

CROSS FERTILISATION THROUGH ALIGNMENT, SYNCHRONISATION AND EXCHANGES FOR IoT

H2020 – CREATE-IoT Project

Deliverable 07.01

Communication Plan

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1. EXECUTIVE SUMMARY

Publishable summary

The document presents the goals and methods of CREATE-IoT project's outreach activities, the information shared to the public and whom the project is trying to reach. The communication strategy and the communication plan serve as a guide for media and public relations activities in which the CREATE-IoT as coordinating and supporting project for the IoT European Large-Scale Pilots Programme is engaged.

Non-publishable information

This document is public.

2. INTRODUCTION

This deliverable is the result of CREATE-IoT's task 07.01 - Communication and Collaboration Strategy. The task is part of Work Package 7, whose objective is to define a communal collaborative communication strategy for the IoT European Large-Scale Pilots (LSPs) Programme coordinated by CREATE-IoT and U4IoT and aligned with the communication and collaboration strategy of the five LSPs forming the IoT European Large-Scale Pilots Programme. In addition, the communication and dissemination activities organized under CREATE-IoT's Task 07.01 aim to be instrumental to set forth a viable cooperation with a variety of other IoT initiatives in Europe and beyond to share common approaches, improve results' exploitability, promote best practices and, eventually, increase the chance to meet real-life industry requirements in the IoT area.

CREATE-IoT's ultimate goal is to stimulate collaboration between the 5 LSPs projects under the umbrella of the European Large-Scale Pilots Programme and across other IoT initiatives, foster the take-up of IoT in Europe and support the development and growth of IoT ecosystems based on open technologies and platforms. This requires synchronisation and alignment on strategic and operational levels through frequent, multi-directional exchanges between the various activities under the IoT Focus Areas (FAs). It also requires cross fertilisation of the various IoT LSPs for technological and validation issues of common interest across the various application domains and use cases. To be effective, the cooperation between IoT initiatives, Focus Areas, and Large Scale Pilots is to be supported by a set of appropriate communication activities, dissemination tools and collaboration channels – in short, an appropriate communication and collaboration strategy.

2.1 Purpose and target group

2.1.1 The Purpose of the IoT European Large-Scale Pilots Programme's Communication and Collaboration Strategy

CREATE-IoT's communication and collaboration strategy is designed to provide the operational and theoretical framework for the communication activities of the whole of the IoT European Large-Scale Pilots Programme in cooperation with the other CSA of the programme (U4IoT). These activities aim at facilitating regular interactions within the project consortium and among the five LSPs forming the IoT European Large-Scale Pilots programme, while supporting the diffusion of the project concepts, ideas and results across a number of European and global IoT initiatives and their related actors and stakeholders.

The purpose of the IoT European Large-Scale Pilots Programme's Communication and Collaboration Strategy, coordinated by CREATE-IoT's and in collaboration with U4IoT, is therefore to facilitate open communication and exchange of information along some of the key project axes. In doing so, the strategy represents the main platform through which synergies, experiences and knowledge-sharing across the wider IoT community aim at fostering the creation of an inclusive European IoT ecosystem. In practice, it is intended that the strategy facilitates CREATE-IoT's aim to:

- Ensure coherent, regular and continuous exchanges between the various activities of the Focus Areas, helping to identify and validate issues of common interest across the different IoT use cases;
- Share best practices and align horizontal issues among the five LSP projects;

- Circulate pioneering and novel ideas across the emerging European IoT ecosystem, such as the application of IoT to the art and creativity domain;
- Interact regularly with the different on-going IoT initiatives in Europe thus fostering a coherent integration of the EU IoT value chain;
- Promote and ensure active communication across the LSPs projects with standardizations' bodies and organizations (i.e. ISO, ETSI, CEN/CENELEC, W3C, IETF, ITU, IEEE, OGC, etc.) and with various IoT alliances at European and global level (IIC, Thread, AllJoyn, Open Connectivity Foundation, etc.) to support the emergence of an industrial consensus for pre-normative and standardization activities around the IoT in Europe.
- Intensify contacts and facilitate the interaction with national and European policy-makers to help addressing some of the most relevant issues that prevent the extensive deployment of IoT solutions, with a special focus on trust and legal issues.
- Communicate opportunities for the wider IoT ecosystem stakeholders, including users, SMEs, start-ups and developers, to become involved in the LSPs.

2.1.2 The main Targets of the IoT European Large-Scale Pilots Programme's Communication and Collaboration Strategy

By deploying the communication activities along the above-mentioned key axes, CREATE-IoT aims to endow the IoT European Large-Scale Pilots Programme with a coherent communication and collaboration strategy targeting a wealth of different groups with a multitude of interests:

a. *Individual LSPs within the European Large-Scale Pilot Programme*

Individual LSPs within the European Large-Scale Pilot Programme are goal-driven initiatives that propose IoT approaches to specific real-life industrial/societal challenges. They are autonomous entities that involve stakeholders from supply side to demand side, and contain all the technological and innovation elements, the tasks related to the use, application and deployment as well as the development, testing and integration activities. The IoT European Large-Scale Pilots Programme includes projects addressing the IoT applications based on European relevance, technology readiness and socio-economic interest in Europe and spanning a variety of different domains or vertical markets. They are:

- **MONICA** (Management Of Networked IoT Wearables – Very Large Scale Demonstration of Cultural Societal) providing a very Large-Scale demonstration of multiple existing and new Internet of Things technologies for Smarter Living. The solution aimed to be deployed in six major cities in Europe. MONICA demonstrates a Large-Scale IoT ecosystem that uses innovative wearable and portable IoT sensors and actuators with closed-loop back-end services integrated into an interoperable, cloud-based platform capable of offering a multitude of simultaneous, targeted applications. All ecosystems are demonstrated in the scope of large scale city events, but have general applicability for dynamically deploying Smart City applications in many fixed locations such as airports, main traffic arterials, and construction sites.
- **ACTIVAGE** (ACTivating InnoVative IoT smart living environments for AGEing well) building the first European IoT ecosystem across 9 Deployment Sites (DS) in seven European countries, reusing and scaling up underlying open and proprietary IoT platforms, technologies and standards, and integrating new interfaces needed to provide interoperability across these heterogeneous platforms, that aim at enabling the deployment and operation at large scale of Active & Healthy Ageing IoT based solutions and services, supporting and extending the independent living of older adults in their living environments, and responding to real needs of caregivers, service providers and public authorities. The project delivers the

ACTIVAGE IoT Ecosystem Suite (AIOTES), a set of Techniques, Tools and Methodologies for interoperability at different layers between heterogeneous IoT Platforms and an Open Framework for providing Semantic Interoperability of IoT Platforms for AHA, addressing trustworthiness, privacy, data protection and security.

- **AUTOPILOT** (AUTOMated driving Progressed by Internet Of Things) with the objective to increase safety, provide more comfort and create many new business opportunities for mobility services. The market size is expected to grow gradually reaching 50% of the market in 2035. AUTOPILOT develops new services on top of IoT to involve autonomous driving vehicles, like autonomous car sharing, automated parking, or enhanced digital dynamic maps to allow fully autonomous driving. AUTOPILOT IoT enabled autonomous driving cars are tested, in real conditions, at four permanent large scale pilot sites in Finland, France, Netherlands and Italy, whose test results aims to allow multi-criteria evaluations (Technical, user, business, legal) of the IoT impact on pushing the level of autonomous driving.
- **IoF2020** (Internet of Food and Farm 2020) accelerating the adoption of IoT for securing sufficient, safe and healthy food and to strengthen competitiveness of farming and food chains in Europe. It is meant to consolidate Europe's leading position in the global IoT industry by fostering a symbiotic ecosystem of farmers, food industry, technology providers and research institutes. The heart of the project is formed by 19 use cases grouped in 5 trials with end users from the Arable, Dairy, Fruits, Vegetables and Meat verticals and IoT integrators that demonstrate the business case of innovative IoT solutions for a large number of application areas. A lean multi-actor approach focusing on user acceptability, stakeholder engagement and sustainable business models boost technology and market readiness levels and bring end user adoption to the next stage.
- **SynchroniCity** (SynchroniCity: Delivering an IoT enabled Digital Single Market for Europe and Beyond with the objective to deliver a Single Digital City Market for Europe by piloting its foundations at scale in 11 reference zones – 8 European cities and 3 more worldwide cities. SynchroniCity is working to establish a reference architecture for the envisioned IoT-enabled city market place with identified interoperability points and interfaces and data models for different verticals. This includes tools for co-creation & integration of legacy platforms and IoT devices for urban services and enablers for data discovery, access and licensing lowering the barriers for participation on the market.

b. The Coordination and Support Action on user engagement for LSPs in the IoT

- **U4IoT** (User Engagement for Large Scale Pilots in the Internet of Things) brings together 9 partners from 5 European countries. The objectives are to develop toolkit for LSPs end-user engagement and adoption, including online resources, privacy-compliant crowdsourcing tools, guidelines, an innovative privacy game for personal data protection risk assessment and awareness, and online training modules. The partners provide direct support to mobilize end-user engagement with co-creative workshops and meetups, training, Living Labs support, and an online pool of experts to address LSPs specific questions. The project analyses societal, ethical and ecological issues and adoption barriers related to the pilots with end-users and make recommendations for tackling IoT adoption barriers, including educational needs and sustainability models for LSPs' and future IoT pilots' deployment in Europe. The activities are supporting communication, knowledge sharing and dissemination with an online portal and interactive knowledge base gathering the lessons learned, FAQ, tools, solutions and end-user feedback.

c. European Initiatives on IoT

- **AIOTI**: The Alliance for IoT Innovation (AIOTI) was initiated by the European Commission in order to develop and support the dialogue and interaction among the various

players in the IoT. The overall goal of the AIOTI is to create a dynamic European IoT ecosystem bringing together supply and demand stakeholders to unleash the full potentials of the IoT and facilitate the widespread deployment and adoption of IoT technologies in Europe, dealing with transversal issues such as policy and standardisation, but also with specific problems and considerations arising in several vertical markets which are crucial to Europe's society and economy.

- **ECSEL** aims at contributing to the development of a strong and globally competitive electronics components and systems industry in the European Union. ECSEL focuses on ensuring the availability of electronic components and systems for key markets and addressing societal challenges, keeping Europe at the forefront of technology development. The impact of IoT in such market demands collaboration with other European initiatives working in the same domain.
- **The IoT-European Platforms Initiative (IoT-EPI)** was formed to build a vibrant and sustainable IoT-ecosystem in Europe, maximising the opportunities for platform development, interoperability and information sharing. In this context, seven leading research and innovation programs make their technology accessible to 3rd parties. In addition, a strong support and funding structure in the form of open calls and workshops fosters further collaboration
- **BDVA:** The main role of the Big Data Value Association relates to the provisioning of Big Data Value strategic research agenda (SRIA) and its regular updates, defining and monitoring the metrics of the cPPP and joining the European Commission in the cPPP partnership board.
- **Cybersecurity PPP:** Provide the cPPP with a IoT-specific view while seeking synergies to identify common, sector-neutral technological building blocks. Small contributions to the definition of a cybersecurity research agenda covering IoT needs.
- **EIP-Smart Cities and Communities:** The European Innovation Partnership on Smart Cities and Communities (EIP-SCC) is an initiative supported by the European Commission bringing together cities, industry, SMEs, banks, research and other smart city actors. The partnership intends to improve citizens' quality of life, increase competitiveness of Europe's industry and innovative SMEs, make our cities more competitive and better places to live in, share knowledge to prevent mistakes being repeated, reach our energy and climate targets, support you in finding the right partners and solutions.
- **EIP on Active and Healthy Ageing:** The objectives of the European Innovation Partnership on Active and Healthy Ageing (EIP-AHA) are to enable EU citizens to lead healthy, active and independent lives while ageing; improve the sustainability and efficiency of social and health care systems; boost, at both EU and global level, the competitiveness of the markets for innovative products and services, thus creating new opportunities for businesses.
- **EIP on Agricultural Productivity and Sustainability:** The main objective of the European Innovation Partnership in Agricultural Productivity and Sustainability (EIP-AGRI) is to foster competitive and sustainable farming and forestry that 'achieves more and better from less', contributing to ensure a steady supply of food, feed and biomaterials, developing its work in harmony with the essential natural resources on which farming depends.
- **Factories of the Future (FoF):** The PPP focuses on increasing EU industry competitiveness and sustainability through the development of R&I actions. These activities also align with EU objectives of smart, green and inclusive objectives and with the policies the Commission is developing. They see IoT as an enabler of the connectivity which is inherent to the development of the future workplace. Manufacturing processes should seamlessly and bi-directionally interact with real-world objects and environments on a global scale, across a variety of application domains and stakeholders.
- **SPARC Robotics PPP:** Assistive robots in certain cases might need to sense not only the user but obtain information from the ambient and embedded systems around them, either data collected by smart sensors or by other smart devices in the environment. It is expected

that protocols and standards for the enhancing of this data between multiple devices to be critical to the use of this data.

- **The 5G Infrastructure Public Private Partnership (5G PPP)** has been initiated by the EU Commission and manufacturers, operators, providers, SMEs and researchers with the objective to deliver solutions, architectures, technologies and standards for the ubiquitous next generation communication infrastructures of the coming decade, while securing Europe's leadership in the particular areas where Europe is strong or where there is potential for creating new markets such as smart cities, e-health, intelligent transport, education or entertainment & media.
- **Autonomous Transport FA:** Vehicle sensor technology can improve road safety through avoiding collisions, but also assist in reducing congestion and improving traffic flows, and reduce environmental impacts. Once the basic technology is in place as a platform, an array of applications can be developed. The Commission is preparing the Master Plan for the Deployment of C-ITS (Connected and automated driving), to be ready by mid-2016, based on the recommendations of the platform.
- **FIRE+ Initiative:** The FIRE initiative (Future Internet Research and Experimentation) creates an open research environment which facilitates strategic research and development of new Future Internet concepts, giving researchers the tools they need to conduct Large-Scale experiments on new paradigms. www.ict-fire.eu
- **Future Enterprise Cluster:** Road mapping, Research Coordination and Policy activities supporting Future Internet-based Enterprise Innovation. www.futureenterprise.eu

d. International Initiatives on IoT

- **EU Africa IoT WAZIUP:** EU research programme for disruptive Internet-of-Things applications in Africa establishing an Open Innovation Platform for IoT-Big Data in Sub-Saharan Africa. www.waziup.eu
- **EU China joint cooperation on IoT:** Operated by the EU-China IoT Advisory Group was established in February 2011. The Chinese expert members are mainly from national research institutes and enterprises including CATR, China Mobile, China Unicom, and ZTE. The EU members were headed by Mr. Philippe Cousin (EGM) involves various key persons from EU research and industry areas related to Internet of Things.
- **IoT Brazilian Forum:** National IoT Brazilian discussion platform to show the importance of IoT to the Brazilian society in general and what is happening in the world, and motivate the society to work together to make Brazil a global player in IoT. www.iotbrasil.com.br
- **Centre of Excellence for IoT in Bangalore (India):** A joint venture by National Association of Software and Services Companies (NASSCOM), Department of Electronics & Information Technology (DeitY) and Education and Research Network (ERNET), to enable rapid adoption of IoT technology and foster a new growth strategy as well empower India .to have a leap frog advantage in the domain.
- **EU-Japan joint cooperation on IoT/Cloud and Big Data:** Cooperation of EU and Japan for the integration and federation of IoT with Big Data and Cloud (including edge cloud). Present focus is set on projects to the IoT, the cloud and big data platforms that use 5G spectrum to transmit data and used in social application contexts.
- **EU-Korea WISE IoT Initiative:** WISE-IoT gathers lead contributors from Europe and South Korea to on-going major global IoT standardisation activities with the objective to strengthen and expand emerging IoT standards and reference implementation using feedback from user-centric and context-aware pilots
- **US ICC Industrial Internet Consortium:** The IIC aims to accelerate the development, adoption and widespread use of interconnected machines and devices and intelligent analytics. The consortium was formed to bring together industry players - from multinational

corporations to academia and governments - to catalyse and coordinate the priorities and enabling technologies of the Industrial Internet.

e. SMEs and Start-Ups

- Established SMEs that have existed for some years and want to expand and grow using IoT technologies;
- Young SMEs (start-ups and other new ventures) that offer highly innovative products or solutions but sometimes lack in “basic capacity and skills” to fully embrace or exploit IoT technologies;
- Individual developers that can respond to specific challenges initiated by the LSPs.

f. Standards Developing Organizations (SDOs) and other Interoperability and Standardization Bodies

CREATE-IoT aims to address the reference implementation of promising IT standards serving the interoperability and openness objectives, by consolidating results obtained through standard implementation and pre-normative activities at platform or pilot levels. To this aim, regular communication with Standards Development Organizations and other bodies with a role in IoT governance is considered fundamental. As a result, it is intended that the following organizations are targeted by CREATE-IoT’s Communication Plan. It is intended that the list is regularly reviewed and expanded so to capture additional organizations whose contribution would help CREATE-IoT to successfully promote pre-normative activities, interoperability and standardization across the European IoT ecosystem.

- ISO – International Standard Organization;
- ETSI - European Telecommunications Standards Institute
- CEN/CENELEC - European Committee for Standardization (CEN) and the European Committee for Electrotechnical Standardization (CENELEC)
- W3C – World Wide Web Consortium
- IETF – Internet Engineering Task Force
- ITU – International Telecommunications Union
- IEEE - Institute of Electrical and Electronics Engineers
- OGC - Open Geospatial Consortium.

g. Research Institutes and Universities

Research institutes, universities and other academic bodies are instrumental in fostering innovation and paving the way for novel application of IoT technologies. CREATE-IoT aims to make sure to keep constantly abreast with the newest results on IoT research and liaise regularly with a set of European and international research intuitions, among them, as an indicative example:

- SINTELSEFT SINTEF
- Fraunhofer G.f.a.F E.V.
- Lulea University of Technology
- TNO - Netherlands Organisation for Applied Scientific Research
- Universitat Politecnica de Valencia
- European Network of Living Labs.

h. Technology and Solution Providers

CREATE-IoT will regularly liaise with ICT Vendors that actively participate to the IoT ecosystem in Europe and Worldwide – usually large international or multinational companies involved in R&D&I projects on IoT or in the delivery of IoT-based products and services. Indeed, CREATE-IoT's consortium already includes some of these actors. This ecosystem being already very populated and heterogeneous, CREATE-IoT will target its communication efforts with these companies according to a number of functional categories – an example of some of these categories are listed below:

- Companies providing industrial solutions for IoT;
- Companies providing IoT Industry solutions;
- Companies providing IoT platforms;
- Telco service providers involved in IoT connectivity services;
- Network Infrastructure Companies;
- Companies producing sensors and other IoT devices;

Other categories and companies will be identified in the course of the project.

The IoT ecosystems currently deployed across the entire IoT European Large-Scale Pilots Programme, including CREATE-IoT and U4IoT (the two CSAs) and the five LSPs projects is in the figure below:



Figure 1: Internet of Things Ecosystem, IoT European Large Scale Pilots Programme

2.1.3 Scope of the document

This document establishes a common strategic approach for the design and implementation of a collaborative communication and dissemination strategy based on a common foundation for the diffusion of the IoT FA activities across the IoT European Large-Scale Pilot programme and the various IoT initiatives as well as with the wider European and international IoT community.

In doing so, this document outlines the conceptual framework and details the key operational steps to create synergies among the LSPs that are part of the IoT European Large-Scale Pilot

programme to optimise the programme's communication efforts and exploit joint dissemination opportunities.

The document is structured along four main sections:

- In the introductory section, the overall purpose of the IoT European Large-Scale Pilots Programme's communication strategy, as well as the key groups targeted by the communication activities, are expected to be defined and described;
- The second part explores the specific objectives of the communication strategy, along with the key dissemination measures to be put in place in order to raise awareness around the Programme's conclusions, outcomes and results. This section aims to further specify the detailed audience at which to direct the project communication activities, as well as the approach that CREATE-IoT intends to implement regarding the dissemination, creation of awareness, valorisation and full exploitation of the project's results.
- The third section aims to provide an extensive overview of the actual tools, channels and activities to put in place in order to effectively implement the project communication strategy;
- In the concluding section, the document will provide a summary of the key components of the Programme's communication strategy and describe their contribution towards the successful implementation of the Programme as a whole, as well as their impact on IoT activities at the European and global level.

2.1.4 How to use this document

This document follows a simple structure and is intended to offer the highest level of usability to the reader by following three fundamental principles:

- **Practicality:** this communication plan is meant to be a practical and helpful guide for CREATE-IoT's partners, U4IoT's partners, as well as for each party taking part to the 5 LSPs projects under the umbrella of the IoT European Large-Scale Pilots Programme.
- **Iterability and adaptability:** the plan is characterised by a high iterative and flexible nature as it is intended to be further adapted and adjusted throughout the duration of the project (the plan is submitted on month 6 but is expected to serve CREATE-IoT until month 36) and of the Programme.
- **Measurability:** the activities laid down in the plan are expected to be subject to evaluation against a set of metrics during a specific period, such as: number of stakeholders engaged by direct contact; number and frequency of blogs, number and participants to events, webinars, etc.

2.1.5 Communication and dissemination material already produced

The CREATE-IoT's consortium has already carried out a set of activities with the aim of preparing and producing a number of communication and dissemination tools to be used in the upcoming months (see also Sections 4.1.1 and 4.1.2 below).

In particular, CREATE-IoT and U4IoT have worked extensively on building a common branding and identity throughout the IoT European Large-Scale Pilots Programme. This effort has resulted in:

- The production of a logo in different resolutions to print or use in electronic media;
- The editing and creation of an IoT European Large-Scale-Pilots Programme's draft brochure with key info (title, coordinator, objectives,) for each LSPs and the two CSAs;
- The establishment of a common theme of colours and style for the creation of common templates for PowerPoint presentations to be used by each of the LSPs' project and by the two CSAs belonging to the programme;
- The design and implementation of an external web portal for the IoT FA and the IoT European Large-Scale Pilot Programme.

In addition, CREATE-IoT has also produced:

- A preliminary List of IoT Events (to be completed);
- A preliminary quote by external web-designer for creation of a CREATE-IoT-specific website.

2.2 Contributions of partners

All partners are directly involved in the communication and dissemination strategy and expected to provide input and resources to enact the present communication plan. However, some partners have been assigned with a prominent role. They are:

- Arthur's Legal;
- Artshare;
- SINTEF
- Trialog;
- Bluespecs;
- Gradiant;
- Unparallel;
- National University of Ireland;
- IDC;
- Mandat international.

Table 1: Role of partners in Communication and Dissemination

Create-IoT Partner	Communication and Dissemination Role of Partners
<i>AL</i>	Intends to generate and manage customised and localised documentation (for instance based on European or global standards, code of conducts, common reference models, guidelines, model clauses, and the like) and its life cycles and related social communication, as well with our firm's extensive global, multidisciplinary network, AL is keen and able to contribute to communication and the dissemination of this project's clear mission and deliverables.
<i>ARTS</i>	Contributes to the organization of events, exhibitions and happenings in urban and rural areas promoting IoT-Art connection activities in European context and beyond.
<i>SINTEF</i>	Supports and contributes to the communication and outreach strategy and its implementation in order to actively to contribute to the main objectives of the project. The approach aims at going beyond information dissemination that targets communication at various audiences, to facilitate active participation and stakeholders' dialogue.
<i>TL</i>	Intends to organise two panels on security and privacy-by-design, including legal, ethical and accountability issues. The target is intended to be CPDP4, the annual event on privacy that takes place in January in Brussels.
<i>BLU</i>	Focuses on promoting the LSP and the lessons learned at scheduled events that include the Chief Innovation Officers Conference and/or other similar events.
<i>GRAD</i>	Intends to provide support for organisation of IoT events and to disseminate the activities of AIOTI associated with Smart farming initiatives in Europe. Intends to contribute to dissemination in two ways: 1) By identifying target groups and devising a dissemination plan to disseminate the IoT road mapping, recommendations, etc. produced during its participation in WP01, WP02 and WP05) implementing the dissemination plan. 2) Contributes to the management progress reports and financial data monitoring and reporting.
<i>UNP</i>	Intends to support for dissemination in Portugal (in cooperation with the national IoTICE WG), Brazil and South America (cooperating by the Brazilian IoT Forum) and with Sub-Saharan Africa (in joint collaboration with the H2020 WAZIUP

	WAZIUP IoT-related project). Intends to additionally support the design and development of marketing materials.
NUIG	Intends to support in the organization of events and aims to align the Open IoT summer school with the overall objectives in coordination with the communication and collaboration strategy.
IDC	Intends to manage the design and implementation of an effective communication and collaboration strategy by devising a comprehensive methodology for communicating and promoting the project results with specific reference to countries and regions outside Europe and identifying the exact targets of communication in several industries and sectors not necessarily directly related to the FAs under consideration.
MI	Intends to support the dissemination activities and will take the lead in liaising with the IoT Forum and IoT Week conferences. Also it is expected that MI will be coordinating the collaboration strategy for U4IoT, with whom CREATE-IoT is anticipated to work closely.

2.3 Contributions from the Large-Scale Pilots projects

The implementation of this communication plan occurs through the potential involvement of all the IoT European Large-Scale Pilots Programme's members. Each LSP project, as well as U4IoT (the supporting CSA in the programme), is endowed with a series of specific activities presiding over its own communication needs.

Table 2: LSPs Projects and CSAs role in communication activities within the IoT European Large-Scale Pilots Programme

Project	Partner Responsible for Communication	Main Project Role
CREATE-IoT	IDC	WP Leader
U4IoT	DunavNet	WP Leader
ACTIVAGE	Medtronic	Dissemination Manager
IoF 2020	Schuttelaar & Partners (S&P)	WP Leader
MONICA	Fraunhofer FIT	Project Coordinator
SYNCHRONICITY	ENoLL	Task Leader
AUTOPILOT	ERTICO	WP Leader

2.4 Relations to other activities in the project

2.4.1 Coordination within the CREATE-IoT Project

The communication and dissemination activities designed by this Communication Plan are part and parcel of CREATE-IoT's Work Package 7, which presides over the communication and collaboration strategy, dissemination and events management for the project, as well as for the entire IoT European Large-Scale Pilots Programme. In particular, this Communication Plan represents the direct output of Task 7.01 Collaboration and Communication Strategy and constitutes one of the deliverables of WP7, together with the IoT FA and Project Web Portal, and the three yearly IoT FA dissemination and exploitation activities reports. As such, the activities included in this Communication Plan are strictly linked with those entailed in Task 7.02 IoT Global activities and cooperation, which aims at further extending communication and dissemination activities beyond the EU and ensure a constant liaison with IoT initiatives outside Europe.

Given the coordination nature of these activities, Work Package 7 is also related to CREATE-IoT's Work Package 1, which is devoted to the coordination and support to the IoT Focus Areas by providing, among other things, a strategy and coordination plan for collaboration and exchange of information among the various IoT activities and initiatives in Europe and ensures adequate support, information management and a common coordination framework to better enable all the IoT initiatives and their related stakeholders to respond to the needs of the end-users, as well as to the market development and the society challenges. In its task 01.01 – IoT Focus Area coordination and road mapping – WP 1 will create a mechanism for sharing of conclusions and road mapping at the European level and also in countries and regions outside Europe. This in turn is to produce:

- Deliverable D01.01 IoT FA strategy and coordination plan;
- Deliverable D01.02 IoT FA Road Map;
- Deliverable D01.05 IoT FA Road Map update and alignment with AIOTI SRIA
- Deliverable D01.03 IoT FA Year 1 coordination conference
- Deliverable D01.07 IoT FA Year 2 coordination conference
- Deliverable D01.08 IoT FA Year 2 coordination conference

The aforementioned deliverables are to be taken into account into CREATE-IoT's Communication Plan and the ensuing communication and dissemination activities.

2.4.2 Coordination within the IoT European Large-Scale Pilot Programme

At the level of the IoT European Large-Scale Pilot Programme, CREATE-IoT interacts with the LSPs projects and the other CSA through seven activity groups. This approach provides the mechanism for the IoT Large-Scale Pilot projects to contribute to the consolidation and coherence work that is implemented by the CREATE-IoT and U4IOT by supporting the clustering activities defined by the Programme and addressing issues of common interest such as interoperability approach, standards, security and privacy approaches, business validation and sustainability, methodologies, metrics, etc. The activity groups monitor that appropriate mechanisms are put in place in order that pilots' impact go beyond involved partners and address external communities and stakeholders.

The activity group on Communication, Collaboration Strategy and Liaisons

Communication, dissemination and collaboration activities are ensured by the activity group on Communication, Collaboration Strategy and Liaisons, whose objectives are to design and implement the communications strategy to coordinate and support the IoT European Large-Scale Pilots Programme communicate effectively and meet core programme objectives. These include key elements of a communications strategy, common web portal, events, branding, awareness, press/PR plans, web strategies and marketing plans. The communication strategy is aligned with the strategies of IoT European Large-Scale Pilots Programme projects and acts as a reference and reminder for the members of the programme. The communication, collaboration strategy and liaisons activity group is preparing this strategy to provide and effective communications with the goal to:

- Support IoT European Large-Scale Pilots Programme achieve the overall objectives and impacts
- Engage effectively with all stakeholders and various ecosystems
- Demonstrate the success of the work performed by the projects and partners
- Ensure that people, public authorities, regional and national representatives understand what the programme does and can follow the progress
- Change behaviour and perceptions where necessary

The activity group on Communication, Collaboration Strategy and Liaisons is coordinated by the CREATE-IoT and U4IoT. The members of the activity group are representing all IoT European Large-Scale Pilots Programme projects (There are 3 representatives from each project in the working group. The representatives are the WPL and task leaders involved in communication, dissemination and exploitation activities. Teleconferences of 2 hours are held every 3 weeks. Joint meetings are scheduled roughly every 4 months and aligned with common events (Conferences, workshops, reviews, etc.).

A graphic representation of the activity group on Communication, Collaboration Strategy and Liaisons, and its interrelations with the LSPs projects and the CSAs, is outlined in the figure below.



Figure 2: The IoT European Large-Scale Pilots Programme and the Communication Activity Group

3. COMMUNICATION AND DISSEMINATION STRATEGY

3.1 Objectives of communication and dissemination

The communication and dissemination strategy presented in this document responds to the need of organizing and coordinating a series of common activities for disseminating and communicating the results of the IoT European Large-Scale Pilots Programme, of its LSPs projects' and of the two CSAs supporting the programme. In particular, the programme's communication and dissemination strategy aims to pursue the following objectives:

- To build close and continuous interactions with the IoT stakeholders and the larger IoT community, fostering engagement and mobilisation in all the project events and during the project's lifetime. This is expected to have the overarching goal of strengthening the role of the EU on the global IoT scene, in terms of access to foreign markets.
- To raise awareness and promote the diffusion of IoT FA activities (pilots, research, and horizontal actions) at the European and global level. CREATE-IoT intends to organise a number of large international/global events focusing on existing and emerging IoT technology trends, plug EU LSPs and other existing RIAs and IAs project results into existing road-show calendars
- To create opportunities for high success potential initiatives to meet industry and promote their outcomes through the events and online activities
- To communicate and promote the project's outcomes and assets with IoT activities in countries and regions outside Europe with a goal to facilitate a global consensus on future IoT technology, policy issue and standardisation requirements.
- To endorse the expected project impacts from the perspective of R&D&I, policy, technology, economy and society.

3.1.1 Awareness raising and community building

Awareness-raising and community-building activities at the level of the IoT European Large-Scale Pilots Programme are entrusted to all programme's members. In this context, however, CREATE-IoT plays a prominent role as it aims at generating visibility among a variety of audience groups, in order to effectively build and interact with the most relevant IoT stakeholder community in Europe and Worldwide. The project intends to raise awareness through the communication and dissemination activities described in this Plan, to ensure that the key IoT stakeholders and the wider IoT community know about CREATE-IoT's activities and aim, and actively engage with the IoT European Large Scale Pilots Programme.

One of the tools for raising awareness aims to be a CREATE-IoT-specific Project Dissemination Kit and an IoT LSP Programme's Dissemination Kit, which is intended to include a set of promotional materials and tool, as presented in the next Chapter. The objective is that the dissemination kit also includes a CREATE-IoT-specific .ppt presentation in institutional template to be used in appropriate events and meetings to ensure consistency in the visuals and messages.

CREATE-IoT, together with U4IoT and in cooperation with the other LSP projects, intends to use the events as an opportunity to meet and engage with the IoT stakeholder community and other relevant actors. For this purpose, CREATE-IoT aims to keep a list of relevant events – of which a preliminary version is presented in the next chapter – to ensure that the participation and organization of related activities is planned in advance and achieve the maximum impact. The event planning is to also consider in which IoT-related and/or which LSP specific conferences and workshops they should participate.

3.1.2 Stakeholders' identification and Stakeholders' interaction

Thanks to the diverse mix of partners, the IoT European Large-Scale Pilots Programme can count on a multiple and rich community of stakeholders, with whom it intends to regularly interact in order to disseminate the programme's results and obtain feedback on the programme's activities and outputs.

CREATE-IoT, together with U4IoT and the 5 LSPs projects, it is therefore anticipated to interact with a multitude of stakeholders. At the time of writing, we consider the following categories of stakeholders as the most significant actors participating to the communication activities.

- Technology Providers
- Scientific Community
- Policy Makers and Regulators
- Consortium Partners
- Business Support organizations
- NGOs and Interest Organizations
- Independent Advisory Services

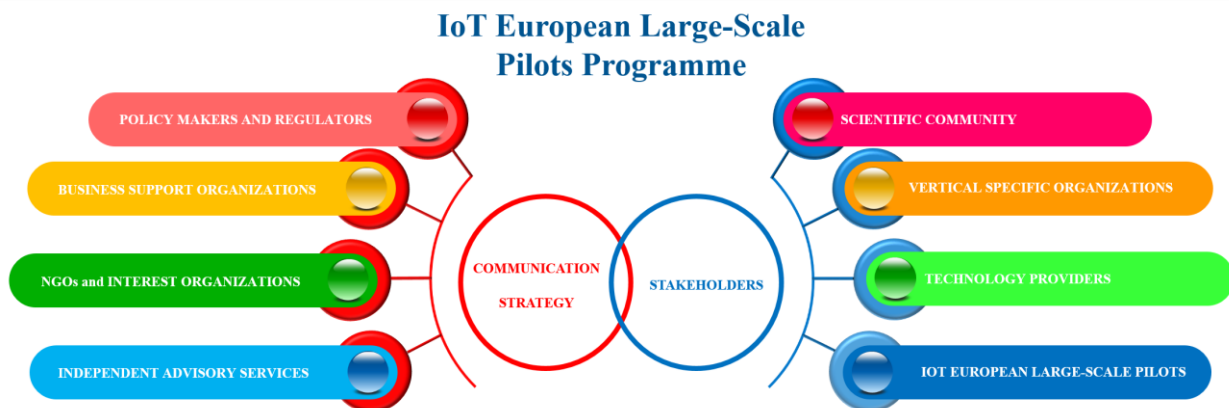


Figure 3: Communication key IoT European Large-Scale Pilots Programme's Stakeholders

Stakeholders interaction is intended to be implemented through a series of regular activities, as well as via specific dissemination tools and communication channels. As specified in the following chapter, CREATE-IoT has defined a specific project identity through a project logo to be used to differentiate the project from other similar ventures and that are to appear in every communication interfaced used with the stakeholders' community. The project identity is expected to be reinforced by a dedicated set of dissemination and communication materials, which aims to form the bulk of the project's Communication Toolkit.

To convey its message and communicate effectively with the stakeholders' community, CREATE-IoT aims to make use of traditional forms of communications such as participation in events, workshops and conferences; in addition, a set of online tools will also be used to liaise with stakeholders: in this respect the study team's objective is to put in place a series of webinars and has already created a website which serves as the major communication hub for CREATE-IoT and the whole IoT European Large-Scale Pilots Programme. Online communication is to be reinforced by the regular use of social media: in particular, CREATE-IoT intends to make use of different social media channels such as LinkedIn, YouTube, ResearchGate and SlideShare. A more detailed description of the online tools in use by CREATE-IoT is offered in Chapter 4, Sections 4.4 to 4.6.

3.1.3 Networking with the research community

Research Institutes and Academia (especially the institutions and organizations already involved in IoT initiatives at European level) are a fundamental point of reference for both input and

validation for CREATE-IoT. The project aims to therefore interact regularly with the research community and leverage its partners' existing links with the community itself. Indeed, most of CREATE-IoT's partners are directly or indirectly related to the European research community. As an example:

- SINTEF, the project coordinator, is Scandinavia's largest independent research organization and is already involved in other European IoT initiatives (AIOTI, contractual PPPs - e.g. in the area of Big Data, Factories of the Future, 5G-infrastructure -, Joint Technology Initiatives - e.g. ECSEL-, European Innovation Partnerships - e.g. on Smart Cities- , other Focus Areas (e.g. on Autonomous transport). with which it is to facilitate the exchange of information and expertise.
- Atos – and its R&D hub Atos Research & Innovation - is a founding member of the European Technology Platform NESSI (Networked European Software and Services Initiative), a major partner in Future Internet-related initiative in the FI PPP, and a founding member of the Big Data Value Association (BDVA). Additionally, Atos is a member of NetWorld2020, NEM, Nanomedicine, ERTICO, CELTIC, NIS, EOS, LSEC, ETSI, OW2, OASIS, Cloud Security Alliance, Eurocities, etc. Finally, Atos is a core member of the KIC EIT HEALTH and an official member of the KIC EIT DIGITAL associated node Madrid. At national level, Atos is currently holding the Presidency and Secretary of PLANETIC for ICT, as well as the Vice-presidency of es.Internet for Future Internet technologies, and is member of several others, such as PESI, Logistop, eVIA for Health and Independent Living, Nano Med or the Spanish Railways Technology Platforms (PTFE).
- Tiralog – a system and software engineering company in the fields of real-time and embedded systems - has been involved in research and innovation on security and privacy (projects PIRPARE, PARIS, SECRETà, on ageing (MonAMI, REAAL), on connected vehicles (PRESERVE, AUTOMAT). Current activities for innovation include smart meter interoperability (Tiralog is a founding member of the G3-PLC alliance), connected vehicle security systems, cybersecurity.
- GRADIANT - a private non-profit Research and Technology Centre - focuses on applied research on ICT and technology transfer to industry and society and currently runs 60 applied R&D projects. During the last years GRADIANT has participated in 9 European projects (FP7 and H2020), two of them as project coordinator: LIFTGATE (GA 285901) and MAVEN (GA 606058), and 7 participations as partner: SIGNED (GA 262448), BATS (GA 317533), CAESARIS (GA 605093), PRIPARE (GA 610613), FIWARE (GA 285248), SEERS (GA 645114) and WITDOM (GA 644371). In addition, Gradient holds the chairmanship of the Working Group 6 "Smart Farming and Food Security" of the European Alliance for Innovation in the Internet of Things (AIOTI). In addition, GRAD is a member of the European Technology Platforms NETWORLD2020 (European Technology Platform for communications networks and services), NESSI (Networked European Software and Services Initiative) NEM (Networked and Electronic Media Initiative), as well as of Spain's AEI-Ciberseguridad (Innovative Business Association for Network Security and Information Systems).
- UNPARALLEL Innovation develops advanced ICT solutions and provides high-value consulting services with a strong foundation on research. In detail, UNPARALLEL develops and sells innovative hardware/software technologies bundled into products (e.g. consumer products) or as add-ons for open HW platforms (e.g. Arduino) that take part of the Internet-of-Things, and also develops software solutions and mobile apps. UNPARALLEL personnel are IoT champions in Portugal and well-know in RTD at European-level.
- The Insight Centre for Data Analytics, National University of Ireland, Galway (NUIG), former Digital Enterprise Research Institute (DERI) is one of the major academic players in research and development of Web, Linked Data and Semantic technologies in the world. Specialists in semantic interoperability and Web Analytics Insight researchers are pioneers on performing activities using Linked Data Streams for Big data analytics and Semantic Web

Services for the Internet of Things. Insight actively participates and coordinates research projects funded by the EUFP7 and H2020 program, Science Foundation Ireland and Enterprise Ireland funding programs. Insight members actively participate in more than 20 sensor network / IoT and semantic community initiatives and standardisation groups such as the Wireless Sensors Enterprise, the W3C, OASIS, Semantic Web Services Challenge (SWSSChallenge), Semantic Web Services Initiative (SWSI), and Ontology Management Working Group (OMWG).

- ISMB is a non-profit research & innovation centre operating in the Information and Communication Technologies (ICT) domain. Founded in 2000 by Compagnia di San Paolo and Politecnico di Torino, today ISMB relies on technological and process competences of around 150 researchers working in close cooperation with companies, academia and Public Administration. ISMB is involved in several EU-funded projects and industrial cooperation with large enterprises and SMEs, as well as in higher-education initiatives in partnership with academic institutions. Also, ISMB is currently involved in about 25 FP7 / H2020 EU funded projects including IP, STREPs, coordination and support actions / RIAs. This allows ISMB to access a relevant network of industrial partners, SMEs as well as research centres and academic institutions. ISMB has been involved and is currently participating, also with the role of coordinator, in a number of European and regional projects specifically focused on the adoption of the IoT paradigm in different application domains, including smart cities, smart grids and energy efficient buildings, factory of the future, food and agriculture. ISMB offers strong technical capabilities and expertise on IoT enabling technologies, embedded system and Cyber Physical Systems, Communication and networking solutions, IoT services management, cloud computing, big data and open data systems. Such competences are being exploited also in higher education initiatives. ISMB is directly participating in relevant industrial initiatives such as EFFRA (Factory of the Future PPP), NetWorld2020 ETP (5G), Energy@home Association (Energy-efficient homes and Smart Grids).

3.2 Targets

CREATE-IoT's dissemination and communication activities aims to ensure a wide-reaching impact, among a broad range of stakeholders, such as the categories presented below.

Table 3: Target groups – main categories

Target group	Description	Needs and expectations	Channels/Tools and Frequency	Owner(s)
IoT Industry	It includes the key IoT global and European market players, as well as industrial associations, and alliances. Examples: AIOTI, ECSEL, IoT-EPI, SAP, Philips, Siemens AG, Bosch, Schneider Electrics.	Provide and receive input to creating common ground for future IoT uptake. Promote the technological developments and requirements of IoT solutions and the cooperation with research projects and innovators.	Project web portal (permanent);	SINTEF, IDC
			Press Releases (at each deliverable's submittal upon EC's approval; at each major event where the IoT European Large-Scale Pilot Programme is represented);	Partner responsible for the Deliverable; Partner present at event; Communication Agency
			Social media (one post on each social media channel chosen every week – see also 4.8 below)	Communication agency
			Events (according to events' calendar – see also 4.5 below)	SINTEF, IDC, Communication Agency
			Webinars (every quarter – see also 5.6 below)	SINTEF, IDC, IoT European

Target group	Description	Needs and expectations	Channels/Tools and Frequency	Owner(s)
				Large-Scale Pilot Programme's member according to subject matter; Communication Agency
			Brochures and poster (at each major event where the IoT European Large-Scale Pilot Programme is represented);	Partner present at event; Communication Agency
IoT Researchers, LSP stakeholders	Higher education, Academia, Research Institutes and communities that can develop, implement and promote research and projects on IoT, including representatives of the LSPs	Identify potential opportunities for future research and inputs for the development of trials and LSPs. Cross-fertilize, optimize know-how, fast-track progress, identify synergies	Project web portal (permanent);	SINTEF, IDC
			Social media (one post on each social media channel chosen every week – see also 4.8 below)	Communication agency
			Events (according to events' calendar – see also 4.5 below)	SINTEF, IDC, Communication Agency
			Webinars (every quarter – see also 5.6 below)	SINTEF, IDC, IoT European Large-Scale Pilot Programme's member according to subject matter; Communication Agency
SMEs and Start Ups	CREATE-IoT aims to not only reach out to the large organizations but also involve small and medium companies and emerging players and innovators Examples: Sigfox, Smartfrog, Cyc-Lok, Gigliotti, DeviceHub and many other start-ups participating in IoT acceleration programmes	Increase their visibility, get connected with the IoT community and get involved in the development and test of trials and LSPs. Liaison with SME support bodies such as EASME.	Project web portal (permanent);	SINTEF, IDC
			Social media (one post on each social media channel chosen every week – see also 4.8 below)	Communication agency
			Events (according to events' calendar – see also 4.5 below)	SINTEF, IDC, Communication Agency
			Webinars (every quarter – see also 5.6 below)	SINTEF, IDC, IoT European Large-Scale Pilot Programme's member according to subject matter; Communication Agency
			Cross Activity Groups; Activity Group on Communication (every month)	IoT European Large-Scale Pilot Programme's members involved in AG
Creative Arts Community		Connect IoT with the STARTS community; coordinate a cluster	Dissemination of full documentation and presentations at suitable high profile international	AS, SINTEF, IDC

Target group	Description	Needs and expectations	Channels/Tools and Frequency	Owner(s)
		of practitioners for IoT-Arts connections; create awareness and societal debate on the future consequences of pervasive IoT.	conferences and art-tech institutions (according to events' calendar – see also 4.5 below)	
Policy Makers	Government entities expected to be able to collect the proposed policy recommendations and assess how they can be put into practice at EU and national level	Provide policy recommendation on possible paths to foster the development of IoT solutions, markets and research projects. Promote the allocation of resources to future IoT R&D and deployment.	Project web portal (permanent);	SINTEF, IDC
			Social media (one post on each social media channel chosen every week – see also 4.8 below)	Communication agency
			Events (according to events' calendar – see also 4.5 below)	SINTEF, IDC, Communication Agency
			Webinars (every quarter – see also 5.6 below)	SINTEF, IDC, IoT European Large-Scale Pilot Programme's member according to subject matter; Communication Agency
			Ad-hoc exchanges when necessary or requested	SINTEF, IDC, IoT European Large-Scale Pilot Programme's member according to subject matter;
International Standard Developing Organizations (SDOs)	Entities responsible for supporting and managing standardisation practices Examples: ISO, ETSI, CEN/CENELEC, W3C, IETF, ITU, IEEE, OGC,	Identification of standardisation opportunities for IoT. Contribute to a faster definition of standards	Project web portal (permanent);	SINTEF, IDC
			Social media (one post on each social media channel chosen every week – see also 4.8 below)	Communication agency
			Events (according to events' calendar – see also 4.5 below)	SINTEF, IDC, Communication Agency
			Webinars (every quarter – see also 5.6 below)	SINTEF, IDC, IoT European Large-Scale Pilot Programme's member according to subject matter; Communication Agency
			Ad-hoc exchanges when necessary or requested	SINTEF, IDC, IoT European Large-Scale Pilot Programme's member per

Target group	Description	Needs and expectations	Channels/Tools and Frequency	Owner(s)
International and external IoT research community	Research organizations and projects implementing research on IoT outside Europe, and/ or outside the H2020 funding program Examples: ECSEL, FoF, SCC, EVs, Big Data, 5G, and RRI-SSH	Expect high quality research material with scientific value	Project web portal (permanent);	SINTEF, IDC
			Social media (one post on each social media channel chosen every week – see also 4.8 below)	Communication agency
			Events (according to events' calendar – see also 4.5 below)	SINTEF, IDC, Communication Agency
			Webinars (every quarter – see also 5.6 below)	SINTEF, IDC, IoT European Large-Scale Pilot Programme's member according to subject matter; Communication Agency
			Ad-hoc exchanges when necessary or requested	SINTEF, IDC, IoT European Large-Scale Pilot Programme's member according to subject matter;

Based on the stakeholders' categories identified above, the IoT European Large-Scale Pilots Programme's ecosystem can be visualized as in the figure below.



Figure 4 Target Groups and IoT Ecosystem

3.3 Collaboration and dissemination of results

CREATE-IoT's communication and dissemination strategy aims to ensure, among other things, that the relevant results of the IoT European Large-Scale Pilot Programme are timely and effectively disseminated in collaboration with U4IoT and in close coordination with the 5 LSPs projects. The strategy is therefore geared towards achieving the overall vision and goals of the entire IoT European Large-Scale Pilot Programme by stimulating collaboration between IoT initiatives, fostering the take up of IoT in Europe and supporting the development and growth of IoT ecosystems based on open technologies and platforms. The strategy therefore sets for the guiding principles to steer dissemination activities and dedicated events around and within the five LSPs forming the IoT European Large-Scale Pilots Programme and represents the main instrument to establish a regular cooperation with a variety of other IoT initiatives in Europe and beyond to share common approaches, improve results' exploitability, promote best practices and, eventually, increase the chance to meet real-life industry requirements in the IoT area.

This is to be achieved by making results and knowledge available (dissemination), promoting results and the project in general (communication) and engage stakeholders (collaboration, demonstration and user engagement). Key objectives include ensuring easy access to information and results for all stakeholders, engaging with stakeholders and providing demonstrations and developer tools.

CREATE-IoT's Communication and Dissemination strategy is therefore thought of as a process and organized in a dynamic way. The overarching idea is to progressively increase communication and dissemination activities as demonstration results are obtained, moving from initially assuring wide awareness of the project to creating favourable conditions for wider uptake towards the end of the project. The process for the three years of CREATE-IoT's duration is outlined in the figure below:

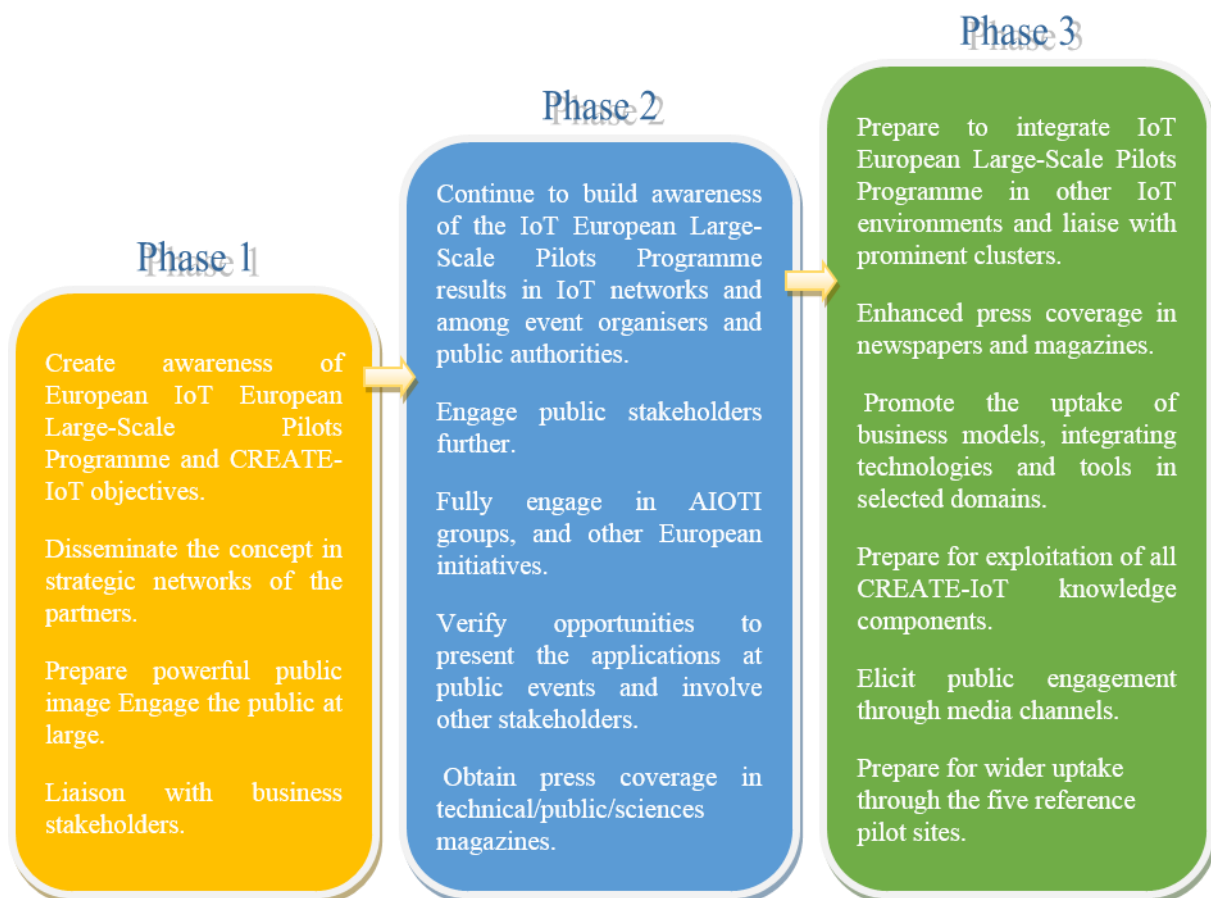


Figure 5: CREATE-IoT's Communication and Dissemination Strategy as a process

The results, take-aways and insights produced by CREATE-IoT throughout the 3 years of the project's duration are to be submitted to a campaign of awareness raising through, among other things, ad-hoc events and conferences, with the aim of increasing the potential exposure of the project as a whole and its results, better illustrate and explain the results to a wide audience, and ensure that the project's value and its scientific findings are thoroughly comprehended by the European Commission, the Industry and the academic and research community.

The key steps of the dissemination and exploitation of results are outlined in the paragraphs below.

3.3.1 Create awareness

The Goal of the participation in relevant IoT-based European conferences and exhibitions is to showcase the project developments to a wider business audience. Participation in third-party events can be managed in 3 different ways:

- Participation as conference sponsor/partner
 - Fee to be paid
 - Timing: from September 2017 onwards
 - High level of visibility
 - Purpose: sharing the project's goals and developments with the audience
- Participation as speaker/panellist
 - No fee to be paid
 - Timing: from September 2017 onwards
 - High level of visibility
 - Purpose: sharing the project's goals and developments with the audience
- Participation as attendee
 - Fee to be paid only where requested
 - Low level of visibility
 - Timing: from May 2017, onwards
 - Purpose: networking with stakeholders and rest of the audience

Further steps include:

- Develop 3.1.1 above and provide list of events until end of 2017 in which to be involved with.
- Establish realistic and measurable target of events to be involved in (number over a timeframe)
- Specify activities to be carried out
 - before the event,
 - during the event,
 - immediately after the event.

3.3.2 Increase the potential exposure

- Exploit the LSP's (success) stories plus other best practices in business, technology, and standardization to further increase CREATE-IoT's awareness.
- Use direct exchanges through webinars and workshops.
- Establish realistic and measurable target of webinars and workshops to be organized (number over a timeframe)
- Specify activities to be carried out before, during and after a webinar and/or workshop.
 - The dissemination campaign intends to also include the coordination and organization of project events. These events can be:
 - Face-to-face events: workshops
 - Virtual events: webinars

- Whatever their format, the purpose of these events is the presentation to external stakeholders of the project progress and interim results
- As for the timing, the first event is to be organized not before October/November 2017 in order for the project to have at least partial results to present to the audience.

3.3.3 Show results

- Identify external stakeholders including:
 - new partners,
 - beneficiaries of cascade funding,
 - industrial followers of the LSPs
- Identify a list of print and online media (trade and research journals and other online sources) on which to advertise the LSPs results.
- Establish realistic and measurable target of print and online media on which to advertise the LSPs' results. (number over a timeframe)
- Specify activities to be carried out before, during and after publication.

3.3.4 Valorisation

Further demonstrate the value of the final scientific business findings through publication of national/international journals and in on-line media targeted at internal and external stakeholders.

- Identify a list of suitable media.
- Establish realistic and measurable target of media on which to advertise results, (number over a timeframe).
- Specify activities to be carried out before, during and after publication.

4. DISSEMINATION TOOLS, CHANNELS AND ACTIVITIES

Based on the strategy's objectives and targets, as well as on the goals to be achieved by the dissemination and exploitation of results, CREATE-IoT, in collaboration with U4IoT and in coordination with the 5 LSPs projects, aims to undertake a series of concrete communication actions and make use of specific communication channels and tools. For clarity, these can be distinguished between internal and external communication tools and channels.

4.1 Internal Communication

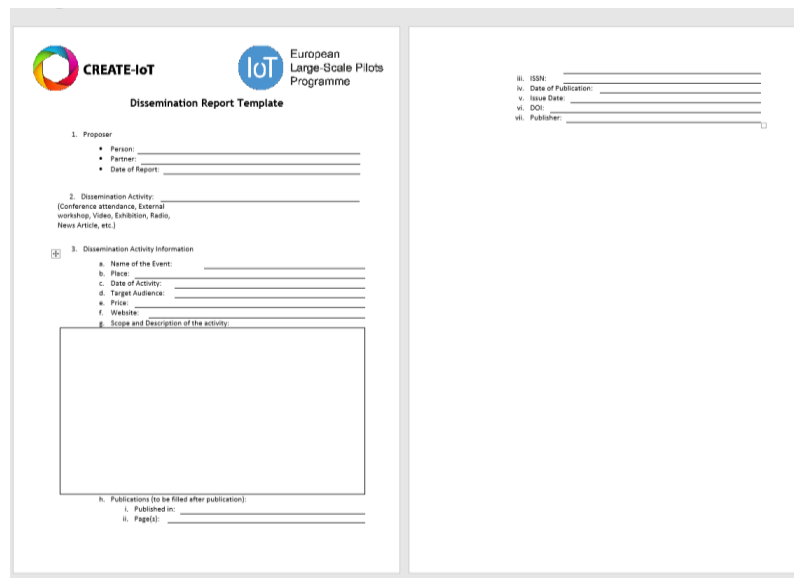
Internal Communication is a main pillar for the organizational functions of any project, to reach project goals and organize communication channels and tools among partners. The project manager supported by the leader of work package 7 is assigned with the overview of the coordination of partners' interactions in terms of communication and dissemination. The Internal communication plan is detailed in Table 2 below.

Table 4: Proposed internal communication plan

Target Group	Goal/Purpose	Tools	Channels	Phase	Engagement level
Partners	Share the main goals of communication and dissemination activities Maintain a clear communication using the available tools Organize events and activities efficiently	Presentations Mails Phone calls WebEx and skype calls online co-authoring platforms for deliverables	Online: eRoom meetings email website Offline: Physical Meetings	Throughout the project phases Continuously	High
EC Project officer	Present the importance and effects of Communication and dissemination Raise Project results visibility	Mail WebEx Skype	Email Website EC newsrooms	Project commencement Milestones and results Scheduled meetings	Medium

Internal communication within CREATE-IoT's partners and across the participants to the IoT European Large-Scale Pilots Programme is expected to ensure that every dissemination activity (conference, webinar, workshop, video, etc.) is designed according to the visual identity of the programme and structured in a way to suit the needs of the overall programme. Internal communication is to also serve as a fundamental synchronization instrument to make sure that no duplication or redundancy is generated across the LSPs and the CSAs taking part to the programme.

To facilitate the internal communication efforts and ensure an effective coordination across the CREATE-IoT's partners and the members of the programme, a specific dissemination report template is to be used. An example of this template is shown in the figure below.



The figure shows a 'Dissemination Report Template' form. It is divided into two main columns. The left column contains the following sections:

- 1. Proposer:**
 - Person: _____
 - Partner: _____
 - Date of Report: _____
- 2. Dissemination Activity:** (Conference attendance, External workshop, Video, Exhibition, Radio, News Article, etc.) _____
- 3. Dissemination Activity Information:**
 - a. Name of the Event: _____
 - b. Place: _____
 - c. Date of Activity: _____
 - d. Target Audience: _____
 - e. Price: _____
 - f. Website: _____
 - g. Scope and Description of the activity: _____
- h. Publications (to be filled after publication):**
 - i. Published in: _____
 - ii. Page(s): _____

The right column contains the following sections:

- iii. ISSN: _____
- iv. Date of Publication: _____
- v. Issue Date: _____
- vi. DOI: _____
- vii. Publisher: _____

Figure 6: Dissemination Report Template

4.2 External Communication

The external communication refers to all stakeholders and public recipients of the information shared by CREATE-IoT and aims at creating a clear and unique identity of the project in the target audience's mind.

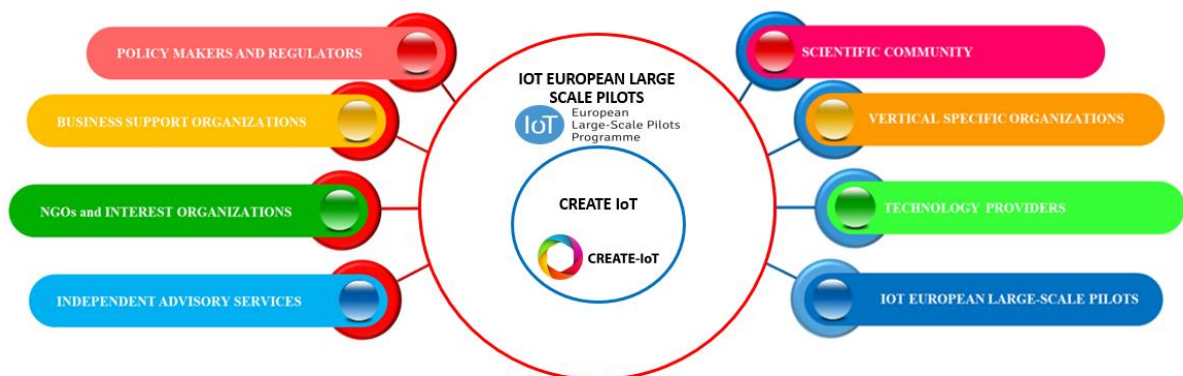


Figure 7: Communication and Dissemination Scope

A strong project image is paramount for reaching out to stakeholders and similar projects. The communication and Dissemination different layers are shown in Figure 2. While still led by CREATE-IoT and organized around CREATE-IoT's Communication Plan, external communication activities are to be the direct remit of the IoT European Large-Scale Pilots Programme's activity group on Communication, Collaboration Strategy and Liaisons, whose objectives are to design and implement the communications strategy to coordinate and support the IoT European Large-Scale Pilots Programme communicate effectively and meet core programme objectives. For more details on the activity group on Communication, Collaboration Strategy and Liaisons please see 2.4.2 above.

It is anticipated that the objectives of the dissemination plan are achieved through a set of carefully chosen tools and channels and accurately assembled activities as further specified below.

4.3 Project identity

4.3.1 Project Logo

The aim of the project logo is creating a distinguishable brand for the CREATE-IoT project identity. The logo is to be displayed on the entire set of project materials and tools. Following the discussions among project members the final logo to be used for the CREATE-IoT was finalized.



Figure 8: CREATE-IoT Logo

4.4 Communication and dissemination materials

4.4.1 Dissemination toolkit

A set of promotional materials are to be produced in an initial phase of the communication and dissemination strategy to build a brand Identity of the project and create awareness about CREATE-IoT among stakeholders, establishing a strong and memorable impact.

The project toolkit is to be formed of the following items:

- **A4-format brochure:** to promote the key concept and messages including the reference to the website and social media profiles. It is expected to target potential stakeholders. An online version is to be made available on the website, and a printed version to be distributed at the project planned events to support the online promotion.
- **A4-format information folder:** is to be designed and produced for the conferences and events organized by CREATE-IoT as well as those it contributes to. The folder is to include the event agenda, the project brochure, block notes and a pen.
- **A1-format poster and double A1-format roll-up screen** to be used at events that the project organizes and contributes to.
- **A5-format double sided distribution leaflet:** which is an extract of the project brochure, is to be designed and distributed at external events and conferences, and at networking sessions.
- **A press release Template with instructions:** the press release template presents to all partners with the guidelines to follow in writing CREATE-IoT press releases and media related materials, it unifies the format and content of the communications and disseminated information, and sends a coherent and consistent message in press releases, once a press release is produced it should be shared on the project's common platform.
 - Only a draft template of this **press release** has been produced so far, the final standard Template is expected to be approved at a later stage of the project Mx. The figure below shows the produced Template.



H2020 Work Programme 2016-2017
H202-IoT-02-2016
Duration: 36 months



Press Release XXXXXX

CROSS FERTILISATION THROUGH ALIGNMENT, SYNCHRONISATION AND EXCHANGES FOR IoT

Headline Must be Precise and Brief

The opening paragraph

The introduction of the press release includes main elements of the information to be shared. To attract readers' attention, it is favourable if you limit the length of this paragraph to a range of 3 to 8 lines. Your opening paragraph will clarify the following aspects: where (Location), When (Date & Time), what (Topic), why (Goal) and who.

A fruitful press release is characterized by a clear and direct message. It is preferable to list facts and contacts to make your content credible. Not exceeding an A4 page is the ideal goal.

The body paragraphs

Mainly made of a detailed description of the main aspects mentioned in the opening paragraph. To make your text interesting you will divide the ideas and aspects into different brief paragraphs with a capturing Headline.

You can always add quotes and facts based on the specific groups your press release is addressing.

The closing paragraph

This final paragraph will conclude the press release. It usually includes contacts, website and social media links, inviting the readers to visit these links and get involved.

All partners will follow the same format to send a coherent and consistent message in press releases, once a press release is produced it should be shared on the CREATE IoT shared platform.

The below disclaimer will be included in all press releases.

Disclaimer

CREATE IoT is a CSA Coordination and support action (H2020-IoT-2016) funded by the EC under H2020 Work Programme 2016-2017 H202-IoT-02-2016. Project Duration: 36 months

The information in this document is provided as is and no guarantee or warranty is given that the information is fit for any particular purpose. The user thereof uses the information at its sole risk and liability. The document reflects only the author's views and the EC is not liable for any use that may be made of the information contained therein.



Figure 9: CREATE-IoT Press Release Template

For the same purpose, a set of Project presentation Formats have been produced to ensure a coherent presentation of the project:


Standard CREATE-IoT template for deliverables:

H2020 – CREATE-IoT Project

Deliverable 0X.0X

Title

Revision : X.XX
Due date : XX-XX-201X (mXX)
Actual submission date : XX-XX-201X
Lead partner : PARTNER



Summary			
No and name	DOI/XX Title	Date	XX-XX-201X
Author	G. Name (PARTNER)		
Editor	G. Name (PARTNER)		
Reviewer			
Comments			

Rev.	Date	Author	Description
0.00	XX-XX-201X	SINTEF	Template initial version
0.01	XX-XX-201X	SINTEF	General information and structure
0.02	XX-XX-201X	SINTEF	Input on communication strategy
0.03	XX-XX-201X	SINTEF	
0.04	XX-XX-201X	SINTEF	
0.05	XX-XX-201X		
0.06	XX-XX-201X		
0.07	XX-XX-201X		
0.08	XX-XX-201X		
0.09	XX-XX-201X		
0.10	XX-XX-201X	SINTEF	Final version released

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Figure 10: D0X_0X_WP0X_H2020_CREATE-IoT_V01_Template

Standard CREATE-IoT PowerPoint presentations template:

Figure 11: CREATE-IoT_Project_Presentation_Template

Standard IoT ELSPsP PowerPoint presentations Template:

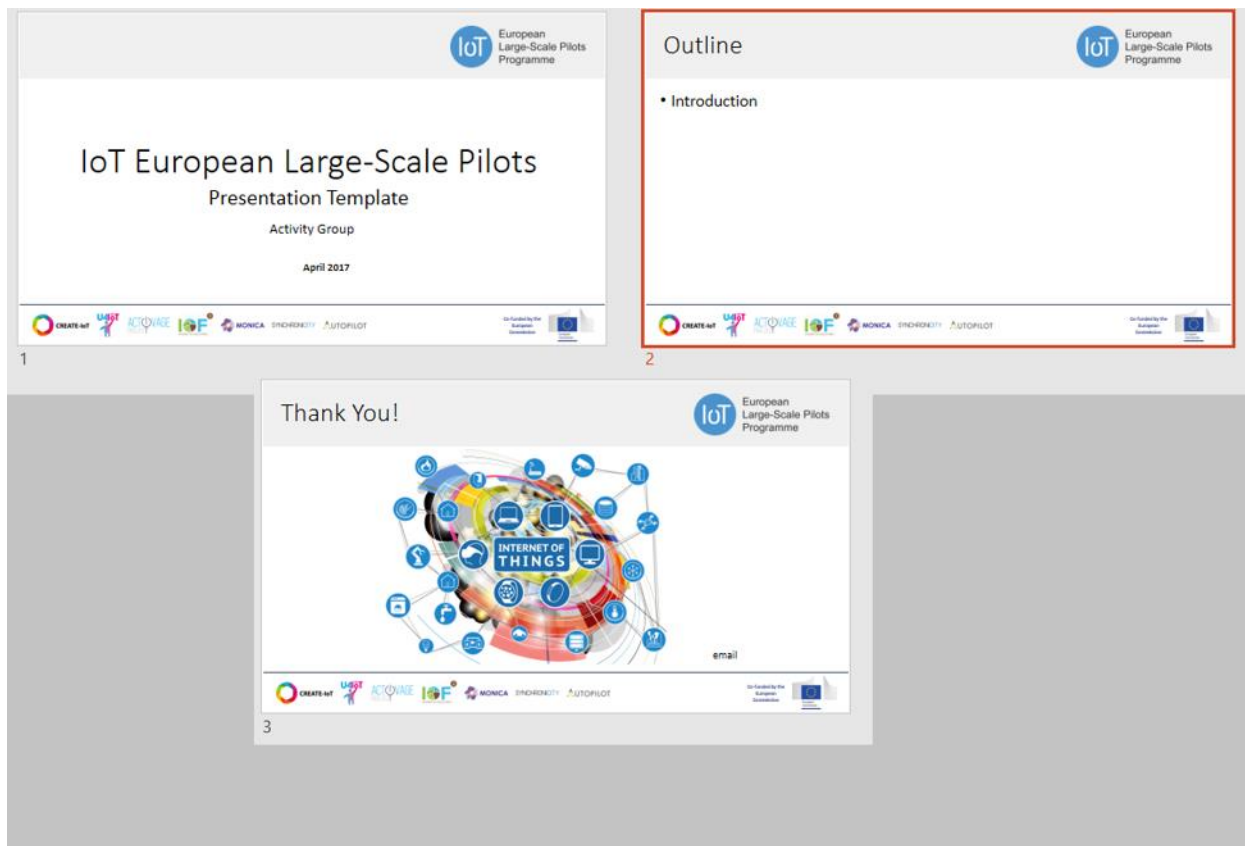


Figure 12: IoT-ELSPsP_Presentation_Template

All communication materials are to be designed with the collaboration of a graphic designer. Each of the communication toolkit components serves the dissemination of the project in a specific way, the brochure and the leaflet for instance, is to be used as a first hand-out to inform our audience about the project, and engage them in active contribution by presenting the options to be involved. The dissemination toolkit is anticipated to bear the project logo, the partners' logos, and the EU visual identity and disclaimer.

The communication materials are also to be made available to partners, using the eRoom platform on the following link: https://project.sintef.no/eRoom/kursomrdeIKT/CREATE-IoT/0_3b42 for internal uses and partner dissemination tasks.

The project dissemination toolkit will be uploaded in electronic format onto the project website at the following link: <https://european-iot-pilots.eu> for external uses, where interested stakeholders can download and share them.

The project brochure is intended to be sent to the contacts in stakeholder database through the project email address to create an initial awareness on CREATE-IoT.

4.5 Participation in events, workshops, and conferences

CREATE-IoT intends to (co-) organize events and high level conferences to engage with the IoT community and showcase the project developments to a wider business audience. The events are to be organized independently of the project, or alongside other relevant IoT major events (conferences and exhibitions) to ensure a greater impact.

CREATE-IoT intends to publicize its events and the participation in the external events on social media to ensure the appropriate visibility and recruit attendees. Also, after each event an article summarizing the main outcomes are to be published on the website, with the presentations delivered by the team.

The table below gives an overview of the most relevant European events taking place in the next months, identifies the possible audience and the potential role of the project.

A list in Excel format is being constantly updated by all Create-IoT's partners as well as by all the participants to the European IoT Large-Scale Pilot Programme. As the coordinator of the Activity Group on Communication, Collaboration Strategy and Liaison within the overall European IoT large-Scale Pilots Programme, IDC collects the inputs from each participant so to have a comprehensive and up-to-date list of the events' dates, locations, topics, type of attendance and suggest/make sure that an appropriate contribution from the overall programme is maintained. To ensure adequate levels of dissemination, the list of events is uploaded on the IoT FA and Project Web Portal (see 4.7 below) and constantly updated.

Table 5: Main Events to be targeted in 2017 and 2018

Date	Event	Location	Topic/Audience	Suggested Contribution
6-9 June 2017	IoT Week http://iot-week.eu/	Geneva, Switzerland	IoT research and innovation community (industry and research). Synchronicity is to leverage on the IoT Week events to promote and disseminate its results.	Attendance
13-14 June 2017	Internet of Things World Europe https://tmt.knect365.com/iot-world-europe/?_ga=2.47313711.981079427.1497012965-170863526.1497012965	London UK	Creating partnerships & ecosystems to ignite the iot driven enterprise	Attendance
21-22 June 2017	IoT Global Congress http://iotglobalcongress.com/	London, UK	The world's leading Internet of Things Conference 2017 focusing on IoT applications, IoT Solutions and IoT Companies for all verticals including automotive, healthcare, asset and fleet management, manufacturing, security, retail point of sales, smart grid, smart metering, smart home and consumer electronics industry.	Attendance
28-29 June 2017	NetFutures	Brussels, Belgium	Research and innovation European community	Attendance
3-7 July 2017	SenZations, 12 th Summer School on IoT www.senzations.net	Limassol, Cyprus		Attendance

18-19 September 2017	Industry of Things World http://industryofthingsworld.com/en/	Berlin, Germany	Industry of Things World is an international knowledge exchange platform bringing together more than 1000 high-level executives who play an active role in the Industrial Internet of Things scene.	Speaking slot
11-15 September 2017	The 21st International Symposium on Wearable Computers (ISWC) http://iswc.net/iswc17/	Maui, Hawaii, USA	The 21st International Symposium on Wearable Computers (ISWC) is the premier event for wearable computing and technology, and issues related to on-body and worn mobile technologies. ISWC brings together researchers, product vendors, fashion designers, textile manufacturers, users, and related professionals to share information and advances in wearable computing.	Attendance
28 September 2017	Rethinking the Urban Environment: The EU Transition Towards Smart Cities	Brussels, Belgium	This international symposium will provide an invaluable opportunity to engage with recent policy developments at EU level and scrutinise the future of smart cities globally.	Attendance
3-5 October 2017	IoT Solutions World Congress http://www.iotsworldcongress.com/	Barcelona, Spain	The event is to focus on IoT solutions for industries and use cases in seven dedicated areas: Manufacturing, Transportation & Logistics, Healthcare, Retail, Smart Cities, Agriculture & Security, and Operability & Standards.	Speaking slot
3-6 October 2017	6 th International Security Fair iSEC and Colocated SMART and Safe Cities' Conference	Belgrade, Serbia	iSEC 2017 brings together importers, Security manufacturers, installers, security distributors, End Users-decision makers and procurement specialists, system integrators, project engineers, State public security authorities, IT specialists, Contractors, Corporate security managers and System administrators.	Attendance and Key note Speech

22-25 October 2017	IoT 2017 - 7th International Conference on Internet of Things http://iot-conference.org/iot2017/	Linz, Austria	With the strong supports from industry and academia the international conference on Internet of Things has become the premier gathering place for visionary, academic researchers and practitioners around IoT. The 7th International Conference on the Internet of Things (IoT 2017), building on the success of its predecessors since 2008, is the premier forum for such efforts, to share, discuss and witness cutting edge research in all areas of development for the Internet of Things.	Speaking slot
24-26 October 2017	ETSI IoT Week 2017			Presentation
15-16 November 2017	Internet of Things World Forum http://iotinternetofthingsconference.com/	London, UK		Speaking slot
27-29 November 2017	Public Safety Communication Europe (PSCE), http://www.psc-europe.eu/ ,	Madrid, ES	PSCE provides a common platform for researchers, industry and users to meet and network, learn about technologies used for public safety and influence policy makers at European levels	Workshop, attendance, presentation
21-22 March 2018	Smart IoT London http://www.smartiotlondon.com/	London, UK	IT Directors, Solutions architect, Programme manager, IT Management, R&D Managers, IT Architects, Line of Business Managers & Directors, Security Professionals, Network Professionals, Service Provider Technical and Business Managers	Speaking slot
14-16 February 2018	EWSN International Conference on Embedded Wireless Systems and Networks http://www.ewsn.org/	Madrid, Spain,	(EWSN) is a highly selective single-track international conference focusing on premier research results at the intersection of embedded systems and wireless networking – an area of highest relevance for visionary technologies such as the Internet of Things or Cyber-Physical Systems and application domains such as Smart Production, Smart Cities, or Connected Cars.	Attendance

May-June 2018	ESWC – Extended Semantic Web Conference https://2017.eswc-conferences.org/about	Portoroz, Slovenia	The ESWC is a major venue for discussing the latest scientific results and technology innovations around semantic technologies. Building on its past success, ESWC is seeking to broaden its focus to span other relevant related research areas in which Web semantics plays an important role	Attendance
4-7 June 2018	IoT Week 2018	Bilbao, ES	IoT research and innovation community (industry and research). Synchronicity is to leverage on the IoT Week events to promote and disseminate its results.	Attendance
September 2018	Ubicomp 2018 – ACM Conference on Pervasive and Ubiquitous Computing, http://ubicomp.org	To be defined	The acm international joint conference on pervasive and ubiquitous computing (ubicomp) is the result of a merger of the two most renowned conferences in the field: pervasive and ubicomp. while it retains the name of the latter in recognition of the visionary work of mark weiser, its long name reflects the dual history of the new event.	Attendance

4.5.1 Workshop on evaluation of IoT FA based on common methodologies and KPIs

Indicatively in Month 21 (September 2018), CREATE-IoT aims to hold a stakeholder workshop to present the impact measurement across various use cases and application domains based on the common methodology and KPIs, that are expected to be developed by Workpackage 1 “Coordination and Support to the IoT Focus Area”.

The workshop is to be designed in an action-oriented and dynamic mode, not as a series of presentations, as we aim for a highly participatory format which is expected to allow us all to engage with the audience and produce valuable content, such as the validation of the methodology and the KPIs. The most appropriate methodologies are aimed to be used so that people may be inspired to share their views. The format is intended to draw on the most known methodologies for engagement (e.g. the Knowledge Café) committing individuals to concrete action.

It is anticipated that the organization starts at least 4 months prior to the workshop date. Based on the event calendar, CREATE-IoT aims to decide whether to co-locate the workshop in the context of a bigger IoT event – with the objective of disseminating the relevant results and to foster collaboration with other European and international projects - or to organize it as an independent event.

4.5.2 Annual coordination conferences

CREATE-IoT aims to organize three annual coordination conferences in collaboration with U4IoT and in coordination with the other 5 LSPs projects of the IoT European Large-Scale Pilots Programme. The timing of the three conferences is to follow the overall deployment and progress of the programme so to be able to present significant results during the conferences. At the time of writing, the conferences are to be probably organized in Month 10, Month 21 and in

Month 30. It is intended that each conference is a unique event where the entire IoT community has the chance to meet and interact directly.

It is intended that the first coordination conference will be held in the 2017 fall and that it provides for a common meeting platform for IoT ecosystems and coordination of the exchange of information on best practices and approaches for object connectivity, protocols, data formats, privacy, security, open APIs among various IoT FA activities and stakeholders.

The organization of a conference represents a delicate process and each action such as setting the objectives, reaching out to the target audience and ensure the best coordination is of key relevance.

4.6 Webinars

As a complementing element of the online communication and stakeholder engagement, CREATE-IoT, in collaboration with U4IoT and in coordination with the 5 LSPs projects, aims to deliver a set of webinars to its broader audience throughout the duration of the project. Webinars are intended to be a live or recorded video session where members of the team deliver a short (max. 15-20 minutes) presentation about the project's findings or related topic in the scope of the IoT European Large-Scale Pilots Programme and of the research community.

To provide a full account of the programme's progress and results, while maximizing the impact of this communication tool, we propose to organize and deliver the webinars on a quarterly basis. The preliminary and indicative topics, timeline and ownership of the proposed webinars is outlined in the table below.

Table 6: Proposed Webinars

Webinar	Proposed Topic	Proposed Date/Period	Owner(s)
Webinar 1	Main KPIs for IoT LSP's design, testing and validation" (indicative topic, to be confirmed);	October-November 2017	IDC
Webinar 2	"The IoT Legal Framework – An Introduction" (indicative topic, to be confirmed)	January-February 2018	Arthur Legal
Webinar 3	TBD	April-May 2018	Create-IoT's partners and/or other participants to the European IoT Large-Scale Pilots Programme (to be decided)
Webinar 4	TBD	July-September 2018	Create-IoT's partners and/or other participants to the European IoT Large-Scale Pilots Programme (to be decided)
Webinar 5	TBD	October-November 2018	Create-IoT's partners and/or other participants to the European IoT Large-Scale Pilots Programme (to be decided)
Webinar 6	TBD	January-February 2019	Create-IoT's partners and/or other participants to the European IoT Large-Scale Pilots Programme (to be decided)

Webinar 7	TBD	April-May 2019	Create-IoT's partners and/or other participants to the European IoT Large-Scale Pilots Programme (to be decided)
Webinar 8	TBD	July-September 2019	Create-IoT's partners and/or other participants to the European IoT Large-Scale Pilots Programme (to be decided)
Webinar 9	TBD	October-November 2020	Create-IoT's partners and/or other participants to the European IoT Large-Scale Pilots Programme (to be decided)
Webinar 10	TBD	December 2020 – January 2021	Create-IoT's partners and/or other participants to the European IoT Large-Scale Pilots Programme (to be decided)

It is intended that each webinar is dedicated to a specific topic and/or to a specific LSP project and that it provides an insightful update of the overall programme's progress and results.

Tools like WebEx or GoToMeeting are to be used to deliver the webinars. Webinars will be recorded live or uploaded on the website as a video presentation, and enabling comments for interactions.

The webinars aim to have an open and interactive approach, starting with a presentation, followed by Q&A session. The webinars are to be recorded and published on the project website.

It is intended that the key steps are the following:

- 40 days before
 - Topic selection and short description
 - Selection of the speaker
 - Formulation of the agenda
- 30 days before
 - Setting up the event on the webinar tool
 - Setting up of the registration landing page (on the website)
 - Promotion via social media and article post on the website
 - email invitation
- One week up to the day before
 - Reminder to the registrants

4.7 IoT FA and Project Web-Portal

CREATE-IoT's is endowed with an internal web-based eRoom that has been set up to facilitate communication between project partners. In order to strengthen external communication and knowledge to experts and the general public, the project has also created an external web portal for the overall IoT Large-Scale Pilots programme, which aims to serve – among other things – as the central project communication and dissemination channels, including a document repository for project results.

The web portal is bringing together several projects and presenting them in a uniform way, thus serving as the main portal of the complete IoT-LSP program. As a joint communication and dissemination channel of all involved projects it aims to leverage the work started in IoT-EPI initiative and continue in creating a strong European IoT ecosystem. The portal is to be the main tool to support collaboration between members with shared documents, calendars, news, project events etc. Each project has its own dedicated area for displaying its description and results, with a link to the project's own website. The portal also has a password-protected member page, with links to internal eRoom webspace. The web portal is thus an important tool for the IoT-LSP to communicate with members, the public and other groups. Maintenance of the portal is meant to be done in collaboration with U4IoT project.

The website is located on URL <https://european-iot-pilots.eu> a screenshot of the current home page is given in the figure below.



Figure 13: IoT FA and Project Web Portal

The initial specification of the web portal and its contents are illustrated in detail in Deliverable 07.02, authored by SINTEF and released on 30th April 2017.

4.8 Social media

It is intended that different social media channels are used to magnify the dissemination range and impact of CREATE-IoT's news among stakeholders. All these channels are expected to help share knowledge, promote project results, increase project visibility, serve as promotional and publicity channels, as well as interactive communication tools with stakeholders.

All accounts on social media channels will have the name of the project CREATE-IoT to identify it. The social media platforms will also raise the project website views, by redirecting social media visitors to the CREATE-IoT website. For the CREATE-IoT project, the objective is that 6 main social media channels will be dedicated to the online dissemination each targeting one or several groups of stakeholders:

4.8.1 LinkedIn

As a professional platform, CREATE-IoT LinkedIn account will address similar IoT projects, EC communities, networks, State initiatives, LSPs.

4.8.2 Twitter

The twitter channel is an excellent means to connect with other IoT and EC communities, similar projects, networks, State initiatives, LSPs, and other stakeholders, it is a fast dissemination tool,

used to attract stakeholders' groups attention to main project information, such as events, webinars and other collaboration forms.

4.8.3 YouTube (optional)

If deemed necessary, CREATE-IoT will create project related shared knowledge in video format to be posted on the YouTube channel, to reach higher viewing rates. CREATE-IoT YouTube channel will be a tool to promote upcoming events and webinars, where short theme related videos will be produced and shared on the channel.

4.8.4 ResearchGate (optional)

If necessary, CREATE-IoT will also make use of ResearchGate. The tool has more than 12 million members, from the field of science and research, allowing CREATE-IoT to publish reports and have access to millions of researchers. It is also possible to connect and collaborate with colleagues, peers, co-authors, and specialists in the field.

4.8.5 SlideShare (optional)

If necessary, this tool will be used to share information about the project using presentations, infographics, documents as well as videos, which helps attract readers' attention by conveying project information in a simple visual way.

5. CONCLUSIONS

The CREATE-IoT dissemination and communication activities will consider the effect that the strategy aim to have on conveying key messages on the IoT European Large Scale Pilots Programme's results to the wider IoT community in Europe and worldwide. Furthermore, the CREATE-IoT dissemination and communication activities are to establish a channel of exchange of information and a relationship with users that are expected to provide ongoing feedback through their involvement.

The document provides the framework for CREATE-IoT's external and internal communication, public relations and dissemination of the results as part of the overall communication plan of the overall IoT European Large-Scale Pilots Programme. It is intended that these communication activities are carried out in cooperation with U4IoT and the five LSPs projects that are part of the programme. This document describes the target audience and relevant stakeholders and relevant tools to ensure the exchange of the programme's results with other initiatives from the IoT community.

6. REFERENCES

- [1] IoT FA and Project Web-Portal, online at <https://european-iot-pilots.eu/>