Orchestra

www.orchestra2020.eu

ORCHESTRA Project Deliverable: D7.1

Communication strategy and plan

Authors:
Jenny Simonsen, ITS Norway
Øystein Olsen, ITS Norway
Trond Hovland, ITS Norway

Orchestra

Deliverable Identification

Deliverable ID:	**D7.1**	Deliverable title:	Communication strategy and plan
Release Number:	1.1		
Release Date:	2022-10-17		
Deliverable Description	Defines target audiences and the key messages and type of engagement needed with each group. Defines different channels and mechanisms to be used for communication. Will be continuously refined during the project. Report periodically.		
Dissemination Level	PU = Public		
Deliverable Type	R = Report		
Due date (month number/date)	Month 4 / 2021-08-31		

Release History

Version	Date	Internal Review Milestone Reached (if relevant)	Summary of main changes introduced in this version
0.1	2021-08-16		Draft
0.2	2021-08-24	Intermediate	
0.3	2021-08-31	External Proposed	
1.0	2021-08-31	Released	Minor corrections
1.1	2022-10-17	Revised and released	A unique value proposition is added in the Executive Summary and Section 2.2. Target groups are clarified. Section 2.3 is rewritten to detail the stakeholder list according to interest. Tools and target audiences are detailed in a new table in Section 2.3.

Orchestra

About ORCHESTRA

The problem addressed by ORCHESTRA is that traffic caused by transport has many negative effects. There are congestions, delays, emissions and negative impacts on urban environments, and in case of disruptions, there may be huge consequences on the efficiency and timeliness. These challenges are hard to handle due to lack of coordination between the different transport modes.

The long-term vision of ORCHESTRA is a future where it is easy to coordinate and synchronise the traffic management of all modes to cope with diverse demands and situations. The overall objective of ORCHESTRA is to provide European policy makers, public authorities, transport providers and citizens with new knowledge and technical and organisational solutions to enhance collaboration and synchronising of operations within and across transport modes.

The project will:
- Establish a common understanding of multimodal traffic management concepts and solutions, within and across different modes, for various stakeholders and multiple contexts
- Define a Multimodal Traffic Management Ecosystem (MTME) where traffic managements in different modes and areas (rural and urban) are coordinated to contribute to a more balanced and resilient transport system, bridging current barriers and silos
- Support MTME realisation and deployments, through the provision of tools, models, and guidelines – including the integration of connected and automated vehicles and vessels (CAVs)
- Validate and adjust MTME for organisational issues, functionality, capability and usability
- Maximise outreach and uptake of project results through strong stakeholder involvement

ORCHESTRA's main advancements beyond state-of-the-art are related to four focus areas:
- MTME facilitated by: 1) a Polycentric Multimodal Architecture (PMA) specifying how systems collaborate. 2) Flexible organizational and business models. 3) Simulation and training tools. 4) Policy and regulatory recommendations. 5) data governance and sharing framework
- Traffic orchestration supporting optimal traffic flows, adapted to current and foreseen situations and societal aspects. Data on ongoing and planned transports as well as other issues that may affect the traffic will be monitored and used in decision support and to facilitate resilience
- Coordination across modes and networks bridging current silos, ensuring best possible utilisation of transport system as a whole
- Traffic management supporting more optimal multimodal transport services and fleet operations, those carried out by CAVs included. Transport operations will be guided and controlled according to pre-defined rules and trade-offs between different optimisation targets.

The project will validate and evaluate the multimodal traffic management concept and related tools in its two Living Labs, both in Norway and Italy, covering freight and person transports across road, rail, water and air.

Legal disclaimer

This document reflects only the author's view, and the Agency is not responsible for any use that may be made of the information it contains.

For more information

Project Coordinator: Runar Søråsen, runar.sorasen@its-norway.no
Dissemination Manager (WP7 leader): Trond Hovland, trond.hovland@its-norway.no

Orchestra

Executive Summary

The WP7 "Outreach" work package is about communication, dissemination, and exploitation of the ORCHESTRA project. This deliverable defines what the consortium wishes to share with the public and the stakeholders. More specifically, the D7.1 ensures strong and balanced communication towards project partners, important stakeholders, media, and the public to achieve the goal of ORCHESTRA's outreach activities.

The Communication Strategy and Plan (CSAP) delivery provides an overview of the objectives and general information about the CSAP for internal and external communication. In addition, the Community of Practitioners (CoP) is an important stakeholder group, and the CSAP provides a more in-depth description of CoP's role, responsibilities, and expectations.

ORCHESTRA's main communication message is:

- The project proves that a resilient and balanced Multimodal Traffic Management Ecosystem (MTME) can be implemented in freight and passenger transport.
- Transport can become more economical and efficient through multimodal traffic management concepts and solutions
- By increasing innovation, the project will bridge current barriers and silos in traffic management

The communication message is used to convey the value proposition of the project:

In full use, a trusted orchestrator will, based on information from the traffic management in all modes, support fleet operators to maximize the efficiency of their transport operations using tools like demand management and capacity balancing to distribute their transport timely on available infrastructures.

The CSAP gives the guidelines for the communication activities, the selection of communication channels, and timing. The CSAP also describes the reporting of the key performance indicators (KPIs) and results.

The primary source for sharing and gathering information for external stakeholders and the public is the website for ORCHESTRA – www.ORCHESTRA2020.eu – to be released September 2021. All open-access content and publications will be published and shared through the website and social media such as Twitter and LinkedIn.

The CSAP forms a basis to monitor, coordinate and measure all activities defined in the Grant Agreement. Key performance indicators (KPIs) are prepared to monitor the activities of the ORCHESTRA consortium. The CSAP connects to the deliverable 7.2 "Dissemination strategy" that focuses on reaching out and spreading the knowledge and results findings of the ORCHESTRA project. The deliverable D7.3 (scheduled for month 30 of the project) is the Exploitation strategy to serve the outcomes of the project.

Any revisions to this document will be made available on request.

Table of Contents

List of Figures

List of Tables

List of Abbreviations

Table 1: List of abbreviations

Abbreviation	Explanation
CAV	Connected Automated Vehicle
CSAP	Communication Strategy and Plan
CoP	Community of Practitioners
KPI	Key Performance Indicator
MTME	Multimodal Traffic Management Ecosystem
WP	Work package

Orchestra

1 About this Deliverable

1.1 Why would I want to read this deliverable?

ORCHESTRA WP7 "Outreach" aims to maximise the impact of the ORCHESTRA project and its results. The main objective is to match the work and results of the ORCHESTRA project with communication, dissemination, and exploitation opportunities.

This deliverable, D7.1 "Communication Strategy and Plan", addresses the communication activities. These activities are about telling other people about the project itself and its results and potentially about facilitating input and feedback on the project and results. The deliverable provides:

- The overall strategy for the communication activities towards other projects, research activities, initiatives, and stakeholders.
- A plan for actual communication activities to be taken.
- A plan for how the plan shall be managed and followed up.

1.2 Intended readership/users

The Communication Strategy and Plan (CSAP) provided in this deliverable is intended to guide and support the project partners in the following ways:

- All partners must use the CSAP when communicating activities are planned, and the activities must also be manged according to the plan (use of graphical profile, logging of activities, etc.).
- WP leaders in particular need the CSAP when the outreach activities of the WP are planned and followed up.
- The project management need the CSAP when the outreach activities are followed up. Activity logs, performance indicators, etc. facilitate early detection of possible deviations and mitigating actions.

The CSAP may also support the EU Commission in the follow up of the communication activities and may also be of interest to others that want to know about the outreach activities of ORCHESTRA.

1.3 Other project deliverables that may be of interest

The CSAP describes the strategy, plan, and follow up regarding communication activities. To cover other outreach activities, the following deliverable are relevant:

- D7.2 "Plans for dissemination and a strategy" - the strategy and plan for the dissemination of the project results.

- D7.3 "Final exploitation strategy and roadmap" – the strategy and plan for the exploitation of the project results.

The communication activities addressed in the CSAP are supported by procedures and guidelines described in:

- D1.1- Project Management Plan & Handbook

Orchestra

2 Communication strategy

The overall objective of WP7 – Outreach is to communicate, disseminate and exploit the project results and act as an interface between defined market opportunities and identified stakeholders.

The aim is to administrate the project's results widely and ensure network building and invite relevant stakeholders to appropriate arrangements. To achieve this, the work package owners and the consortium will:

- Administrate the Community of Practitioners (CoP)[1] and the involvement of the CoP according to the needs of the other WPs
- Attract and engage with clear CSAP and dissemination channels for relevant target groups/stakeholders
- Reach out to existing relevant networks/forums that can be used as communication and dissemination channels
- Support the technical and contribution aspects of the work packages
- Establish an event/workshop platform to reach out to stakeholders for increased user experience
- Facilitate cooperation with related projects, policies, and stakeholders at both local and European levels.

2.1 Communication principles

The purpose of the CSAP is to promote and raise awareness of the project actions and its results to a number of parties like the media, public and carefully defined and relevant stakeholders and facilitate communication with these stakeholders.

The CSAP is managed by WP7, and the intention is to ensure the communication objectives are met and the project consortium follow-up appropriate activities to the defined target audiences at the right time. A key for successful communication is to promote the work, the results and those involved in the project, both internally and externally.

The project will generate a lot of information that needs to be communicated to relevant stakeholders. The ORCHESTRA communication principles to promote and reach maximum outreach are:

- **Social media channels** – an important and integrated part of the CPAS
- **Clear message** – clear, understandable, and not too technical messages
- **Shared messages –** actively involve a broad audience
- **Targeted and inclusive** – A clear CSAP to identify the required communication effort needed to reach each target group

2.2 Communication objectives

The communication objectives aim to explain the main ideas of the project to different user groups and stakeholders. The rationale and main objectives are detailed on page 2 in this document; for communications purposes, the value proposition can be summarized like this:

"In full use, a trusted orchestrator will, based on information from the traffic management in all modes, support fleet operators to maximize the efficiency of their transport operations using tools

[1] A group of relevant stakeholders providing input to the project work.

9

like demand management and capacity balancing to distribute their transport timely on available infrastructures."

During the project's lifetime, the proposition and project activities will be conveyed to different external stakeholder groups.

External communication objectives:
- **To raise awareness** about the ORCHESTRA project to an audience beyond the consortium
- **To inform** about the project results and activities on an ongoing basis
- To make sure WP owners are **informing** a range of stakeholders and CoPs about the project outputs.
- **Coordinating** external communication on the project level (articles, social media, newsletters, and other marketing materials)
- **Communicating and acknowledging** parallel projects
- **Promoting** the dissemination of the project's results at international events, workshops, and conferences

2.3 Relevant stakeholders

Over time the project develops and delivers on topics like architectures, sets of definitions, concepts, and principles to establish the MTME. The deliverables are important and of interest to the different stakeholders. Academics and standardization professionals are interested in the clear definitions of the actors that make up the ecosystem; traffic managers and fleet operators will be interested in the prospect of valuable data exchange between these actors, and managers will be interested in the assumed positive effect of orchestration. These are examples of stakeholders and deliverables from the project. Each type of deliverable and action will have its appropriate group of stakeholders.

Relevant and effective communication with each of the relevant stakeholders is crucial. Key and targeted messages will be developed by the partners and the CoP to attain the best impact for each stakeholder group. To stay relevant and useful, the messages will be constantly updated over the course of the project.

The stakeholders will, thus, at any given time, receive a relevant and to-the-point message about the project, its action, and its outcomes.

In addition to this, all stakeholder groups and the public will receive an all-over key message about the project's main ideas and purpose.

For examples of loosely defined information topics, stakeholder groups and information channels/tools, see Table 2 below.

Table 2: Topics, stakeholder groups and channels/tools

Information topics	Stakeholder groups	Channels/tools
General information about ORCHESTRA, progress, effects, and activities	All	Media Video animation Events Project website Newsletters

Information data exchange concepts	Traffic management Terminal management Fleet operators Network users CoPs Local authorities	Newsletters Workshops Social media channels Project website
Architecture and basic concepts	ICT professionals Information architects Academia	Targeted messages Scientific publications Workshops
Definitions and principles	Standardisation experts Academia	Targeted messages Scientific publications Workshops

3 Communication plan

Table 3 below provides an overview of the planned communication activities and channels and the related KPIs guiding the communication management.

Table 3: Communication channels, activities and KPIs

Communication channels and activities	KPIs and timeline
Mass media: Press releases, popular and scientific articles	6 (2/year) press releases
Scientific publications	5 (2 in year 2 and 3 in year 3)
Events: Large final event with participants from the stakeholder list. The event will be face to face (considering Covid-19 situation)	large events year 3 >150 participants
Digital workshops local/national/European	According to need (min2 /year)
Workshops with CoP: European/national. ITSN will help coordinate the workshops and encourage partners to participate in public workshops.	8 or more (2 in year 1, 4 in year2, and 2 in year 3)
Project website: Dissemination and a public section to reach and raise awareness of the project outcome and output. It will be maintained long after the project ends to support impact of the project. Consortium members will support the project website on their own website.	> 3000 unique visitors
Social Media: LinkedIn used to share all the information and linked to project website. Feedback will be monitored and invitations to workshops and events will be shared.	>300 posts visitors
Podcasts: Create a podcast for each WP and share via project website/social media	5 podcasts
Newsletters: Distribute through each project partners' networks and share through project website and social media.	6 (2/year)
Project identity: Logo, vision, and mission. Collateral to use and share, templates, and other promotion material	1 logo, 1 project presentation a year
Video animation: To visualize the process and outcomes	1-2 video animation

Figure 1 below provides an overview of the planned timeline for the outreach activities. The management according to the plan and KPIs is address in Chapter 4.
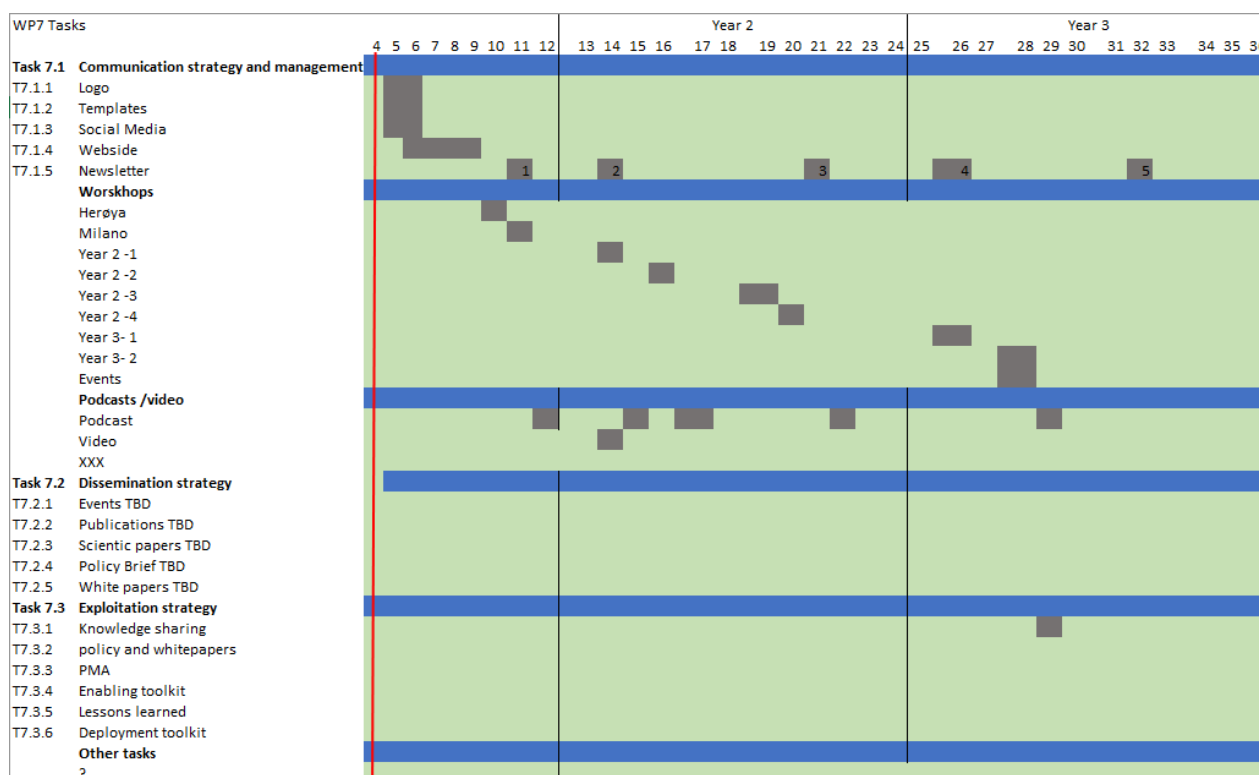

Figure 1: Planned timeline

3.1 Community of Practitioners (CoP)

An important communication and dissemination channel is the Community of Practitioners (CoP). The motivation is that CoP shall:

- Provide input on needs, barriers, opportunities, sensitivity to local situations, policies, regulations, culture, etc. The knowledge and experience of CoP will enable ORCHESTRA to build solutions that stakeholders in the transport sector consider useful and valuable.
- Discuss, comment upon, and validate intermediate results, and thereby ensure their relevance.
- Be communication amplifiers and contribute to awareness about ORCHESTRA and ORCHESTRA results and support the uptake of the results.

CoP shall comprise a minimum of 25 stakeholders deriving from all modes of transport, including both freight transport and person transport, and represent different roles within transport sector. Participation in the CoP will require a signature of a Letter-of-Support. An initial group of stakeholders already signed the Letter-of-Support during the proposal phase. The CoP will be included in the progress of ORCHESTRA through several workshops and interviews. The workshops and interviews will either be used as modes of data collection or validate research results in different tasks.

CoP was partly established during the proposal stage and will be extended according to the project's needs. It shall engage relevant stakeholder types, including (but not limited to) transport service providers, traffic managers, regulators, technology providers, and academia from diverse disciplines.

3.2 Graphical profile

Since the beginning of the project, logos, PowerPoint slides, and templates for presentations and other communication actions have been created to provide consistency in the internal and external communication and to create the ORCHESTRA brand.

The logo of the project (see Figure 2) is balanced, playful, yet understandable. The logo is displayed in all ORCHESTRA material, ensuring coherence of communicating the ORCHESTRA project. The EU logo will be used together with the ORCHESTRA logo in all the communication material and displayed according to the guidelines.

Figure 2: ORCHESTRA logo

Flyers and brochures are in the pipeline of being developed, and materials will evolve based on the need of the project and the consortium.

A presentation template (see Figure 3) has been created to ensure a common graphical profile.
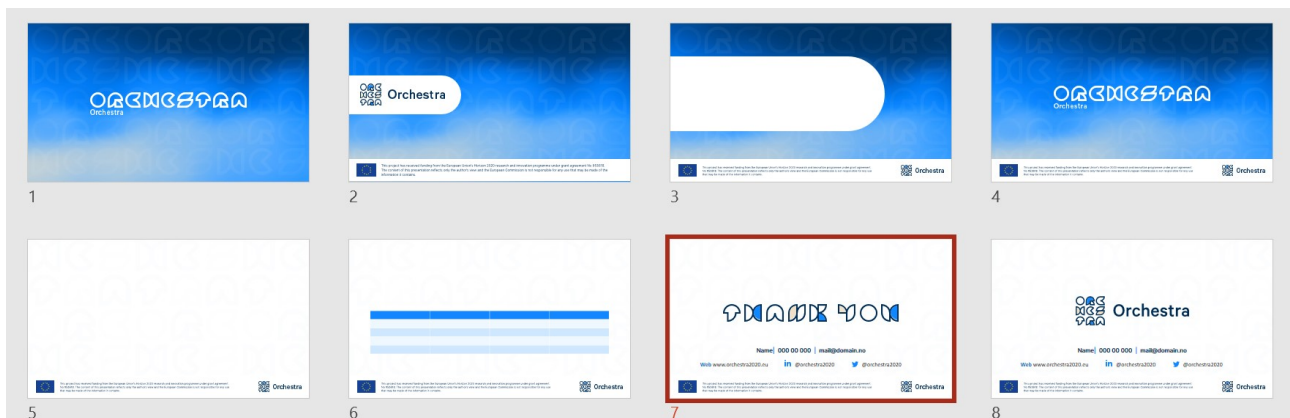

Figure 3: Presentation template

3.3 ORCHESTRA Web site

Website www.orchestra2020.eu (to be released in September 2021) is the main communication tool of the ORCHESTRA project. WP7 will recommend and remind all partners and preferable other stakeholders to:

- Link the ORCHESTRA webpage to their webpages
- Inform the WP7 coordinator of all relevant news, events, and public deliverables documents that will be updated to the ORCHESTRA webpage.

The ORCHESTRA website is conceptually straightforward, user-friendly, and responsive. All website content will be promoted through social media and newsletter, including links to the dedicated pages and posts on the web page. Thus, increasing the number of website visits.

All project communication documents that are public will be made available (digital material, public deliverables, presentations, newsletters, publications, etc.)

All pages has a footer including acknowledging the EU funding and a disclaimer: *This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 953618. The website represents the view of the author only and is his/her sole responsibility: it cannot be considered to reflect the views of the European Commission and/or the Innovation and Networks Executive Agency (INEA). The European Commission and the Agency do not accept responsibility for the use that may be made of the information it contains.*

The ORCHESTRA website will be maintained three years after the project conclusion for supporting the project impacts.
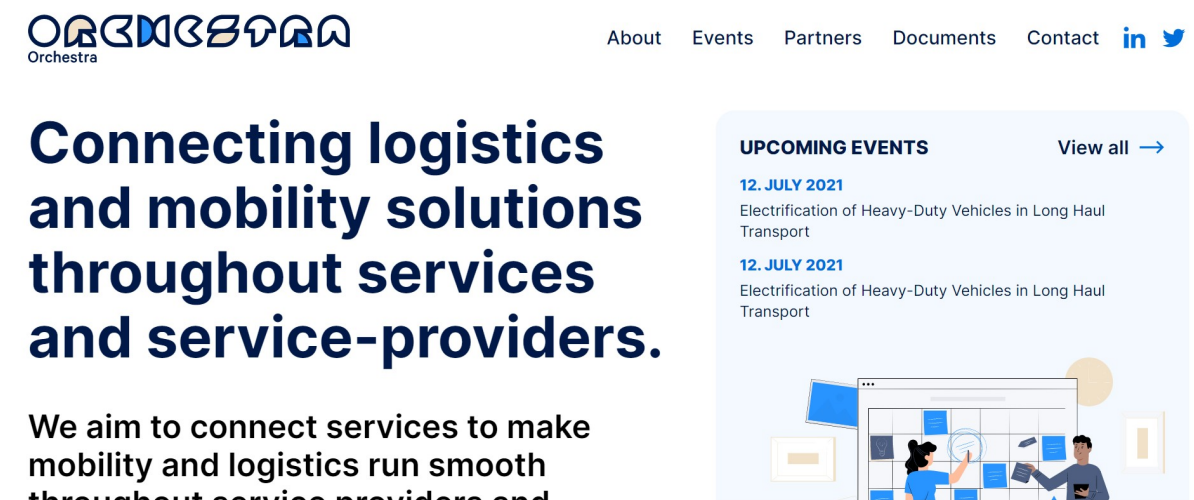

Figure 4: Front page of the ORCHESTRA web page

3.4 Social Media

ORCHESTRA will use LinkedIn and Twitter as the main social channels when communicating and maximize the visibility of the project results and the partner's engagement in the different activities. Social Media KPIs will closely be monitored.

LinkedIn: https://www.linkedin.com/company/73198900

Twitter: https://twitter.com/orchestra2020

3.5 Press release

Press releases will specifically target sectorial press and other relevant media. The press releases will be distributed through the partner's channels as well as the project channels. Press releases will be released to promote the project events, achieved results, and any other important milestone. Figure 5 below shows thumbnails of the first press release that was distributed after the ORCHESTRA kick-off.
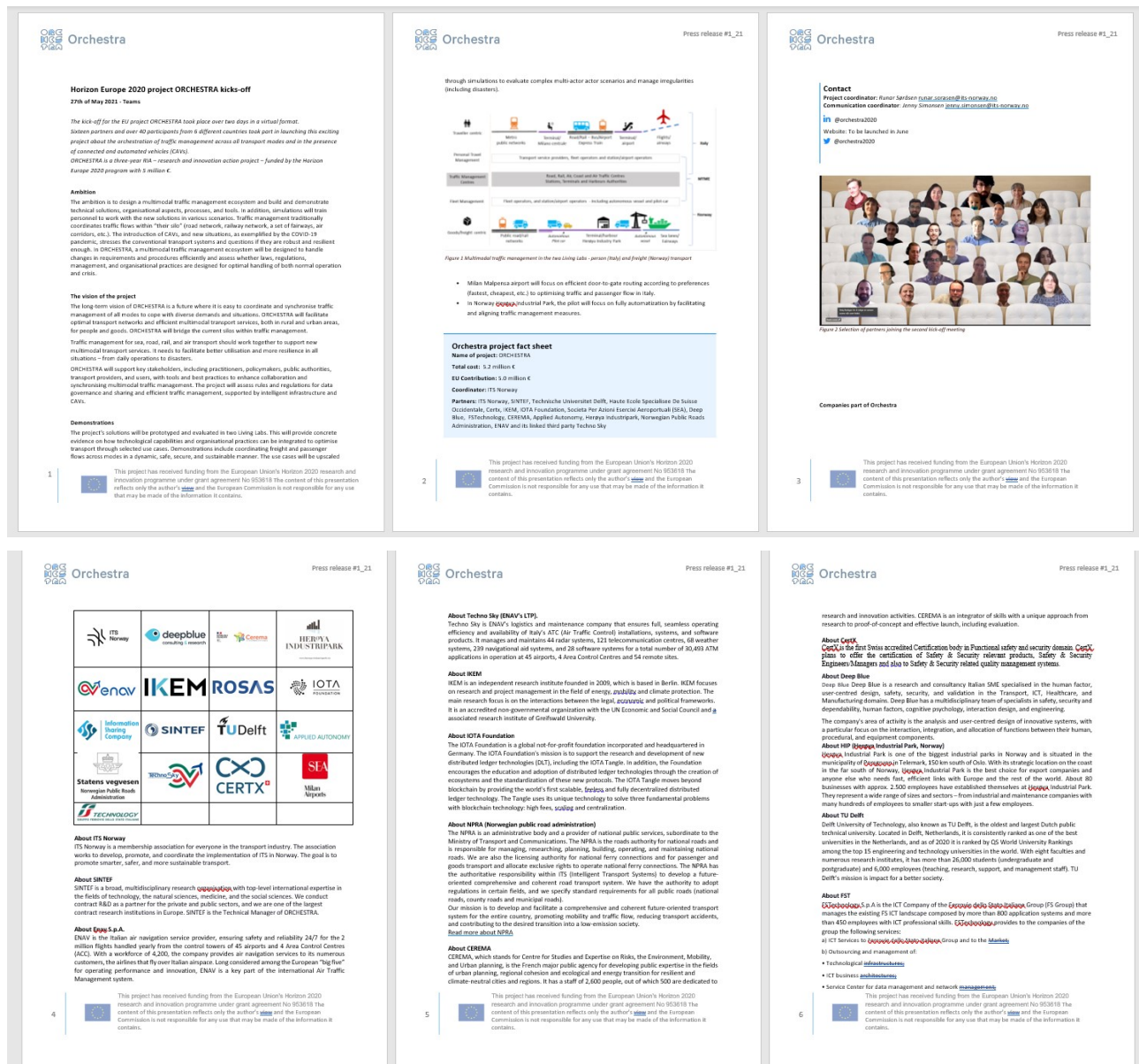
Figure 5: First ORCHESTRA press release

3.6 Newsletters and podcast

ORCHESTRA plans to distribute newsletters to the relevant community every 6-8 months to keep interested stakeholders updated about the project developments, results, and ways to get involved. They will be distributed through partners' channels and the project's channels and communication tools. The content of the newsletters will be defined together with WP Managers, Innovation Manager and Evaluation Manager.

Podcasts about each WP will give a deeper dive into each project's challenges, research questions, and results. The podcasts can be more detailed and technical. They will be recorded and saved for future references. They will also be shared through partners' and the project's channels. The plan for newsletters and podcasts is provided in Table 4 below.

Table 4: Newsletter and podcast timeline

Task	When
Newsletter 1	November-December 2021
Podcast 1	November-December 2021
Newsletter 2	April 2022
Podcast 2	May 2022
Newsletter 3	August 2022
Podcast 3	September 2022
Newsletter 4	February 2023
Podcast 4	January 2023
Newsletter 5	June 2023
Podcast 5	June 2023
Newsletter 6	September 2023

4 Communication management and follow up

The communication management will regularly monitor and evaluate the communication activities and compare the status with the plan. Potential events will be logged to support the follow-up and planning of future communication activities. The activities carried out will also be logged to support the evaluation of the activities, among others towards the KPIs listed in Table 3 on page 12. As illustrated by Table 5 below, the log will have sheets for the monitoring of:

- Potential events (to support the planning of new activities)
- Scientific papers
- Mass media events and articles
- Conferences, events, workshops
- Social media and Website
- Presentations and webinars

Table 5: Communication log (with sheets for each activity category)

Nº	Date	Location	Post about	Responsible partner	Link to social media post	No of followers	No of Impressions	No of shares
1	16.jun	LInkedIn	Press release	ITSN	https://www.linkedin.com/feed/update/urn:li:activity:6810913523565109248/		1104	12
2	24.jun	Likendin	Orchestra Linkedin page	ITSN	https://www.linkedin.com/company/73198900/admin/	49		
3	17.jun							
4	21 july 2021	LinkedIn	Information	HIP	https://www.linkedin.com/posts/her%C3%B8ya-industripark-as_robotic-escort-for-freight-transport-to-be-activity-6823908631277264897-Lbc2	2312		
5	23 June 2021	Twitter	Information	IOTA Foundation	https://twitter.com/iota/status/1407718117187493893	25	1042	383
6	23 June 2021	LinkedIn	Information	IOTA Foundation	https://www.linkedin.com/posts/iotafoundation_future-of-transportation-infrastructure-activity-6813483807438585856-wuiZ		126	
7								
8								
9								

Potential events | Scientific papers | Media and Articles | Conferences, events, workshops | **Social Media and Website** | Presentations and webinars | ⊕

The evaluation of the communication plan provides the opportunity to adjust goals, activities, strategy, and timeline, and to take actions to handle deviations. This will be implemented through:

- Tracking and measuring of the outreach activities
- Assessment of communication status and collection of suggestions for improvements during the project's and WP7's monthly meetings
- Processing feedback received through website and social media

This will provide input to future updates of the CSAP.

The project will actively try to identify other communication/promotion opportunities during the course of the project.

Orchestra

5 Conclusions

To ensure the success of the communication activities, the following will be emphasized:

- WP7 will report periodically about the outreach results to facilitate an early detection of possible deviations and an early mitigation of potential problems.
- The WP7 leader will guide and support all partners to proactively look for opportunities and to actively engage in communicating and disseminating ORCHESTRA.

The CSAP described by this deliverable is a living document that will develop in parallel with the milestones of the project to adapt the outreach activities to opportunities and needs. This deliverable is coupled with deliverable D7.2 "Plans for dissemination and a strategy". The project aims for synergies between communication and dissemination activities.

Members of the ORCHESTRA consortium

	ITS Norway c/o Tekna – Teknisk- naturvitenskapelig forening Postboks 2312 Solli NO-0201 Oslo Norway its-norway.no	**Project Coordinator:** Runar Søråsen runar.sorasen@its-norway.no **Dissemination Manager:** Jenny Simonsen jenny.simonsen@its-norway.no
	SINTEF AS NO-7465 Trondheim Norway www.sintef.com	**Technical Manager:** Marit Natvig Marit.K.Natvig@sintef.no
	Technische Universiteit Delft Stevinweg 1 2628 CN Delft The Netherlands	**Evaluation Manager:** Alexei Sharpanskykh O.A.Sharpanskykh@tudelft.nl
	ROSAS Center Fribourg Passage de Cardinal 13B Halle bleue CH-1700 Fribourg Switzerland info@rosas.center	**Contact:** Lucio Truaisch lucio.truaisch@rosas.center
	CERTX AG Route de l'Ancienne Papeterie 106 CH-1723 Marly Switzerland	**Contact:** Samuel Rieder samuel.rieder@certx.com
	Institut Fur Klimaschutz Energie Und Mobilitat-Recht, Okonomie Und Politik Ev (IKEM) Magazinstraße 15-16 10179 Berlin Germany	**Data Manager / Legal, Privacy and Policy Issues Officer (LEPPI) officer:** Anne Freiberger anne.freiberger@ikem.de
	IOTA Foundation c/o Nextland Straßburger Straße 55 10405 Berlin Germany	**Contact:** Michele Nati michele@iota.org Siddhant Ghongadi siddhant.ghongadi@iota.org
	Societa Per Azioni Esercizi Aeroportuali Sea (SEA) Presso Aeroporto Linate 20090 Segrate MI Italy	**Contact:** Massimo Corradi massimo.corradi@seamilano.eu

	Deep Blue Srl Via Ennio Quirino Visconti, 8 00193 Roma Italy	**Innovation Manager:** Alessandra Tedeschi alessandra.tedeschi@dblue.it
	Cerema 25 Avenue François Mitterrand 69500 Bron France	**Contact:** Sylvain Belloche Sylvain.Belloche@cerema.fr
	FSTechnology SpA Piazza della Croce Rossa, 1 00161 Roma RM Italy	**Contact:** Jessica Bonanno jessica.bonanno@it.ey.com
	Information Sharing Company Srl (ISC) Via di Tor Pagnotta, 94/95 00143 Roma Italy	**Contact:** Antonio Martino a.martino@gruppoisc.com
	Applied Autonomy AS Kirkegardsveien 45 NO-3601 Kongsberg Norway	**Contact:** Olav Madland olav.madland@appliedautonomy.no
	Herøya Industripark AS Hydrovegen 55 NO-3936 Porsgrunn Norway	**Contact:** Tone Rabe tone.rabe@hipark.no
	ENAV SpA Via Salaria, 716 00138 Roma Italy	**Contact:** Patrizia Criscuolo Patrizia.Criscuolo@technosky.it
	Statens vegvesen Brynsengfaret 6A NO-0667 Oslo Norway	**Contact:** Elisabeth Skuggevik elisabeth.skuggevik@vegvesen.no