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ABSTRACT: This detailed strategy outlines and identifies the stakeholder groupings and details the activities, timing, channels and execution procedures to engage stakeholders in RDA both in Europe and internationally. It is broken down according to a set of stakeholder groupings with clear tools, activities and Key Performance Indicators for each grouping. Two further iterations (M12 & M24) will provide details on the communication and outreach activities performed, their impact as well as including an assessment of the KPIs targeted, the final achievements and lessons for future RDA marketing and communications.

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GLOSSARY

ABBREVIATION	DEFINITION
ALLEA	The network of all European Academies
ATHENA RC	Athena Research Center
CSC	IT-Center for Science Ltd.
EGI	European Grid Initiative
ESFRI	European Strategy Forum on Research Infrastructures
EUDAT	European Data infrastructure
GEANT	The pan-European data network for the research and education community
GSF	Global Science Forum
GSO	Group of Senior Officials
HBP	Human Brain Project
MEPs	Members of the European Parliament
OECD	Organisation for Economic Co-operation and Development
OpenAire	Open Access Infrastructure for Research in Europe
RDA	Research Data Alliance
RDA Europe	Research Data Alliance Europe
RIA	Royal Irish Academy
STFC	Science and Technology Facilities Council
TRUST-IT	Trust-IT Services Ltd.

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Executive Summary

Since 2011 RDA has seen a continued growth towards consolidating a worldwide organisation by mobilizing data practitioners to improve data sharing, management, interoperability and re-use in a time where heterogeneity of data organisations at all levels is increasing. Additionally, the growing data volumes and political demand for opening and re-using research data underline the necessity of coordinating and cooperating across domains, geographical borders and cultures. In just over two years since its official launch, RDA boasts over 3,500 members from 104 countries, of which 50% are from Europe. RDA Europe plays an instrumental role as the European branch of RDA, ensuring that the scientific excellence generated in Europe is prominent and leading discussions on global solutions to challenges that are not just global or European but are as well of national and local concern. RDA Europe plays an active role in contributing to achieving the RDA vision of researchers and innovators openly sharing data across technologies, disciplines, and countries to address the grand challenges of society.

The main role of the Communications and Outreach work package (WP5) is to support the other 3 work packages engaging with stakeholders, namely: European Policy Level Engagement (WP2), Global Policy Level Engagement (WP3) and Practitioner Level Engagement and Uptake (WP4) through a series of communications and outreach actions. This Engagement Plan identifies European stakeholders as the starting point for the generation of the targeted communication and outreach messages and activities tailored to each type of stakeholder grouping. In close collaboration with the other WPs, the specific communication and outreach objectives are to:

- Provide the on-line collaboration instruments and facilities for the RDA members in Europe and worldwide, including the RDA Global website & collaborative platform (www.rd-alliance.org) and the RDA Europe website (europe.rd-alliance.org)
- Lead the organisation, co-ordination and management of RDA plenary meetings
- Raise the awareness of & engagement in RDA through the execution of specific communication and outreach activities targeting the complete RDA stakeholder landscape, in collaboration with WP2, 3 & 4
- Communicate RDA and RDA Europe to the consortium members and Synchronization Assembly (WP3)

The following stakeholder groups have been identified as essential targets to achieve these objectives and ensure as broad a coverage as possible:

- Research communities: data scientists and domain researchers
- E- & Research Infrastructure providers and Data providers
- Funding agencies
- Policy makers
- Citizens and citizen scientists
- End-users (not included in the list above)
- Industry, incl. Large corporations, SMEs and Start-ups/Spin-offs

A fundamental activity is also to disseminate and exploit the RDA Outputs as widely as possible through targeted & general communication activities tailored around the identified stakeholder groupings. Activities will focus on outreach & engagement to potential new EU members of RDA, both as individuals and communities, as well as outreach to European based organisations to join RDA as organisational members.

The support to RDA Plenaries, of which five will take place in the project timeframe, the organization of two large European events and the participation to third parties events complement this plan. The day-to-day activities are further complemented by a series of horizontal communication and engagement activities with clear KPIs to monitor the engagement results.

1 EUROPEAN STAKEHOLDERS ENGAGEMENT PLAN

1.1 Objectives of European engagement

Work package 5 is dedicated to directly performing Communication and Outreach activities and is divided in two main tasks:

1. *Task 5.1 Communication & Outreach* with five subtasks focusing on Stakeholders identification and Outreach; support to RDA Plenary meetings as well as RDA Europe and third party events; organization of two large European events; production of scientific publications;
2. *Task 5.2 Digital Presence* focusing on RDA's Europe Web Presence in terms of the Web Platform as well as the Graphic Design, branding and visuals and social media presence. A specific sub task (5.2.3) is also responsible for design, development, implementation and maintenance of the RDA Global Website and Collaborative Platform.

Specific Communication and Outreach objectives are to:

- Provide the on-line collaboration instruments and facilities for the RDA members in Europe and worldwide, including the RDA Global website & collaborative platform (www.rd-alliance.org) and the RDA Europe website (europe.rd-alliance.org)
- Lead the organisation, co-ordination and management of RDA plenary meetings
- Raise the awareness of & engagement in RDA through the execution of specific communication and outreach activities targeting the complete RDA stakeholder landscape, in collaboration with WP2, 3 & 4
- Communicate RDA and RDA Europe to the consortium members and Synchronization Assembly (WP3)

2 STAKEHOLDERS ANALYSIS, COMMUNICATION STRATEGY AND PLANS

RDA Europe communication activities focus on different stakeholder groups. Each target group has its own messaging, channels, communication activities, events with associated targets, outputs and KPIs, and the nature of collaborations is tailored according to the target and the added value that RDA brings.

Many of the engagement activities will be carried out within WP2, WP3 and WP4, however WP5 will coordinate closely all communication activities relating to each target groups, for example creation of the collateral, coordination of the events, outreach activities, web updates, etc. This section provides an outline of the stakeholders with plans on how to engage and communicate with them and includes associated KPIs for monitoring the activities and the impact.

Even though the stakeholder engagement is administratively divided into separate groups, it must be noted, that the division into different stakeholder groups, and even within them, is in many cases artificial as these actors do not operate in vacuums. In the end, the results and impact of RDA activities derive from addressing various stakeholders that also have an effect on each other. Therefore it is important to avoid silos and too narrow approaches when addressing different actors, still of course keeping in mind the specific knowledge, expertise, needs and mandate of each actor. This stakeholder analysis builds on the achievements in the previous phases of RDA Europe.

2.1 Research communities: data scientists and domain researchers

2.1.1 Engagement Targets

The **domain researchers**, together with their affiliated data practitioners and the e-Infrastructures they are collaborating with, are the main producers and consumers of scientific data. Better data practices in the research domain will make a large difference in sharing and re-using efficiency. This stakeholder group is a very important segment for RDA. It includes many "sub-communities" working on particular scientific fields, and within particular institutions; interdisciplinary and cross-institutional activities are also significant.

In academia, RDA Europe addresses the domain researchers through their organisations and by organising workshops with leading scientists and data practitioners (Science Meetings), ESFRI project initiatives (WP4), advanced IT technologists (WP4) and also national platforms.

We define **data scientists** as data managers, information system (IS) specialists, IT & technical architecture / infrastructure managers, and data providers belonging to different domains. To enable the full strength of adoption of the RDA outputs, and to take profit from latest technological insights, close collaboration with these stakeholders is crucial. RDA Europe should also encourage and promote their mutual interaction and synergy where possible. In most cases, the domain specific and cross-domain data professionals are in close interaction with each other to tackle scientific challenges. Therefore it is important that they are addressed in a way that promotes their mutual trust and collaboration.

This stakeholder grouping has similar reasons for becoming involved in RDA, for example:

- Joining the RDA Community, providing requirements and feedback, contributing to and initiating BoFs or WGs or IGs
- Engaging on behalf of an organisation – Becoming an RDA Organisational /Affiliate Member
- Leveraging on the RDA results and outputs
- Engaging in domain-science oriented events/conferences and raising awareness about RDA, including encouraging them to become involved in group activities or in adopting / testing RDA results;
- Participating in European Data events: WP5 will organise two European based events focusing on how Europe both contributes as well as gains a competitive edge from its research data and infrastructure activities and achievements to the provision of solutions for data sharing, exchange and interoperability. The 2-3 day events will offer tracks dedicated to different stakeholder groups, including domain researchers and may be co-organised with other EU stakeholders;
- Participating in three Science Meetings that bring together leading European scientists working with data to showcase RDA, highlight current activities, gather their feedback and requirements and ultimately create new European driven RDA Working and Interest Groups;
- Organising and / or participating in annual meetings with large infrastructures (ESFRI, HBP etc.) to discuss relevant issues, joint projects for uptake of results, train their members etc.;
- Engagement of Early Career scientists & researchers working on data: through the specific support programme, Early Career domain researchers will be invited to apply for grants to attend the RDA plenary meetings and participate in Working or Interest Group meetings of relevance to their area of study;
- Various national events and meetings to be held in RDA Europe affiliated countries,
- Datathon / training events.

2.1.2 Main Communication and Outreach Tools & outputs

Tools	Description	Outputs
Engagement in domain-science events/conferences	RDA attendance in various domain-science related events/conferences	RDA engaging in at least 30 domain-science events/conferences in Europe over the project lifetime
European Data Events	European based events focusing on innovation in the world of data	2 European Data events over the project lifetime with an average of 300 participants per event
Science Meetings	Science workshops bringing together leading European scientists working with data	3 Science Meetings arranged during the project 3 Scientific recommendations for research data challenges as a result of each meeting
New RDA WGs/IGs	New RDA Working and Interest Groups	At least 3 new European driven RDA Working/or Interest Groups
Meetings with large infrastructures	Meetings to discuss relevant issues (ESFRI & infrastructure meeting)	2 events with ESFRI initiatives with a set of calls for actions / recommendations as outputs
Early Career Programme	Engagement of Early Career scientists & researchers working on data through the specific support programme	4 Early Career support programmes managed, implemented and supported
National events	National events to be held in different RDA Europe related countries	8 national events held by the end of the project
Datathons	Datathon events	2 Datathon events held

Table 1 - Research communities: data scientists and domain researchers main Communication & Outreach Tools & outputs

The timeline in section 6.2 outlines the timing of the different events and delivery of the KPIs. This timing is subject to change, particularly those related to the timing of events that are linked to decision with other RDA regional partners (US, Australia, etc.), RDA Global and other initiatives and stakeholders with whom RDA Europe will interact to organise events.

2.2 E- & Research Infrastructure providers and Data providers

2.2.1 Engagement Targets

E- Infrastructures and research infrastructures provide to facilities, resources or services of a unique nature that have been identified by research communities to conduct top-level activities in all fields of science. They may encompass physical and digital components such as repositories, libraries and archives, communications networks, HPC facilities, research laboratories and equipment. Some of these infrastructures are multi-disciplinary (for example EUDAT, OpenAire), engaging with researchers across domains, whilst others encompass broad domain areas, such as the DARIAH ERIC (Digital Research Infrastructure for Arts and Humanities). Wider research networks, such as ALLEA (the network of all European Academies), are also targets for engagement via their digital components, such as the ALLEA E-Humanities Working Group.

Individual and organisational members of RDA currently represent research infrastructures including EUDAT, EGI, GÉANT and CERN. The active involvement of these stakeholders in RDA Interest and Working groups is essential, as they include scientists, data scientists, data managers, software developers and other types of professionals, focused on tackling relevant research data challenges.

This group can both benefit from RDA's outputs and bring expertise into RDA. Specific benefits for this group include:

- The ability to showcase how they are addressing data issues, and gain visibility through the RDA outreach activities/plenary meetings;

- The opportunity to acquire new knowledge on data management and best practices;
- The opportunity to address data issues and improve the visibility and usage of their data by adopting the solutions proposed by RDA,
- The potential to create new services on the basis of RDA outcomes,
- The capacity to extend their network (including data providers and policy makers and funders).

Type of engagement:

- Act as showcase for best practices in data management and sharing
- Take part in the development and outputs of RDA working groups and interest groups
- Adopt RDA outputs, potentially becoming an RDA use case / success story / best practice example
- Act as point of dissemination for engagement with related stakeholders, e.g. Data managers, software developers.

2.2.2 Main Communication and Outreach Tools & outputs

Tools	Description	Outputs
RDA WGs summary documents	Creation of summary documents on the main outputs of the RDA WGs and circulation to the community managers to collect expression of interest to become an "RDA adopter".	1 "Become and RDA adopter" page & flier
Presentations of adopted RDA outputs and identification of a champion at RDA Plenary	The champion will have the opportunity to propose a topic of interest that can be addressed by the RDA community	1 champion / Plenary
Targeted newsletters	Delivery of a bi-monthly newsletter targeted to data providers with specific content	15 Newsletters
Research & Data Success stories	Publication of success stories on specific web channels (i.e. the International Research Update newsletter)	2 adopters success stories / year

Table 2 - E- & Research Infrastructure providers and Data providers main Communication and Outreach Tools & outputs

KPIs:

- Active Engagement:
 - total number of adopters per batch – 3 every 6 months
 - number of new RDA members
- Community:
 - number of new followers on the social networks
 - multiplier effect: new community using the RDA framework thanks to the adopter
- Outreach:
 - Number of publications of adopters success stories

2.3 Funding agencies

2.3.1 Engagement targets

RDA leverages on past investments made by member states and funding agencies to the development of research infrastructures, big data research projects, open access policies, and more. RDA Europe must act now to capture the value of past investments and demonstrate to regional agencies (e.g. European Commission and national funding agencies) the importance of further sustaining these initiatives and funding new visions and pan-European and global strategies. Benefits of engagement with RDA should also highlight the potential of greater collaboration for generating growth and jobs, as well as societal benefit of data infrastructures in furthering research into grand challenges.

Communication activities

- **Highlighting value of e-Infrastructure.** Distribution of the **Data Harvest** report to member state science & technology, research and development and science funding agencies. Highlighting to these groups the RDA vision and the benefits of leveraging past investment from funding agencies; and cost effectiveness and financial benefits of continued funding.
- **Call to action / Wish list.** Establish a clear set of desired actions (or wish list) that RDA could achieve by working together with member states and funding agencies. Engagement with policy groups in shaping the wish list.

2.3.2 Main Communication and Outreach Tools & outputs

Tools	Description	Outputs
Data Harvest follow-up report	Design and production of a Data Harvest follow up report focusing on the economic benefits of research data sharing	1 policy report with cost effectiveness and financial benefits of continued funding (M30)
RDA Europe wish list web version	An area on the RDA Europe website to collect and list the actions wanted from governments and funding bodies	1 RDA call to action page published on the website
Engagement of funding bodies for RDA Plenary	Invitation and engagement of representatives from funding agencies at RDA Plenary	1 regional representative / Plenary
Participation to stakeholders event	Participation by RDA representatives at 4 related policy events with the objective of pushing RDA agenda and gathering requirements and feedback.	4 RDA presentations

Table 3 - Funding agencies main Communication and Outreach Tools & outputs

2.4 Policy makers

2.4.1 Engagement Targets

This stakeholder grouping is the main focus of WP2 - European Policy Level Engagement and therefore the activity outlined here leverages on the WP2 plans and is subject to their work plan. The activities performed in WP5 will focus on the communications, outreach, promotion and digital support for WP2. This stakeholder grouping includes, among others, the following stakeholders¹:

- Independent EU Member/Associate States policy/advisory groups on e-Infrastructures and/or Research Infrastructures
 - e-Infrastructure Reflection Group (e-IRG)
 - European Strategy Forum on Research Infrastructures (ESFRI)
 - G8 Group of Senior Officials (GSO) on Global Research Infrastructures
 - Members of the European Parliament (MEPs)
- European Commission or other EU coordinated groups
 - Research Infrastructures (including e-Infrastructures) Management Committee
 - Horizon 2020 Advisory Group on Research Infrastructures
 - The Digital ERA Forum
 - Commission High Level Expert Group European Open Science Cloud
- Other international groups

¹ For more information on the different groups please refer to <http://e-irg.eu/related-policy-groups>

- Organisation for Economic Co-operation and Development (OECD) - Global Science Forum (GSF)
- EIROforum Information Technology group
- National policy actors (that are not represented in any of the stakeholders listed above)

Engagement Activities:

Policy groups are at the core of RDA objectives at both European and global level:

European and Global Policy Engagement: Working with WP2 and WP3, intensifying and securing increased political engagement by reinforcing RDA high-level political visibility in Europe, within the European Commission itself, particularly with policy makers and organisations, initiatives and associations that will benefit from engaging with RDA to achieve their strategic, policy goals.

Leveraging the RDA **Synchronisation Assembly** of experts representing relevant European policy groups to provide European perspectives to the RDA process and in particular to the RDA Council members to help maintain focus of RDA work, balance with respect to participation, general policies and procedures in RDA, and strategic directions etc.

Policy makers are key to support key recommendations from the *Data Harvest report* on issues such as education and training, trust, pushing public-private partnerships and coordination on an EU level. Also of relevance is the engagement with Open Data policy groups, the collaboration with national, regional and international groups to establish common policies for global data infrastructures for science communities and the collaboration also with e-Infrastructure groups such as EUDAT, GEANT, EGI, OpenAIRE, etc. Support and buy-in from policy groups will increase trust in open data and the creation of a registry of such policies.

Communication Activities

Calls to action: Establishment of clear set of desired actions (or wish list) that RDA would like from policy groups. This should include recommendations from the *Data Harvest* report focussing on topics like trust and engagement with the private sector.

Policy Workshop: Invitation of main relevant policy groups to plenary events for initial dialogue and policy workshop.

2.4.2 Main Communication and Outreach Tools & outputs

Tools	Description	Outputs
RDA Europe wish list web version	An area on the RDA Europe website where to collect and list the actions wanted from policy groups	1 RDA call to action page published on the website
Participation to stakeholders' events and documents: e-IRG, ESFRI events	Participation in e-IRG and ESFRI events and contribution to Coordinated policies on data infrastructures, open access, open science and the Open Science Cloud –to key policy documents	1 post-event call to action; Participation by RDA representatives at 4 policy group events
Meetings with MEPs	Meetings with Members of the European Parliament	Advance understanding on Research Data, Open Access/Science, Privacy policies and influence related EU legislations
Policy Workshop at RDA P9	Organise a specific policy level workshop in	1 output document as a result of

	conjunction with the 9 th Plenary meeting in Barcelona (April 2017)	the workshop
Synchronisation Assembly	Wish list from members of the synchronisation assembly considered for implementation (within effort & financial resource boundaries)	Implementation of a support programme for European members to attend non EU plenaries

Table 4 - Policy makers main Communication and Outreach Tools & outputs

2.5 Citizens and citizen scientists

2.5.1 Main Benefits for Engagement

Citizens are those benefiting from the democratisation of science and access to scientific results as evidence of indirect investments for scientific research.

The best way to attract citizens attention towards data management and its benefits, challenges and opportunities, and in general to explain them the work that RDA is doing, is to link the “big data” phenomenon to those everyday challenges the general public is sensitive to, such as big societal challenges; new jobs opportunities; public investments.

Engagement Activities:

- Contacting journalists of National Generic Press for dissemination purposes
- Distributing press releases to National Generic Press
- Sharing on social networks relevant articles, interviews, pieces of news dealing with data aspects published in non-scientific press and magazines and link them to what RDA is doing
- Presenting RDA, its structure and working procedures as well as its final users in an easy way, for instance through simple video animations or comic strips
- Following journalists and bloggers writing for National Generic Press or IT non-scientific magazine and share their activity on data

2.5.2 Main Communication and Outreach Tools & outputs

Tools	Description	Outputs
Press releases	Creation of press releases to be translated into different languages and distributed to journalists in Europe	1 press release for each Plenary meeting
Video animation	Creation of an RDA Europe animation to present the benefits of	1 video animation per year
Comic strip	Creation of a comic strip and simple visuals to explain RDA process	1 comic strip to be distributed to generic media channels and social networks at one strategic event (Innovation Summit or Plenary)
Citizens area on the website	An area on the website where to explain to the man on the street what RDA is doing, where to find RDA people and how to contact them	1 webpage “RDA 4 ME”

Table 5 - Citizens and citizen scientists main Communication and Outreach Tools & outputs

KPIs:

- 2 Journalists identified per Country (RDA consortium partner countries) and included in RDA DB
- 5 journalists followed on Twitter, Facebook, LinkedIn per country
- 10 press clippings / Plenary (incl. clippings in national media)

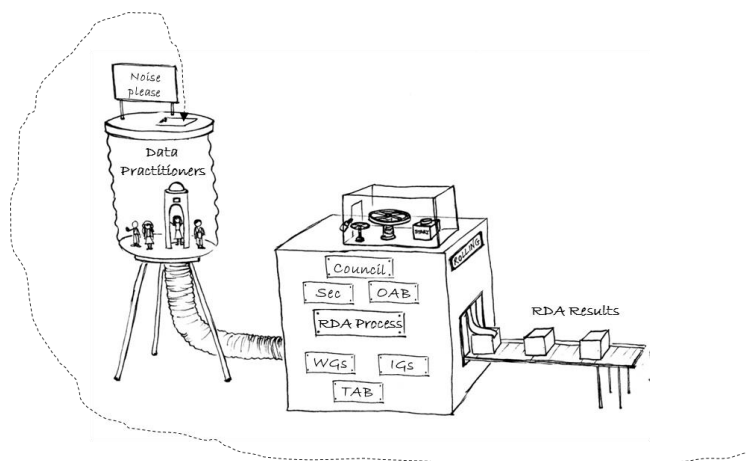


Figure 1 - Example of how RDA can be explained with simple visuals

2.6 End-users

2.6.1 Main Benefits for Engagement

Researchers in different scientific fields and data technologists may be considered RDA end users directly or indirectly. Here they will be taken into consideration as single users, while they are also considered as part of scientific and research communities where they interact with each other. Individual industry users – researchers and IT experts working for companies and SME – are also considered within this group.

Engagement Activities:

The messages for this group will be complementary to the messages given to scientific and research communities, but will concentrate more on what a **single user** – researcher – can do on his/her own.

Message 1. Providing your (user) requirements to open data services is – first of all – in your interest.

The involvement of single researchers and customers is important to collect requirements to be given to data technologists to develop new solutions or improve current ones. This approach is valid both in scientific research (academia) and in the industry sector where new data solutions can produce added value, job opportunities, skills and market increase.

Message 2. Providing your own data experience is important.

Gaining experience of current data management practices – challenges, difficulties, legal issues, IT constraints, etc. – is fundamental for RDA to work on lessons learnt. The experience that a single user can give in his/her specific field of work is different from the impression his/her institute can give. Testimonials will be important to provide a different point of view. They will also be easy to understand by the general public.

Message 3. RDA wants to stimulate your direct interaction in RDA Activities

Despite the engagement of research and industry organisation and the Board and Forum level, the active engagement on a personal level of single end users is fundamental to ensure RDA work meets their requirements and listen to their position. It is important to invite end users and researchers to join the working and interest groups, to invite them personally to RDA events and, in general, to join the RDA debate.

2.6.2 Main Communication and Outreach Tools & outputs

Tools	Description	Outputs
"User Area" on RDA websites	Creation of a "User Area" on RDA websites where to state how much RDA values the engagement of single users, and what services RDA offers to them, and from where single users can directly interact with RDA	1 User Area on the website with user guides
Social media campaigns	Engage with single users and customers on social networks	New connections on main RDA social media channels
Newsletters	Newsletters to promote participation in the WG/IG	"Join RDA" message & banner in all RDA Newsletters
End-user testimonials	Collection of testimonials from end users	10 testimonials
"Research to market handbook"	Promotion of "Research to market handbook" and in general all different user guides RDA will produce or contribute to produce	1 handbook (web version) collecting different user guides

Table 6 - Customers and end-users main Communication and Outreach Tools & outputs

KPIs:

- User area published by the end of 2015 and frequently updated
- 10 single persons engaged through LinkedIn and other social network per each scientific/research community involved in the whole period
- single persons engaged through LinkedIn and other social network per each Company or SME
- testimonials at each plenary
- Promotion of Handbook via social networks, targeted messages to the DB and on User Area on the website

2.7 Industry, incl. Large corporations, SMEs and Start-ups/Spin-offs

2.7.1 Engagement Targets

Industrial engagement is of growing importance to RDA and we need to distinguish between industrial players with much data, which are often large companies, those with smart technologies, which are often start-ups and those offering services, which can often be found in consultancies. Of course it is of great relevance to open scientific data for companies with smart technologies and allow them to combine data from different providers. Activities supporting industrial engagement in RDA will be defined and executed in close collaboration with WP2 – European stakeholder engagement and will focus on the communications, outreach, promotion and digital support for WP2. The target groups and related KPIs are included in D2.1 and therefore not covered below.

During the RDA Europe 2 contract and experience gained there led us to identify three different industrial targets:

- Data owners:** large companies or public sector
- Technology owners:** large companies, SMEs, start-ups
- Trusted third parties linking actors:** consultants, clusters, federations, associations, etc.

Unique selling points (USPs) to each of these groupings include

A. Data owners:

- International procedures and standards
- Fully committed to sustainability

- Technologies become safer
- Interoperability
- Simplified aggregation
- Therefore I can speed up my development

B. Technology Owners:

- International recognition
- Trusted brand for companies
- Strong tech argument to convince my customers
- Internationalize my company therefore I can speed-up my development

C. Trusted third parties linking actors:

A unique place to understand:

- Who is working on what
- The main trends & tendencies
- Possible market / technology disruption
- R&D priorities

How can RDA Europe engage Industrial stakeholders (to be defined and executed under WP2, T.2.2)?

- Identify a set of target market sectors and map to /link with WGs & IGs e.g. agriculture
- Create RDA Output kits (including fact sheets, best practices, etc.) targeting industry stakeholders
- Involve innovation clusters and business/enterprise associations: establish a series of MoUs and have the clusters involved in the groups etc. e.g. ERRIN, DigitalEurope,
- Involve companies developing R&D collaborative projects under different conditions:
 - National & international programs
 - Open innovation
 - Collaboration with labs

2.7.2 Main Communication and Outreach Tools & outputs

Tools	Description	Outputs
Innovation summits	Organise innovation summits including an innovation award to explicitly attract (young) entrepreneurs	2 EU based events with 1 track dedicated to industry 1 Uptake and innovation award to offer
Web space for SMEs and Start-ups	An area on the RDA website to link Industry, Start-ups and SMEs with RDA members to develop specific use-cases	1 list of Start-ups and SMEs with expertise 1 web interface allowing RDA members to submit calls for SMEs
SMEs Support Programme promotional page	Promotion of the funding scheme to support the development of SME/RDA member projects under the umbrella of RDA	1 webpage where to get information and apply to the scheme 1 flier to be distributed at the Plenary 1 piece of news included in RDA newsletter at the programme launch
Industry Success stories	Publication of success stories on RDA website & dissemination	3 success stories from industry

Table 7 - Industry, incl. large corporations, SMEs and Start-ups/Spin-offs main Communication and Outreach Tools & outputs

KPIs

Please see D2.1 (and subsequent iterations for industrial stakeholder KPIs)

3 HORIZONTAL COMMUNICATION & ENGAGEMENT TOOLS

3.1 RDA Europe Website

The RDA Europe web platform (europe.rd-alliance.org) is the European showcase for all RDA activities as well as the central information hub for data & computing e-infrastructure content. The web site is developed and maintained through WP5 and the open source Drupal based platform will offer sections and tools for all Europe boards (including the RDA Synchronisation Assembly, Industry groupings etc.). All RDA Europe events are managed through the web site with registration forms, comment areas, participant lists, social media plug-ins, pre and post event dissemination material, e-programmes, agendas and presentations, etc.

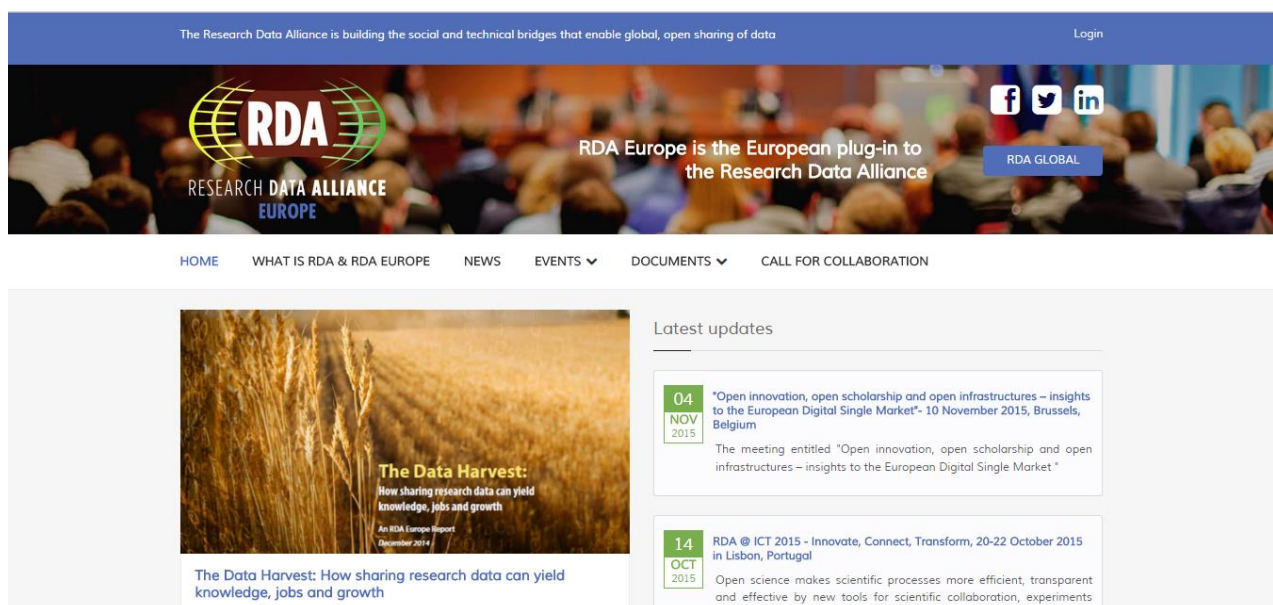


Figure 2 - RDA Europe current website homepage

A revamp of the current website is foreseen to ensure RDA Europe activities are well defined and passed to the different stakeholders identified above. In particular, the following new sections and functionalities will be included:

- **What is RDA and RDA Europe**
- **How can RDA help you?** 1 page describing the advantages of joining RDA WG/IG according to the different stakeholder groupings as outlined in the previous section. It will include the **RDA User Guides**: stating how much RDA values the engagement of single users, and what services RDA offers to them, and from where single users can directly interact with RDA. Training pages & Webinars will also be included in this section.
- **RDA Outputs & Adoption stories**: success stories from RDA research adopters will be listed and promoted via these pages; testimonials from the RDA champions will complete the section
- **RDA enterprise place**: An area on the RDA website to link Industry, Start-ups and SMEs with RDA members to develop specific use-cases. It will consist of 1 page listing Start-ups and SMEs with expertise and 1 web interface allowing RDA members to submit calls for SMEs

- **Happening in Europe:** an area where to collect news from RDA Europe partners and stakeholders as well as selected channels. News will be imported using RSS feeds and external users will also be allowed to **submit news and announcements**.
 - RDA News: RDA-Europe specific news
 - RDA Events: RDA Europe events: all events organized by RDA in Europe will be listed here: registration procedures, presentations and speaker profiles will be available from here
 - RDA Blogs
- **RDA call to action:** 1 page on the RDA Europe website where to collect and list the actions wanted from governments and funding bodies and policy makers. It could be a forum-like area, where users can submit posts on their own, or an area managed by RDA Europe partners where to add contributions collected at plenaries or via interviews.
- **Plenaries and Events:** a link will re-direct the users to RDA Global website where to find all the information about Plenaries, while European events will be listed here. An **interactive event calendar** will allow RDA Europe members but also external stakeholders to announce upcoming events and promote them on RDA Europe website
- **RDA Europe Early Career support programme:** the area will allow online application to the programme
- **Documents area:** where to collect reports, interviews, press releases, presentations and deliverables

3.2 RDA Global Website and collaborative platform

WP5 is responsible for maintaining, managing and improving the entire RDA Global web platform and Website (www.rd-alliance.org). This web platform, custom built by Trust-IT Services using Drupal open source modules is THE collaborative platform for RDA members worldwide. The web platform offers all RDA members a virtual platform to interact with RDA, dissemination information, collaborate in Working & Interest groups, and provide comments on new Working & Interest group proposals. The web platform includes a series of complex content management and workflow modules to all a scalable and long term repository for all RDA content. This includes RDA output tracking and management, individual member management, event management and eventual payment gateways for registration fee management.

Output: A new look and feel of the RDA Global platform is also foreseen by month 5.

3.3 RDA Europe Database of contacts

In October 2015 RDA database counted 3378 members, 50% come from EU. RDA Europe database will be further built upon the current one, with monthly updates and statistics to keep track of how the community is building and categorize relevant stakeholders. Contacts will be incremented thanks to partner efforts, through social networks, participation to events, organisation of events, synergies, and strategic alliances.

For the project database a final target of over 6000 contacts at the end of the project has been defined. The database will be constantly updated by Trust-IT and will be exploited by RDA Europe to create awareness on RDA Europe results.

An example of the database breakout is provided in the table below:

Date	Feb 15	March 2015	Apr 2015	May 2015	June 2015	July 2015	Aug 2015	Sept 2015	Oct 2015
Total Members	2668	2783	2851	2889	2936	3029	3140	3243	3378
Total No. Countries	95	95	99	100	102	103	103	103	104
Africa	2%	2%	2%	3%	3%	3%	3%	3%	3%
Asia	6%	6%	6%	6%	6%	6%	6%	6%	6%
Australasia	4%	4%	4%	4%	4%	4%	4%	4%	4%
Europe	50%	50%	49%	48%	48%	49%	50%	50%	50%
North America	37%	37%	38%	38%	38%	37%	36%	36%	36%
South America	1%	1%	1%	1%	1%	1%	1%	1%	1%
Academia	1758	1833	1888	1912	1942	2007	2089	2149	2214
Government/Public service	404	423	429	432	441	459	476	487	521
Other	156	161	164	167	169	173	174	183	187
SMEs	147	154	153	157	160	162	168	185	200
IT Consultancy /Development	86	89	94	96	97	98	98	102	110
Large Enterprise	55	61	60	62	64	66	69	71	75
Policy/Funding Agency	43	43	44	44	44	45	46	47	50
Press & Media	19	19	19	19	19	19	19	19	21

Outputs: 1 communication and dissemination database with 6000 contacts.

3.4 Press and Media Channels

Press Releases will be delivered in conjunction with the main project milestones to ensure timely communication of the progress of the project. In support of RDA Europe awareness raising and visibility a selection of press and media channels will be targeted. Web-based ICT and Technology Media are used as primary sources by ICT professionals (e.g., ComputerWorld, Computer Weekly, eWeek Europe, etc.), including broader technology watch (Innovations Report, CORDIS news, 24N.biz) and some targeted at the high-tech research infrastructures (ScienceNode, HPC Wire, Supercomputing online, e-IRG Newsletter). Other channels include European press agencies and EU channels, policy channels (e.g. EurActiv, EUObserver, EuropeanVoice.com and European Voice, Europa.eu, EuroParliament, etc.), national press, TV and Radio.

The list below is not exhaustive and targets may be added to or some removed over the lifetime of the project. At the same time, it is imperative to highlight that not all of these channels may be contacted, they will be selected on a case-by-case basis according to the communication content. In addition, all the partners will exploit at their best also their own press offices and media channels in order to create the right visibility for the project outcomes.

Media Channels	Overview	Target Audience
<i>Computer Weekly (UK)</i> (http://www.computerweekly.com/Home/) Europe	ICT news and analysis targeting senior IT decision-making professionals. Press releases and announcements.	Popular ICT & Technology Media Channel
<i>CORDIS Press Service</i> (http://cordis.europa.eu/fetch?CALLER=EN_PRESS) <i>CORDIS Wire</i> (http://cordis.europa.eu/news/home_en.html) Europe	EC-based dissemination channels updated daily targeting enterprise, government and particularly research organisations across EU27 operating in ICT. Press releases and announcements.	Policy channel
<i>eWeek Europe</i> (http://www.eweekurope.co.uk/) Europe	Targets ICT, business and open source communities with its main focus on cloud computing, Green IT, open source, Web2.0, mobile and wireless, networking. Press releases and announcements.	Popular ICT & Technology Media Channel
<i>EUObserver</i> (http://euobserver.com)	A source of EU related news and information, editorially focused	Policy channel
<i>EURACTIV</i> (http://www.euractiv.com)	EU news and policy debates	Policy channel
<i>HPCWire</i> (http://www.hpcwire.com/) International	Web-based channels with international outreach on High Performance Computing with weekly circulation to subscribers.	Popular ICT & Technology Media Channel
<i>Innovations Report</i> (http://www.innovations-report.com/) Europe	Web-based and focused on cross-domain ICT sectors, business and R&D. Press releases and announcements.	Popular ICT & Technology Media Channel
<i>InfoWorld</i> (http://www.infoworld.com/index.html) International	Web-based news channel targeting mainly business and developer communities with frequent coverage particularly of cloud computing. Open Call and conference press releases.	Business Media Channel
<i>ScienceNode</i> (https://sciencenode.org/) International	International weekly online publication that covers advanced computing, research networks, big data and tech trends in general. Through iSGTW a scientific readership of over 8700 can be reached.	Popular ICT & Technology & Business Media Channel
<i>TechWorld</i> http://techworld.com (UK)	Web-based ICT and business news. Press releases and announcements.	Popular ICT & Technology & Business Media Channel
<i>The Information Daily</i> (http://www.egovmonitor.com)	Online publisher of news updates, features, and event content focused on public policy development and implementation.	Policy Channel

Table 8: RDA Europe media channel sample

3.5 Social Networks

Social networks (Facebook, LinkedIn, SlideShare, and Twitter) allow RDA Europe to reach a broad audience beyond the contacts included in the dissemination database and are excellent channels to disseminate news. RDA Europe is leveraging on the social networks accounts created for the previous initiative, namely

RDA EUROPE SOCIAL MEDIA

- Twitter https://twitter.com/RDA_Europe
- LinkedIn <https://www.linkedin.com/pub/researchdataalliance-europe/58/22a/330>

RDA GLOBAL SOCIAL MEDIA

- Twitter - @resdatall
- LinkedIn - www.linkedin.com/in/ResearchDataAlliance
- Slideshare - <http://www.slideshare.net/ResearchDataAlliance>

The continuous online presence through prominent social networks will inform, guide and solicit research practitioners via a growing body of knowledge. An important consideration is that social media accounts require constant updating and monitoring for them to be a real success.

Twitter will be mainly used to provide brief real time updates and news and to promote event activities; LinkedIn will be mainly used to bring on board new relevant stakeholders and in directly relation to public information on the RDA Europe Plenary, send target messages and to create and follow discussion groups; Facebook is simply the most followed social network and it will be mainly exploited to stimulate personal interest of people towards the Big Data themes through simple and direct messaging and the sharing of news there. Specific KPIs linked to RDA EU Social media activity include:

KPI	Target M30	Status (Oct 2015)
RDA EU Tweets (1000 over project lifetime)	1500	674
RDA EU Twitter followers (1500 over project lifetime)	2500	1187
RDA Global LinkedIn (Discussions over project lifetime):	6	3
RDA Global LinkedIn (Followers over project lifetime):	1000	787
RDA Europe LinkedIn (Discussions over project lifetime):	6	
RDA Europe LinkedIn (Followers over project lifetime):	750	436

No KPIs are set for RDA Global twitter management as these are managed in collaboration with the other regional partners

3.6 Communication Material & graphics

RDA Europe is leveraging on the current logo to maintain continuity with the previous phase. However, a revamp of the website graphic design is foreseen for both RDA Global and RDA Europe, to ensure the layout and the functionalities respond to the changing needs of the RDA community. Therefore also new templates will be developed and made available to the consortium for use in all official RDA communications and announcements.

This new branding will be also used in all project dissemination tools and materials. This ranges from general brochures and dissemination material to event specific graphic packages (plenary meeting logos, badges, posters, print outs) to material targeting specific stakeholder groups.

Outputs:

Promotional material	Description	Quantity
RDA Europe flier	Fliers including the promotion of the outputs and the early achievements of the initiative to be distributed at relevant events.	5
RDA Europe Pop up Banner	Pop up banner to use at events to give visibility to the RDA Europe main message.	1
RDA Europe Poster	Posters to be used at events to showcase the interim results of the projects	3
Give-aways	Appropriate give-aways such as bookmarks, cards, gadgets will be produced during the life of the project to incentivise the stakeholder engagement.	TBC

Table 9 - RDA Europe promotional material

4 RDA EVENTS

4.1 PLENARY MEETINGS

RDA Plenaries are held every six months in different regions around the world. They are exciting and productive events that bring together a unique community of data scientists, information scientists, computer scientists, and domain scientists. Plenary meetings are special working events that aim to move the community forward in creating tangible deliverables that improve data sharing across disciplines, technologies, and countries.

RDA Europe is responsible for the organisation and co-ordination of the RDA plenary meetings every 6 months. In practical terms this means communications and web support as well as the A-Z organisation of the meeting ensuring that the RDA aspects of the event are included, managing the breakout sessions, networking aspects as well as other visibility opportunities including poster sessions, SME marketplace activities, RDA output demos, media and press partnerships. RDA Europe commits to every Plenary meeting, irrespective of what region it takes place in, in terms of personnel resources (logistics and communications support), graphic design (experts and collateral produced and often printed & shipped) as well as financial support. Furthermore the task will ensure the organisation, evaluation, liaison and management of the RDA Europe Early Career Scientist & Researcher Support Programme targeting both domain researchers and data practitioners. This programme is run for every plenary meeting and offers up to 20 early career domain researchers and data practitioners to attend the meetings, interact with working & interest groups as well as showcase their studies and hence create a pool of young RDA supporters. Over the life time of this project RDA Europe will run 5 such programmes. Within the project timeframe the following Plenaries will be organized:

- Plenary 6, 23-25 September 2015, Paris, France – Enterprise engagement with a focus on Climate Change
- Plenary 7, 29 Feb - 3 March 2016, Tokyo, Japan - Making Data Sharing Work in the era of Open Science
- Plenary 8, Autumn 2016, US within International Data Week (co-locating ScidataCon 2016 & RDA Plenary 8)
- Plenary 9, 3 - 7 April 2017, Barcelona, Spain
- Plenary 10, Sept 2017, date and location to be defined

4.2 RDA EUROPE & THIRD PARTIES EVENT SUPPORT

RDA Europe will invest effort to obtain visibility at events organized by third-parties through keynote presentations, panel participation, co-located workshops, exhibition stand, posters, etc. This activity will increase visibility and awareness of RDA activities in the domain targeted by the event and result in increased RDA membership as well as generation of European driven RDA Working and Interest groups.

Outputs: 15 RDA Europe events & 45 third party events

4.3 EUROPEAN DATA EVENT

RDA Europe will organise two European based events focusing on research data challenges and how Europe both contributes as well as gains a competitive edge from its activities and achievements to the provision of solutions for data sharing, exchange and interoperability. Two events will be organised with a potential structure of 2-3 days with tracks dedicated to different stakeholder groups (new ideas think tank, industry track, venture capitalists, RDA working and interest groups, etc.) to encompass all RDA activities, showcase outputs and tangible growth, economic and societal benefits of RDA. This event will also be a place for new innovative ideas to be presented, discussed and showcased, and an Uptake & Innovation Award will be offered. The event outputs will be focused on three main strands:

1. Injection of new innovative ideas to RDA in terms of working & interest groups,
2. Practical take up of RDA outputs by industry and venture capitalists and
3. New software and programming ideas and proposals from computer scientists to be involved in existing working & interest group developments.

The first of these events will be organised in collaboration with EUDAT, GEANT & EGI in Sept 2016 in Poland with a focus on e-Infrastructures and what they can offer in terms of services and solutions to all stakeholders.

5 RDA PUBLICATIONS

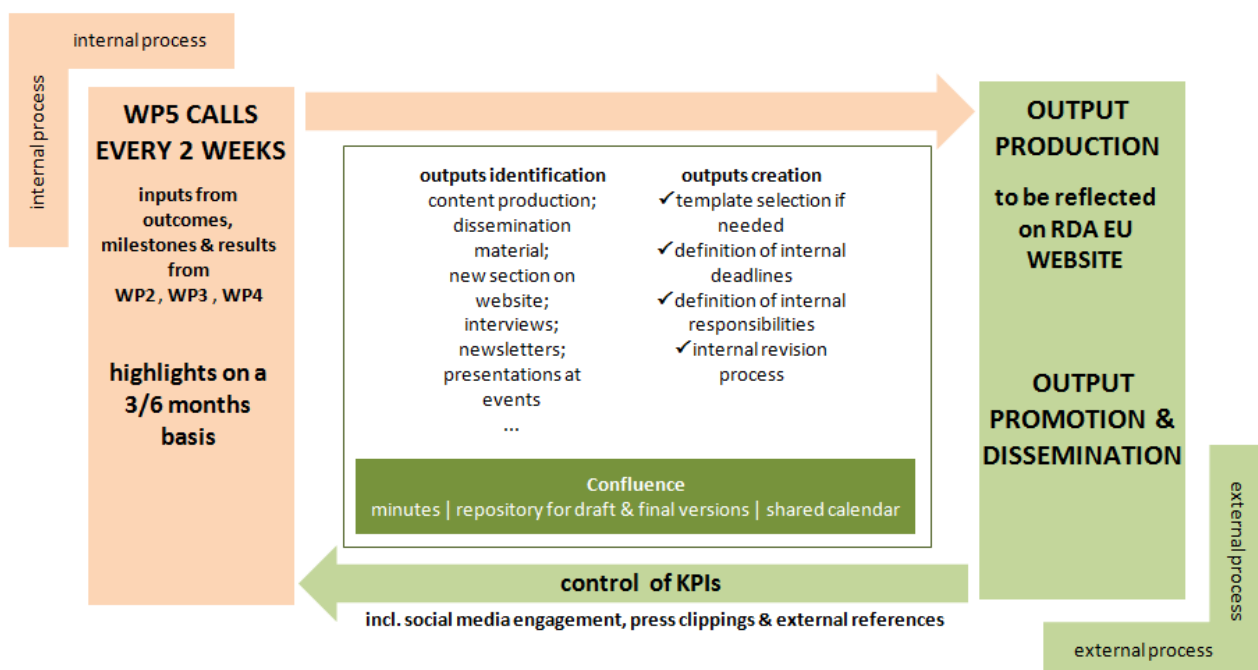
The inclusion of RDA Europe authored papers in peer reviewed journals and domain & discipline specific publications is an important part of communications and raising visibility. This task will ensure that at least 2 papers per year are authored and published by RDA Europe and will also ensure that internal reviewers are identified. The journals and publications targeted will be outlined in the Stakeholder communication and outreach plan and a domain and discipline balance will be ensured. The papers will be submitted to Open Access publications. The procedure is that there should be motivations from the consortium for topics that are relevant enough to be published and that may have an impact. These suggestions need to be turned into drafts by the experts in the consortium and submitted to WP5, which takes care that a high profile integrated paper is being created.

Outputs:

Promotional material	Description	Quantity
RDA Europe authored papers	Publication of papers authored by RDA experts in peer reviewed journals and domain & discipline specific publications. It includes submission for Open Access	2 papers / year

Table 10 - RDA Europe publications

6 RDA INTERNAL COMMUNICATION WORKFLOW



6.1 Communication and Outreach Strategy Key Performance Indicators (KPIs)

The impact of the activities described in this plan will be measured through a core set of 12-monthly key performance indicators (KPIs) wherever they are quantifiable with the final period 6 months. Key indicators are:

KPIs	M12	M24	M30	Total
Targeted newsletters	6	6	3	15
Press releases	1	2	1	4
Video animation	1		1	2
Comic strip		1		1
Interviews	2	3	1	6
Industry Success stories	1	1	1	3
End-user testimonials	4	4	2	10
"Research to market handbook"			1	1
Research & Data Success stories	2	1	1	4
Data Harvest follow-up report			1	1
Tweets over project lifetime	140	140	80	1000*
Followers over project lifetime	140	140	80	1500*
Discussions over project lifetime	2	2	2	6
Followers over project lifetime	70	70	40	600*
RDA Europe flier	2	2	1	5
RDA Europe Pop up Banner	1			1
RDA Europe Poster	1	1	1	3

* The total numbers will include the results already achieved at the starting of the project

Table 11 - RDA Europe Communication and Engagement Key Performance Indicators

6.2 Communication and Outreach Strategy Timing

This timeline outlines the timing of the different events and delivery of the KPIs. This timing is subject to change, particularly those related to the timing of events that are linked to decision with other RDA regional partners (US, Australia, etc.), RDA Global and other initiatives and stakeholders with whom RDA Europe will interact to organise events.

	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12	M13	M14	M15	M16	M17	M18	M19	M20	M21	M22	M23	M24	M25	M26	M27	M28	M29	M30
Outputs	01/09/15	01/10/15	01/11/15	01/12/15	01/01/16	01/02/16	01/03/16	01/04/16	01/05/16	01/06/16	01/07/16	01/08/16	01/09/16	01/10/16	01/11/16	01/12/16	01/01/17	01/02/17	01/03/17	01/04/17	01/05/17	01/06/17	01/07/17	01/08/17	01/09/17	01/10/17	01/11/17	01/12/17	01/01/18	01/02/18
RDA Plenaries	X						X						X							X				X						
Engagement in domain-science events/conferences and national events				X				X				X				X					X			X				X		X
2 European Data Innovation Summits over the project lifetime													X												X					
3 Science Meetings arranged during the project								X												X										X
At least 1 new European driven RDA Working/or Interest Groups																														
Meetings with large infrastructures						X												X												
2 Datathon events													X												X					
RDA adoption support programme & RDA User Guides																														
RDA marketplace to link Industry, Start-ups and SMEs with RDA members to develop specific use cases																														
RDA call to action from policy makers, governments and funding bodies																														
RDA Europe Early Career support programme																														
Research to market handbook for customers & end users																														
RDA Publications												X												X						
15 Newsletters																														
1 press release for each Plenary meeting																														
1 video animation per year																														
1 comic strip																														
6 interviews																														
3 success stories from industry																														
10 testimonials																														
1 "Research to market handbook" (web version) collecting different user guides																														
2 Research & Data adopters success stories / year																														
1 Data Harvest follow-up booklet with cost effectiveness and financial benefits of funding																														
RDA Europe flier incl. WGs fliers & promotional materials																														
RDA Europe Pop up Banner																														
RDA Europe Poster																														
	Plenary 6						Plenary 7							Plenary 8						Plenary 9					Plenary 10					