

WP7 DISSEMINATION, EXPLOITATION AND  
SUSTAINABILITY STRATEGY

# D7.2- DISSEMINATION AND COMMUNICATION PLAN v1



*The INTERLINK project is co-funded by the European Union.  
Horizon 2020 - DT-GOVERNANCE-05-2020 - Grant Agreement No 959201*

<b>Project acronym</b>	INTERLINK
<b>Project full title</b>	Innovating governNment and ciTizen co-dEliveRy for the digitaL sINgle marKet
<b>Call identifier</b>	DT-GOVERNANCE-05-2020
<b>Type of action</b>	RIA
<b>Start date</b>	01/01/2021
<b>End date</b>	31/12/2023
<b>Grant agreement no</b>	959201

<b>WP</b>	WP7 - Dissemination, exploitation and sustainability strategy
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<b>Version</b>	v1.0
<b>Deliverable Type</b>	R
<b>Dissemination Level</b>	PU
<b>Date of Delivery</b>	30/06/2021
<b>Submission Date</b>	30/06/2021

## VERSION HISTORY

Version	Issue Date	Status	Changes	Contributor
v0.1	25/06/21	Draft	<p>Main contents' structure collected and discussed at the plenary meeting.</p> <p>Collective discussion on narrative message of the project.</p>	DEDA + All partners
v0.2	10.06.2021	Second draft	Revision of the first draft, with the addition of project events and key messages (Chapter 2)	DEDA
v0.9	15.06.2021	Pre-final	Consolidated draft for internal review	DEDA
V1.0	29.06.2021	Final	Consolidated version after internal review	CNS, DEDA, TREE

## Glossary

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ENTRY	DEFINITION
CoDEP	COMMUNICATION, DISSEMINATION AND EXPLOITATION PLAN
ICT	INTERNAL COMMUNICATION TEAM

## ACRONYMS

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ABBREVIATED	EXTENDED
CoDEP	Communication, Dissemination and Exploitation Plan
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 Organizations
PA	Public Administration
C2C	Citizen to Citizen
WP7	Work Package n. 7
KPI	Key Performance Indicator

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## Executive summary

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The present **Communication, Dissemination and Exploitation Plan (CoDEP)** is part of Work Package n. 7, specifically the detailed objective *07.01 Prepare, plan and perform Interactive dissemination strategies*, codified as deliverable *D7.2 Dissemination and communication plan*. The present CoDEP 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 web site; 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 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 CoDEP will do the following:

- Outline communication, dissemination and exploitation activities and expected impacts.
- Carry on and monitor the specific communication, dissemination and exploitation activities to engage with the different types of stakeholder, 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.).
- Monitor Key Performance Indicators (KPIs) to evaluate the effectiveness of the CoDEP activities.
- Design a timeline for implementation.
- Following the GDPR framework of law to protect audience's personal data.

# 1 Introduction

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*“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 President when in 2010 EUROPE 2020 A strategy for smart, sustainable, and inclusive growth was launched to define a roadmap toward 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 less 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 to 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 increase labour participation and better match 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 founded 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." The Interlink project is working to support a true single market and to promote deployment and usage of modern accessible online services (e.g., e-government).

In the proposal, 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 European Commission 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 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, make collective decisions without a centralized leadership or hierarchy [...].

The services considered within 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 an effective collaboration of all engaged actors.

## 2 Narrative Messaging

In the early stage of the Communities activity definition, the ICT 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 ICT collective and online experiment with the support of the System Practice methodologies and the webapp 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.



Figure 1 - Guiding Star on Miro Board

A **near star** is a 2- to 3-year goal that is framed as a distant, but 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 the H2020 ecosystem.

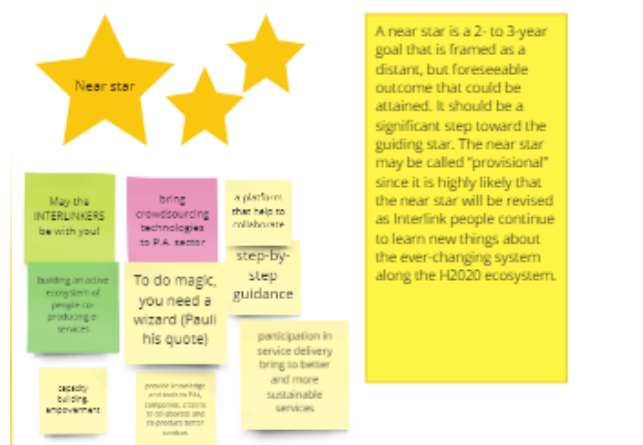


Figure 2 - Near Star on Miro Board

## 2.1 Key messages

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- 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 to set 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 Public-civic partnership among Government and Citizens (G+C) indicating that government and citizens (and other private actors) share equal power and responsibility. Each side brings their 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 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.
- INTERLINK project aims at building the Next Generation PA, the closest to citizens.
- INTERLINK project is designing a future where eServices will be delivered by citizens and PAs together.
- INTERLINK project is a "place" where PAs, citizens and stakeholders meet to co-create eServices that fit for all.

## 3 INTERLINK Project Objectives 2021-2023

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According to the proposal, the INTERLINK project goal is to overcome the barriers preventing PAs to efficiently share services in a Digital Single Market by combining the enthusiasm and flexibility of grassroot initiatives with the legitimacy and accountability granted by top-down e-government frameworks. These Objectives will be declined into the CoDEP, see next par. 6.2 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 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 on web and mobile accessible tools, where users will be able to ask and offer specific competences 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 at 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 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 customise, 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.

## 4 Communication, Dissemination and Exploitation plan

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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 European Commission 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 European Commission 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 the state of the art (other scientists, peers, industries, innovators), to advance their work, or to apply them (professional organizations, policymakers, among others).

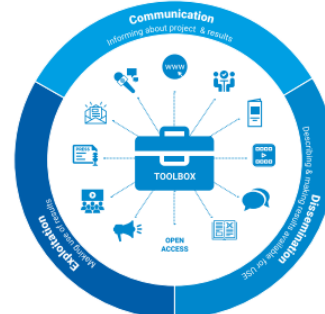
Regarding the activity of **exploitation** of results, the European Commission defines it as "making use of the results produced in a [...] project in further activities [...] other than those covered by the project". It also covers the direct benefits for beneficiaries (professional development and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

*Figure 3 - Making the Most of Your H2020 Project (2018 - European IP Helpdesk)*

The **Communication, Dissemination and Exploitation Plan (CoDEP)** 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 CoDEP 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 European Commission'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 European Commission (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 n. 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 its base in the social responsibility weight.

Designing strategy, process, actions, people, events and materials, the CoDEP 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 CO<sub>2</sub> emissions produced by transport and accommodation, for example.

Acting in a strategic way, the CoDEP 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, personas<sup>1</sup> (audience, stakeholders, specific targets); channels and materials; tools; KPIs**. Each scenario is strictly connected to others, converging to the same overview.

The scenarios are:

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

- Objective 1 - Building a INTERLINK Communication Team (ICT) among partners as a collective intelligence

#### **Scenario n. 2 - External Communication, Dissemination, Exploitation (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)**

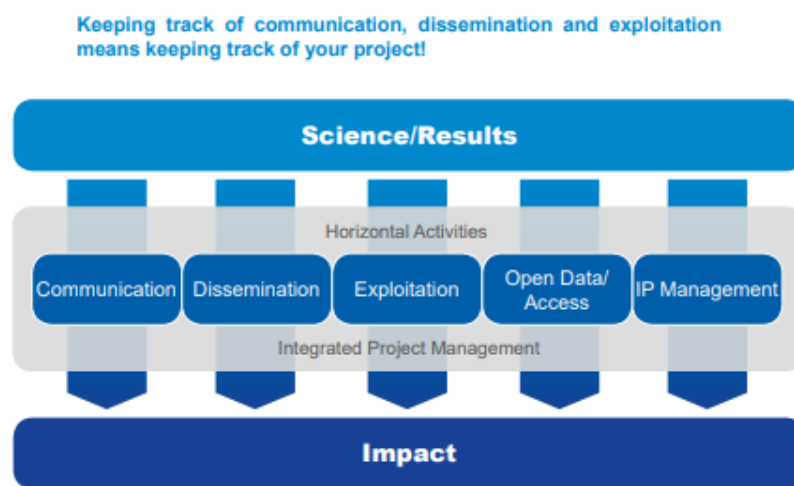
- Objective 1 - Create market demand for INTERLINK products
- Objective 2 - Help raise funds for follow-up projects
- Objective 3 - Report to citizens/EU on how their money is spent

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<sup>1</sup> **Minimum Viable Audience.** Seth Godin has popularized the notion of 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 CoDEP 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 towards 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**<sup>2</sup> “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.”



*Figure 4 - Making the Most of Your H2020 Project (2018 - European IP Helpdesk)*

Leading Partner of the CoDEP is DEDAGROUP Public Services - assisted by FBK - that will regularly (e.g. monthly) 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 figure 4).

#### 4.1 Communication, Dissemination, Exploitations Materials

Once the CoDEP is running, the ICT 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 ICT 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; to set up the digital channels, such as:

- Digital content with opinion pieces, expert interviews and thought leadership articles

<sup>2</sup> 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.



- Press releases and Media Kit
- Communication branded resources (e.g. templates, social card or social objects, icons, branded images)

Secondly, the ICT defined and designed supports to spread deliverables and outputs with alternatively communication, dissemination and exploitation materials, for example:

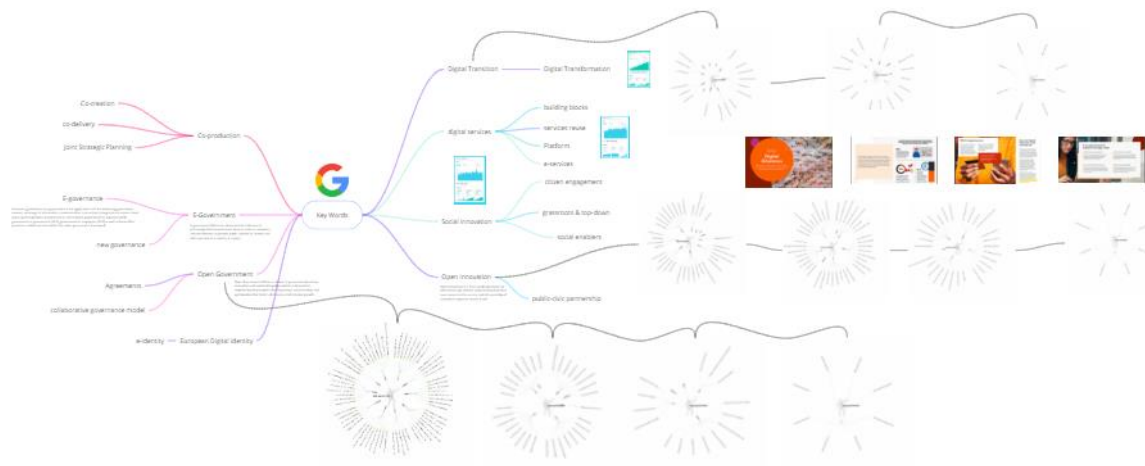
- Brochure & Newsletters
- Facts & figures infographics
- Podcast, interviews and videos
- Training and teaching materials, tutorials
- Events on-line/in person, cluster meetings, conferences, brokerage events, investor pitches, user workshops
- Scientific publications/posters
- Open Access/Data repositories
- Policy Briefs/Recommendations
- Follow-up research
- Demonstrators and prototypes
- Designs/Design studies

Thirdly, the ICT converged on some keywords<sup>3</sup> 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, ICT used web analysis tools able to search for Sentiment Rate, most common keywords, social media trends, and popular hashtags (see figure 5).

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<sup>3</sup> -Keyword: the specific term a user searched for before they reached your website.



*Figure 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 European Commission 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 interoperable, re-usable, EU-compliant, standardized functionalities for service co-production, 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 fosters democracy and inclusive growth.

## UNDERSTAND THE PROJECT

### Keywords

#### 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. Interlinkers shall offer interoperable, re-usable, EU-compliant, standardized functionalities for service co-production management.

#### Digital Compass

The European Commission 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-government

E-government (Electronic Government) is the use of technological communications devices, such as computers and the Internet, to provide public services to citizens and other persons in a country or region.

#### E-governance

E-governance (Electronic 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.

#### 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 fosters democracy and inclusive growth.

#### E-services

E-services (Electronic services) are services that use of 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).

*Figure 6 - Keywords on the homepage of the INTERLINK Project*

## 4.2 Digital Channels

The rationale of the CoDEP is to innovate also H2020 communication from a “traditional perspective” focused strategy, action, channels towards an holistic and digital approach based on process, focused on audience expectations and competencies, setting time-bounded campaigns, blending online and offline languages and channels, learning from analytics. It also combines communication, dissemination and exploitation supported by digital channels (the website and the LinkedIn account) to reach an extremely wide — but also targeted — audience, maximising the impact and successful exploitation of INTERLINK results.

Managing digital channels requires a **digital strategy** in order to set visuals, tone of voice, themes, profiling audiences, and monitoring data. This digital strategy is carried out by Content Plan and Editorial Calendar as living working documents (see page n. 23).

### Digital Key Performance Indicators (KPIs)

- Google Analytics
- LinkedIn Analytics (via Insight Tag) and LinkedIn SSI
- Global positive sentiment rate

### 4.2.1 The INTERLINK Website

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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 WordPress platform with an original format (pages and articles) following specific requirements:

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

Most of 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 (under construction)
- Search engine (under construction)

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 key words: 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.

The ICT is weekly responsible for updating content such as news, articles, interviews, events. According to Google Analytics and where needed, regular reviews will be established during the timeline of the INTERLINK project to better align general comms and specific website goals.

### 4.2.2 The INTERLINK-project LinkedIn Account

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The INTERLINK-project LinkedIn Account was set up on 2021, May 19<sup>th</sup>. 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 CoDEP:

- 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;
- Recruit talents, mentees.

The LinkedIn account required a specific digital plan to support and spread the CoDEP with clear objectives, tactics, shared tools and KPIs. The editorial calendar lays on content curation (information about INTERLINK project results, pilots, final products/services, resources and scientific publications, events, conferences and training courses, breaking news, other H2020 projects), appropriate Tone of Voice and branded visuals.

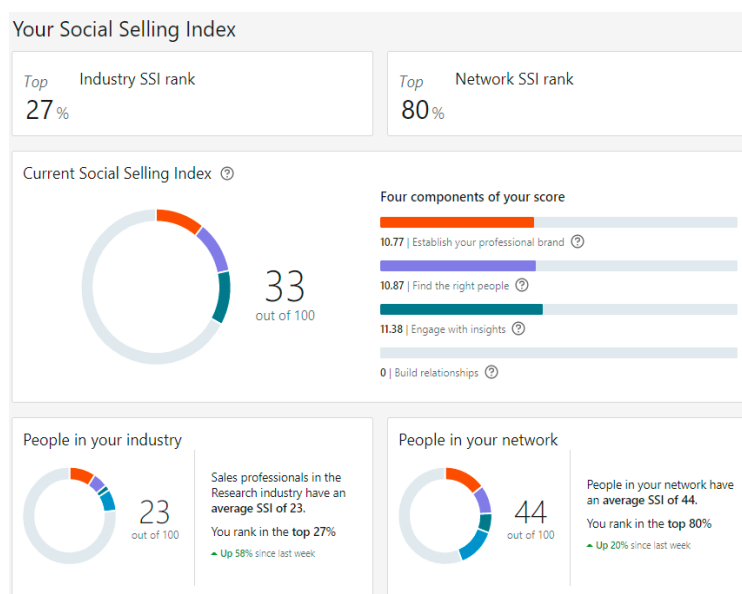
Together with the project account, project hashtags #Interlink and #InterlinkProject were created to group conversations related to INTERLINK topics; to increase outreach; to capitalise on existing trends.

For external audiences, the ICT designed a complete Social Media Policy that went online as a LinkedIn article on 2021, May 24<sup>th</sup>. For ICT and colleagues, advocacy tips and netiquettes were shared (see annex).

The ICT build key performance indicators that comprehend quantitative and qualitative aspects according to LinkedIn Analytics:

- Quantitative
  - Number of posts; follower growth and follower demographics; clicks, likes, shares, tags, profile visits, engagement rates, uses of INTERLINK hashtags 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, ratings

The ICT will monitor the LinkedIn account performances and assess its effectiveness analyzing with a time-frame of 1 month.



*Figure 7 - Social Selling Index - May 2021 (starting point)*

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

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

The ICT can benefit from existing partners' resources to increase outreach on international, national, and regional level – press offices, communication departments, social media departments but also webzine, a massive digital ecosystem of websites and social media accounts (see figure 8 - Interlink Partners digital net-sphere), events.

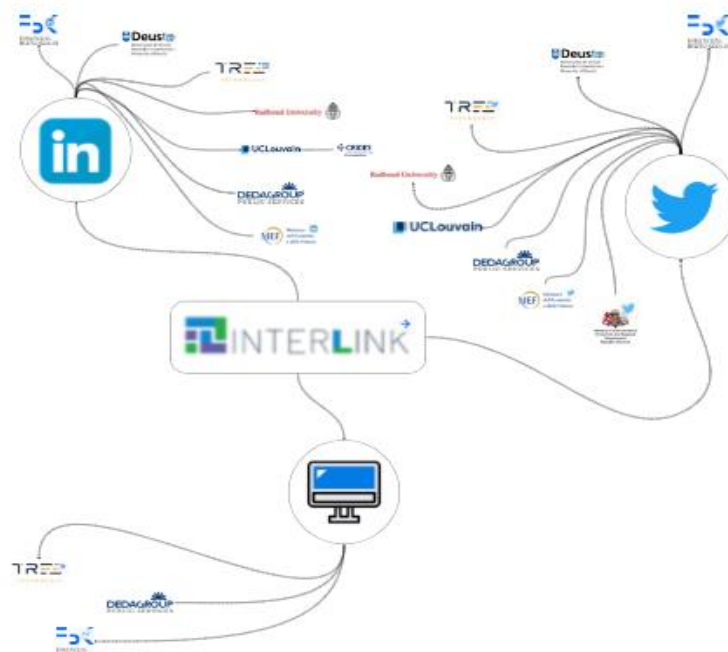


Figure 8 - INTERLINK partners digital net-sphere

→ **Objective 1 - Building the INTERLINK Communication Team (ICT) among partners as a collective intelligence.** To ensure continuity to 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, working on empowering every single partner to amplify the INTERLINK narrative and impacts. The ICT 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 voices with peculiar **actions, channels and materials; tools; KPIs.**

Empowering the ICT 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 (Jan-Jun):

- 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
- May 13th (1h) > One-to-one Communication Meeting - DEDA
- May 27th (1h) during the 1st Plenary meeting

Empowering the ICT also requires to raise awareness among partners concerning the importance of the CoDEP through the implementation of working tools and the proper use of branded resources.

Working tools are:

- [Editorial & Content Plan](#)
- [Editorial Calendar](#)
- [Timeline](#)
- [Miro board](#) with design thinking methodologies
- [Repository for website details](#)
- Glossary (see annex)
- Advocacy tips and Netiquettes for LinkedIn (see annex)

Branded resources are described in the brand guideline (see annex):

- 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



## 6 Scenario n. 2 - External Communication, Dissemination, Exploitation (2021-2022)

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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, users the ICT 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 ICT 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 ICT needs to use very concrete words, dense, which leave no doubts. It is necessary to describe perfectly how these innovations can be used, what real and everyday problems they solve. ICT 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, finally connect to the networking society.

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

The scenario n. 2 aims at raising awareness and visibility, whilst promoting INTERLINK people and partners, activities among 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:

- **Raising visibility, 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, 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
- 
- **Engaging with influencers and 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 or 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/>) goes 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 point of view, and scientific papers, exploring the H2020 innovation ecosystem.

### **Monitor Key Performance Indicators (KPIs)**

- N. influencers engaged
- N. campaigns to activate the community
- N. INTERLINK opinion pieces on blog/social media
- N. thought leadership articles on INTERLINK website
- LinkedIn Analytics and Google Analytics

→ **Showcasing innovations, Pilots and solutions, exploiting results.** In the Horizon 2020 programme<sup>4</sup> 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,

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<sup>4</sup> Source: EC Research & Innovation Participant Portal Glossary/Reference Terms

technologies, methods, data). Stakeholders outside the project (policy makers, 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 (see pag. 12):

- 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 and will be supported by relevant tools according to the interests/needs of their defined audiences, including scientific publications, guidelines, Data Management Plan, an active stakeholder's involvement through workshops.

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
- A weekly LinkedIn editorial calendar to boost the paper 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

## **7 Scenario n. 3 - Fundraising, marketing, reporting (2023)**

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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 to embrace a marketing approach to the CoDEP, 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 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 (see page 12):

- 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.

## 8 Open Research and Data Management

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The European Commission promotes the overall concept of Open Research by supporting open access in its framework programmes, 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 belongs to WP6, led by UCL, with FBK also involved as the Coordinator.

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

## 9 Conclusion of the CoDEP

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As written above, the CoDEP 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 (see figure n. 9).

Since regular updates to the CoDEP are expected, the ICT will update objectives and KPIs on a regular basis welcoming the data from digital channels (Google Analytics, LinkedIn Analytics above all). All activities will be constantly monitored, evaluated and potentially adjusted. However, the ICT has already fixed two revisions before the final report:

- 2022, January
- 2023, January



## COMMUNICATING INTERLINK

The Communication, Dissemination and Exploitation Plan (CoDEP) is part of Work Package n. 7 - detailed objective O7.01 Prepare, plan and perform Interactive dissemination strategies, codified as deliverable D7.2 Dissemination and communication plan.

 **INTERLINK WEBSITE**  
206 views / month

**DIGITALS**

**INTERLINK LINKEDIN**  
140 Followers



## GUIDING STAR

- Interlink project aims at building the Next Generation PA, the closest to citizens.
- Interlink project is designing a future where eServices will be delivered by citizens and PAs together.
- Interlink project is a "place" where PAs, citizens and stakeholders meet to co-create eServices that fit for all.

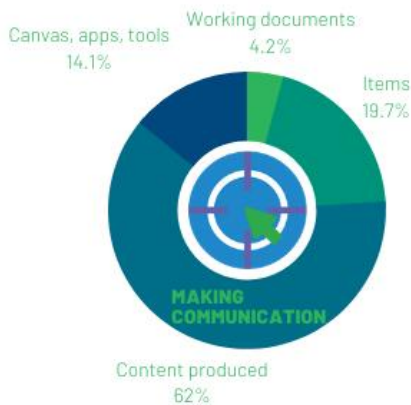
**INTERLINK PEOPLE:**  
72 Experts from 10 partners, 6 EU Nations



**INTERLINK COMMUNICATION TEAM:**  
20 Experts among Interlink People



**20 HOURS**  
Communication meetings



## NEAR STARS

- Dealing with the interactive dissemination of the project results
- Capitalising the innovation achieved, plan and develop actions for future sustainability and further exploitation

## METHODOLOGIES

- Creating an Interlink Communication Team (ICT), using Design thinking tools to work as a collective intelligence
- Managing communication meetings, grabbing every step on a Miro board
- Collecting info, news, suggestions on shared living documents

## STRATEGIES



COmunication  
Dissemination  
Exploitation Plan



Digital Strategy



Figure 9 - CoDEP data at a glance (June 2021)

## Annex 1 - How to craft a compelling INTERLINK narrative

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To begin a Communication, Dissemination and Exploitation Plan (CoDEP), the INTERLINK Comms Team (ICT) first needs to define a compelling narrative about the INTERLINK Project. In this step, ICT 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, 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 an *Topia.io*<sup>5</sup> 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, key words), 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, 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, connect. For the moment we went online with the website, the linkedIn profile and therefore articles, posts, photos, and then we can use videos, infographics, tutorials, podcasts. The important thing is that there is a clearly identifiable narrative. We must try to design that 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 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 the H2020 ecosystem.

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<sup>5</sup> Topia is a webapp to create interactive virtual worlds. You can create a world to work, to have parties, to manage conferences and much more. See the website: <https://topia.io/>.



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

- What future system are INTERLINK people passionate about working toward?
- The INTERLINK guiding star is a (name of 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 labor 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 specific action)
- Target Audience (who are you addressing: demographic, behaviors, 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

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BRAND  
GUIDELINES











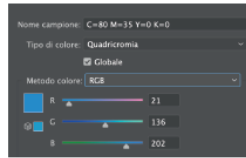
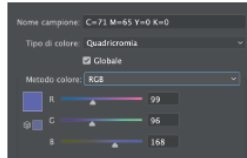
C 0  
M 77  
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K 88



C 71  
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brand guidelines | SECONDARY COLORS



C 0     R 243  
M 50   G 136  
Y 100   B 0  
K 0



C 8     R 223  
M 77   G 89  
Y 28   B 126  
K 0



C 55     R 113  
M 0     G 203  
Y 0     B 244  
K 0





**LOGOTYPE "INTERLINK"**

GOOGLE FONT  
USED FOR DECLINATION  
SOME MATERIALS

BARLOW  
LIGHT

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890!ç£%&\*()

BARLOW  
REGULAR

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
abcdefghijklmnopqrstuvwxyz  
1234567890!ç£%&\*()

BARLOW  
SEMIBOLD

ABCDEFGHIJKLMNOPQRSTUVWXYZ  
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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.



# ICONS AND IMAGES





SOCIAL







**TITOLO**  
Ovideniaecus antium facculparum, officitur ane aut omninich landae experat ecupitae quibaequiu nismagnatur, volonitibus, comnis estios de quam aborpor porporis est.



**TITOLO**  
Ovideniaecus antium facculparum, officitur ane aut omninich landae experat ecupitae quibaequiu nismagnatur, volonitibus, comnis estios de quam aborpor porporis est.

**INTERLINK**

**TITOLO**  
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**INTERLINK**

**TITOLO**  
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**INTERLINK**

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**INTERLINK**

**TITOLO**  
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### Social Media Policy for external LinkedIn users

INTERLINK project is officially present on social media through its LinkedIn account connected to Fondazione Bruno Kessler profile and managed by **INTERLINK Comms Team (ICT)**.

INTERLINK project uses social media to listen to online users and to provide transparent information on the project activities, experts, and news concerning general issues (e.g. Digital Compass, Digital Europe Programme) and specific issues (e.g. Pilots, INTERLINK innovations). Contents may be produced by INTERLINK project 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 on a 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, threats will be reported to **INTERLINK Comms Team (ICT)** which will determine whether to take action and how. Users who publish contents 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, 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

**INTERLINK Comms Team (ICT)** will moderate LinkedIn account 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 behavior 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, disabilities will be deleted.

In more serious cases, **INTERLINK Comms Team (ICT)** 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 INTERLINK project.

Finally, spreading fake news is forbidden.

# NETIQUETTES for INTERLINK partners

Social media can be a powerful force for good, and the **INTERLINK Comms Team (ICT)** 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 to identify a cross-functional group of colleagues who you want to regularly share INTERLINK content, innovations, knowledge, 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, ICT has 4 requests:

- 1. Disclose** your relationship to 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 INTERLINK project include the hashtag #INTERLINK. This lets people know that you are affiliated with H2020, International community and of course with the INTERLINK project.
- 2. Boost** INTERLINK content, events, use cases, key words.  
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.**  
ICT 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 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 flame and discriminate against other projects, partners, 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 **INTERLINK Comms Team (ICT)**, that will take action according to the Social Media policy.

#### **Would you like to advocate the INTERLINK project?**

LinkedIn is the social network of professional relationships and it is growing rapidly. The LinkedIn search engine is the 3<sup>rd</sup> 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 profession and career.
- News related to brands.
- Industry related news.

Using with 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:

- 1<sup>st</sup> 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".
- 2<sup>nd</sup> 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".
- 3<sup>rd</sup> 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 "3<sup>rd</sup>".

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 *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 with Google, 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, 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**, 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 a 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, professional reputation must then be sustained.
- Share, comment, 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, 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?

- Keep in mind that each of your comments is accompanied by your photo, and the 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 a 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 a 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.

### How to write good content?

You can choose between two formats:

1. the post: classic form of social communication now replicated almost everywhere;
2. the article: a longer text with its pros and cons.

1. An effective **post** (promoting your digital professional identity) should meet at least one of these characteristics:

- **Promotion:** spreading an event, a product, a service. To be used with caution if clearly commercial.
- **Experience:** show behind the scenes of your work, 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** 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 5 - Glossary

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### *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.

#### **Click-through 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 e-commerce 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, 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 non-mobile device like a personal computer or laptop computer.

#### **E-commerce-**

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, 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 engines results pages.

**Pay-Per-Click (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 e-commerce 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.

*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 the pageview as the basic unit of measurement.

**Cookie- (Not a biscuit!)**

A small file 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 “screen-views” 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 more 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 e-commerce 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 device, such as laptop, tablet or smartphone.
- **Traffic Source:-** the specific place that referred the user to your website, such as a search engine, a social network, or another website that links to your website. (Note: many analytics tools, such as Google Analytics, 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.