

SYNCHRONICITY

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Executive Summary

This report constitutes the deliverable D6.8 Marketing and Communications plan of the SYNCHRONICITY project. The report has been prepared by Katariina Malmberg (ENoLL), Kristoffer Thyrrstrup (AU), Nuria de Lama (ATOS) and Ilkka Lakaniemi (Aalto).

The document is developed to outline a plan for raising awareness of the project and its results among stakeholders and to maximise the impact of communication efforts. According to SynchroniCity DoA, this deliverable is a result of *Subtask 6.3.1 Communication management, strategy and plan* including the definition of the communication and marketing strategy and plan creating the overall message and communications campaign strategy of the project.

At the beginning of the document the initial plans of the overall IoT Large-Scale Pilots programme communications are being presented, which will be conducted under the lead of European IoT Large-Scale Pilots Programme Activity Group on Communication, Collaboration Strategy and Liaisons. The activity group is to develop the programme based on a common communication strategy, aligned to project-specific dissemination and communication activities and synchronizing the workload to optimize resources and participation in events. Specific means include, among others, a joint web portal, programme logo as well as common materials including fact sheets and presentations containing information from all projects and the programme as a whole.

The 5 steps of SynchroniCity marketing and communications strategy and plan process structure the remaining part of deliverable, each step detailed in its own subchapter. Marketing and communication goals and objectives are based on the project vision as well as the exploitation and sustainability strategy and plans. Initial set of target audiences that is considered essential for achieving the goals and objectives helps the project to focus the marketing and communication activities. The work on key messages will begin with the communications agency, which is to be subcontracted for the project, however, certain value propositions are defined for each of the target audiences already for the basis of that work. The marketing and communication plan is formulated based on the previous steps, the foundations of the communications as well as specific channels for achieving the objectives being specified and respective plans for each channel are detailed. A central part of the strategy work is the evaluation of the effectiveness and impact of marketing and communication activities with the help of a predefined set of KPIs. These will be revisited during the course of the project in order to reflect the objectives of the project.

As a conclusion, the SynchroniCity marketing and communications strategy and plan sets the initial framework for the communication activities of the project. This document will be visited regularly during the course of the project. The work on defining the project objectives, target audiences and value propositions will be continued in all the activities of the project, conducted in several different fora, such as work package, task and Cities Forum meetings. The marketing and communications plan will be kept updated in order to have the optimal means for attaining the objectives, adapting to the changing environment of the project.

Abbreviations:

AU = Aarhus University

BE = Belgium

CH = Switzerland

CSA = Coordination and Support Action

DoA = Description of Action

EC = European Commission

EIP-SCC = The European Innovation Partnership on Smart Cities and Communities

ENoLL = European Network of Living Labs

ES = Spain

FCC = Future Cities Catapult

FI = Finland

IoT = Internet of Things

IT = Italy

KPI = Key Performance Indicator

LSP = Large-scale Pilot

NL = The Netherlands

OASC = Open and Agile Smart Cities initiative

PT = Portugal

UK = United Kingdom

WP = Work Package

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1 Introduction

This deliverable is a result of SynchroniCity sub-task *T6.3.1 Communication management, strategy and plan*, which is to define the communication and marketing strategy and plan creating the overall message and communications campaign strategy of the project during the first months of the project. The deliverable aims at guiding the project in its marketing and communication activities, to raise awareness of the project and its results among stakeholders and to maximise the impact of communication efforts.

In order to set the SynchroniCity marketing and communication strategy and plan in its wider context, the deliverable starts with presenting the overall plans of the communications of the European IoT Large-Scale Pilot Programme, led by the Activity Group on Communication, Collaboration Strategy and Liaisons acting as a press office of the whole programme.

These general programme-level communication plans are followed by a more detailed description of the strategy and the plan of the project, structured with the help of 5 strategy steps: marketing and communication goals and objectives, target audiences required for achieving the goals and objectives, value propositions and key messages based on the goals and objectives for the target audiences, marketing and communication activities and plan as well as impact assessment of marketing and communication activities with the help of a predefined set of KPIs.

At the end of the deliverable the key items are concluded, followed by a detailed description of the ongoing strategy work.

2 Communication plans for the European IoT Large-Scale Pilots Programme

European IoT Large-Scale Pilots Programme Activity Group on Communication, Collaboration Strategy and Liaisons consists of two Coordination and Support Actions (CSAs) – CREATE-IoT and U4IoT and five Large-scale Pilots (LSPs) each focused on one thematic area. The activity group is leading the communication work of the programme with a representative from CREATE-IoT as chair, ENoLL from SynchroniCity as co-chair. Three representatives from all Large-Scale Pilots and CSAs form the activity group, which is acting as a press office of the programme.

This group is to develop the European IoT Large-Scale Pilots Programme based on a common communication strategy, aligned to project-specific dissemination and communication activities and synchronizing the workload to optimize resources and participation in events. Common messages will be created, and projects will share resources related to branding and promotion to allow stakeholders to have a single entry point to this programme. The strategy will define the common target audiences (including liaisons to other initiatives) and for them the value propositions of the whole IoT programme.

At the beginning of the programme the tasks of the group have been defined as follows (these points will be revisited and updated throughout the lifetime of the programme):

- CREATE-IoT and U4IoT (programme Coordination and Support Actions) will jointly develop the European IoT Large-Scale Pilots Programme web portal (www.european-iot-pilots.eu) that is the entry point for the programme. The requirements and specifications will be defined together with all 7 projects.
- The programme has a common logo as well as a common presentation template that will

-
- include the logos of each project.
 - Short fact sheets from each project will be made available as well as presentations from each project.
 - Videos from each project will be collected – helping to promote the whole programme
 - Alignment on the events – list of events of importance for all the projects will be collected in a collaborative working document updated regularly by all projects. The information will feed into the common portal to communicate programme activities.
 - Press releases will be used to reach all the stakeholders with the help of social media and other communication channels
 - Promotion for Member States, EU parliament and stakeholders interested in the results of the projects.

3 Marketing and communication strategy for SynchroniCity

SynchroniCity marketing and communication strategy is based on the following steps:

1. Define marketing and communication goals and objectives
2. Define target audiences required for achieving the goals and objectives
3. Formulate key messages / value propositions based on the goals and objectives for the target audiences
4. Plan and implement marketing and communication activities based on the previous steps
5. Evaluate the effectiveness and impact of marketing and communication activities with the help of a predefined set of KPIs

3.1 Defining marketing and communication goals and objectives

SynchroniCity vision:

SYNCHRONICITY is an ambitious initiative to deliver a digital single market for IoT-enabled urban services, in Europe and beyond. By piloting services at scale in reference zones across eight European cities, involving also other cities globally, the SynchroniCity project addresses how to incentivise and build trust for companies and citizens to actively participate. The goal is to deliver common, co-created IoT-enabled urban services that meet citizen needs in a global market, and to create an environment of evidence-based solutions that can easily be used in other regions.

The marketing and communication strategy of SynchroniCity is rooted and aligned with its **exploitation and sustainability strategy**.

SynchroniCity does not intend to develop yet another platform or a new set of technologies in the IoT domain. On the contrary, it is a joint effort among Public Administration (cities) and Industry (following a quadruple helix approach) to agree on those interfaces and standards that will lead to

an interoperability framework in the Smart City sector. In practical terms SynchroniCity will make existing technological frontiers invisible to solution providers so that they can concentrate on developing the most innovative solutions for smart cities independently on the local environment. The immediate consequence of this is the realization of a Digital Single Market that will make it possible for small companies in this market to scale and do not restrict their business to their local environment. At the same time cities will enjoy a wider innovation environment where they will get access to a richer umbrella of solutions and providers, thus, avoiding vendor lock-in.

SynchroniCity is a step further in the development of EU conditions that focus on making existing solutions interoperable, benefiting different actors in the value chain, including application developers, IoT providers, cities and hence, citizens.

If we had to represent this vision in a graphical way, we would see a map of the European Union with borders getting blurred (obviously referring to the Smart City market). The degree of success of SynchroniCity (as well as other related efforts) will end up in more or less visible borders in such a picture. The more visible borders we have, the higher the cost of deploying smart city solutions will be.

The Smart City sector should be thought of as a business that can trigger other economic activities. In this particular case, we see the market behind IoT both as an enabler and as a recipient of the benefits created around the Smart City developments. As such, SynchroniCity emerges as a multi-sided platform helping several markets to support each other.

Blurring European borders, as aforementioned, requires a lot of consensus. This will not be dependent only on the excellence of the technology put in place, but also on the ability to show benefits to all stakeholders involved. And this is not always easy, because new technologies create new environments, with winners and losers. Acceptance of such technologies will therefore be very much impacted by running a suitable communication strategy that involves all potential stakeholders.

Looking at more pragmatic objectives of SynchroniCity that in the end should lead to the goals aforementioned, one crucial element of the communication strategy is its alignment with the sustainability of the project. All cities involved in SynchroniCity will represent a great proof of concept for the proposed solutions. However, the real success will come when we are able to reach critical mass.

For this we need:

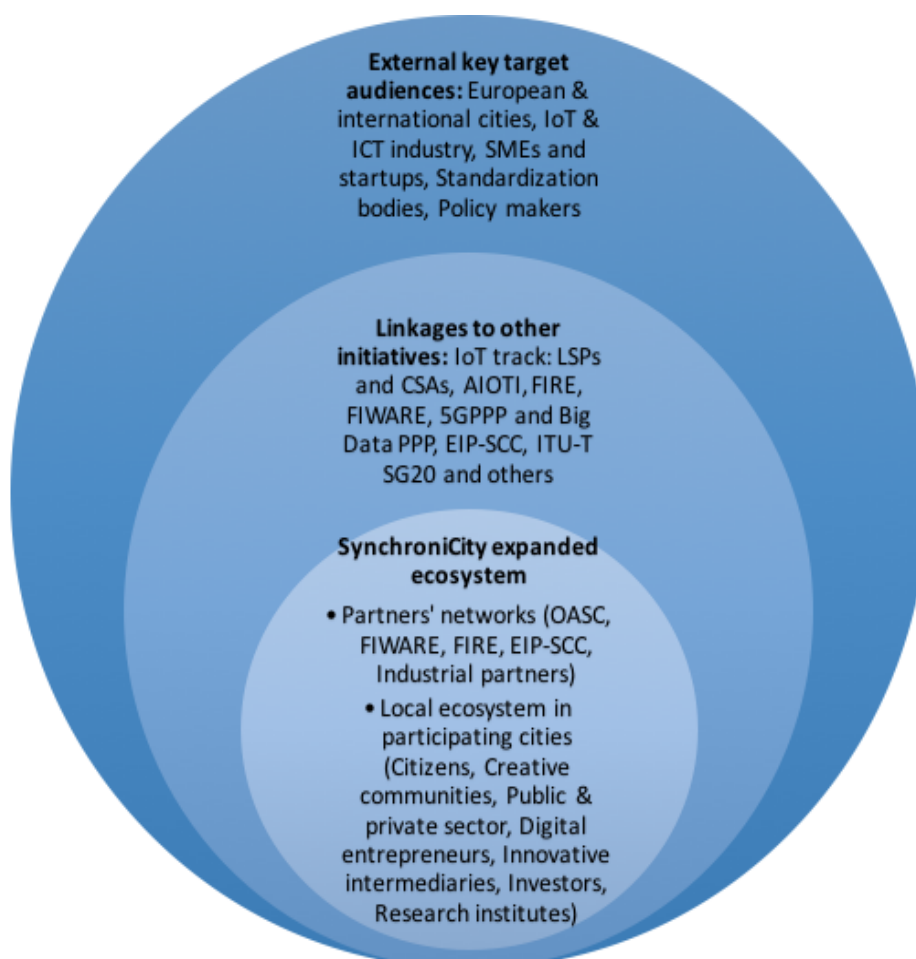
- First, to convince the SynchroniCity cities to invest and go from pilot projects to implementation (when we refer to investments by cities we refer to ensure that there is a Strategic plan of the city that includes SynchroniCity beyond the project duration; resources may come as a result of different players and business models)
- Second, to convince other cities to replicate and engage with this model using the existing Reference Zones as proof of success.

In this scenario we can see that communication towards cities will be essential without disregarding all the other stakeholders, as it was depicted above.

But the word “cities” implies paying attention to different levels of communication and thus, different languages and messages to be worked out. This is what further sections elaborate in more detail.

3.2 Defining target audiences required for achieving the goals and objectives

The layers of target audiences for SynchroniCity for communication, sustainability and exploitation purposes are shown in the picture below.



The initial set of target audiences of the project is presented below. The plans concerning these targeted audiences are defined across the project activities, and the marketing and communications strategy will be regularly updated following the development of the plans during the course of the project.

The expanded Synchronicity ecosystem:

- Participant cities: Antwerp (BE), Carouge (CH), Eindhoven (NL), Helsinki (FI), Manchester (UK), Milano (IT), Porto (PT) and Santander (ES) as well as their local ecosystems:
 - Public sector, including high-level politicians (e.g. City Mayors), CTOs and main operational departments involved in Synchronicity

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- Citizens
 - Creative communities
 - Private sector
 - Digital entrepreneurs
 - Innovation intermediaries
 - Investors
 - Research institutions
-
- Partner organisations, networks and initiatives (OASC, FIWARE, others)

Linkages to other related initiatives

- Other LSP projects in IoT-LSP programme
- CSAs IoT-LSP programme
- AIOTI (The European Alliance of IoT Innovation)
- Connecting Europe Facility (CEF)
- FIWARE
- EIP-SCC (The European Innovation Partnership on Smart Cities and Communities)
- ETSI (European Telecommunications Standards Institute)
- Digital Transition in Cities
- EC Joint Research Centre (JRC)
- Committee of the Regions (CoR)
- ITU-T SG20 (International Telecommunication Union Standardisation Sector) and other standardisation fora
- FIRE (Future Internet Research & Experimentation)
- Other relevant initiatives (such as 5G and Big Data)

European and International cities (existing OASC cities and worldwide expansion), national and international networks of cities

- Member States' city activities, for example in Finland 6AIKA

IoT and ICT and other industry – including the following initiatives and associations (not exhaustive):

- Industrial Internet Consortium (IIC) Smart Cities testbeds
- Industrie 4.0 Smart City activities
- Digital Europe
- Orgalime
- FIEC (European Construction Industry Federation) and other construction industry associations
- Regional/local chambers of commerce

SMEs (engagement of startups and digital entrepreneurs)

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- EEN (Enterprise Europe Network)
 - Start-up Europe
 - EIT Digital
 - FIWARE/FIRE communities

Standardization bodies and forums

- ETSI (European Telecommunication Standards Institute)
- ITU (International Telecommunication Union)
- IEEE (The Institute of Electrical and Electronics Engineers)
- OMA (The Open Mobile Alliance)
- Device Web API Consortium
- Complementary contributions to: IETF (Internet Engineering Task Force), IPSO Alliance, LoRA Alliance, Industrial Internet Consortium
- Standardization Working Group of AIOTI
- International Technical Working Group on IoT-Enabled Smart City Framework led by NIST (National Institute of Standards and Technology)

Policy makers (European, national and local)

- Digital North – Nordic Baltic work on smart services and policies
- European Commission units

3.3 Formulating key messages based on the goals and objectives for the target audiences

Value proposition and key messages will be defined for each target audience, these will be built around the following themes: human-centered IoT, supporting the digitizing of European industry and creating well-functioning global market. The current propositions for target audiences in this section represent the initial ideas that will be updated based on activities in the respective work packages. Formulating the key messages will be a collaborative effort of the project communications team as well as the communications agency to build consistent communication of the project.

Expanded SynchroniCity ecosystem:

- **Partner organisations and initiatives:**

SynchroniCity will work on promoting OASC and FIWARE models globally.

OASC implementation plan, currently supported by city angel investors, will be speeded up by SynchroniCity that will provide good references for other cities to replicate and deploy. SynchroniCity also provides a unique opportunity to drive OASC principles and create de facto standards.

SynchroniCity will directly contribute to FIWARE initiative through promotion of the brand as well as the technology developments. New requirements related to NGSI data models definition, Open Data and Data Market mechanisms and IoT devices integration will be contributed to the FIWARE Open Source Community. New or evolved open source components resulting from Synchronicity may become part of FIWARE Generic Enablers catalogue.

The reference zone ecosystems provide a very well established baseline for IoT services in the context of their Smart City strategy for the industry and academic partners to ensure the uptake and transformation of results in terms of technology innovations and standardisation.

- **Local ecosystems in the participant cities:**

Building a Sustainable European Ecosystem of IoT for Smart Cities – first to be implemented in the reference zones

Pilots will have a high impact on citizens, both in the public and private spheres, industry, businesses and public services. SynchroniCity will pilot at novel applications and services addressing citizen needs directly. Specifically, this includes context-adaptive traffic management, multi-modal transport and community policy suite, with further applications and services becoming available through the project co-creation and cascading call mechanisms.

A multi-stakeholder approach and methodology is being developed and put in place to provide an impact assessment via key performance indicators. This will guarantee the involvement of both citizens as public and private partners allowing that both can list their specific requirements as well as focuses on creating reference zones with an open ecosystem and standards that enables the piloting and replication of services across the different reference zones, thus, offering companies an easy access to a wide market with an immediate validation of the product and services.

- **Other related initiatives:**

Initiative	Proposed linkage activities and engagement
Other LSP projects in IOT-1-2016 call	• Exchange on architecture to foster interoperability of pilot solutions • Derivation of best practices to be shared with other pilots and beyond • Joint exploitation of pilot outcomes by coordinating pilot activities to establish synergies and transfer solutions to other pilot areas where new exploitation opportunities may arise.
CSAs in IOT2-2016 call	Contribution towards a common legal framework from the specific pilot context of the reference zones. Contribution to common European IoT technology roadmap. Adoption of new creative practices (inspired by ICT&Art) emerging from CSAs into pilot designs to foster increased adoption by end users.
AIOTI	Benefits through the Synchronicity standardization strategy
FIRE	Synchronicity will leverage on FIRE infrastructure to maximize its impact on two ways: Synchronicity partners and SMEs will have access to FIRE experimental infrastructure, including: Fed4FIRE, the largest federation of FIRE experimental infrastructure (coordinated by iMinds); IoT Lab, the FIRE IoT and crowdsourcing testbed as a service and F-Interop the FIRE online platform for interoperability, compliance and performance tests for IoT standards and devices (both projects coordinated by MI); Organicity, enabling pervasive experiments in urban environment (coordinated by Aarhus). In parallel, part of the Synchronicity will

	be included in the respective FIRE platform. iMinds, Aahrus and MI are active members of the FIRE Board and will contribute to promote and synergize.
EIP-SCC	Synchronicity will work in close cooperation with the EIP-SCC Urban platform initiative to design a comprehensive and fully interoperable smart city framework at European level.
ITU-T SG20 and other standardisation fora	As described in the standardization strategy
Other relevant initiatives such as 5G and Big data	Synchronicity will pursue collaboration with relevant 5G and Big data initiatives (2016-2017 call) and programmes

Cities and citizens:

The resulting environment will lower the risks of vendor lock-in while providing improved capacity for more agile data-driven policy-making and evidence-based procurement practice.

For European citizens, the resulting environment will create a richer choice of affordable citizen-centric services that meet their needs and expectations through increased market competition and co-creation opportunities. It will also provide them with new opportunities to participate in active policy-making.

SynchroniCity aims at providing a holistic approach making the project a meeting point between citizens, technology and city stakeholders in a co-creation environment. Relying on the huge experience that the reference zones have gathered in the past, SynchroniCity will identify and act on the key elements which have more impact in terms of perception and acceptance of the services exposed to the citizen.

IoT players, industry, application developers, startups and digital entrepreneurs:

Building a European Integrated Market for IoT and Smart Cities

A market place for European compliant IoT products and solutions for smart cities will be developed. For IoT and smart city related companies and SMEs, the resulting environment will lower the risks of city lock-in by offering them access to a European-wide city market and incentivizing participation through new value stream creation on the market place. It will equip these companies with co-creation practice to deliver solutions that meet real citizen needs and reduce financial risks in the corresponding business models. This will be executed by providing a set of methodologies, processes and guidelines that empower IoT technology and smart city service providers to better design solutions to address citizen needs around the market place.

The market place enablers will allow data catalogues from different IoT devices and service providers to be federated, so that service providers can find comparable data sources in different cities to allow services to be easily ported to different city environment.

Standardization bodies

Standardization Strategy with impact.

SynchroniCity will leverage on members of the consortium who play a leading role in Standards Development Organizations (SDOs), in order to promote and standardize European technology, in line with the "2016 Rolling Plan on ICT Standardization" and its follow-up 2017 version established by the Digital Single Market initiative launched by the EC.

Policy makers

SynchroniCity will establish a framework that enables a holistic quantification of the real value of IoT-enabled smart city interventions that considers economic, environmental and social benefits, while providing a tools that allow tracking and monitoring of the effectiveness during pilot periods and beyond.

The aim is to empower cities to digitally transform their policy-making and urban planning processes by introducing more agility through IoT-based data-driven evidence and adoption of common information models. Here existing metrics can be used, for example by the OECD and the World Bank, to highlight what constitutes a smart city.

3.4 Planning and implementing marketing and communication activities

3.4.1 Focus and foundations of marketing and communication activities

Based on the defined objectives, target audiences and key messages, the communication plan of SynchroniCity focuses on:

- Stakeholder engagement in the Reference zones (local ecosystem) in order to achieve high impact on citizens, and engagement of both the public and private spheres, industry, businesses and the ecosystem as a whole.
- Showcase the implementation of the Digital Single Market Smart City IoT-enabled flagship initiative to involve other geographical areas and their ecosystems.
- Dissemination of the open call to support the implementation of the IoT-enabled Digital Single Market for Smart Cities and to create opportunities for startups and entrepreneurs.
- Influence the political and industrial spheres at European and international level with strong focus on standards.
- Collaboration and alignment in communication activities with other IoT LSP projects and related initiatives.

The foundations of SynchroniCity's marketing and communication activities are:

- o Creating SynchroniCity brand and communication tools, channels and activities building upon strong existing brands and communities of SynchroniCity ecosystem
- o A SynchroniCity communication team is set up at the beginning of the project to coordinate the marketing and communication activities. It consists of representatives from all key partners mentioned in DoA in Task 6.3: ENoLL (as chair of the group), AU, FCC, ATOS, Aalto, DigiCat. The communication team is having regular telcos on a need basis and uses a specific folder in SynchroniCity Google Drive as an online working tool.
- o Communication processes are created at the beginning of the project to ensure good

information flow between the partners and communication representatives of the project. Dedicated mailing lists are created both for all partners on communications (comms@maillist.au.dk) and for communications team (commsteam@maillist.au.dk). A specific communications mail address is created for external and project-internal use in any communication-related correspondence (comms@synchronicity-iot.eu) and is taken care by ENoLL.

- o The project will involve professional communication personnel and communication agency (ENoLL will bring on board a professional communication director/manager and AU will subcontract a dedicated communication and engagement partner)
- o Multi-language communication materials, tools and campaigns will be created, supporting the reference zones in their local communication and stakeholder engagement, in particular when communicating with citizens
- o The project will exploit the power of social networks, and therefore creates a solid online marketing strategy, that takes into account existing channels at international and local level (this is particularly important when considering the citizens, entrepreneurs and the public sector as target audience)
- o Key industrial/market oriented events and fairs will be targeted to outreach industrial partners and entrepreneurs
- o Relevant channels will be created to reach the policy makers

3.4.2 SynchroniCity communication channels

On the SynchroniCity level as well as on the level of the whole IoT programme, the project will use an effective mix of **communication channels**:

Dissemination channel	Local/national level	International level
Website(s)	• SynchroniCity project website (local chapter for reference zones in local language) • City and local ecosystem websites • All partners' websites	• SynchroniCity project website • IoT programme portal – CSAs and other IoT Large-scale pilots • Linkage to founding initiatives' websites (OASC, ENoLL, etc.) • All partners' websites
Industrial fairs and conferences	Participation in local, regional and national conferences and industrial fairs	Initial list provided under "events".
Organisation of events	• Organisation of local workshops for ecosystem engagement and user acceptance • Open call dissemination events	• Connected Smart Cities Conference • Open call dissemination events
Marketing materials	• Materials to be shared in local/national events • Promotional material to be shared by partners	Promotional material to be shared in international conferences

	To be translated to local languages	
Journals Publications Press	Local specialised magazines and newspapers	The project intends to disseminate its innovation results in international peer reviewed scientific journals, magazines, book chapters and conferences. Featured stories will target publications in relevant magazines International press/media
Social media and newsletters	- City social media channels - Local stakeholders' social media channels - Overall guidance for each specific reference zone	Social media channels: - Specific SynchroniCity social media channels - All partners' and founding initiatives' channels
Webinars		- Open call dissemination - On-demand activities
National, European platforms, networks, alliances and forums	National networks of cities. National technological platforms and industry associations.	- Dissemination through channels, workshops and events of networks and communities such as FIWARE, OASC, EIP-SCC, FIRE, IoT Forum, Alliance for Internet of Things Innovation (AIOTI), ENoLL, Eurocities KSF, etc. - Collaboration with the IoT-LSP programme

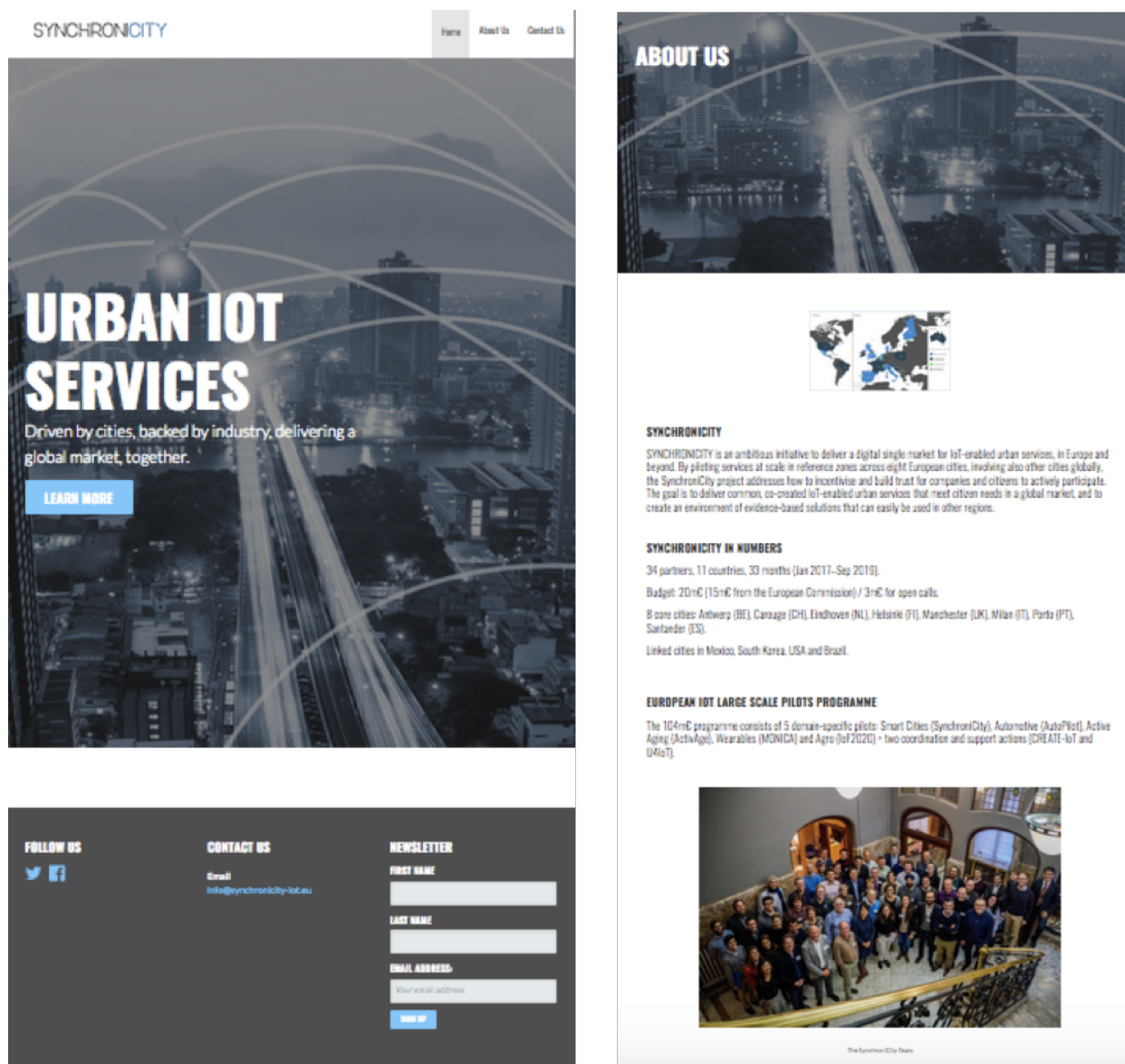
In the following subchapters the communication channels and their usage in the context of SynchroniCity are presented more in detail.

3.4.2.1 Project website

The SynchroniCity website will contain the following sections: updated information about the project, news, events, videos, social media plugins, newsletter area (with a link to subscribe the newsletter), project library with a media kit and publications (including deliverables) and discussion space (to be specified).

The website will allow visitors to contact the project via a specific form (questions will be directed to comms representatives). In addition, there will be a specific area for open calls once they will be active. The Reference Zones will have dedicated areas with information on local languages (possibly edited by the reference zones themselves).

At the beginning of the project it has been decided by all partners that SynchroniCity website url will be www.synchronicity-iot.eu



Screenshots of SynchroniCity temporary website

For the first project months a temporary website has been created for the project for a solid reference point for the projects' external stakeholders. This website consists of basic information about the project, linkages to social media as well as contact information. A mailing list plugin allows the project to start collecting a contacts list for future newsletters and other external, email-based communication.

The permanent project website will be designed by the communications agency subcontracted by Aarhus University, with the support from the project communication team providing the initial specifications (needs are collected from the consortium via questionnaire). The responsibility of providing content for the website and updating it regularly remains with the communication team and especially the lead partner (ENoLL). The communication agency provides support in the visual material as well as formulating messages and planning marketing campaigns. The project

partners, especially the work package and task leads as well as city representatives will provide content in order to help keeping the website up-to-date on project activities. Partners are encouraged to communicate all relevant SynchroniCity-related activities and events to be promoted on the SynchroniCity website.

The website will be linked to relevant network websites such as [OASC](#) and [ENoLL](#). In addition, there will be linkages for the websites of project partners. For the IoT-LSP programme, SynchroniCity provides guidance to the preparations of the common portal, to be managed by the two Coordination and Support Actions. The portal will be closely linked to all Large-Scale Pilot projects' websites.

3.4.2.2 Events participation and organisation

The list below shows a sample of the international conferences, workshops and summits for contributions and participation of SynchroniCity partners (not exhaustive, most relevant in bold). Connected Smart Cities conference is a specific, annual large-scale event organised by SynchroniCity for its stakeholders.

Event	City	Country	Target audiences
EUROCITIES Knowledge Society Forum	Rotating	Rotating	Cities / ICT departments
Connected Smart Cities Conference	Brussels	Belgium	OASC (cities) /FIWARE smart city (industry)/ Living Labs Smart City (cities and innovation intermediaries)
Mobile World Congress	Barcelona	Spain	Industry, startups, policy makers, cities, investors, standards
CeBit	Hannover	Germany	Industrial fair and event: Industry, startups, policy makers, cities, investors
Net Futures	Brussels	Belgium	Net Futures main event / Research and innovation European community
EIP-SCC GA	Rotating	Rotating	EIP-SCC community
Open Innovation 2.0 conference	Rotating	Rotating	Industry, innovators, cities, Living Labs
Urban agenda high level events / CoR events	Rotating	Rotating	High level regional and city representatives / Political audiences
IoT Week	Rotating	Rotating	IoT research and innovation community (industry and research) Synchronicity will leverage on the IoT Week events to promote and disseminate

			its results.
IoT Tech Expo	Berlin	Germany	Europe's leading Internet of Things Conference and Exhibition,
Int'l Open Data Conference	Rotating	Rotating	Open data community
Open Living Lab days	Rotating	Rotating	Cities, Regions, citizen-driven organisations, LLs
European week of regions and cities	Brussels	Belgium	Cities and regions, and representatives from ecosystems.
Mindtrek	Tampere	Finland	Smart Cities conference, entrepreneurs
Smart City Expo Barcelona	Barcelona	Spain	Main Smart Cities event

In addition to organisation of an annual conference as well as active participation through exhibitions and specific sessions in large international conferences, SynchroniCity will organise local workshops for ecosystem engagement and user acceptance. As part of the Open Call communication, each SynchroniCity partner responsible for reference zones will organise one local info-day with the help of Future Cities Catapult.

All SynchroniCity partners are entitled to suggest events for SynchroniCity. The planning of participation (which events, type of sponsorship etc.) is however the responsibility of SynchroniCity communications team. [A shared events sheet](#) is used for planning and reporting on events organisation and participation. This sheet is available in the SynchroniCity Google Drive for all partners to use actively, coordinated by ENoLL. It has specific sections for events in general, events participation, event organisation, internal events and meetings as well as events organised in each of the SynchroniCity cities. All tables contain instructions for partners on the usage of the sheet.

3.4.2.3 Marketing material

Specific marketing offline material is to be designed and produced for main events. This will include roll-ups, badges, agendas, goody bags and brochures to be shared both in local/national events as well as international conferences. For the local events, the material will be translated to local languages.

Aarhus University will subcontract a professional communication agency for the design of the visual identity of the project, producing a branding toolkit/package including: brand guidelines;; banner; ppt template; color and font codes. In addition, the communication agency will be responsible for preparations of offline materials including materials for events and other offline dissemination (flyers, roll-ups, posters, brochures) as well as online materials for social media channels (ownership of each channel specified in section 3.4.2.5), newsletter framework, project introductory and promo videos.

In the project proposal phase a graphic designer from Aarhus University has designed a logo for

SynchroniCity:

SYNCHRONICITY

During the first months of the project it was agreed among the partners to keep this logo for the project, possibly with small alterations.

At the beginning of the project, before having the communications agency on board, a temporary ppt template and ppt presentation (with content for partners to modify based on their needs) as well as a general flyer have been created and shared with partners in the common repository.



The flyer design for SynchroniCity is divided into two main sections. The left section features a night-time aerial view of a city skyline with glowing white arcs connecting various points, symbolizing a digital network. The word "SYNCHRONICITY" is written in a large, blue, sans-serif font across the top of this section. Below the image, the text "TAKING ON THE CHALLENGES OF DIGITALISATION, TOGETHER." is written in a bold, blue, sans-serif font. The right section contains text and a map. The text describes the project's goals and provides key statistics. The map shows the project's reach across Europe, North America, and South Korea, with a legend indicating different types of regions and cities involved.

SYNCHRONICITY is an ambitious initiative to deliver a digital single market for IoT-enabled urban services, in Europe and beyond. By piloting services at scale in reference zones across eight European cities, involving also other cities globally, the SynchroniCity project addresses how to incentivise and build trust for companies and citizens to actively participate. The goal is to deliver common, co-created IoT-enabled urban services that meet citizen needs in a global market, and to create an environment of evidence-based solutions that can easily be used in other regions.

SYNCHRONICITY IN NUMBERS
34 partners, 11 countries, 33 months (Jan 2017-Sep 2019).
Budget: 20m€ (15m€ from the European Commission) / 3m€ for open calls.

8 Core Cities: Antwerp (BE), Carouge (CH), Eindhoven (NL), Helsinki (FI), Manchester (UK), Milan (IT), Porto (PT), Santander (ES).
Linked cities in Mexico, South Korea, USA and Brazil.

EUROPEAN IOT LARGE SCALE PILOTS PROGRAMME
The 104m€ programme consists of 5 domain-specific pilots: Smart Cities (SynchroniCity), Automotive (AutoPilot), Active Aging (ActiAge), Wearables (MONICA) and Agro (IoT2020) + two coordination and support actions (CREATE-IoT and U4IoT).

SynchroniCity regions and cities

Americas Europe South Korea Oceania

Legend:
■ Directly involved regions
■ Other IoT regions (potential involvement)
● Directly involved cities
● Other IoT cities (potential involvement)

@SyncCityIoT www.synchronicity-iot.eu info@synchronicity-iot.eu

SynchroniCity flyer design

3.4.2.4 Journals, publications and the press

The local specialised magazines and newspapers will be used as channels to disseminate the project innovation results and increase the project visibility among the targeted specific audience in that area. The articles and press releases will be translated to local language. In addition to the local channels, the project intends to disseminate its innovation results in international peer reviewed scientific journals, magazines, book chapters and conferences.

The targeted publications include:

- Government Information Quarterly
- Telematics & Informatics
- Telecommunications Policy
- International Journal of Urban Studies
- International Journal of e-Commerce
- Communications & Strategies
- Journal of Urban Technology
- California Management Review
- Journal of Information Technology
- Journal of Theoretical and Applied Electronic Research
- Open Living Lab Days research proceedings
- International Journal of Human-Computer Studies
- International Journal of Co-Creation in Design and the Arts
- Human Technology
- Computer Networks

Featured stories will target publications in relevant magazines such as Wired and the Guardian through the professional communications agency.

3.4.2.5 Social media and newsletters

For the local reach the project will benefit from cities' and local stakeholders' social media channels, for which the disseminated material will be provided in local language by partners. An overall guidance will be created for each specific reference zone about open call communication to be delivered through social media.

The following social media channels have or will be set up for SynchroniCity external communication:

- Twitter - [@SyncCityIoT](#)
- Facebook - page created under the name [SynchroniCity](#)
- LinkedIn - group will be created when more activity is expected

-
- YouTube - channel for SynchroniCity videos will be created once the first videos are to be published

All SynchroniCity external (and internal) channels are listed [here](#) (including the ownerships and responsibilities), and the list is being updated on a continuous basis.

A specific short social media guide has been created and shared with project partners to advise on the usage of SynchroniCity social media channels including also some general useful tips on social media. This guide will also be regularly updated during the project lifetime as the usage of channels evolves based on the marketing and communication needs of the project.

The newsletters of the project will be disseminated through the dedicated mailing list for the project of consisting of relevant stakeholders. It will also be promoted through the different social media channels.

The marketing material created will be made available through the different social media channels.

In addition to the specific SynchroniCity channels, the project will benefit from the exhaustive channels of all its partners and especially the connected networks/initiatives as well as the cities. These include, among others, the following channels:

- OASC channels – Twitter (@oascities), webpage (www.oascities.org) and newsletter to member cities.
- ENoLL channels – main ones Twitter (@[openlivinglabs](#)) with around 6000 followers and Facebook ([ENoLL – European Network of Living Labs](#)) with over 3000 followers. ENoLL also publishes a popular newsletter with around 2700 subscribers.
- The city channels are collected in the channel listing in order to keep coordinated and also to be able to follow the channels and further the reach of the SynchroniCity posts.

3.4.2.6 Open call dissemination and webinars

The local info days mentioned under events section (3.4.2.2) and the webinars will be part of SynchroniCity open call dissemination. For this SynchroniCity will leverage on its partners' excellent network at EU level to reach out to creativity hubs and SMEs nests. Concretely, each reference zone is responsible for ensuring that the open call is properly disseminated in its area.

ENoLL and FCC will ensure the communication of the open call is harmonised by providing a bid toolkit and by facilitating the organisation of local info-days (in each reference zone under the responsibility of reference zone coordinator and FCC) and webinars (responsibility of ENoLL).

In addition to the pre-defined open call webinars, if specific needs emerge, additional webinars can be arranged on a need-basis.

3.4.2.7 National, European platforms, networks, alliances and forums

For the national collaboration, national networks of cities as well as national technological platforms and industry associations will be targeted as part of the SynchroniCity communication activities.

At the international level, dissemination will be conducted through channels, workshops and events of related networks and communities such as OASC, FIWARE, EIP-SCC, FIRE, IoT Forum,

Alliance for Internet of Things Innovation (AIOTI), ENoLL, Eurocities KSF defined in the section for target audiences.

Synergies will be created within the IoT-LSP collaboration through an IoT-LSP communications activity group (chaired by IDC from CREATE-IoT and co-chaired by ENoLL from SynchroniCity). The strategy and plans for this collaboration in terms of communications is presented at the beginning of this document, the activities including, among others, a common web portal for the IoT-LSP programme as well as common events targeted by the whole programme.

3.5 Evaluating the effectiveness and impact of communication activities

The communication and marketing activities will be coordinated by providing planning and reporting templates for partners eventually to provide input for the evaluation of impact. The dissemination activities of partners are collected from the very beginning of the project with the help of a specific sheet with columns detailing the information about the activities.

Key Performance Indicators (KPIs) will be used to monitor the progress in communication, covering all forms of activities with a special emphasis on the results and impact attained rather than the produced quantity. The work of KPIs is done under Task 6.4 Impact evaluation, and is led by Aalto University.

KPIs for communication activities (defined in DoA):

The following initial list of KPIs have been set for SynchroniCity on communications. The list of KPIs will be visited on a regular basis as part of task T6.4 activities. The framework of KPIs will be prepared in M15 (project deliverable D6.3 KPI framework) and the impact will be assessed and reported in two deliverables (D6.4 and D6.5 Impact Assessment Report in M18 and M33).

Communicati on measures/too ls	KPI	Objective	Measures to get those	Target audience
Synchronicity website	Yearly visits	5000	References from existing websites and newsletters (FIWARE, OASC, ENoLL, etc.)	Project partners, stakeholders in reference zones (citizens, public, private, research), industry, policy makers, cities, related initiatives
	Monthly downloads (comms materials or reports)	30	Materials translated to local languages to generate impact in reference zone ecosystems	Project partners, stakeholders in reference zones, entrepreneurs
	References from external websites	20	On-going engagement with networks of cities, industry, standards and	Outreach beyond project partners: Cities, network of cities,

	(beyond project partners)		related initiatives	industry forums, industry, policy makers, related initiatives
Online / Based on hashtag #SyncCityIoT	Monthly outreach, engagement and impressions in Social media	Increasing trend	Developing own channels but using existing channels with existing great outreach (FIWARE, OASC, ENoLL, FIRE, all project partners) and focus on hashtag. Double strategy of creation own hashtag and taking advantage of trending ones.	Citizens, press, industry, cities, policy makers, entrepreneurs
Press releases in relevant newspapers magazines	Per year	2 per country (with reference zone) + 4 international	Access to local press through reference zones + professional feature story releases and access to prestigious magazines with the help of the communications agency	International: specialised audiences in technology, entrepreneurs Local: citizens and all stakeholders in reference zone + national outreach
Market oriented events	Presence per year	Presence in 3 market oriented events per year	Professional event	International specialised industrial audiences, standards, cities

4 Conclusions and next steps

The SynchroniCity marketing and communications strategy and plan sets the initial framework to guide the project in its communication activities. This document introduces first the bigger context of the project communications, namely the European IoT-LSP programme activities in terms of communication, collaboration strategy and liaisons. This is followed by 5 steps that form the basis of the SynchroniCity marketing and communications strategy and plan: marketing and communications objectives, target audiences, value propositions, detailed marketing and communication plan as well as the impact assessment. Each of these steps are detailed in their respective subchapters, the focus at this stage being on the detailed plan of the activities in order to achieve the objectives and to reach the targeted audiences.

This document will be visited regularly during the course of the project. The marketing and communication objectives are to follow the exploitation strategy of the project that is being worked on under Task T6.1 Smart City IoT Exploitation and sustainability plan. The work on defining the

project target audiences will be continued in all the activities of the project, conducted in several different fora, such as meetings of work packages, tasks and Cities Forum. As the communications agency will be on board, it will start the work together with the project communications agency on the key messages, which will reflect the developing objectives and activities of the project, specified for each audience. The marketing and communications plan will be kept updated in order to have the optimal means for attaining the objectives, adapting to the changing environment of the project. Finally, the marketing and communication efforts especially in terms of their impact will be continuously followed with the help of the KPI frame, this work being conducted under *Task 6.4 Impact evaluation* in close co-operation with the project communications group.