



DELIVERABLE

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REVISION HISTORY AND STATEMENT OF ORIGINALITY

Revision History

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1.0	30/11/2009	Reviewed by all consortium members	All consortium members	Version 0.1 reviewed by all consortium members

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1. Document details

Context

WP 7	Project Dissemination and Exploitation
WPL	Formez
Task X.X	Dissemination activities
TL	Salvatore Marras (Formez)
Dependencies	This deliverable will be the basis for
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Approved by	iSAC6+ consortium

History

Version	Date	Authors/Reviewers	Sections affected
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1. Abbreviations

DEP: Dissemination and Exploitation Plan

CAS: Citizens' Attention Services

iCAS: Intelligent Citizens' Attention Services

ICT: Information and Communication Technologies

CoP: Community of Practice

iCCS: Intelligent Citizens Communities Services

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5. Summary

The Dissemination Plan is the document that presents the objectives, the targets, the channels and the specific actions we have to set up in order to maximize the visibility and diffusion of iSAC solution.

For each action measurable results have to be identified.

This Dissemination and Exploitation Plan describes the general efforts that are, and will be, dedicated to the promotion of the ISAC6+ Project, both outside and inside the consortium. The plan also describes the mechanisms for the dissemination of knowledge gained during the project, while also presenting the corresponding exploitation plan. It describes the mechanisms we will adopt to ensure that the outputs of the project are best exposed to public administrations, potential investors and citizens, and outline possible paths towards their exploitation.

The project will have dissemination in two parts: the first part, during the first 18 months, is about the creation of a community around the iSAC platform, conventional project and progress dissemination, and the second part, during the last 18 months of the project, after the milestone number 2, there will be a series of well organised conferences and workshops at national level with the aim to attract investors, developers and consolidate the iSAC community. In this project, all partners have an important role in the dissemination: the 5 pilot sites and Terrassa will be the face of the project, especially in the second part of the project with the series of conferences and workshops, and the rest of the partners help with dissemination experience, contents, coordination, and will help the pilot sites in their effort, as well as take the lead in the European and international dissemination of the project.

At this stage of the project, we have focused on the dissemination of information on the project and the project objectives.

6. Approach to Dissemination & Exploitation plan

The Dissemination and Exploitation Plan (DEP) describes mechanisms for the dissemination of knowledge gained during the project, the plans for the promotion of the iSAC6+ Project and a framework for a common agenda. This Deliverable tackles the following two points:

1. ongoing dissemination throughout the project's lifetime, and
2. the project's contribution to co-ordinated European deployment of an on-line intelligent citizens' attention service (iSAC).

The Dissemination Plan reviews the information to be disseminated, the dissemination media options, and communication agenda.

The Exploitation Plan is a first step towards a European agenda for co-ordinated European deployment of iSAC6+.

The production of the DEP is an important part of the project's work as some of the obstacles on the route to establishing a deployment of iSAC6+ services are low visibility, low or absent transnational coordination of national and regional policies, and fragmented funding mechanisms.

6.1. Overview of expected results

In general, the expected results of the ISAC 6+ project is to support the integration and the deployment of iSAC6+ offer in selected cities and enlarge this deployment to other local authorities during the project. It is also preparing the sustainability of the offer after the end of the financing from the UE.

In summary, the dissemination plan should achieve these results:

- stimulating the interest on ISAC6+ in the public sector;
- attracting new users;
- demonstrating that iSAC can improve information services containing cost;
- defining a clear path for local integration;
- providing sustainability plan;
- involving new investors in the development and exploitation of iSAC solution.

As it is designed to be a pilot B project, the project has a very strong and prominent dissemination component built-in to all work packages. A strong dissemination is a prerequisite for successful coordination, both within and beyond the project network.

In the lifetime of the project we have different priorities depending on the working packages activities:

- From month 1 to 18 systems have to be installed and tested in 5 cities, the project network has to be consolidated and stakeholder commitment has to be reinforced. In this period the main result should be attracting new users promoting iSAC strength and opportunities.
- From month 18 to 36, the project should promote the deployment of iSAC across the European Union using the 5 cities as demonstration cases, attracting new investors. Investors are Public Administrations and service

providers interested to an active participation to an open source business model.

A measure of success could be to have 5 new cities x 6 countries = 30 new users that "signed up" to join the iSAC community and started installing the iSAC platform before month 36, as well as to have 10 x 6 = 60 warm prospective users ("warm" refers to those prospects that 50% of them will start installing the iSAC platform during the following 12 months of the end of the iSAC6+ project).

6.2. Targets and objectives

The core of our dissemination policy is to ensure that the project's objectives, aim and scope are effectively acknowledged from the widest audience possible and that progress is made towards an integrated and co-ordinated agenda with common visions.

The Dissemination Plan should target, with dedicated actions, and communicate with the following groups:

- citizens,
- cities and public organisations
- service providers.

Citizens should be targeted as final beneficiaries of iSAC functionalities. The specific communication objective is to make them aware that they can benefit from Citizens Attention Services supported by web interfaces adopting natural language recognition.

Cities and public organisation are the main target for enlarging the community of users. For this target the objective is to make policy makers and CAS and ICT managers aware of the importance of iSAC contribution to the improvement of quality within a cost reduction.

Service providers are key resources to make feasible the implementation of iSAC solution inside public organisation and the start up of an open source community of developers that can improve iSAC functionalities.

All of these groups will benefit from an integrated and co-ordinated communication activity.

Both public organisations and service providers are stakeholders in the project and can be identified as investors.

Public organisations invest in setting iSAC inside their Citizens Attention Services, adapting their actual Information Systems and localising semantic components. Service providers invest in deep iSAC knowledge to support public actors in implementing the technology and to become active partners in developing new functionalities.

This described in a 3 years plan can be deployed as follows:

Table 1. Targets and Objectives

	First 18 months	From 18 months	Last 30 months
Users	X		X
Prospecting “investors”	X		X
Sales to the first “investors”		X	X
Citizens	X	X	X

7. External dissemination

Different channels will be exploited to reach each target (citizens, cities and providers) in the more efficient way.

The main channel is the Web site that is adaptable to different level of communication (general information, technical documentation, interaction) and different media (text, tutorials, videos).

Other media complete the mix of channels that iSAC6+ can use to reach dissemination objectives:

- viral marketing using existing tools and network of web 2.0
- communities to build permanent network of stakeholders;
- events organized to have face to face presentations and discussions;
- materials to integrate and enrich communication;
- conference to promote iSAC platform and iSAC6+ results.

A synthetic overview of Targets and Channels mix is as follow:

Table 2. Synthetic Overview of Targets and Channels

Channel /Target	Web	Viral marketing	Community	ISAC meetings	Materials	Conferences
A Citizens	What is iCS and iSAC	What is an iCS	Local citizens participation			
B Cities	Why adopt iSAC	Pervasive marketing of iSAC platform	epractice Community of users	Workshops presenting cities experience	Logo and coordinated identity	European egovernment conferences
C Providers	How iSAC work	Pervasive marketing of iSAC platform	SourceForge community of developers	Technical seminars	Technical documentation	European open source conferences

The relevance of the three targets is pondered by the percentage of the effort that will be dedicated to each one. Cities, with their decision makers, Citizen Communication and Information Technology staff, is the most important and will consume 60% of communication effort.

From the channels' point of view, the most time consuming is the Community, but we have an equilibrate distribution between Web, including viral marketing, iSAC6+ meetings and European conferences.

Table 3. Effort (% of total resources)

Channel /Target	Web 12%	Viral marketing 12%	Community 30%	ISAC meetings 20%	Materials 6%	Conferences 20%
A Citizens	5	5	5			
B Cities	5	5	20	12	3	15
C Providers	2	2	5	8	3	5

8.1. Target A: Citizens

iSAC6+ communicate to citizens just using web facilities. The objective is to make people aware that an intelligent Citizens Attention Service (iCAS) can be easily used to have direct access to web information.

Communicating basic knowledge about iCAS to citizens means giving basic knowledge to the other targets too, as they are subset of citizens.

In other words we have to spread the concept of intelligent search box: "You can ask to this system, just as if it is a human being".

Actions:

A.1.

Publish in iSAC6+ web site a section dedicated to citizens, where the concept of intelligent search interface is explain in simple words, with examples, videos, tutorials, FAQs.

A.2

Publish in Wikipedia, in different languages (as of today we can easily provide this in Italian, Spanish, Catalan, French, German and English), the definition of iCAS and the terms related to semantic environments and interoperability.

A.3

Public Administration participating to iSAC6+ will provide local initiatives of citizens participation, through their web channels, activating forum of discussion or eParticipation processes.

8.2. Target B: cities

This target includes three different publics: decision makers (politicians), managers of CAS, managers of ICT services. These different sub targets, in the definition of the actions, can be considered as whole, but has to be underlined that communication contents for each one have to be personalized.

The objective, for this target, is to make decisors and managers aware that cities can strongly benefit adopting a natural language searching engine to make easy and friendly citizens access to web services. iSAC strengths have to be clearly communicated: open source, low cost of implementation, high relevance and pertinence of searching results, rapid time of response, reuse of existing databases.

Actions:

B.1.

Publish in iSAC6+ web site a section dedicated to cities, where the convenience of intelligent search interface is demonstrated with documents, research evidence, videos, case stories, FAQs.

B.2.

Viral marketing, on a national base, should disseminate the idea of iCAS, the technology iSAC, the project iSAC6+ blogging in existing social networks with a preference for thematic ones (innovation, public administration, citizens communication), but with incursions in generalist networks (LinkedIn, facebook, twitter, Ning, ...), videos, photos and slides should be replicated in web 2.0 (YouTube, Flickr, Slideshare) with systematic tagging

B.3.

The epractice community is the main public web arena in which iSAC6+ should acquire new practitioners and consolidate his presence. The most important members of this community are iSAC6+ partners and all discussion that have no special reason to be reserved in the intranet, will feed epractice forum. While web site is the place for static materials, the epractice community is the place for dynamic communications.

B.4.

Each partner is engaged in organising meetings that should have as participants: decision makers (politicians), responsible staff of the SAC, responsible staff of the IT. There are two basic formats of iSAC6+ meetings, one devoted to teach and the second to sell iSAC solution: a) "first" Investors = cities that "buy" the iSAC platform + companies that already invested in the capabilities to install iSAC b) Prospect Investors = cities that are interested in iSAC platform + prospected companies

B.5.

Materials designed at the aim to support dissemination activities and improve project visibility:

- co-ordinate image and visual identity, which include the project logo, design of briefcases and promotional materials (leaflet, brochure..), design of the website...
- tutorials and videos which provides information about the iSAC platform¹ (target: C) and how an intelligent Citizens Attention Service works (target: A);
- developers documentation about the iSAC application.

B.6.

Presenting the iSAC platform and the iSAC6+ project in selected European conferences is an effective action that gives the opportunity to speak to innovating actors of all countries. Presentations should focus on iSAC strengths and opportunities both for public organisations and service providers. A final conference is organised by iSAC6+.

8.3. Target C: providers

Service providers are essentials for make feasible the implementation of the iSAC platform inside public organisation. The contents addressed to this target group need to

¹ Note: the iSAC platform will be used as an additional support for questions and answers about the iSAC platform itself, and about the iSAC6+ project.

be developer oriented and useful for help them in understanding how they can actively participate in the iSAC6+ project. Dissemination activities include also the start up of an open source community of developers.

Actions:

C.1.

A dedicated section of the website, where publish developers documentation: guides and references, technical documentation about all aspects of the iSAC application, web tutorials.

C.2.

An iSAC dedicated space on the Sourceforge website and community which provides technical support and where the IT users are able to communicate and work on issues together.

C.3.

Technical workshops dedicated to different level of users:

- a) SAC Users: [High skilled, Basic] SAC Users of iSAC;
- b) IT Users + Developers = [High skilled, basic] IT Users of iSAC;
- c) Companies = [Certified, familiarized] Service Providers.

C.4.

Promote iSAC by participating to EU open source conferences.

8.4. Output and resources

Each action has specific outputs that are presented in Table Outputs with an indicative evaluation of the quantity or number of occurrences per year.

Table 4. Table Outputs

Channel /Target	Web	Viral marketing	Community UE/US	ISAC meetings	Materials	Conferences
A Citizens	1 page 1 tutorial 1 video	6 voice Wpd	1 city forum/y per country			
B Cities	1 page 1 news/week	6 post/month 4 groups n multimedia	6 post per week	2 country/year	Logo, folder, paper, gadget, leaflet	1 national x 6 1 regional x 6 4 european/y
C Providers	1 page	2 post/month 2 groups	1 post per week	1 country/year	Technical documen tation	1 national x 6 2 european/y

To perform the planned outputs all project partners will be involved. UdG in particular, for the community channel, will contribute with supporting activities in USA, as a preliminary exploration and small compared to the EU community and dissemination. The 78 person/months planned for WP7 will be distributed on the base of the percentages of Table Effort with a prevalent role as presented in Table Who:

Table 5. Table Who

Channel /Target	Web	Viral marketing	Community	ISAC meetings	Materials	Conferences
A Citizens	UdG Formez	Formez	All			
B Cities	UdG Formez	All	All	6 pilots	UdG CD	All
C Providers	UdG Formez	SAM Formez	All	6 pilots	UdG SAM	All

9. Internal dissemination

Internal communications is about winning over the employees of the organizations that participate in the project. The goals for effective internal communications should be to encourage participation, create a sense that all partners are important assets, increase partner understanding of the project, improve morale and foster goodwill. Internal communications should not be limited to simply providing information to partners about iSAC6+. The portal-collaborative environment can prove a useful tool in this direction if used productively.

The internal dissemination ensure that documents and information about ongoing initiatives are distributed between the partners organisations and within and between the work packages and that the results from the iSAC6+ project will be distributed as widely as possible.

Dissemination actions and tools:

- a project intranet (www.isac6plus.eu) created at the aim to share information and documents related to the project between the partners. The intranet includes some communication tools (blog, forum, email notifications), a document repository and a wiki tool for collaborative writing;
- a community of practice, created on the www.epractice.eu website, to contribute promoting the results of the project and to share information and experiences in using the iSAC platform within the partners organisation and between the European the professional community of eGovernment, eInclusion and eHealth practitioners.

We therefore ask all partners to do the following:

- Register and visit the portal at <http://www.iSAC6plus.eu> we will write an instruction manual for assistance;
- Evaluate portal: We will value partners' comments and suggestions on the site at info@iSAC6plus.eu;
- Inform Formez or eForum of Events: Keep us informed of events that are relevant to the project in which you are participating, or that you are organizing, by sending us an email to Baudouin.de-sonis@eu-forum.org. e-Forum will upload these events to the portal Events Calendar;
- Upload press clippings: Any feedback from media, citizens or other stakeholders is useful to assure that the right message is coming across and that all questions are answered.

We therefore ask partners to upload any relevant articles/pieces to the Press section of the site.

- Participate: Partners should actively participate in the portal;
- Inform e-Forum of relevant projects: We would like to receive information on any actions, projects or public initiatives relevant to the iSAC6+.

10. Community of practice

The Community of Practice (CoP) is conceived as an environment to promote learning and knowledge creation on Citizens Communication Services (CCS) supported by intelligent technologies. The CoP seeks to transfer the successful experiences attained within iSAC in Catalan municipalities and within iSAC6+ in European countries. In line with these specifications, the CoP Intelligent Citizens Communication Services (iCCS) is designed to:

- help people to make their knowledge explicit (the most valuable knowledge often is tacit and not easily codified in documents or explained in a formal setting);
- develop and apply a robust methodology for identifying good practice using intelligent technologies for citizens information and communication services and systems;
- establish a reference point for CCS managers and staff for exchanging know-how and experience;
- establish an online discussion forum where practical questions of general interest are addressed;
- create trust between people and let them feel that they are not alone in the action of promoting iSAC in their member states.

The iSAC CoP therefore is a way to build European social capital on Citizens Communication Services, with special attention to intelligent web interfaces. Social capital, as defined by Cohen and Pruzac, consists of the stock of active connections among people: the trust, mutual understanding, and shared values and behaviours that bind the members of human networks and communities and make cooperative action possible.

The role of members of iSAC6+ project is crucial in order to bring the Community of Practice to life and keep it alive and productive. The CoP facilitator is the play maker that pushes all the team to be active for:

- maintaining the community's terms of reference, its rules and scope;
- establishing regular communications with members, this also extends to building connections between them;
- monitoring and steering discussion, keeping the community focused on its core agenda;
- identifying new developments that need addressing, while at the same time being sensitivity to the mood and wishes of its members;
- capturing and refining knowledge, developing occasional summaries of the key messages from complex threads of conversation;
- providing cross-postings by copying or linking relevant content to and from related communities;
- organizing community events, these may be online synchronous events using virtual classroom facilities;
- introducing new members, in particular experts in the field
- support dissemination

11. Workplan

The timing of action is defined for month 1-18 while iSAC6+ should attract new users promoting iSAC strength and opportunities. In this period actions can be planned with a reasonable accuracy, to have an effective impact.

Most of actions start between January and March 2010.

From month 18 to 36, the project should sell the solution attracting (new) investors. Action will be planned consequently at the end of 2010 when is more defined the state of art of pilot installations and the feedback of the first period of communication and disseminations activities.

This document will be regularly updated internally and will be regularly discussed during formal or informal meetings in order to get an updated version of it when the final exploitation plan will need to be written.

Table 6. Dissemination Activities Calendar

Dissemination activities	2009				2010												2011	
	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dic.	Jan.	Feb.
Target A																		
Web contents productions																		
viral marketing actions (wikipedia)																		
CoP animation (local)																		
Target B																		
Web contents productions																		
Viral marketing actions (social networks)																		
CoP animation (epractice)																		
ISAC meetings																		
Materials																		
EU Conferences																		
National conferences																		
Local conferences																		
Target C																		
Web contents productions																		
Viral marketing actions (social networks)																		
CoP animation (SourceForge)																		
Materials																		
ISAC meetings																		
EU conferences																		
National conferences																		
Dissemination plan exploitation																		
Dissemination plan production																		
iSAC6+ Intranet : creation & animation																		
iSAC website development																		
iSAC website maintenance & update																		
epractice CoP creation																		
Sourceforge CoP creation																		
co-ordinate image and visual identity design																		

Annex A. Reference of European Events

An initial list of possible conferences and workshops for promoting the project and its objectives is as follows:

- EU/IST Conference 2010;
- III European Summit on Interoperability in the iGovernment;
- EISCO Conference Bilbao 20-22 May 2010;
- World eGov Forum, Issy-les Molineaux, France, October 2010;
- eChallenges Conference;
- DEXA (International Conference on Database and Expert Systems Applications);
- Fourth European Conference on Mobile Government;
- International e-Participation and Local Democracy Symposium;
- Government UK IT Summit;
- Baltic IT&T Forum;
- Eastern European eGov Days (Zakopane, Poland);
- The Quality Conference for Public Administration in EU;
- Annual Scandinavian workshop on eGovernment;
- The EISCO conference series;
- The AIRS (The Alliance of Information and Referral Systems) in the USA

Annex B. Publications

Josep Lluís de la Rosa, Mercè Rovira, Martin Beer, and Miquel Montaner, Reducing Administrative Burden by Online Information and Referral Services, **Citizens and E-Government: Evaluating Policy and Management**, Christopher G. Reddick (ed.), to appear in 2010, IGI Global, Austin, Texas

Josep Lluís de la Rosa, Mercè Rovira, Araceli Moreno, Miquel Montaner, Martin Beer and Denisa Gibovic, iSAC: Expanding the Information and Referral Services by Online Databases, **eChallenges 2009** Conference, October 21-23, 2009, Istanbul, Turkey

Annex C. Press references

National Journals

Regional Journals

An initial list of possible journals for targeting project objectives and results is as follows:

- Journal of eGovernment
- ZeroUnoWeb (Italian IT Journal)
- Il sole 24 Ore (financial newspaper)
- Parliament magazine
- European Review of Political Technologies
- Journal of eGovernment
- Government Computing
- 01 Informatique
- Data News
- eGovernment Bulletin
- PublicTechnology.net
- eGovernment Observatory (European Commission)
- The Riley Report
- The Commonwealth Centre for eGovernance
- eGov Monitor
- Gov Inform Q, Issn 0740-624x Impact Factor 1.910
- Behav Inform Technol Issn 0144-929x Impact Factor 0.915
- Soc Sci Inform Issn 0539-0184 295 Impact Factor 0.341
- Annu Rev Inform Sci Issn 0066-4200 477 Impact Factor 2.500
- Journal of education for library and information science
- Information Strategy
- ACM Trans. Inf. Syst..