. Newsletters are scheduled with an Editorial Calendar, supporting the milestones of the Project (tab. 2).

Newsletter Editorial Calendar

Newsletter Editorial Calendar	Date	Focus/Scenario
1	2022 Jul	Overview of the Project
2	2022 Dec	The Platform
3	2023 Mar	Use cases
4	2023 Jul	Results

Tab. 2 - Newsletter Editorial Calendar

● 4. Performing the CoDiP: 3 communication scenarios

Acting in a strategic way, the CoDiP will explore three scenarios mixing actions, materials, and tools that can be used to boost communication, dissemination, and exploitation purposes. Every single scenario is broken down into **objectives, actions, personas⁴ (audience, stakeholders, specific targets); channels and materials; tools; KPIs**. Each scenario is strictly connected to others, converging to the same overview.

⁴ **Minimum Viable Audience.** Seth Godin has popularized the notion of a minimum viable audience (MVA). Seth insists, "the goal [for creators] isn't to serve everyone. The goal is to serve the right people." Here's how he describes MVA: "When you seek to engage with everyone, you rarely delight anyone. And if you're not [an] irreplaceable, essential, one-of-a-kind changemaker, you never get a chance to engage with the market. The solution is simple but counterintuitive: Stake out the smallest market you can imagine. The smallest market that can sustain you, the smallest market you can adequately serve. When you have your eyes firmly focused on the minimum viable audience ... your quality, your story, and your impact will all get better. And then, ironically enough, the word will spread." Seth encourages creators to try to reach "almost no one". Doing so, he assures us, allows us to focus on providing real value to the exact people who actually want to hear from us.

The scenarios are:

Scenario n. 1 - Internal Communication (2021-2023)

- Objective 1 - Building an INTERLINK Communication Team among Partners as a collective intelligence

Scenario n. 2 - External Communication and Dissemination (2021-2023)

- Objective 1 - Exploring contest, keywords, European H2020 ecosystem
- Objective 2 - Engaging with influencers and prominent voices: community activation
- Objective 3 - Showcasing innovations, Pilots and solutions, exploiting results

Scenario n. 3 - Fundraising, marketing, and reporting (2023)

- Objective 1 - Create a market demand for INTERLINK products
- Objective 2 - Help raise funds for follow-up projects
- Objective 3 - Report to citizens/EU on how their money is spent

○ **4.1 Scenario n. 1 - Internal Communication (2021-2023)**

During the initial phase of the Project's communication activities, all Partners allocated resources to build the ILCT, a sort of collective intelligence focused on boosting INTERLINK outcomes. The ILCT is carried out by 18-20 resources. Dedagroup Public Services leads this WP7 with 2 resources.

The ILCT can benefit from existing Partners' resources to increase outreach on international, national, and regional levels – press offices, communication departments, social media departments but also webzine, a massive digital ecosystem of websites and social media accounts (see par. 3.6.1).

The ILCT's biggest commitment is to set up a **content creation machine** (see fig. 8), that works in a loop. Feeding communication activities and digital channels means creating visual content and copy: the first step is the collection of input (from Partners, the external website, the media landscape, and social media trends) and then the identification of good communication objects. The ILCT transforms them into valuable content that will also be shared by Partners: finally, results are tracked in order to manoeuvre the course if necessary.



Figure 9 - INTERLINK Content Creation machine

→ **Objective 1 - Building the INTERLINK Communication Team among Partners as collective intelligence.** To ensure continuity in the communication activities, the WP7 lead (Dedagroup Public Services) started periodic meetings also involving professionals with the drafting of press releases, graphic design, maintenance of the website and social media, and working on empowering every single partner to amplify the INTERLINK narrative and impacts. The ILCT as collective intelligence is grounded on engaging communication resources, INTERLINK people, colleagues, and communication departments on a positive bottom-up process to support every WPs, deliverables, innovations, scientific progress, and expert voice with peculiar **actions, channels, and materials; tools; KPIs.**

○ 4.1.2 The INTERLINK Communication Team (ILCT)

Communicating INTERLINK requires a big effort by all Partners. Together we built a harmonised group of people, channels, and tools able to reach different audiences with different purposes (empower citizenship, engage selected targets, involve specific investors in business). Empowering the ILCT with communication purposes, then INTERLINK People and colleagues required managing several internal meetings using design thinking methodologies and live scribing tools.

List of the 2021 internal communication meetings:

- Feb 10th (2h) > Team Building, empowering on communication activities
- Mar 1st (2h) > Branding the Project
- Mar 16th (2h) > Keywords and trends
- April 9th (1h) > One-to-one Communication Meeting - RU
- April 12th (1h) > One-to-one Communication Meeting - CNS

- April 16th (1h) > One-to-one Communication Meeting - Deusto
- April 19th (1h) > One-to-one Communication Meeting - TREETECH
- April 20th (1h) > One-to-one Communication Meeting - MEF
- April 22th (1h) > One-to-one Communication Meeting - UCL
- April 23th (1h) > One-to-one Communication Meeting - FBK
- April 29th (1h) > Cookies and privacy policy
- May 11th (1h) > One-to-one Communication Meeting - VARAM
- May 11th (1h) > LinkedIn Account
- May 13th (1h) > One-to-one Communication Meeting - DEDA
- May 27th (1h) > during the 1st Plenary meeting
- Oct 15th (1h) > during the 2nd Plenary meeting in Zaragoza
- Dic 9th (1h) > 2021 final communication meeting

List of the 2022 internal communication meetings:

- Feb 18th (1h) > during the 3rd Plenary meeting
- Mar 15th (1h) > planning the review meeting
- Mar 25th (1h) > 1st Review Meeting
- Apr 1st (1h) > Communication Interlinkers
- Jun 1st (1h) > during the 4th Plenary meeting in Bologna

Empowering the ILCT also requires to raise awareness among Partners concerning the importance of the CoDiP through the implementation of working tools and the proper use of branded resources.

Working tools are

- [Editorial Calendar](#)
- [Content Plan](#)
- [Miro board](#) with design thinking methodologies
- [Repository for website details](#)
- Glossaries (Annex 6, 7)
- Advocacy tips and Netiquettes for LinkedIn (Annex 4)

Branded resources are described in the brand guideline (Annex 2):

- INTERLINK Logo
- INTERLINK (template, letterheads, images, slide deck)
- INTERLINK icons
- INTERLINK social cards
- INTERLINK banner
- INTERLINK Media Kit

Monitor Key Performance Indicators (KPIs)

- N. hour communication team meeting
- N. social innovation tools, canvas, map

○ 4.2 Scenario n. 2 - External Communication and Dissemination (2021-2022)

The “fil rouge” of communicating innovation lays on recreating an entire world in which innovation/solution/methodologies work for everyone in general and for discovered audiences in particular, trying to understand their needs and expectations. To co-create this world together with Partners, audiences, and stakeholders, to generate language, actors, and users the ILCT is obviously at the beginning and ideas are not yet clear but the team can certainly imagine the star that guides the Project (the guiding star) and the near star (as the ILCT defined while designing the narrative in previous 2. *Narrative messaging*).

Communicating a future innovation means communicating something that does not yet exist and therefore the ILCT needs to use very concrete words, dense, which leave no doubts. It is necessary to describe perfectly how these innovations can be used, and what real and everyday problems they solve. The ILCT can certainly use a variety of tools, channels, and tactics to amplify the INTERLINK outcomes. However, all of them require a digital approach: it is a fact that the digitization of communication, dissemination, and exploitation of results is changing massively the way people share information, understand and use innovations, and finally connect to the networking society.

It is important that INTERLINK People converge on a clearly identifiable narrative, and try to design this vision as possible, actionable, and “touchable”.

Scenario n. 2 aims to raise awareness and visibility, whilst promoting INTERLINK People and Partners, and activities in the European H2020 Innovation ecosystem. It also supports the development of a new collaborative governance model based on partnerships between public administrations, citizens and companies (see INTERLINK objective n. 1; page 11). Public administrations, citizens, and companies could be reached through digital channels and proper communication activities. This scenario is broken down into 3 specific objectives:

1. **Raising visibility, and exploring the European Digital Strategy.** The Project is launched with press releases and a media kit downloadable from the website. The website is set to widely describe the INTERLINK Project (objectives, Partners, related funded projects, publications, and resources) and it is weekly updated with news, and articles on main issues (cold themes like the European Digital Agenda and the incoming European Digital Strategy for example); news on events related to digital themes like AI, Open Government, eServices.

Monitor Key Performance Indicators (KPIs)

- N. unpaid brand awareness placements

- N. local media mentions
 - N. pieces of local media coverage
 - N. local news media mentions globally
2. **Engaging with prominent voices of the European H2020 ecosystem:** community activation. The INTERLINK Project can benefit from expanded engagement with prominent voices, whose broad influence and sizable networks can boost the Project and double the impact (digital influencers, opinion leaders, entrepreneurs, local civic servants, and other prominent voices). The objective is to attract the best experts, both externally and internally of INTERLINK Partners. Selected influencer profiles should have the ability to reach specific and/or sizable audiences and shape public opinion and behaviour. For example
- Influencers relevant to specific communities, sectors, and/or global voices
 - Demonstrate active commitment to promoting the climate agenda
 - Desire to add the innovation and/or digital agenda to their pro-social work
 - Communicate and advocate effectively and passionately
 - Be willing to be public and loud, and add their voice to calls to action
 - Ability to inspire communities to act and make creative connections
 - Plug their own individual actions to a wider vision and systems
 - Offer insights and experiences to the community

The LinkedIn account (<https://www.linkedin.com/in/interlink-project/>) went online to engage business and science networks, influencers and interested stakeholders. The Content plan is updated with INTERLINK expert interviews and leadership pieces (on warm and current themes), increasing traffic to the website, sharing User Generated Content, posting and commenting quotes, influencers' points of view, and scientific papers exploring the H2020 innovation ecosystem.

Monitor Key Performance Indicators (KPIs)

- N. INTERLINK opinion pieces on blog/social media
- N. thought leadership articles on INTERLINK website

3. **Showcasing innovations, Pilots, and solutions, exploiting results.** In the Horizon 2020 programme⁵ project results are defined as: *“Any tangible or intangible output of the action, such as data, knowledge, and information whatever their form or nature, whether or not they can be protected, which are generated in the action as well as any attached rights, including intellectual property rights.”* Results encompass all project outcomes that may be used by the project partners or other relevant stakeholders outside the project. They have the potential to be either commercially exploited (e.g. concrete products or services) or lay the foundation for further research, work, or innovations (e.g. novel knowledge, insights, technologies, methods, data). Stakeholders outside the project (policymakers, IT industries, TSO for example) need to be made aware of results that will not be exploited or used solely by the project partners themselves.

This scenario n. 2 also supports the INTERLINK Objectives n. 2, 3, 5:

- To provide a set of Interlinkers, digital enablers that will standardize the basic functionalities needed by private actors to co-produce a service, in order to eliminate the technological barriers and foster the delivery of interoperable, inclusive, sustainable and ethical public services.
- To deliver the INTERLINK framework and operational platform, an open software system leveraging mobile communications that will facilitate the co-production of services between PAs and private stakeholders.
- To evaluate and assess the impact of the INTERLINK solution in three proof-of-concept use-cases (pilots) representing meaningful and complementary examples of the class of services targeted by INTERLINK.

Pilots and project results need to be focused on and will be supported by relevant tools according to the interests/needs of their defined audiences, including scientific publications, guidelines, a Data Management Plan, and an active stakeholder’s involvement through workshops.

Specific communication action plans will be prepared for each use case by leading Partners, in harmony with the CoDiP, tailored to the national and local objectives, audiences, and goals. The use-cases communication plans will be included in the next steps.

The first deliverable in this scenario could be, as an example, the **White paper about co-production**. This valuable content will be showcased by:

- A specific section on the website with articles, interviews, and the possibility to download the paper
- A specific press release on the paper

⁵ Source: EC Research & Innovation Participant Portal Glossary/Reference Terms

- A weekly LinkedIn editorial calendar to boost the paper by engaging experts, influencers, and prominent voices, with branded visuals
- A workshop with relevant stakeholders among the H2020 Innovation Ecosystem

Monitor Key Performance Indicators (KPIs)

- Number of publications in peer-reviewed high-impact journals
- Number of joint public-private publications

○ **4.3 Scenario n. 3 - Fundraising, marketing, reporting (2023)**

In the third scenario - hopefully in early 2023 - the INTERLINK Project will conquer a certain spot among the H2020 Innovation ecosystem and will need to identify market opportunities, size and readiness to deploy results and solutions (competing technologies, market competitors, future trends). Making concrete use of research results means embracing a marketing approach to the CoDiP, changing the perspective from communication, dissemination, and exploitation to a commercial strategy structured down into 3 objectives with different tactics, targets, channels, and materials:

1. Create a market demand for INTERLINK products
2. Help raise funds for follow-up projects
3. Report to citizens/EU on how their money is spent

This last scenario will be investigated by a market analysis that assesses the “State of the Art”, the innovation potential, and capacity, supported by a SWOT analysis to discover potential barriers and enablers for further use of the results. It supports the INTERLINK Objective n. 4:

- To identify the legal framework for co-creation and co-delivery of services, making sure INTERLINK Enablers and governance models are compliant with EU regulations and are usable in cross-border services.

● **5. Open Research and Data Management**

The EC promotes the overall concept of Open Research by supporting open access in its framework programs, aiming to improve science and innovation in the public and private sectors. By making project results and data accessible to all societal actors, other researchers, innovators, and the public can find and re-use these for their own specific needs. In this way further research is encouraged, novel solutions can be found, and complex challenges can be tackled. It's about making research outputs more transparent and their use more efficient.

Open Research and Data Management belong to WP6, led by UCL, with FBK also involved as the Coordinator.

For what concerns the CoDiP aspects, several meetings were and are going to be set in order to refine the website privacy policy, the cookie policy, and the social media policy according to the International framework of laws.

● **Conclusion of the CoDiP**

As written above, the CoDiP is a living document, a guide, and a process to engage Partners and their stakeholders, to transform INTERLINK Project results into concrete benefits for society. At a glance, the first data collected opens up significant perspectives.

Since regular updates to the CoDiP are expected, the ILCT will update objectives and KPIs on a regular basis welcoming the data from digital channels (Analytics, LinkedIn SSI above all). All activities will be constantly monitored, evaluated, and potentially adjusted. However, the ILCT will release two revisions before the final report (D7.4):

- 2022, June
- 2023, January

The ILCT will include partner's communication action plans prepared for each use case, in harmony with the CoDiP, tailored to the national and local objectives, audiences, and goals. Also, the ILCT will collect branded materials like the partner's version of the brochures.

■ Annex 1 - How to craft a compelling INTERLINK narrative

To begin a Communication and Dissemination Plan (CoDiP), the INTERLINK Communication Team (ILCT) first needs to define a compelling narrative about the INTERLINK Project. In this step, the ILCT will identify an aspirational state (guiding star) and a nearer-term desired outcome (near star). As a system like the H2020 ecosystem is ever-changing, instead of aspiring for a concrete end state, the narrative should be a healthier state of the INTERLINK vision.

Communication is all around the Project: think about communication every time you are trying to create a relationship with other people, no matter if it is public administrations, computers, targets, citizens, or public opinion. Is it clear? Relationship and then connections is a matter of communication so we need to identify these relations and connections to set a proper communication plan/tactics/languages/tools and then use the power of digitals to spread.

When we communicate innovation, we need to recreate an entire world (or a *Topia.io*⁶ world) in which innovation/solution/methodologies work for everyone in general and for our audience in particular, trying to understand their needs and expectations, the reason why people could use our innovations. To create this world, to create the language (INTERLINK word, keywords), to define actors, users we are obviously at the beginning and our ideas are not yet clear but we can certainly imagine the star that guides us (the guiding star) and the near star.

Communicating an innovation means communicating something that does not yet exist and therefore we need to use very concrete words, dense, which leave no doubts. It is necessary to describe perfectly how these innovations can be used, and what real and everyday problems they solve. We can certainly use a variety of tools offline and online. We need to adapt the future we want to a digital approach because it is changing the way we understand, learn, and connect. For the moment we went online with the website, the LinkedIn profile, and therefore articles, posts, and photos; then we can use videos, infographics, tutorials, and podcasts. The important thing is that there is a clearly identifiable narrative. We must try to design a future that is possible, close, and "touchable".

- A guiding star is a vision that is framed as the desired future system toward which the INTERLINK people are working. It will serve as a communication tool for the long haul as people/innovations impact the system and adapt over time.
- A near star is a 2- to 3-year goal that is framed as a distant, but a foreseeable outcome that could be attained. It should be a significant step toward the guiding star. The near star may be called "provisional" since it is highly likely that the near star will be revised as INTERLINK people continue to learn new things about the ever-changing system along with the H2020 ecosystem.

How to build a guiding star for the INTERLINK narrative? Let's start by thinking about the following questions:

- What future system are INTERLINK people passionate about working toward?

⁶ Topia is a web app to create interactive virtual worlds. You can create a world to work in, have parties, manage conferences, and much more. See the website: <https://topia.io/>.

- The INTERLINK guiding star is a (name of the system) that produces (desired condition)

With the guiding star in place, let's try building the provisional near star.

- What have INTERLINK people learned about how to be effective in the INTERLINK sector?
- What outcomes are most important to the INTERLINK Project/people?
- What sub-sectors or outcomes play to people and Partners' strengths (e.g., capacities, knowledge, networks)?
- What trends, research/new findings, or bright spots have INTERLINK people seen that point to promising approaches?

EXAMPLE - GUIDING STAR

A system that eradicates the worst forms of human exploitation in corporate supply chains.

NEAR STAR

A new standard of corporate supply chain practice that will increase responsibility and decrease the risk of labour abuse.

With the Guiding Star and the Near star, let's try to design the Narrative messaging (copy, short and long) following some tips:

- Objective (concise statement of goal: inform, persuade, to take a specific action)
- Target Audience (who are you addressing: demographic, behaviours, interests, needs and fears)
- Competitors (who targets the same audience)
- Offer (what features stand out)
- Key benefit (single most important benefit)
- Problem (what important problem you are solving)
- Proof points (credibility building, why should you be trusted)
- Deliverables (assets you need)

■ Annex 2 - The INTERLINK Brand Guidelines



brand guidelines | POSITIVE VERSION



BRAND GUIDELINES | INTERLINK | 2

brand guidelines | NEGATIVE VERSION

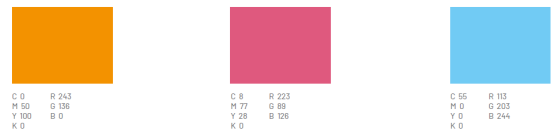


BRAND GUIDELINES | INTERLINK | 3

brand guidelines | COLORS



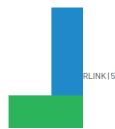
brand guidelines | SECONDARY COLORS



BRAND GUIDELINES | INTERLINK | 4



ICONS AND IMAGES



brand guidelines | INCORRECT USE



DO NOT DISTORT, CONDENSE OR CHANGE THE PROPORTIONS OF THE LOGO.



DO NOT CHANGE THE PLACEMENT OR THE SCALE OF THE ELEMENTS.



DO NOT ATTRIBUTE DIFFERENT COLORS TO THE INDIVIDUAL ELEMENTS.



DO NOT ROTATE THE LOGO.



DO NOT REARRANGE THE PLACEMENT OF THE ELEMENTS.



DO NOT USE OTHER COLORS THAT ARE NOT INDICATED IN THIS USER MANUAL.



DO NOT ATTRIBUTE SHADOWS OR OTHER GRAPHIC EFFECTS.



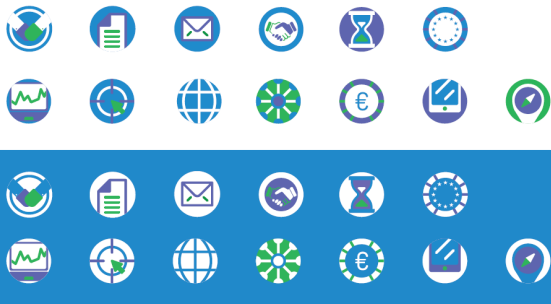
DO NOT CHANGE THE COLORS OF THE BRAND.



DO NOT REVERSE THE ORDER OF THE ELEMENTS.

BRAND GUIDELINES | INTERLINK | 7

brand guidelines | ICONS



SOCIAL



brand guidelines | FONTS



LOGOTYPE "INTERLINK"

GOOGLE FONT USED FOR DECLINATION SOME MATERIALS

BARLOW LIGHT

ABCDEFGHIJLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!çE%&*()

BARLOW REGULAR

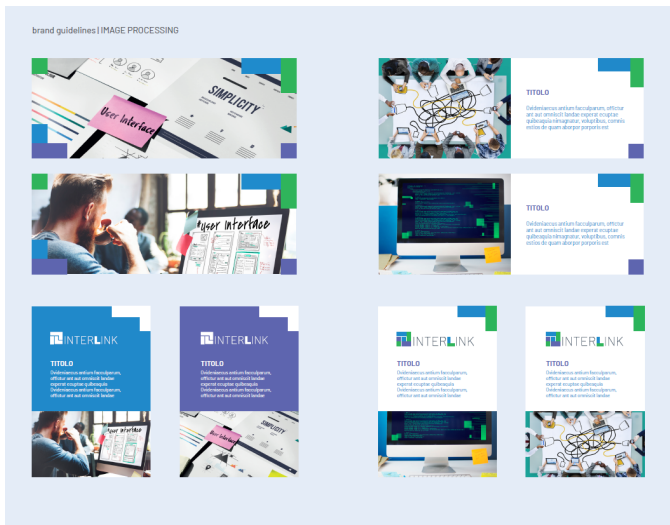
ABCDEFGHIJLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!çE%&*()

BARLOW SEMIBOLD

ABCDEFGHIJLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890!çE%&*()

BRAND GUIDELINES | INTERLINK | 9

BRAND GUIDELINES | INTERLINK | 6



brand guidelines | IMAGE PROCESSING

INTERLINK



BRAND GUIDELINES | INTERLINK 11

■ Annex 3 - Social Media Policy on INTERLINK LinkedIn account

The INTERLINK Project is officially present on social media through its LinkedIn account connected to Fondazione Bruno Kessler's profile and managed by **INTERLINK Communication Team (ILCT)**.

The INTERLINK Project uses social media to listen to online users and to provide transparent information on the Project's activities, experts, and news concerning general issues (e.g. Digital Compass, Digital Europe Programme) and specific issues (e.g. use cases, INTERLINK innovations). Contents may be produced by INTERLINK Partners or posts suggested by third parties where topics are relevant or of general interest. The LinkedIn account is institutional and service-related. Account interactions are for introductory information only.

Contents and regulations

The information posted on the INTERLINK LinkedIn account is general, not exhaustive, and regards the Project, objectives, activities, resources, experts, events, and initiatives on a global, international scale, or national, local scale. All users can respectfully express their opinions; users are solely responsible for what they publish.

Users are asked to present their ideas with fairness and propriety showing respect for the opinions of others. Insults, obscenity, offenses, and threats will be reported to **INTERLINK Communication Team** which will determine whether to take action and how. Users who publish content such as spam/malware, advertising, or offensive messages will either receive a warning or be reported to LinkedIn and, if actions are repeated, will be blocked.

Published content must respect users' privacy. References to facts or details without public relevance, violent, offensive, or discriminatory attitudes towards gender, sexual orientation, age, religion, personal beliefs, ethnicity, and disabilities should be avoided.

To protect users' privacy, the publication of personal data (email, telephone number, taxpayer id. number, etc.) should be avoided. Those who wish to debunk any content published by us are kindly requested to support their claims with links to reliable sources of information.

Moderation

The INTERLINK Communication Team will moderate LinkedIn accounts in the hours and days following the publication of comments by users, without a set schedule, its purpose being not only to contain non-compliant behaviour but also to direct questions or curiosities aroused by original contents towards further opportunities or in-depth content.

For obvious privacy protection purposes, personal cases will not be dealt with, but general information of common interest will be provided and confirmed. Messages containing insults, obscenity, offenses, threats, violent, offensive, or discriminatory attitudes towards gender, sexual orientation, age, religion, personal beliefs, ethnicity, and disabilities will be deleted.

In more serious cases, the **ILCT** reserves the right to delete the contents, remove users from its spaces and report them to the moderation filters of the host social network and/or to the authorities concerned.

Users are hereby also reminded of the responsibilities deriving from the publication of any profession-related data or information that could damage intellectual property, image, reputation, productivity, and profitability of the INTERLINK Project.

Finally, spreading disinformation is forbidden.

■ Annex 4 - INTERLINK Partners social media tips and netiquettes

Social media can be a powerful force for good, and the **INTERLINK Communication Team** wants to encourage Partners to use social media in positive ways. Empowering Partners/colleagues to share content – as well as their own professional expertise – across the social sphere means identifying a cross-functional group of colleagues with whom you want to regularly share INTERLINK content, innovations, knowledge, and events. The benefits of sharing could be building their professional reputations and making an impact on the Project.

When you or your colleagues are online, the ILCT has 4 requests:

1. **Disclose** your relationship with the INTERLINK Project.

First of all, put the INTERLINK Project and your role in your biography with the official link. When you are posting about the INTERLINK Project include the hashtag #INTERLINK. This lets people know that you are affiliated with H2020, the International community, and of course with the INTERLINK Project.

2. **Boost** INTERLINK content, events, use cases, and keywords.
Write about your genuine and authentic experience with INTERLINK objects. Talk specifically about your experiences with use cases, themes, and services instead of making general claims.
3. Use branded **social objects**.
The ILCT designed branded social cards and iconic images to use; **remember to insert selected tags&hashtags** and to update the editorial calendar.
4. Use **netiquettes** when posting.
Be yourself! Stick to your area of expertise. Only write about what you know but is related to the INTERLINK Project. When you are online, you are representing the whole Project. Be transparent, honest, and accurate.

Want to use your personal profiles to spread the INTERLINK Project? Fantastic!

1. Share kind messages on your profiles

If you decide to use your personal profiles to spread INTERLINK, create a welcoming environment. We treat others with respect.

2. Use non-offensive language

Attitudes of hate speech or bullying and offensive or vulgar terms are prohibited, in full respect of all members of the INTERLINK network who follow your social networks, especially if you talk about our Project.

3. Maintain a healthy and constructive attitude

Discussions that have the purpose of creating a flame and discriminate against other projects, Partners, and colleagues are prohibited. Always maintain an attitude that is not polemical, but constructive and of mutual comparison.

4. Respect netiquette

Do not post content that is not interesting for the Project. The sharing of advertising and commercial advertisements and personal promotional content, for-profit or propaganda is prohibited.

5. Respect everyone's privacy

It is forbidden to disclose data or information about people or things, if there is no explicit consent from the person entitled, in compliance with current privacy legislation.

6. What are the consequences?

If one of your followers writes a comment violating the netiquettes, be clear: contact the **ILCT**, which will take action according to the Social Media policy.

■ Annex 5 - INTERLINK experts LinkedIn tips

LinkedIn is the social network of professional relationships and it is growing rapidly. The LinkedIn search engine is the 3rd most widespread and used in the internet world. People don't log into LinkedIn to relax or share everyday moments with their circles.

Professionals connect to LinkedIn to invest time, not to spend it. The types of information that users search for on LinkedIn are

- News on professions and careers.
- News related to brands.
- Industry-related news.

Using awareness LinkedIn can offer you:

1. **Visibility:** Your LinkedIn profile, with the vanity URL, is a public space, is your landing page.
2. **Personal growth:** if you want to emerge, become an influencer for colleagues and competitors; if you want to increase your credibility ("doing personal branding"), keeping your LinkedIn profile aligned with your goals will help you to hit the target with more tangible results than on other media.
3. **Professional network:** not to spend time, but to invest time. That is, to create a network of knowledge and business contacts that are useful and consistent with your profession and your experiences. Virtually meet colleagues from the international scene, interact with experts in your field on the other side of the world, strengthen your knowledge through the experiences of those who work in your sector, and share relevant content.
4. **Continuous updating:** follow influencers, groups, universities, or companies around your sector; in your information flow you will see relevant content to your area of interest, and you will be constantly informed.
5. **Business development:** LinkedIn is the ideal environment where you can search for (with excellent chances of success, by the way) potential customers, but also talents, or Partners, and finally financiers.

The INTERLINK Project, its keywords, issues, and pilots are valuable content to share. Boosting the INTERLINK Project could help you to build relevant relationships and to grow your personal branding. How?

1. Choosing people with whom to start a conversation
2. Interacting with relevant information... e.g. the INTERLINK Project!

1. Choose the people with whom to start a conversation.

On LinkedIn, your contacts are divided into degrees of connection:

- 1st degree: the people with whom you are connected by an accepted invitation (you to them or they to you) You can contact them by message. Next to the name, there is a small "1st".
- 2nd degree: the people connected to your 1st-degree connections. You can send these people an invitation by clicking the "Connect" button on their profile page or contact them via an InMail message. (InMail is the LinkedIn service that allows you to send a message directly to another member with whom you are not connected: reserved for Premium users). Next to the name, there is a small "2nd".
- 3rd degree: the people connected to your 2nd-degree connections.

- If their first and last name are displayed, you can send them an invitation by clicking on "Connect".
- If you do not see the name but only the photograph, you cannot send them the invitation via "Connect" but you can still contact them via an InMail message.

Next to the name, there is a small "3rd".

While you are sending a connection request to someone you do not know in real life, although according to LinkedIn it is optional, it would be advisable for you also to send what the platform calls a *note* (the message that supports the invitation to join your network).

If you are using a **desktop computer**, sending a note is immediately proposed to the connection request. While from **mobile**, instead of choosing *connected* which starts the request without any presentation, you can add a note by clicking on the symbol with the three dots of the options and tapping *customize invitation*.

Here are some tips:

- Before asking for time, take time yourself. So study a little the profile of the person with whom you want to get in touch, trying to identify his/her career path, the role he/she currently occupies, and if there are interesting positions in the past.
- Check the size of the connection network - a small network could mean an inactive member - and study the connections in common.
- Look for a connection that you can quote in the introductory message: something he/she wrote, where he/she studied, or an interest he/she expressed (using any groups he/she is a member of as a source).
- Check if the profile has been active recently with comments, posts, shares, and what topics were addressed to make the most of them in the conversation.
- Also study his/her company page, if he/she has one, and gather as much information as possible.
- These are all elements that show your desired contact that you have spent time understanding who you are in front of and deciding that this is the very person you are looking for. Also, explain why you are interested in getting in touch. You have 300 characters available: there are not many, use them well to introduce yourself and give a signal that you have taken care to study your interlocutor.
- If you end the message with a **call to action**, or a question, you will have an even better chance of getting an answer.

2. Interact with relevant information... e.g. the INTERLINK Project!

- Keep up to date on your experiences, education, skill, and endorsements; follow hashtags and participate in Groups.
- Post valuable content that helps you become an authoritative and trustworthy source. Interacting with the right posts helps you on multiple levels:
 - Increase your visibility: by commenting, or even simply recommending content, it is easy to appear in the news stream of

someone who does not know you directly, thus putting yourself in evidence.

- As a result, you could enter a virtuous circle that will take you from interaction to connection requests from those who have seen your profile. Once in this circuit, a professional reputation must then be sustained.
- Share, comment, and recommend your contacts' posts. There are three interactions available to you on LinkedIn, as in most social networks:
 - Recommend - that's what the 6 reactions on LinkedIn are called: Like, Celebrate, Support, Love, Insightful, and Curious.
 - Comment: to add your point of view to content that seemed particularly relevant to you.
 - Sharing: to spread content that you have appreciated through your profile.
- Save contacts and profiles, periodically monitoring their updates.

The comment is the most effective and with the most immediate and lasting results. Makes you visible to your connections, makes you visible to the author of the post, who will receive a notification and in all probability, after reading the comment, will come to check your profile, and make you visible to his network of contacts in the same way, who will notice your comment and just as likely will check who you are.

Need any tips to comment? (see fig. 10)

- Keep in mind that each of your comments is accompanied by your photo and a summary of your skills. Once again, therefore, pay close attention to the completeness of your profile and the quality of the images you use.
- If you share content, the author will not be notified of the action, consequently, his network of contacts will not know of your existence. This LinkedIn policy can be easily remedied by mentioning the author, who will at least receive notification of the tag from you, giving you more chance to intrigue him and visit your profile.
- Your action will certainly have an influence on your network of contacts, so the aspect to keep in mind is not to limit yourself to the mere sharing of a story or an article that has impressed you, but to give your contribution by offering a new point of view, adding an aspect that the author may not have emphasized enough: that is, add value.
- It is intuitive how the writing of your own hand will have more relevance to your network than that shared by third parties. Ideally, therefore, the production of your own material should be alternated with the sharing of material from people you consider authoritative in your panorama.

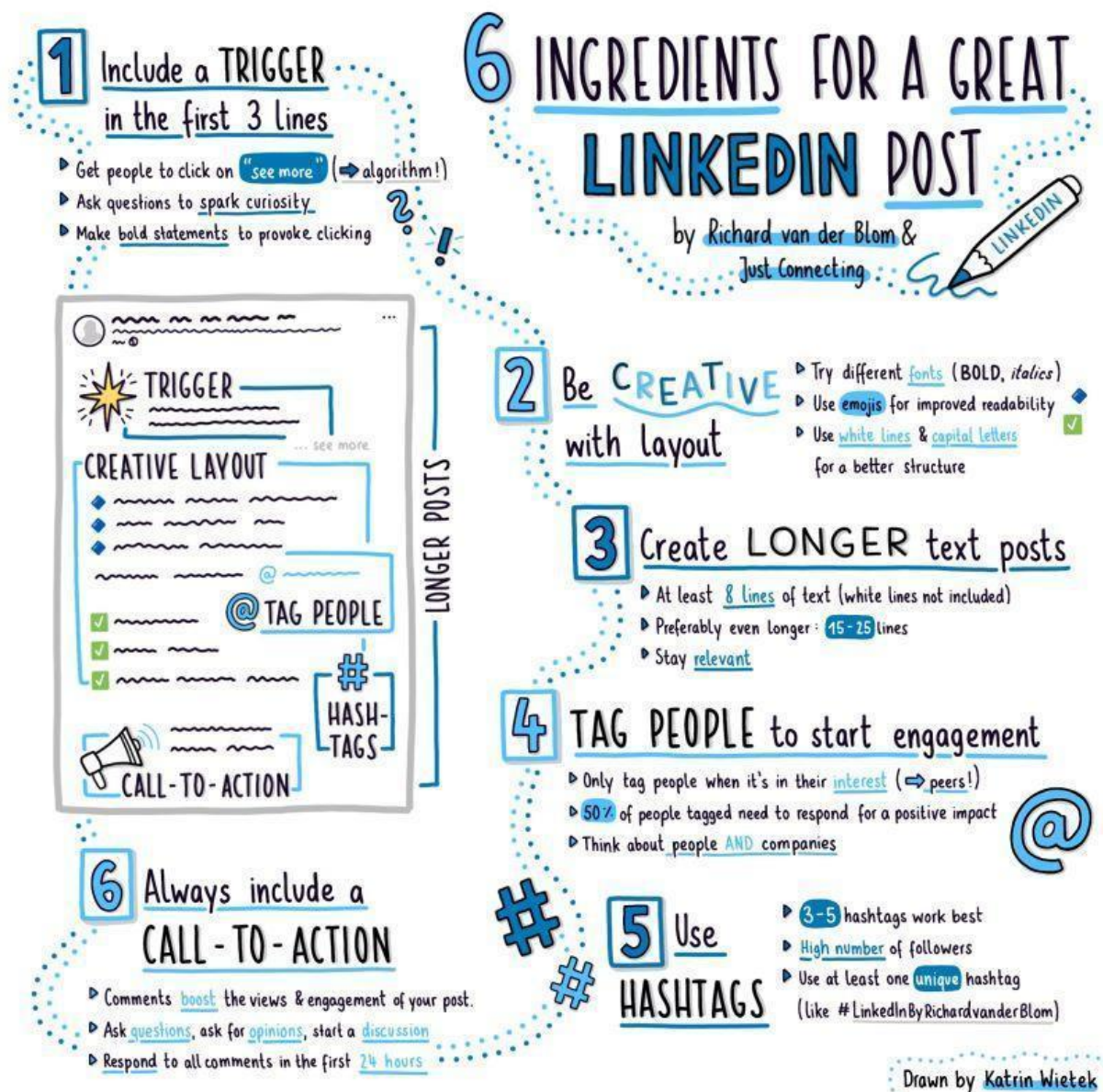


Fig. 10 - LinkedIn tips and tricks by Richard van der Bloom

How to write good content?

You can choose between two formats:

- the post: a classic form of social communication now replicated almost everywhere. An effective **post** (promoting your digital professional identity) should meet at least one of these characteristics:
 - **Promotion:** spreading an event, a product, or a service. To be used with caution if clearly commercial.
 - **Experience:** show behind the scenes of your work, the unique and personal aspects of your activities.
 - **Information:** keep your network updated with news about your issues also shared by experts.

- **Disclosure:** spread your professionalism through tips or tutorials.
- **Emotion:** expressing on a more personal level, for example on social or controversial issues, or of gratitude.

Tips:

- ❖ Use an appropriate tone of voice for the channel on which you express yourself.
 - ❖ Get inspired by the questions your colleagues from other departments ask you most frequently to start producing your first LinkedIn content.
2. the article: a longer text with its pros and cons. The **article** allows you to express your points of view in a more extensive, detailed, stylistically better way (thanks to the formatting options) and is clearly visible in search engines. The result is always to solidify your reputation.
- On the other hand, however, writing good articles on LinkedIn takes time.

(Re-posting something that you have already spread widely through, for example, your blog, in the form of a LinkedIn article, would penalize you a lot at the level of search engines (it would be a duplicate that would break down indexing), on the contrary, you could create an article LinkedIn using it as a container to redirect readers to other existing content. Imagine a reasoned index of your online jobs. You would also be directing your readers to other platforms).

■ **Annex 6 - Digital Glossary**

Analytics or Web Analytics Tools

The analysis of data generated by people's activity on websites or mobile apps, for the purpose of discovering ways to improve websites and marketing campaigns.

App (Application)

A program designed to run on smartphones, tablets, and other mobile devices.

Banner Ad

A form of advert found on web pages and mobile applications, usually in image format.

Blog

A regularly updated website written by an individual, typically in a conversational style, and focused on a specific subject.

Browser

A computer program used to navigate the Internet on computers, tablets, and smartphones. Examples include Chrome, Firefox, Internet Explorer, and Safari.

Clickthrough Rate (CTR)

The number of times people click on an item of interest, like an advert, in comparison to the number of times users are exposed to that item.

Content

The digital material available to users, via text, video, audio, images, etc.

Conversion or Goal

The action you want visitors to perform. Examples include ecommerce purchases, form submissions, phone calls, and video views.

Conversion Optimization

The process of increasing the percentage of visitors who complete your goals.

Conversion Rate

The ratio of conversions to visits is often used to measure digital performance.

Cost per Click

The amount of money required to produce a single click on a digital advertisement.

Crawler or Spider

A program designed to systematically browse content on the Internet and collect information about it to help searchers find what they're looking for.

Desktop

A nonmobile device like a personal computer or laptop computer.

Ecommerce

The sale of products and services online.

Email Marketing

The process of using email messages to share information and promote products and services.

Home Page

The introductory or "main" page of a website.

HTML

Hypertext Markup Language. A language used by web developers to create websites.

Impressions

The number of times an advert is displayed.

Index

A searchable catalogue of web pages and digital content used by a search engine to provide relevant results.

Keyword

A word or a phrase typed into a search engine, which businesses can target as part of their advertising campaigns.

Landing Page

The first page on a website that a person usually sees—not necessarily the home page of that website.

Link

A text or image that provides a link from one web page or website to another.

Mobile Device

A portable device, such as a smartphone or tablet, is capable of connecting to the Internet and running applications.

Natural Listings or Organic Listings

Results from a search engine that are not paid adverts.

Paid Listings

Advertisements that appear on search engine results pages.

PayPerClick (PPC)

An advertising system in which advertisers pay for users to click on their advertisements.

Query or Search Term

The keyword or phrase a user types into a search engine in order to find what they're looking for.

Ranking

A listing's position on a search engine results page.

Search Engine

A tool that indexes and returns relevant digital content in response to users' keywords. Popular Internet search engines include Google, Bing, Yahoo, DuckDuckGo, Baidu, Yandex, and more.

Search Engine Optimization (SEO)

The practice of making changes to web pages, content, and the promotion of that content to improve visibility in the organic—or unpaid—search engine results.

Search Engine Marketing (SEM)

A form of advertising that allows you to bid for your advertisement to show along with search results for keywords that people are typing in. This lets businesses be seen by people at the very moment they're searching for the things a business offers.

Search Engine Results Page (SERP)

A list of results appearing in a search engine in response to a user's search query.

Session or Visit

A group of interactions that take place on your website within a given time frame. For example, a single session can contain multiple page views and ecommerce transactions.

Social Media

Content such as text, images, or videos, created by individuals and shared across the Internet.

Social Network

A community of individuals creating and sharing content.

Traffic Acquisition

The process of attracting visitors—often referred to as traffic to websites, mobile apps, and other digital assets.

Unique Visitor

A single visitor to a website during a specific period of time.

URL or Uniform Resource Locator

The unique address of a page or piece of digital content on the Internet.

■ **Annex 7 - Web Analytics Glossary**

Web Analytics

The collection and analysis of data generated by people's activity on websites or mobile apps, for the purpose of discovering ways to improve websites and marketing campaigns.

User

A person who visits your website or mobile app. Users are sometimes referred to as "visitors." There are two types of users:

- **New Users:** A person who has not visited your website before.
- **Return Users:** A person who has visited your website before.

Session or Visit

A period a user spends on a website.

Pageview

A web page that successfully loads in the user's browser. Many web analytics tools use pageview as the basic unit of measurement.

Cookie

A small file is used by many web analytics tools to keep track of a user's activity on a website. If that person clears her cookies or uses a different web browser, web analytics tools will see her as a different user (although she is, in fact, the same person.)

Metric

A measure of something, by quantity.

Common Metrics

- **Users/Visitors:** the total number of people who have come to your website or app.
- **Sessions/Visits:** the total number of sessions on your website or app.
- **Pageviews:** the total number of pages that users viewed on your website. This metric is sometimes referred to as "screenviews" for mobile apps.
- **Bounce Rate:** the percentage of sessions in which the visitor doesn't interact at all with your site or app after arriving.
- **Pages per Session:** the average number of pages viewed during a session. In general, a higher number indicates that people are reading more, or are more "engaged" with your website. It's also known as page depth.
- **Average Session Duration:** the average amount of time of a session on your website. It's measured in minutes and seconds. In general the longer the session, the more interested the visitor is.
- **Goals/Conversions:** the total number of tracked, successful actions that your website visitors complete.

- **Conversion Rate:** the ratio of conversions to visits. In general, a higher conversion rate means greater success.
- **Revenue:** the value of sales processed through an online shopping basket. If you don't have an ecommerce website, this metric doesn't apply to you.

Dimension

An attribute of a user or a session.

Common Dimensions:

- **Location:** the geographic region of the user. It's often possible to get location information about your users down to the specific city level.
- **Language:** the language settings of the user's browser.
- **Browser:** the program used by the visitor to navigate the Internet. Examples include Chrome, Firefox, Internet Explorer, and Safari.
- **Operating System:** the Operating System of the device, such as Windows, Mac, Android, or iOS, that the visitor is using.
- **Device Type:** the category of devices, such as laptops, tablets, or smartphones.
- **Traffic Source:** the specific place that referred the user to your websites, such as a search engine, a social network, or another website that links to your website. (Note: many analytics tools allow for very detailed breakdowns of traffic sources.)
- **Campaign:** the specific marketing effort that drove a user to your website.
- **Keyword:** the specific term a user searched for before they reached your website.
- **Landing Page:** the first page that a user views when they reach your website.
- **Exit Page:** the last page a user views before they leave your website.
- **Page:** the specific page a user is viewing, often referred to by its URL.