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# NGI4ALL

## D1.1.1 NGI MARKETING AND COMMUNICATION STRATEGY AND PLAN V1.0

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Authors	MARTEL, TIPIK, FUNDING BOX
Reviewers	MARTEL

Abstract	This document presents the Marketing and Communication Strategy Plan as elaborated by the NGI4ALL project during its first months of activity to promote the Next Generation Internet (NGI) initiative. This aims to provide a framework for all the NGI players by helping to structure dissemination activities more effectively and align promotion of the main efforts and goals. Via the establishment of the NGI Outreach Office and a rich set of communication and marketing tools the ambition is to help the NGI grow and engage new stakeholders in a forward-looking perspective.
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\* R: Document, report (excluding the periodic and final reports)

DEM: Demonstrator, pilot, prototype, plan designs

DEC: Websites, patents filing, press & media actions, videos, etc.

OTHER: Software, technical diagram, etc.



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## EXECUTIVE SUMMARY

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### MISSION

The main mission of the NGI4ALL project is to optimize the Next Generation Internet (NGI) brand equity, through the establishment of the **NGI Outreach Office (NGIO) as a highly-qualified and well-positioned team of professionals to support and coordinate the definition and execution of the communication programme, strategy, branding and marketing activities.**

NGI4ALL's core idea is to give a major impulse to the whole NGI community growth and NGI initiative to play a prominent role within the Digital Transformation context in the transition phase that goes from Horizon 2020 towards Horizon Europe. This will be achieved by providing and animating targeted and professional communication and dissemination services, including a rich and dynamic set of activities, tools, contents, processes and collaterals.

**The NGIO has been structured as a 360-communication agency** at the service of the whole NGI community, including researchers, innovators and policy makers, with the overall ambition to also reach civic society players and the general public. The NGIO intends to improve the promotion of the NGI, facilitate exchange and communication of know-how and NGI project activities and results, coordinate strategic marketing decisions and plans across the whole programme, foster close ties among similar projects/initiatives, in the EU and beyond, while boosting engagement by stimulating community building.

### APPROACH

NGI4ALL operates to enhance the global visibility of the Next Generation Internet (NGI) research and innovation efforts geared towards the creation of a **human-centric internet** where people's needs will be the core priority. By stimulating debate on NGI activities and vision on a large-scale perspective, ensuring qualified, fresh and appealing online and off-line media presence, NGI4ALL will boost the NGI initiative and assist in its growth towards a flagship dimension. The NGI Outreach Office is at the service of the NGI community curating its activities within the broader Digital Transformation context, providing an active interface among all NGI projects, the EC and the rest of the world. We believe this approach is the best way to truly support the H2020 community, the EC and indeed the projects themselves, increasing their credibility and expertise within the NGI innovation landscape contributing to the digital transformation of the European society at the service of its citizens. The development of the NGI initiative itself, through an iterative process spanning time, technology and geographical dimensions will present both a challenge and an asset for communication activities, thus positioning the NGI in a broader context. In fact, all these activities will enrich the NGI value proposition for durable stakeholder retention increasing the impact of NGI within H2020 and beyond in FP9, while strengthening ties with related EC initiatives, as well as selected national and international activities.

### PURPOSE OF THIS DOCUMENT

This document intends to lay the NGI Communication and Marketing Strategy Plan in order to enable both the NGI Outreach Office and all the actors involved in the promotion of the NGI to boost NGI community growth, raise awareness of NGI activities and maximise impact on research, political and social levels.



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## ABBREVIATIONS

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AI	Artificial Intelligence
CSA	Coordination and Support Action
EC	European Commission
GDPR	General Data Protection Regulation
H2020	Horizon 2020
IoT	Internet of Things
KPI	Key Performance Indicator
MARCOM	Marketing and Communication
NGI	Next Generation Internet
NGIO	Next Generation Internet Outreach Office
RIA	Research Innovation Action



## 1 INTRODUCTION

The purpose of this document is to lay the NGI Communication and Marketing Strategy Plan in order to enable both the NGI Outreach Office and all the actors involved in the promotion of the NGI to boost NGI community growth, raise awareness of NGI activities and maximise impact on research, political and social levels.

The remainder of this deliverable is organised as follows:

- ➔ Section 1 provides an overview of the NGI Outreach Office mandate, organization and tools in place to support the overall NGI communication and marketing activities.
- ➔ Section 2 positions the NGI Foundations and Branding Strategy in the context of the evolution of the NGI, its core values and identity foundation.
- ➔ Section 3 outlines the NGI Marketing Strategy by considering core priorities, resources and plans at the overall NGI programme level.
- ➔ Section 4 details the NGI Communication Strategy and Plan.
- ➔ Section 5 presents the specific plans for Community Engagement and Insights activities.
- ➔ Section 6 provides an overview of the Performance Assessment methodology and tools in place to monitor the results and apply corrective measures as needed.
- ➔ Section 7 presents the Lessons Learnt in the bootstrapping of the NGI Outreach Office.
- ➔ Section 8 concludes the document by presenting the actionable next steps with a specific focus on year 1.

### 1.1 OVERALL MISSION AND APPROACH

The Next Generation Internet for ALL – Promoting Global Visibility on the Human-Centric Internet, NGI4ALL, aims at operating the best and most effective branding, communication and marketing “agency” at the service of the NGI.

**The main ambition of the NGI4ALL project is to lead, coordinate and support marketing and communication activities at the service of the whole Next Generation Internet programme by:**

- 1. Ensuring strategic guidance** for the NGI in order to amplify and increase its visibility and reputation beyond the ICT research and innovation context, reaching researchers, innovators, policy makers and the general public.
- 2. Creating a more distinctive NGI brand that better reflects embodies the core values** and vision the NGI initiative is promoting, that is the creation of a human-centric internet where users are in control of technology.
- 3. Offering a rich set of collaborative content, tools and actions**, which will help to maximise the impact of individual and orchestrated NGI efforts in an effective and sustainable way, even beyond H2020.

While guaranteeing continuity with several successful activities which previous NGI CSAs have pursued, **the ambition of the NGI4ALL is to take a major step forward by providing the community with an unprecedented combination of professional and dedicated communication and marketing instruments and services**, grounded on an in-depth understanding of the overall NGI evolution and community needs.





- ➔ **Facilitate access to the NGI for newcomers and provide incentives for active and increased participation of all target groups**, from top researchers, to high-tech innovators, policy makers and civil society players.
- ➔ **Enrich the NGI value proposition for durable stakeholder retention increasing the impact of NGI within H2020 and beyond in the next Framework Programme**, while strengthening liaisons to related EC initiatives, as well as selected national and international activities the NGI4ALL will foster and manage thanks to the uniquely well-positioned and extremely qualified consortium.

**The core idea is to implement and run the NGI Outreach Office as a 360 degrees communication agency** offering a professional and lively meeting point of encounter for all target stakeholders to exchange knowledge, find information, acquire visibility, learn from past and ongoing efforts, identify synergies and exploitation opportunities, promote their activities, and communicate their messages more effectively.

- ➔ **The Management Department** that is “piloting” the NGI Outreach Office, it is in charge of setting up and running the NGI Outreach Office, guaranteeing leadership and coordination with the EC and the NGI community as a whole. It is also in charge of shaping the marketing & communication strategy, keeping it relevant over time and putting in place corrective actions when needed on the basis of the results from monitoring activities. It also provides coaching and training to the NGI players.
- ➔ **The Customer Department**, plays a key role in acquiring “insights” from the community, fostering community growth, focussing on strategy and positioning community members. It also coordinates the NGI Ambassadors and promotes their active participation in NGI activities.
- ➔ **The Creative Department**, that is the developer and guardian of the new NGI branding, along with its guidelines. It also leads the revamping and redesign of the NGI portal, the NGI map and the content curation and storytelling. It is also leading the design and production of all the promotional materials (online and offline).
- ➔ **The Marketing Department** that oversees all the outbound communications across online and offline communication channels: social media engagement, online shared and paid media, events participation and organization and press office, media relations activities.



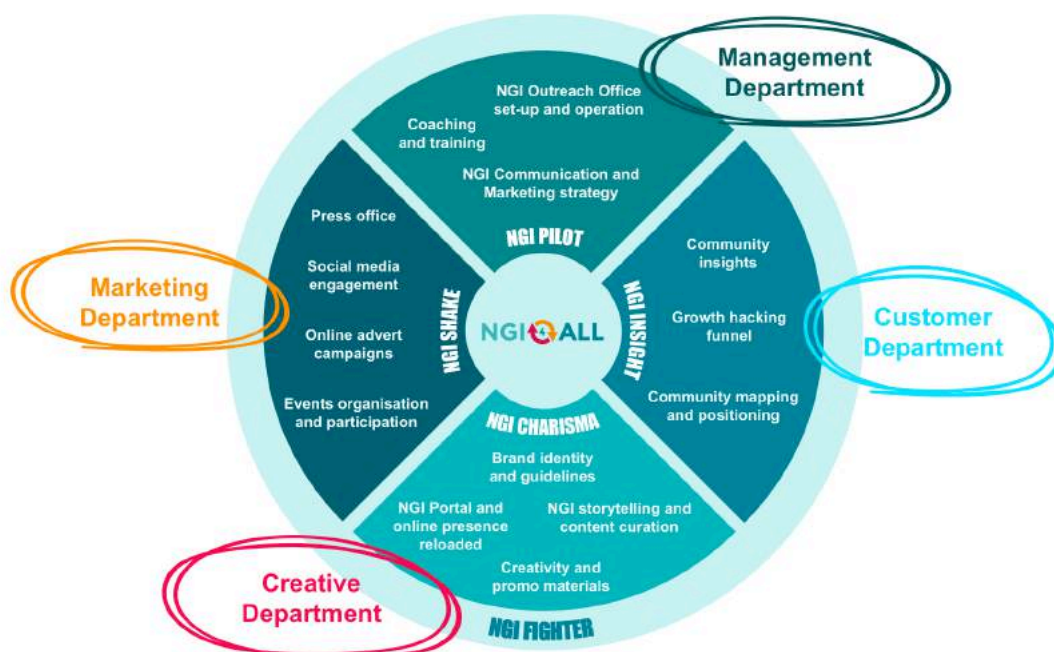


FIGURE 1: THE NGI OUTREACH OFFICE DEPARTMENTS

The NGIO has been structured as a 360-communication agency at the service of the whole NGI community, including researchers, innovators and policy makers, with the overall ambition to also reach civic society players and general public. The NGIO intends to improve the promotion of the NGI, facilitate exchange and communication of know-how and NGI projects’ activities and results, coordinate strategic marketing decisions and plans across the whole programme, foster the establishment of close ties among similar projects/initiatives, in the EU and beyond, while boosting engagement by stimulating community building.

## 1.2 THE NGI OUTREACH OFFICE SET UP

By acting as a “marketing agency” to communicate and amplify the efforts of the European Commission (EC) strategy, investments and goals of the NGI initiative and by promoting the core European values for a fair, trustworthy democratic, privacy-respecting, resilient and human-centred internet, the NGIO is responsible for:

- ➔ Supporting NGI-driven initiatives and projects **through professional marketing and communication** coordinated by the NGI Outreach Office.
- ➔ Creating a **strong and persistent NGI brand** that will serve as an umbrella for all subsequent NGI activities, even after the end of the project.
- ➔ **Harmonizing NGI messaging and brand presentation** across all NGI initiatives ensuring extensive online, offline and social media presence.
- ➔ **Coordinating NGI related outreach measures** to ensure all stakeholders are targeted and engaged in a forward-looking perspective.
- ➔ **Creating awareness and strong reputation of the NGI** and animating the debate around the Human Internet, in Europe and beyond.

The NGIO was established in January 2019 to coordinate efforts across the whole NGI ecosystem, taking over and leading efforts previously coordinated by the NGI Communication Task Force and since its inception it has closely coordinated its activities with the EC as well as with the various project coordinators and communication partners of the ongoing NGI projects via regular conference calls, emails, face-to-face meetings, as well as via dedicated channels and tools. The NGIO groups several professional figures with specific experience and skills encompassing all the needed online and offline communication expertise to ensure a strong, persistent, unique positioning, and a prominent exposure of the NGI brand across target audiences.



FIGURE 2: NGI OUTREACH TEAM

The organisation has been staffed with senior professionals to ensure strategic management, thoughtful consultancy and secure leadership, thanks to the expertise of the **Account Director**, Dr. Monique Calisti, who is also the Project Coordinator, the **Account Manager**, Margherita Trestini (Martel) and the **Marketing Coach** Philippe Félix (Tipik). At the same time, it offers a streamlined and flexible structure to guarantee quick, prompt, and tactic actions when required. The organization is well positioned to guarantee a constant in-out flow communication between NGI “internal” stakeholders and external audiences, orchestrating a consistent voice across the media. Furthermore, the internal work-flow among the designated specialists curating online/offline design/content community/stakeholders events/media activities is clearly defined, responsibilities are sharply demarcated with coordination and lead assigned to the **Community Manager** (William Fox, FundingBox), the **Communication Manager** (Marie-France Locus, Tipik) and the **Creative Director** (Philippe Félix, Tipik), who orchestrate and synchronise work by aligning it to strategic objectives as elaborated under the guidance of the leadership team.

### 1.3 THE NGI OUTREACH OFFICE BOOTSTRAP

The NGIO was bootstrapped in January 2019, shortly after the official start of the project (see milestone 1), so as to ensure an effective start of all planned activities, but also to guarantee continuity with previous and ongoing NGI communication and marketing activities as led by the NGI Communication Task Force (TF), NGI Comms TF, that gathers representatives from all ongoing NGI projects, as well as representatives from the NGI Unit at the EC, engaged in communication and dissemination activities.

As a matter of fact, before NGI4ALL, communication and dissemination across the NGI had been coordinated by the NGI Task Force responsible for managing communication channels (e.g., social media channels, web, etc.) and coordinating contents, media and events activities across the NGI projects / programme. From September 2017 until December 2018, the NGI

Communication TF leadership was rotated across the various ongoing CSAs (HUB4NGI, NGI Move, Speak NGI, Engineroom). Since January 2019, the NGI Comms Task Force (TF) has been led by the NGIO and, as of today, it includes representatives from all NGI4ALL partners, the projects' coordinators and the projects' communication and dissemination partners' leaders of all ongoing NGI projects, as well as EC representatives.

Representatives of ongoing NGI projects in the NGI Comms TF have a twofold role, as they act as a spokesperson of their respective projects, sharing their initiatives, challenges and marketing concerns, while also disseminating within their own projects and communities the NGI guidelines, major events, news and other initiatives. In order to maintain a constant flow of communication between the members of the NGI Comms TF, several communications means, online and offline, have been made available, as detailed below.

### NGI Communication Task Force Mailing List

The [comms@ngi.eu](mailto:comms@ngi.eu) mailing list includes all the members of the NGI Comms TF. The mailing list is maintained by Martel Innovate on behalf of the NGIO, but all members can use it to share news and appointments with their peers. Also, it is used to communicate the details of regular NGI Comms TF conference calls, share announcements and news, as well as soliciting feedback and contributions for major events' organization (e.g. NGI Forum). The mailing list is updated according to each project's lifespan (start/end).

### NGI Communication Task Force Calls

The NGI Comms TF occur at least **once a month at least**, they are organized by the NGIO and take place in a GoToMeeting dedicated room. Representatives from each CSA, RIA and the EC including POs are invited to attend. The agenda of each call is shared online in advance for contribution (using the Cryptopad online collaborative tool) and the minutes are saved in a dedicated folder in the NGI Drive (see below) for future reference.

### NGI Projects Leaders Quarterly meetings

In close collaboration with the EC, the NGIO supports the organization of the quarterly meetings of the NGI projects' leaders to ensure the leadership team can align with main priorities and act consequently to ensure an effective follow up as appropriate. The first meeting will be held in Brussels at EC premises on 15-16 May 2019. Whenever feasible, the NGIO will hold these face-to-face meetings in conjunction with planned NGI communication training sessions.

### Documents online repository

The NGI.eu drive (access provided through password only to approved members) is an online repository for all the NGI related inter-CSA and RIAs shared documents. It is where brand guidelines, event calendars, webinar recordings and the call minutes are saved. Further, the NGI Drive contains any relevant materials from completed CSAs and information about NGI Contact Points.

## 1.4 THE NGI OUTREACH OFFICE COMMUNICATION SUPPORT

The NGIO has created a strong, fresh and persistent NGI brand at the core of a new approach to run communication and marketing for the NGI programme, which will generate greater resonance and impact in the scientific community, in the media, among policy makers and the general public. It aims to ensure one voice towards the world enabling each action (from



different organisations and projects) to flow in an orchestrated manner even when addressing different audiences. The ambition is to make sure the NGI storytelling will be harmonised on a long-term perspective and curated content will ensure conveying the most suitable messages depending on specific target groups.

NGI4ALL will therefore support the various NGI-driven initiatives and projects by offering them concrete opportunities for **being coached on marketing and communication** by offering dedicated training sessions to NGI projects' partners – from ideas to actions and tools - to help them better strategize, execute and coordinate communication efforts and effective promotion of their work and results.

The main objective of these training sessions is to align efforts with communication, dissemination and promotional levels by:

- ➔ Establishing a persistent and distinguishing **brand identity** across all NGI projects and initiatives that reflects the core values of the open NGI initiative and that will convey a strong and positive message.
- ➔ Establishing a fresh and convincing **NGI storytelling strategy**, exploiting the complementarity of all available communication channels (NGI owned channels, NGI earned channels, RIAs and CSAs channels) and leveraging actions across them.
- ➔ Ensuring extensive, consistent and qualified **online and offline presence**.

Training will be offered on a regular basis (twelve webinars and twelve “face-to-face” training sessions, possibly to be held in conjunction with the other meetings, are planned). The NGIO also provides continuous offline communication support by sharing documents, templates and guidelines and answering emails.

### Face-to-face coaching

Face-to-face training is more oriented towards discussion with participants. Throughout the project, questions will arise, particularly about the success or failure of the various communication initiatives. Together with NGI partners, the NGIO will analyse these initiatives, evaluate them, identify merits and shortcomings, and finally suggest concrete measures for improvement.

The NGIO also plans to organize workshops, which will be concrete communication exercises to be carried out in a given context. Our experts will guide the people in charge of communication and improve their skills through these practical exercises.

### Online trainings (webinars)

The webinars are aimed at exposing **the theoretical aspects of the digital communication NGI aims to develop**. For example, on 8<sup>th</sup> April 2019, the NGIO has already provided a global explanation of the overall NGI communication ecosystem, the best way to publish on the different channels available, advice on editorial strategy, storytelling, editorial planning, etc. During these sessions, the NGIO will cover aspects that will optimize the information and communication capacity of all stakeholders:

- ➔ Why publish? What to publish? When to publish? Where to publish?
- ➔ How to publish? How to write a good story? How to target messages?
- ➔ How to foster engagement?





- ➔ How to promote virality?
- ➔ How to identify influencers?
- ➔ How to create a relationship of trust with them?
- ➔ How important are words to images?
- ➔ What are the different communication channels available for, what are their characteristics, specificity and complementarity?

These seminars will be very interactive and will focus on providing practical answers and solutions to questions and problems that will be raised.

Finally, our communication experts are available to provide advice, solutions or possibly more operational support to the NGI projects and partners as needed. This assistance may be provided either by email, by telephone or by videoconference. Any issues addressed and recommended solutions will be regularly posted on our collaborative platforms in such a way that everyone can benefit from them - training materials, including recorded sessions of the webinars, will be available on the NGI portal.



## 2 THE NGI IDENTITY FOUNDATION AND BRANDING STRATEGY

To nail down what the NGI stands for as a brand is the first critical step to define the process of stakeholders’ engagement and overall promotion of the NGI initiative. **The key strategic concepts** NGI4ALL elaborated start from the idea the NGI needs to:

- ➔ Create a strong, persistent NGI brand that will serve as an umbrella for all subsequent NGI activities, even after the end of individual projects.
- ➔ Harmonize NGI messaging and brand presentation across all NGI organizations, current and future.
- ➔ Coordinate NGI related outreach to ensure all stakeholders are targeted and engaged effectively.
- ➔ Support NGI-driven initiatives and projects through professional marketing & communication support.

**An umbrella branding (or family branding) strategy** – as also anticipated by the Director General Roberto Viola - the NGI should be considered as an *umbrella* initiative, which will ensure that its goals and vision of shaping a human-centric Internet are the defining and unifying factors under which all NGI projects, current and future, can rally. The basic idea behind this approach is to enhance the impact (marketability) of NGI initiatives and outcomes coming from different players and it follows the psychological concept that any outcome (product) that carries the same brand name is produced using the same high standards of quality, but also, the same core vision and values. The master brand elements of the NGI brand (or better the refined and reloaded version NGI4ALL created in these first months of its duration) will have to be incorporated consistently in all NGI outcomes as it reflects trust, respect and loyalty. In this way, even as the projects change, the core brand message of building a European, human-centric Internet will not lose prominence or impact in the dialogue with all key players. To provide a more tangible idea of how NGI4ALL intends to proceed, we analysed ideal brand filiations’ examples similar in nature to the NGI core “offering”. One of the best examples is the Red Cross. Coming from the NGO space, the umbrella brand represents an ideal: that of doing good works and helping people. What can be learned from the Red Cross example and should be extrapolated into the development of the new NGI brand, is that regardless of the usage case, the umbrella brand remains clear throughout.

Logo	Geographic differentiation	Language differentiation	Project differentiation	Innovative Promotional usage

FIGURE 3: THE RED CROSS FILIATIONS’ EXAMPLE

The NGI, its values and goals, are the ideal - something that transcends the individual projects that strive to build and promote it. As a result, these values must be framed in a strong, universal brand that becomes synonymous with European values and a human-centred Internet. As time-limited entities, NGI projects must of necessity frame their branding within that of the NGI - because the NGI is the ideal, the goal they all are working towards.

**The NGI must always be more than the sum of its parts.**

It is important to underline that umbrella branding implementation can be more challenging for the marketer (in this case NGI4ALL) because it requires effective coordination amongst all individual projects and their outcomes. In addition, it can be a risky business because a misstep of one of the players (projects or organizations) can reflect negatively on the whole NGI image and credibility. Therefore, dedicated efforts must ensure to facilitate, educate, coordinate, and supervise the communication and marketing activities that different players will run in the name of NGI. As of today, even though clear branding guidelines and templates have been produced by the NGI Communication Task Force, it is still the case different projects or organisations in the NGI ecosystem, including representatives of the EC, use them in a different and inconsistent way.

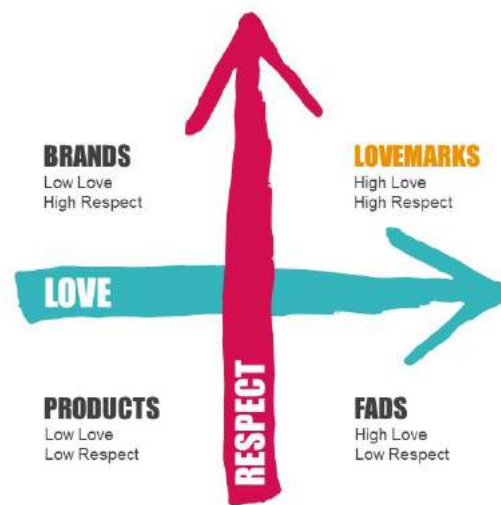


FIGURE 4: THE RED CROSS BRAND FERTILIZATION EXAMPLE

As represented in Figure 4, NGI4ALL overall ambition is to transition the NGI brand from today’s positioning: highly respected but not loved yet, to the next phase, where it gains loyalty, emotional resonance, affiliation and where stakeholders are morphed into ambassadors. The underpinning values of the NGI brand (trust, reliance, openness) should resonate through the technological, economic, sociological reasoning.

**2.1 THE NGI BRAND PILLARS**

As it has been seen over the last quarter-century, the Internet is a social revolution and has had huge benefits. It is also a huge social experiment that is still ongoing, and civilization is finding its way through the mass of opportunities, issues and threats that the immediate and ubiquitous communication the Internet offers.

The NGI initiative was launched in 2016 with the ambition to ensure that the increased connectivity and the progressive adoption of advanced concepts and technologies, spanning across several domains such as Artificial Intelligence, IoT, Blockchains, Big Data, etc., will ground the Internet of the future so that more value to the people and to the society will be delivered, by:

- ➔ **Defragmenting and connecting** through the creation of a pan-European ecosystem embracing European actors and initiatives reaching beyond the ICT scene and fostering a multidisciplinary culture.
- ➔ **Engaging new stakeholders**, who might not have been necessarily involved in related EC initiatives, so as to ensure new ideas and fresh approaches are injected into the overall ecosystem.
- ➔ **Linking long-term research with applied research and innovation, with policy and societal expectations**, which requires the capability to engage with different kind of players.



- ➔ **Promoting new functionalities, services, applications and technologies** to support people's lives and global sustainability goals for the good of our society.
- ➔ **Reflecting and promoting the European core values:** openness, security, privacy and participation, to create a level playing field for all business actors, open to innovation and preserving democracy.
- ➔ **Creating a movement for a human Internet as a political objective** that can be shared across Europe and that national, regional and local initiatives can contribute to.

In this respect, the NGI aims at developing a more human-centric Internet supporting values of openness, cooperation across borders, decentralisation, inclusiveness and protection of privacy, giving the control back to the users in order to increase trust in the Internet. The ambition is that the internet of tomorrow should provide more transparent services, more intelligence, greater involvement and participation, leading towards an Internet that is more open, robust and dependable, more interoperable and overall more supportive of social innovation. In this respect the core NGI brand pillars relate to the core values the initiative is grounded:

**TRUSTWORTHINESS.** The Internet must be trustworthy, meaning that a user must be able to make a judgement about the risks involved in using the Internet, and decide that the risk is acceptable.

**SAFETY AND RESILIENCE.** The Internet must be safe to use. The user must not be hurt by using it and protected from threats and exploitation. The Internet is now a critical infrastructure, depended on by people worldwide, so its infrastructure should also be robust and resilient to attacks and threats.

**TRUTHFULNESS AND TRANSPARENCY.** Biased content and deliberate misinformation should be minimised, and citizens need to be educated to identify so-called “fake news”. Transparency for the processing of Internet users’ data and the provenance of information delivered via the Internet should be emphasised as priorities and mechanisms to enable them should be supported.

**FAIRNESS AND SUSTAINABILITY.** The Internet should support equal and fair opportunities for all users of all types. The Internet should also provide sustainable opportunities for human employment, incentivise economically sustainable business models and promote environmentally-sustainable technology.

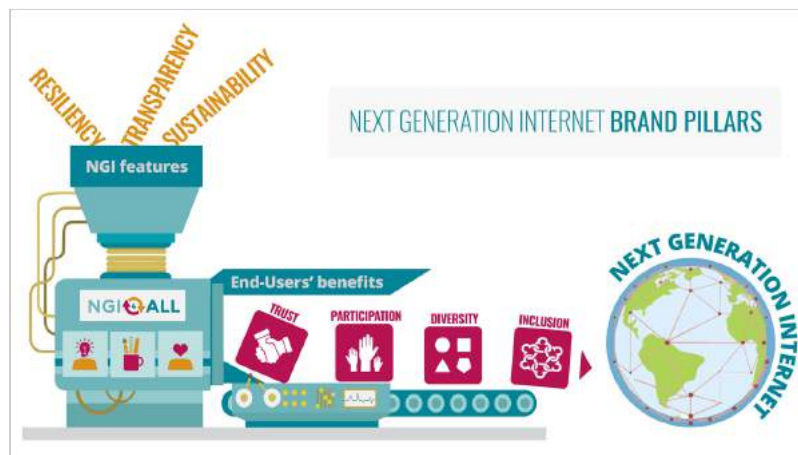


FIGURE 5: THE NGI BRAND PILLARS

## 2.2 THE NGI BRAND POSITIONING

One of the major marketing gurus, Philip Kotler, defined a brand positioning as “the act of designing the company’s offering and image to occupy a distinctive place in the mind of the target market”.

An effective brand positioning can be referred as the extent to which a brand is perceived as relevant, different and credible consumers’ minds. As described in this chapter, the NGI European initiative is reframing the digital revolution approach, putting the human at the centre and enabling, thanks to significant financial and political investments, the development of a new Internet, at the service of people.

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*“NGI massively funds European innovative research projects that make it possible to imagine and develop a new Internet that is safer, more open, more respectful of people and more useful to all citizens.”*

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We believe this “unique selling proposition (USP)” resonates well in the minds of European citizens, we believe it addresses the growing concerns towards the impact of digitalization in our daily lives, and confirms the European leadership and unique way in approaching the fast-paced changes cutting across all aspects of our social, business and technological life. We think it is a clear-cut proposition for researchers, academics, start-ups, SMEs and R&D&I professionals, at work to imagine and realize our future technologies’ path and keep Europe at the forefront of the digital revolution.

The tagline used to promote the NGI initiative effectively summarizes the positioning of NGI:

### THE INTERNET OF HUMANS

As described in the following, the NGIO has been working to develop a visual brand identity that better reflect the defined positioning, support the memorability of the brand, and can work as a unified umbrella for all NGI projects, programmes and events within the community.

## 2.3 THE NGI BRAND STRATEGIC EVOLUTION AND PRINCIPLES

Our overall ambition is to transition the NGI brand from today’s positioning: highly respected but not loved yet, to the next phase, where it gains loyalty, emotional resonance, affiliation and where stakeholders are morphed into ambassadors. The underpinning values of the NGI brand (trust, reliance, openness, etc.) should resonate through the technological, economic, sociological reasoning.

### 2.3.1 The NGI Brand Evolution

Today, the NGI brand is a logo composed of a basic shape, a text and one colour. The current logo and graphical charter were quickly cobbled together on the basis of the logo of an old program. They have been exploited as much as possible by the various entities in charge of NGI’s communication. However, this logo is considered by a large majority of the NGI galaxy users to be relatively weak. Indeed, as we detail below, it does not offer the essential qualities of a good brand image, either in terms of impact, memorability, readability or flexibility.



FIGURE 6: NGI LOGO TODAY

We assessed its strengths and weaknesses as follows:

PROS+	CONS
<ul style="list-style-type: none"> <li>➔ Clean</li> <li>➔ Sober and simple</li> <li>➔ Easy to adapt</li> <li>➔ Symbolic - comic strip bubble-like, meaning “dialogue”</li> </ul>	<ul style="list-style-type: none"> <li>➔ Cold, faded</li> <li>➔ No graphical exploitation of the NGI acronym</li> <li>➔ One very “neutral” colour only</li> <li>➔ No visual</li> <li>➔ Doesn’t convey NGI values - human-centric</li> </ul>

Based on this analysis and several discussions with NGI partners and EC representatives, we evolved the brand towards a new one that would answer the following needs:

**Operational (short-term)**

- ➔ Creating a strong, appealing, impactful and highly recognisable NGI “brand” that conveys – as far as possible – the NGI values as they are listed elsewhere in this document.
- ➔ Implementing, or enforcing the implementation of this NGI branding among all communication channels (see hereunder).

**Tactic (mid-term)**

- ➔ Contributing to the recognition of all projects funded by the program as an integral part of this major global initiative.
- ➔ Strengthen community feeling in the NGI bubble
- ➔ Making the initiative better known (through its branding) so that it attracts more and better quality potential open calls participants.

**Strategic (long-term)**

- ➔ Making the NGI initiative better known (i.e. seen and recognised) to secondary target audiences (see hereunder) and the general public.

**NGI new brand development**

**Primary target audience**

- ➔ EC Representatives
- ➔ Existing CSAs, RIAs and ongoing projects
- ➔ Potentials new projects’ participants
  - Researchers
  - Academic world
  - Established businesses

- Start-ups
- Geeks

### Secondary target audience

- ➔ Policy and decision makers
- ➔ Civil society

### Tertiary target audience

- ➔ General public

## NGI branding main users

### LEVEL 1

The corporate level. It is the EC and the NGI Outreach Office itself, owning its own (and main) branding as well as its own communication channels (see hereunder).

### LEVEL 2

The current and upcoming “Coordination and Support Actions” (**CSAs**) are in charge to support the initiative at the horizontal level. NGI4ALL is one of them, in charge of the coordinating marketing and communication efforts. The current CSAs besides *NGI4ALL*, are *NGI Forward*, *TETRA*, *Think NEXUS* and *NGI Explorers*. All CSAs are supposed to have their own brand image, very closely linked to the main branding. They do not own nor animate owned communication channels, since they are supposed to communicate via official NGI communication channels.

### LEVEL 3

The current and upcoming “Research and Innovation Actions” (**RIAs**) oversee leading research and innovation activities and funding projects in their very specific field of actions. The current RIAs are *LEDGER*, *NGI TRUST*, *NGI Zero*. All RIAs are supposed to have their own brand image, very closely linked to the main branding. Unlike the CSAs, they own, and they animate their owned communication channels.

### LEVEL 4

Funded projects **through the cascade funding: open calls** have their own communication channels, and their own graphical identity which is not linked to the NGI one. They are supposed to use the NGI branding as a “signature” when referring to NGI funded activities.

## NGI branding forecasted uses

### Communication channels

The NGI branding will be used for the following purposes, on:

- ➔ NGI owned channels
- ➔ RIAs owned channels
- ➔ Projects owned channels

### Communication tools



- ➔ Website (interface)
- ➔ Email (signature)
- ➔ Facebook (interface)
- ➔ Twitter (interface)
- ➔ LinkedIn (interface)
- ➔ Instagram (interface)
- ➔ YouTube (interface)
- ➔ Videos (signature)
- ➔ Infographics (signature)
- ➔ PowerPoint presentations
- ➔ Electronic documents (Press releases, reports...)
- ➔ Paper documents (brochures, flyers, business cards...)
- ➔ Booth / promotional material (posters, rolls up, flyers, merchandising / goodies...)

### 2.3.2 NGI branding functional principles

One of the main qualities of the New NGI branding is that it will be extremely flexible and “responsive”. Concretely it means that it is conceived to serve as a standalone branding, a combined branding, and finally as a simple signature.

#### Standalone branding

- ➔ NGI
- ➔ NGI / Next Generation Internet

#### Co-branding

- ➔ NGI / Forum
- ➔ NGI / Conference
- ➔ NGI / Awards
- ➔ NGI / Projects (Names)

#### Signature

... powered by NGI

NGI's aim is indeed to develop a strong and common brand image, but to give these entities a certain amount of freedom. This is **an essential, if not the most important, point of the creative briefing we drafted**: the brand image that will be developed must be multi-channel, but must also be used as a "corporate signature" **in support of an existing project brand image**.



## NGI branding technical expected qualities

A logo and a graphical charter that is:

- ➔ “Beautiful”
- ➔ Innovative
- ➔ Impactful
- ➔ Easy to recognise
- ➔ Easy to remember
- ➔ Easy to use
- ➔ Flexible
- ➔ Adaptable
- ➔ In line with NGI values

## NGI Branding creative process and deliverables

The NGIO has developed a new graphic environment (see Annex 1 for the visual preview of the new NGI branding) that corresponds to the communication objectives mentioned above, the essential values that NGI wishes to promote, and the essential qualities of excellent branding.

The working method we have adopted has been structured around seven major work phases:

1. An online survey has been launched among all direct NGI stakeholders to get their insights, wishes, ideas and suggestions about what the NGI 2.0 branding should be.
2. A creative briefing (see below) has been developed by our expert branding expert. It took into account the redefined communication objectives, NGI core values and key qualities we identified, as well as the online survey results.
3. Four graphic designers were hired, and each proposed their best approach.
4. One of them, considered by all the people consulted as much superior and perfectly adapted, was selected.
5. On this basis the graphic universe was totally developed, and presented to the client, who appreciated it, while sharing some remarks.
6. An improved version (presented in the annex) has been finalised on the basis of these comments.
7. A graphic charter and guidelines will be developed to facilitate the use and appropriation of the brand by the people in charge of communication within NGI (NGIO, CSAs, RIAs, Projects...)

The creative briefing based on which the new branding was developed can be summarized as follows:

- ➔ Human centred
- ➔ Balance between "digital & analogic"



- ➔ Evolution vs. Revolution
- ➔ Readable and recognisable in any circumstances
- ➔ Open source font (Montserrat)
- ➔ Wide colour range
- ➔ Fashionable
- ➔ Highly modular & responsive

The graphic universe developed is composed of six versions of the branding, corresponding to all uses mentioned above:

- ➔ Version 1: EXPLANATORY (Next Generation Internet)
- ➔ Version 2: ACRONYM (NGI)
- ➔ Version 3: CO-BRANDING (NGI something)
- ➔ Version 4: TAG (NGI something)
- ➔ Version 5: ICON (N)
- ➔ Version 6: SIGNATURE (powered by NGI)

Final deliverables are as follows:

- ➔ Six versions / interpretations of the main logo (see above)
- ➔ A font set
- ➔ A colour palette
- ➔ A graphical charter (guidelines)
- ➔ Branding and co-branding principles
- ➔ Communication trainings enabling stakeholders to correctly implement the NGI branding

Notice that more details about the new NGI brand and specific guidelines on its usage are provided in the dedicated *Deliverable D2.1 NGI Brand Toolkit and Guidelines (M04)*





## 3 MARKETING STRATEGY

### 3.1 NGI OFFERING - PRODUCTS

#### The Why

The NGI approach to the human-centricity of digital transformation, the European (Commission) lead, the values it brings forward, the concern around privacy, trust, openness, safety and sustainability are not only the “umbrella values” but the first and foremost product which underpins the entire NGI marketing strategy and shall always be brought forward in the marketing activities. They represent **the unique selling point and key differentiator of the NGI** compared to other international equal relevant technology and research programs. We need to make this message relevant and concrete for each stakeholder we approach, we real case studies, research data, impactful messages. The storytelling here embraces the foundation and enhances each single brick stone of the NGI building.

#### The Who

The projects, RIAs and CSAs, ongoing and upcoming, the third parties funded through the grant cascading, without forgetting the legacy of the closed ones represent the who. All the actors, the researchers, engineers, academic, start-uppers involved in these projects, along with the NGI early adopters, the NGI ambassadors, the NGI4ALL Advisory board members, are the real actors of the NGI path toward the Internet of Humans. They are the ones developing the technologies, discussing the priorities, informing the academic community, advocating across civil society, business players and policy makers. The NGIO shall give them the voice, find the right platforms, context, tone of voice and articulate their message to get through the noise. They bring along the multicultural, the multidisciplinary, the technological knowledge and vision which represent the treasure of the NGI community. At the policy making level, the Commission is the “true” voice and the lead of the whole initiative, where it started and where it’s being nurtured. The identified NGI Commission spoke persons shall be “used” as ambassador of a pluriannual program, public funded with the future wellbeing of all the European citizens. The outputs (see GDPR, copyright regulation, AI ethical guidelines, etc.) of the European policy makers should be equally relevant in the marcom mix, as a concrete example of the strong political efforts, at the European level, to enhance the opportunities offered by the digitalization, while protecting businesses and citizens’ rights. The most appropriate venues, media and opportunities (such as the annual editions of the Digital Assembly) to present the NGI political and value-based framework are discussed with the EC on a regular basis.

#### The What

The technological / research results – expected to come starting from the second half of 2019 - will represent the what to be widely communicated, especially across specialized scientific, academic, technological and business oriented platforms. They represent the opportunity and tools for sustainable growth, they indicate the technological path, they will hopefully disrupt the technological advancements and applications. Good case studies, with pilot concrete applications should be also leveraged upon in order to reach out to a wider audience, involving local innovation hubs, the digital social innovation community, relevant technological communities (e.g. IoT, AI, 5G, blockchain, open internet, etc)





## The How

The NGI Open Calls, the NGI Awards, the NGI Forum and Conference, the NGI map, the NGI Community platform etc. provide specific opportunities for external stakeholders to get engaged in the NGI ecosystem. They are the entry door to be part of the digital transformation led by the EC. They are also the entry door to an ecosystem (The Who) which can support the research, the technology experimentation, the development of new application. Therefore, they represent the entry door to **two major benefits: Knowledge and Funding opportunities.**

## 3.2 THE NGI MARKET OF REFERENCE

The **primary market of reference of NGI** revolves around the EC efforts that aim to ensure Europe is capable to lead and create a viable third (and possibly) winning option in the internet technology race, when comparing to the US and Chinese models, an option that has the ambition to create opportunities and reduce barriers and threats for all citizens. This includes:

- ➔ **The NGI ecosystem**, comprising active organisations and projects, especially considering the upcoming growth of the constituency with the start of the ICT-24-2018 and ICT-31-2018 projects and the many 3<sup>rd</sup> party organisations planned to be involved via Open Calls.
- ➔ **The broader Open Internet research and innovation ecosystem**, which embraces communities working on artificial intelligence, blockchains, future social media, digital learning, 5G, IoT, as well as digital social innovation efforts, which are contributing to create a more human-centred Internet.
- ➔ **The European community of researchers, innovators, policy makers, private and public authorities**, including related national and international NGI-driven efforts, to be reached out via close coordination, among others, with the Future Internet Forum representatives and the national NGI Contact Points.

In particular, by considering the scientific and technological scope of the NGI (see following list), top-notch researchers and innovators, especially small to medium businesses and start-ups, actively engaged in these R&D domains, with specific focus on actors new to H2020, will be core target of planned marketing and communication activities. This will naturally extend to topics that will emerge of relevance to the NGI in the calls to come.

- ➔ Privacy and trust enhancing technologies.
- ➔ Decentralised data governance.
- ➔ Blockchain and distributed ledger technologies.
- ➔ Strengthening Internet trustworthiness with electronic identities.
- ➔ Service and data portability.
- ➔ Open Internet Architecture renovation.

Moreover, since the NGI initiative and planned outcomes is by its nature transversal to several scientific and technological domains, but also essential to unleash the potential of internet technologies across several vertical market segments, the establishment of liaisons and synergetic coordination with other initiatives, within DG Connect and beyond, its key to achieve its planned ambition. Since January, the NGIO has already established direct connections with:



- ➔ **The Start-up Europe** initiative that connects start-ups, innovators, accelerators, corporate networks and universities offering funding opportunities, creating events and online networking opportunities and fostering collaboration. We have already initiated the cooperation with their initiatives, participating to events and supporting online cross-promotion.
- ➔ The Collective Awareness for Sustainability and Social Innovation (CAPSSI) initiative and the broader digital social innovation (DSI) community. The ecosystem developed around the CAPSSI/DSI projects, gathers over 300 SMEs, NGOs, innovators, scientists and start-ups at work to develop technologies solutions to the most compelling societal, environmental, economic, challenges. It's a well-established and active network which is highly interesting and relevant to the NGI work.
- ➔ The Blockchain for Good Prize initiative launched in 2018 and closing applications in September 2019, aims to solicit develop scalable, efficient and high-impact decentralised solutions to social innovation challenges leveraging Distributed Ledger Technology (DLTs), such as the one used in blockchains. A parallel but consistent initiative to the NGI, leveraging on the new technologies keeping the human factor at the centre.
- ➔ The Artificial Intelligence for Europe project, AI4EU, is the European Union's landmark Artificial Intelligence project, which seeks to develop a European AI ecosystem, bringing together the knowledge, algorithms, tools and resources available and making it a compelling solution for users. Involving 80 partners, covering 21 countries, the €20m project kicked off in January 2019 and will run for three years. AI4EU will unify Europe's Artificial Intelligence community. It will facilitate collective work in AI research, innovation and business in Europe. By sharing AI expertise, knowledge and tools with the Platform, AI4EU will make AI available to all. Initial contacts for synergies at the communication level have already been established at the beginning of the NGI4ALL project.
- ➔ The WeNet project. WeNet is a FET project developing a new social media platform for richer and trusted mediated social interactions based on ethical AI. It is carried out by a multicultural-multi-disciplinary consortium aggregating partners from Europe, Mexico, China, Paraguay, Israel and Mongolia. WeNet vision of an "internet of us" in respect of ethics and diversity is extremely relevant to the NGI vision.
- ➔ The NGI Internet of Things, NGIoT, project that is coordinating activities around the development of human-centric IoT developments and adoptions in several vertical markets in close collaboration with the IoT Large Scale Pilot initiative. The two initiatives are promoting the same vision of a trusted, secure, open and inclusive internet/IoT evolution as key to unleash the power of digital technologies for the good of citizens.
- ➔ 5G PPP - The 5G PPP community (now in its third phase) involves innovative SMEs, start-ups and researchers at work to enable the 5G vertical applications which will support the smart network and services at the core of the Next Generation Internet.

### 3.3 RESEARCH AND MARKETING ASSESSMENT

As of today, we do not have a recent market research providing detailed insights on the "market of reference" in which the NGI offering is contextualised (input is expected from the NGI Forward and TETRA projects in the second part of 2019), nor we have specific data referred to the brand awareness, brand affection, understanding and adherence. Therefore, we have grounded the NGI marketing strategy on data at our disposal, gathering information from previous NGI deliverables, reports and documents, including the outcomes of the NGI Study, online reports and evidence as provided by the EC, conducting an analysis of the market of



reference, a review of the key cultural, technological, political, ethical framework in which the NGI offering is presented (steeple analysis), along with a SWOT exercise, showing the weakness, strengths, opportunities and threats we face.

**OBSERVATION:**

A better sense of the NGI investments so far, including more specifically the budget allocated to communication and marketing efforts specifically, as well as those planned for the future, is a key requirement that can help better assessing the market of reference.

The NGI investment in the timeframe 2019-2021 (that is the period in which NGI4ALL will be active) allocates funding directly to selected RIAs and about 80% of it to be allocated via cascade funding to third party applicants for short cycle research projects, directly aimed at researchers, start-ups and SMEs which hardly have access to major funding schemes.

A clear indication of the NGI intent to bring in new voices, new talents and new market opportunities. This direct technology investment is rounded up by investment on CSAs, including the marketing resources dedicated to set up and run the NGI Outreach Office, with the intent of raising the bar of the NGI brand relevance, and its impact across the target stakeholders, which will be presented in detail in the following Section.

The STEEPLE and SWOT analysis below helped us in evaluating the current penetration force of the NGI offering and the challenges the NGIO shall address.

**3.3.1 STEEPLE analysis**

<b>SOCIO-CULTURAL</b>
<p>Digitalization is firing the debate at all levels of political, social, economic and financial levels and across stakeholders (policy makers, intellectuals, technologists, consumers, media, entrepreneurs). How deep is though the citizens, researchers and policy makers understanding of the technologies implications, the different choices available and the impact of each step forward of pervasive technologies in our lives? What are the economic implications?</p> <p><b><i>NGI aims at keeping the public and professional stakeholders’ attention high on the ongoing debate around the impact of the digital revolution on trust, privacy, future of work, openness, accessibility, digital divide, digital literacy, safety and fairness of access.</i></b></p>
<b>TECHNOLOGICAL</b>
<p>Artificial Intelligence, IoT, Blockchains, Big Data, machine-based automation is deeply changing how we live, interact, work and socialize. The Internet of the Future is more and more pervasive.</p> <p><b><i>NGI is at the forefront of the Internet of humans, funded on key European values.</i></b></p>
<b>ECOLOGICAL</b>
<p>How new technologies are impacting the environment? Are they at the service of the respect of the ecological wellbeing or are they burning additional resources without citizens and users not even realising?</p> <p><b><i>The human-centricity of the NGI vision relates to better quality of life for citizens, social innovation and sustainability aspects and in this respect ait can sensitize its audience.</i></b></p>
<b>POLITICAL</b>

The concentration of power in the hands of a few companies, and the relative lack or abandon of control of citizens on their own personal data, together with restrictions on Internet access because of geographical, economic or cultural reasons raise concerns. The digital race can produce new digital divide and inequalities.

**NGI can keep the attention high at political level and contribute to animate the debate.**

**LEGAL**

Legal frameworks vary deeply across regions (EU vs US vs China) and legislators struggle to keep up with the technology fast paced changes. Europe is at the forefront of the legal protection of its citizens privacy (GDPR), copyright, fake news protection, AI applications.

**NGI can support policy makers in the decision-making process.**

**ETHICAL**

Which are the boundaries we shall give to the technology changes? Where ethics should intervene in the development of AI? How diversity is tackled and respected in the technologies we use every day?

**Scientists, researchers, start-ups and civil society involved in the NGI initiative can contribute to the debate**

TABLE 1 : NGI STEEPLE ANALYSIS

**3.3.2 NGI SWOT analysis**

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>➔ Strong and long-term political backup</li> <li>➔ Significant economic resources allocated</li> <li>➔ Open ecosystem, willing to attract new comers</li> <li>➔ Strong NGI brand established via portals/ presence</li> <li>➔ Good relationship with policy makers, academics etc. established</li> <li>➔ A great pool of talents and commitments (multidisciplinary, multicultural, multi-sector)</li> </ul>	<p><b>Weakness</b></p> <ul style="list-style-type: none"> <li>➔ Limited resources compared to international competitors (e.g. big corporations and major international funding schemes in US/China)</li> <li>➔ Hard topic to disseminate to a wide public: ethical, scientific, political, technological buzzwords</li> <li>➔ Difficult to visualize the real impact and relevance for everybody, every day</li> <li>➔ Lack of concrete output / results</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>➔ Funding opportunities attracting new audiences: SME, Start-up</li> <li>➔ Media interest in the tech ethical/social implications on the raise</li> <li>➔ Innovation hubs in Europe eager to jump on the NGI bandwagon</li> <li>➔ Reach out to media more - mainstream and trade press</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>➔ Relevant economical forces with different agenda and priorities (e.g. Silicon Valley)</li> <li>➔ Risk of EU isolation vs different legal framework models and faster technological developments</li> <li>➔ NGI, a small voice in a big pond</li> </ul>

TABLE 2 : NGI SWOT ANALYSIS

### 3.4 LEADS ACQUISITION

The NGI offering should be conceptually bought in by our “customers”. It is important to avoid the risk to present the NGI exclusively as a funding programme and as such only providing financial opportunities for researchers, start-up and SMEs, as indeed the offering is richer. The NGI provides know-how, technologies, contacts and a network of communities. To embrace the NGI ecosystem, our audience needs to understand the technological, ethical and market implications of the themes the NGI embraces. In this respect, the NGIO wants to fine tune the messages and terminology, avoiding communicating the NGI offering only with technical and scientific buzzwords, sometimes encapsulated in the “H2020 jargon”. As a matter of fact, each time we communicate NGI, we are actually asking for time and understanding efforts from our audience. Each time our audience attends our events or reads our blogs it’s offering us time and attention, taking it away from other occupations. We must ensure we are always on top of the game and respectful of our audience, providing relevant information across the right media, directed to the appropriate audience. We shall articulate the message to make sure it is understood and articulated. We shall provide “added value” to our audience in every touch point we create. “*What is in there for me?*” is the question our readers will always ask themselves, the NGI Outreach office must ensure there’s a clear proposition every step of the way.

### 3.5 DISTRIBUTION CHANNELS

#### How are we distributing the NGI offering? Which are our points of sales?

We are selling a concept, a vision, supported by technological outcomes and results. NGI is an initiative which is developing, adding up new technologies focuses, transforming itself constantly thanks to the addition of new players and new communities. Where can our “customers” meet us?

- ➔ The European Commission portal.
- ➔ The NGI website and social media.
- ➔ The media coverage.

All the above are non-physical, digital touch points and sometimes not easy for all to navigate. This is the reason why our focus on organizing events and participating in relevant events (EC and market oriented) is a priority. We want to present a face of the NGI and give personalised answers to interested new stakeholders, meeting them where they meet.

Moreover, NGIO’s mission is to support each NGI RIAs webinars to promote their open calls: these are great opportunities open to potential researchers, start-ups and SMEs to engage with the NGI ecosystem, meeting its key players and understanding how they can benefit from the opportunities offered. The NGI distribution channels are described in Section 4.

### 3.6 THE NGI MARKETING OBJECTIVES

Based on the market of reference, the NGI ambition and the articulated plan of actions defined by the European Commission, we outline hereby the short-medium term objectives (by 2022, within the H2020 framework and the NGI4ALL project mandate) and the long term objectives, related to the NGI ambition beyond H2020.





### 3.6.1 Short- and medium-term objectives – H2020

We have set out ambitious goals by the end of our mandate (NGI4ALL):

- ➔ Support to the EC in presenting the results obtained by the RIAs and the 3<sup>rd</sup>-party funded projects through the Open Calls.
- ➔ Maximise the number and profile of participants to the NGI Calls (see Figures 7 and 8).
- ➔ Maximise the number of participants (and the quality level of the applications), to the equity free cascaded funding mechanism (Open Calls).
- ➔ Support the research market orientation given by the Commission to the NGI program in its maturity phase.
- ➔ Raise the bar of the technological, political and ethical debate around the Next Generation Internet.

These objectives translate into a set of challenging marketing and communication KPIs (see Table 6 Annex 2), which we have defined at the beginning of the project and which we are closing monitoring. Among the others, we see as of the outmost importance (as reflecting the real marketing effectiveness of the NGIO work):

- ➔ 10,000 entities reached by the project with some of the NGI related funding opportunities offered that could accelerate their businesses
- ➔ 4,000 entities applying for some funding opportunity related to the NGI initiative
- ➔ 2.2 million contacts reached and informed about NGI
- ➔ 15,000 actors signed up in the NGI Community platform
  - 6,000 highly competitive start-ups and SMEs registered to the NGI Community Platform
  - 2,000 Researchers, both academic and corporate, registered to the NGI Community platform

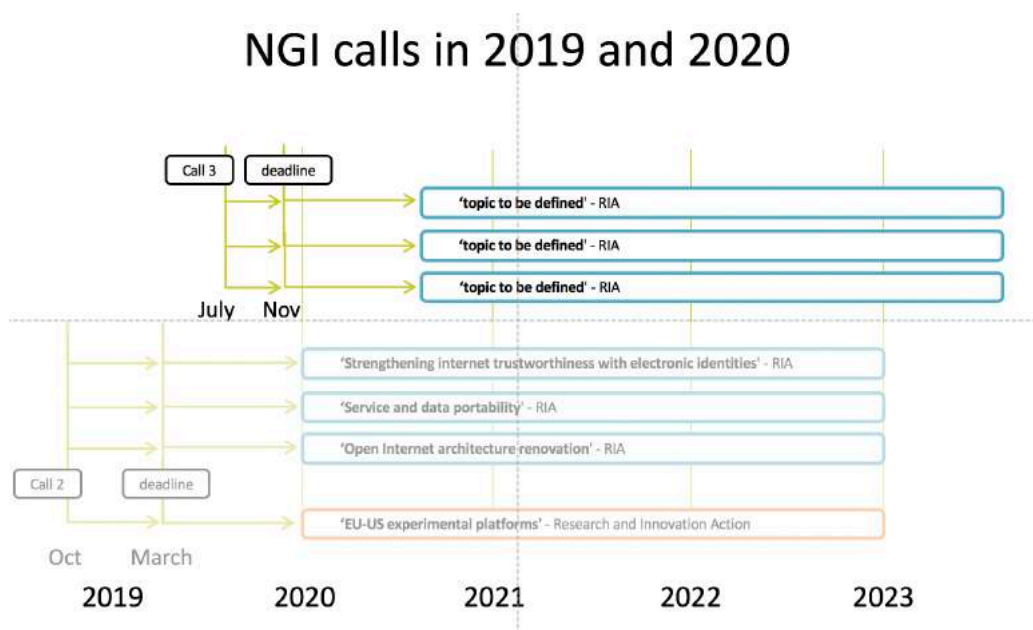


FIGURE 7: EC SLIDE PRESENTING NGI CALLS 2019-2020

### 3.6.2 Long term objectives: Horizon Europe

Even though NGI4ALL activities will finish by the end of 2021, effective communication, promotion and growth of the community will have a long-term effect on the follow-up phase of the NGI in the next Framework Programme, i.e., FP9.

The NGI is indeed an Area of Intervention in the Cluster “Digital and Industry” of the proposed Specific Program of Horizon Europe. While details of the Specific Program are still under discussion between the EU Commission, the EU Parliament and EU Member States, what is clear is that major investments will be made.

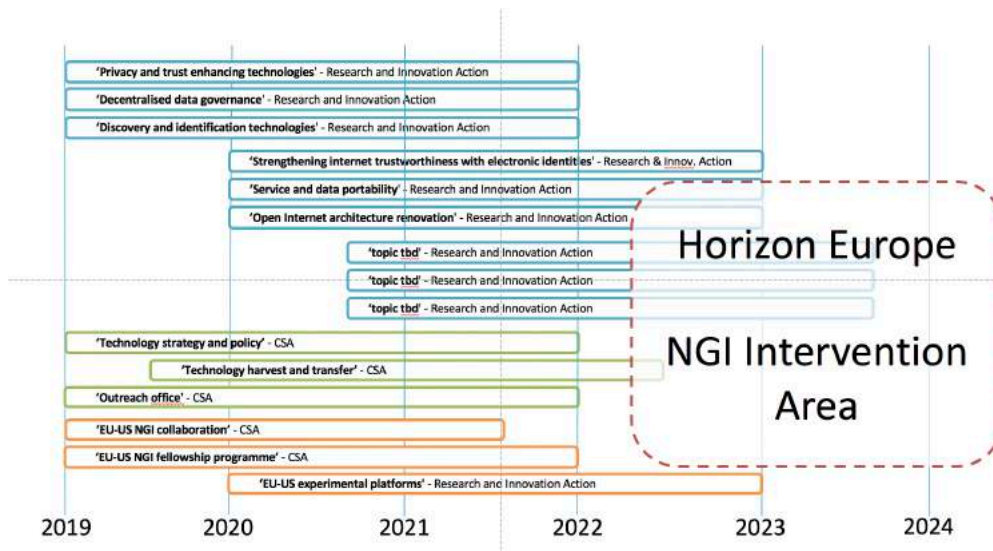


FIGURE 8: EC SLIDE PRESENTING NGI DEVELOPMENT IN THE NEXT 5 YEARS

In this respect, the NGIO has a key role to play also in a forward-looking perspective as it will set the way a community of communities will be linked together and be able to reach out to new and future research and innovation initiatives that will grow until 2030.

### 3.7 THE NGI MARKETING APPROACH

The NGI Outreach Office is not just in charge of launching a communication campaign at a given time, on a given target with given objectives. Its role is to capitalize on the efforts developed so far and maintain a **very broad** and **continuous communication** that makes it possible to achieve multiple objectives as previously described in this document. These range from general objectives, such as the awareness of the initiative and the values it promotes, to concrete objectives such as the recruitment of quality projects.

The marketing phases we describe here must therefore be understood as a **virtuous circle** based on an **agile approach** rather than a classical, relatively static and one-way “marketing funnel”. The ideal scenario we describe in the following pages is based on four communication phases, each phase corresponding to a specific objective that is **changing a situation** and pushing as many recipients as possible **from one state of mind to another**. Step-by-step, this marketing approach also progressively transforms “recipients” (people we connect with) into “promoters” (people who connect with other people and relay NGI messages). Figure 9 below represents visually marketing approach the NGI Outreach Office will apply, based on different phases: Awareness, Consideration, Conversion and Advocacy. The phases will be run circularly, on an iterative basis and will be applied for specific communication activities and tactic objectives, as described below.



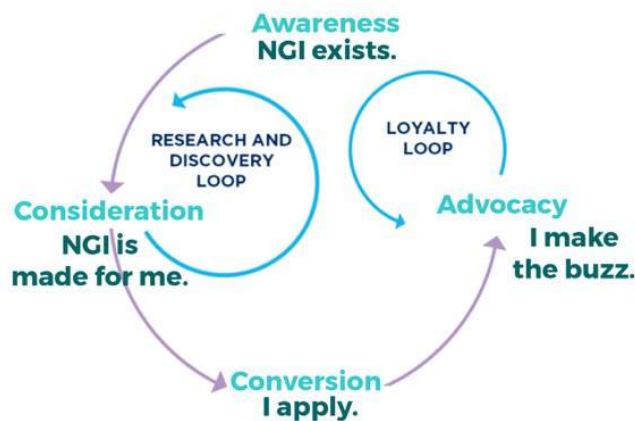


FIGURE 9: NGI ACQUISITION PROCESS

**Preliminary remark:** as it has already been suggested, the phasing we describe relates to the way we communicate with **one given individual**. It is indeed not a global communication campaign (lasting three years) phasing. Concretely, it means that given to the context (launch of new calls, application periods etc...) we will develop messages and communication actions based **on tactic objectives that can differ from one audience to another**. More concretely it means that, **at the same time**, we will pursue different objectives and activate different communication phases towards different target audiences, based on their current engagement vis-à-vis the NGI initiative.

### Awareness / Attention

During the first marketing/communication phase, our overall objective is to **catch the audience’s attention**, and to **create recognition and awareness** around the NGI initiative. Our target audience is at this stage relatively wide; it includes anyone that can be interested by the NGI initiative at large. (Please see Section 5.2 for a more accurate definition of our various target audiences). The change we want to trigger here is very simple. People who didn’t know the NGI become informed about what it is. The seed we plant in the target audience’s mind can be summarised as **“NGI exists”**

### Consideration

The second communication phase has to do with “Interest” and “Desire”. We name it “Consideration”. Our objective here is thus reactivating the audience that is aware that NGI exists (see Phase 1), and to increase their interest in taking part to this initiative in a way or another. The target audience is logically smaller than during the first phase. One of our main communication objectives being to generate numerous quality project proposals, the change we want to trigger here, via various communication initiatives and calls to action, is to transform a passive audience (phase one, the audience just receives the message) into an active one that will search for more information. This is what we call the “Research and discovery loop” as shown in the above diagram. The seed we plant in the target audience’s mind can be summarised as **“NGI is made for me”**. Please also note that while consideration grows in one prospect’s mind, the latter also begins to influence their peers in terms of awareness. Which is the principle of the virtuous communication circle as previously described.





## Conversion

The third communication phase is usually known as the most critical. Its objective is to reactivate an even smaller target audience (those who are now convinced that NGI is made for them, see phase 2) and to convince a part of this audience to actively engage themselves, to take the plunge. In the case of potential new projects initiators, it basically means applying with a proposal. This engagement phase requires many complementary calls to actions, and a more personal and reassuring communication approach. The change we want to trigger is also basically simple: we want most of interested people to concretely jump and become part of the NGI community. The seed we plant in the target audience's mind can be summarised as **"This time, I apply"**. As it is the case for other marketing phases, people who are now engaged or "converted" potentially become excellent NGI ambassadors themselves, that could positively influence their peers, which is the role of the next communication phase.

## Advocacy

This fourth phase is a critical pillar in our strategy. As already said, engaged audiences (projects participants for example) should ideally become "NGI advocates" and help to grow awareness, consideration and conversion among their personal networks. Since projects participants are now part of the NGI community, and regularly access to various NGI communication channels as the NGI portal and Social Media, it becomes easier for them to spread the word, and concretely demonstrate what is called their "loyalty" in marketing terms. The change we want to trigger here is converting neutral or convinced target audiences into real NGI "Ambassadors": see Section 5 for more details on the Community Hacking plan. In other words, the seed we plant in this target audience's mind can be summarised as **"I make the buzz around NGI"**.



## 4 NGI COMMUNICATION STRATEGY AND PLAN

The NGIO Communication Strategy is to build on, expand and amplify the already excellent work done to establish and promote the NGI as an open ecosystem for research and innovation to shake the European economy and strengthen the development of the internet of tomorrow. To achieve this, we will target stakeholders in research and education, SMEs / Start-ups, industry, policy makers, public bodies, media and a broad audience of concerned citizens and the general public.

### 4.1 COMMUNICATION OBJECTIVES

The overall communication objectives can be summarized as follows:

#### 1. Popularity, recognition and awareness

This communication objective targets wide and diverse audiences, that are researchers, innovators, startups, incubators, policy makers, decision makers, businesses and the interested general public to a lesser extent (though relays and influencers, like bloggers, the specialist press and mainstream media)

**Reflecting and promoting the European core values:** openness, security, privacy and participation, to create a level playing field for all business actors, open to innovation and preserving democracy.

**Creating a movement for a human Internet** as a political objective that can be shared across Europe and that national, regional and local initiatives can contribute to.

#### 2. Engagement and interaction

This communication objective mainly targets specialized audiences that are existing NGI stakeholders, but also potential new stakeholders that are researchers, innovators, startups, incubators, academics etc.

Engaging new stakeholders, who might not have been necessarily involved in related EC initiatives, so as to ensure new ideas and fresh approaches are injected into the overall ecosystem. Concretely, it means among other things, recruiting more and better projects to be possibly funded.

**Defragmenting and connecting the community** (current players and potential new players) through the creation of an NGI pan-European ecosystem embracing all European actors and initiatives reaching beyond the ICT scene and fostering a multidisciplinary culture.

#### 3. Knowledge transfer

This communication objective mainly targets people who can do something with NGI projects outcomes: policy-makers, decision-makers, authorities and businesses that can transfer innovation into applications and services.

**Promoting new functionalities, services, applications and technologies** to support people's lives and global sustainability goals for the good of our society.

**Linking long-term research with applied research and innovation**, with policy and societal expectations, which requires the capability to engage with different kind of players.



#### 4. The working methodology

Our main mission is therefore to ensure the development of a **vibrant and disruptive NGI ecosystem as an open, inclusive, sustainable and dynamic initiative** that will lead to increased and durable impact within H2020 and beyond in FP9. Through targeted activities coordinated across the NGI PILOT, the NGI CHARISMA, the NGI INSIGHT and the NGI SHAKE work packages, NGI4ALL will reach and engage different target groups, including researchers, start-ups, innovators, and civil society communities in Europe and beyond. This will be done in close coordination with the EC and the other NGI projects that the NGI Outreach Office (NGI PILOT) will coordinate. This can be broken down as follows:

- ➔ Support NGI-driven initiatives and projects through professional marketing & communication support coordinated by the NGI Outreach Office.
- ➔ Create a strong and persistent NGI brand that will serve as an umbrella for all subsequent NGI activities, even after the end of the project.
- ➔ Harmonize NGI messaging and brand presentation across all NGI initiatives ensuring vast online, offline and social media presence.
- ➔ Coordinate NGI related outreach measures to ensure all stakeholders are targeted and engaged in a forward-looking perspective.
- ➔ Create awareness and strong reputation of the NGI and animate the debate around the Human Internet, in Europe and beyond
- ➔ To reach these ambitious goals, we will develop an approach that relies on four pillars.

#### Strategy

Communicating to support transformation of the NGI in a forward-looking perspective: contributing to **define and execute a sound vision and strategy for communication and marketing of the NGI**, steering efforts across the whole programme by providing critical and **professional guidance, including coaching and training**, which can empower the transition of the NGI from the Horizon 2020 FP to the Horizon Europe Framework.

#### Branding

**Creating a strong identity and establishing credibility and trust with the audience by creating a strong and distinguished brand** and ensuring extensive online and offline media presence, which reflects in a consistent way the “reloaded identity” of the NGI. Through a brand that effectively reflects the core values the NGI initiative builds upon, and through inspiring storytelling and well-curated contents, it will be possible to increase its credibility and build a strong reputation, also beyond the ICT context.

#### Interactivity

**Building meaningful dialogues with all relevant stakeholders** that will contribute to grow, shape, strengthen and sustain the NGI initiative. By mapping and liaising with relevant initiatives across Europe and assisting the NGI stakeholders in their outreach activities, also thanks to the involvement of highly qualified experts and testimonials, NGI4ALL aims to increase impact and attract fresh blood in the ecosystem – grow the insiders’ community and provide meaning to reach towards the outsider’s world.

#### Impact

Building a **strong reputation and global visibility** on the human-centric Internet debate, reinforcing the existing roster of stakeholders and gaining additional ones that will contribute to the development of a human Internet by creating the proper technological, political and socio-economic conditions. Via a combination of dedicated online and offline activities through



a 360 degrees approach, the aim is to ensure increased impact for all NGI initiatives and broad outreach to people at large.

## 4.2 STAKEHOLDERS AND TARGETED AUDIENCES

In this section, we outline the external NGI stakeholders and their audiences' profile.

Stakeholders	Sub-groups
<b>Researchers and education</b>	<ul style="list-style-type: none"> <li>➔ Students / Post-docs / Early-career researchers</li> <li>➔ Research leaders / Top-notch academics</li> <li>➔ Open source</li> <li>➔ National Associations</li> <li>➔ GÉANT/NRENS</li> </ul>
<b>Industry</b>	<ul style="list-style-type: none"> <li>➔ Start-ups and SMEs</li> <li>➔ Entrepreneurs</li> <li>➔ Incubators / Accelerators</li> <li>➔ Big companies</li> <li>➔ Clusters and associations</li> <li>➔ Market analyst</li> <li>➔ Open Source</li> </ul>
<b>Civil society players</b>	<ul style="list-style-type: none"> <li>➔ Public / citizens</li> <li>➔ NGOs / Communities groups Activists / Hackers /Artists /Citizens including children, young people, as well as elderly people, those at risk of losing out to the 'digital divide'</li> </ul>
<b>Public bodies Policy makers</b>	<ul style="list-style-type: none"> <li>➔ National research bodies</li> <li>➔ National Contact Points</li> <li>➔ Future Internet Forum</li> <li>➔ Legislators</li> <li>➔ Regulators</li> <li>➔ Standardisation Groups</li> </ul>
<b>Media*</b>	<ul style="list-style-type: none"> <li>➔ Web sites</li> <li>➔ Social networks</li> <li>➔ Radio / TV</li> <li>➔ Press</li> <li>➔ Journalists</li> <li>➔ Journalist associations</li> </ul>

TABLE 3 : NGI STAKEHOLDERS

In order to effectively reach these various stakeholders, we have analysed them across different axis, as shown by Table 4 below, we can map them in terms of Influence (high-low) and Interest (high-low). This mapping guides our communication objectives towards them:

For stakeholders with High Influence and Low Interest (see Media, Market Analysts and Big Companies), we want to keep them satisfied providing articulated information and arguments to raise their interest, knowing they might not buy in the voice of NGI, but should be made aware of the efforts of the European Commission to develop an Internet of Humans



For Stakeholders with high influence and high Interest (see Academics, Legislators and activists) we intend to manage them closely making sure we include them in the NGI activities, discussion and future plans.

We also have stakeholders with low influence and low interest, as of today (see citizens). We do aim to inform them (through social media and press) and monitor closely their attitude and interest with the aim of raising the citizens’ critical thinking towards the impact of the new technologies and the values behind legislations and internet architectures.

Finally, we have stakeholders (such as start-ups, SMEs) which have a high interest (e.g. in the funding opportunities) but still low influence on the NGI development. We intend to keep them informed and progressively increase their voice share in the community.

NGI STAKEHOLDERS NEEDS' AND INFLUENCE ANALYSIS						
INFLUENCE	HIGH	KEEP SATISFIED	Media	MANAGE CLOSELY	National bodies	Research
			Big Companies		National Points	Contact
			Market Analysts		Activists, Hackers	
			Standardization Groups		Incubators	
					Researchers	
					Academics	
					Open Source	
					Future Internet Forum	
	LOW	MONITOR	Citizens	KEEP INFORMED	Start-ups	
					SMEs	
					Incubators	
	LOW	HIGH				
INTEREST						

TABLE 4 : NGI STAKEHOLDERS NEEDS AND INFLUENCE ANALYSIS

And we can map them based on their Innovation attitude and their access to resources to innovate. The Figure 10 below represents the V.A.L.S model (values and lifestyle), a psychographic segmentation. The main dimensions of this analysis are “primary motivation”,

(the horizontal dimension) and “resources” (the vertical dimension). The vertical dimension segments people based on the degree to which they are innovative and have resources such as income, education, self-confidence, intelligence, leadership skill, and energy. The horizontal dimension represents primary motivation and includes three distinct “types”:

- ➔ People driven by knowledge and principles are motivated by ideals, and can be subdivided in Thinkers and Believers (based on their access to resources)
- ➔ People driven by demonstrating their success to their peers are motivated primary by achievements. This group can be subdivided in Strivers and Achievers.
- ➔ People driven mainly by a desire for social or physical activity, variety and risk taking are motivated primarily by self-expression. The two groups here are Makers and Experiencers.

**Why is this analysis relevant for the NGI marketing approach?**

Because NGI is conceived and funded to make sure the Next Generation Internet benefits all, youth and elderly, highly educated citizens and decision makers as well as those on lower socioeconomic strata including the most vulnerable citizens in our society.

Therefore, as the NGI marketing agency we fundamentally have the challenging mission to reach out to all these segments, obviously to a different extent, with different key messages and offerings (e.g. educational material to Strivers vs Open Calls opportunities to Achievers). Moreover, the proposition and tone of voice of our communication shall be modulated accordingly to the motivations driving each target group: self-expression vs knowledge vs achievement. The reward will be an extremely valuable incentive to engage Achievers, while an Open Call, equity free funding opportunity, can be the right incentive for start-ups, a Call for papers can be interesting for both Thinkers and Achievers. At the same time, we need to involve Believers in the dialogue, who may be less interested in innovation, Strivers because they may highly benefit from digital opportunities and Makers, who may be oblivious to the social and ethical implications of the new technologies

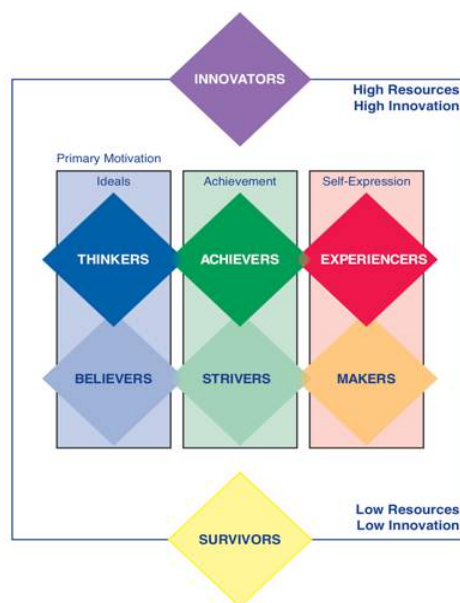


FIGURE 10: STAKEHOLDERS NEEDS AND INNOVATION SEGMENTATION

**4.3 OWNED COMMUNICATION CHANNELS**

**NGI.eu web portal** website <https://ngi.eu/>

The NGI website is currently structured as follows:

- ➔ About: provides a complete presentation of the NGI initiative and its vision. It also presents the ongoing (and past) NGI projects, the NGI Contact Points, the Expert Group, and a set of FAQs about NGI.
- ➔ News & Media: with the latest news about the NGI initiative, a dedicated blog, the press activities and the newsletter editions.



- ➔ NGI Map: presents the NGI Map developed by HUB4NGI, with instructions for how to register in the Map (for further details, refer to Section 4.3).
- ➔ The Consultation Platform4 is an open space for discussion about NGI that is structured into different channels, or topics. External users are invited to contribute, comment or share the content. Currently there are 27 channels active for discussion with more than 120 ongoing discussions – run by SpeakNGI.EU, it is now under redesign and by NGI Forward.
- ➔ NGI Awards: the NGI Awards section presents the initiative to promote and reward companies, start-ups, researchers and other organisations promoting the NGI vision and its values, along with the winners’ profile it was run by NGI MOVE. The NGI Awards initiative is now completed.
- ➔ Resources: provides access to the NGI materials and documents available for download (promo materials, white papers/ reports, presentations, public deliverables, other materials).
- ➔ Events: presents the calendar of past and future events with a short description and the relevant details.
- ➔ Open Calls: this section hosts the NGI open calls providing information and relevant materials to participate in the cascade funding initiative.
- ➔ Join NGI: provides information and contact details to get in touch with the NGI ecosystem.

From the 1<sup>st</sup> of January 2018 to the third week April 2019, the NGI.eu website received **9,965 unique users and 31,074-page views**. This shows a clear and important increase in the generated web traffic, which has peaks in relation to events (in particular the participation to the 4YFN event in Barcelona in late February), promo campaigns, releases of newsletters/events, etc.

What is also of relevance is that 18% of the traffic is from returning visitors, indicating a growing engagement of targeted stakeholders. From the graphics below (Figure 11) it is also possible to see that indeed a big peak has been triggered by the announcement of the Open Calls and start of NGI RIAs, close to major events where NGI Open Calls and related webinars have been promoted. The following pictures provide an overview of the performance of the website in the period considered.

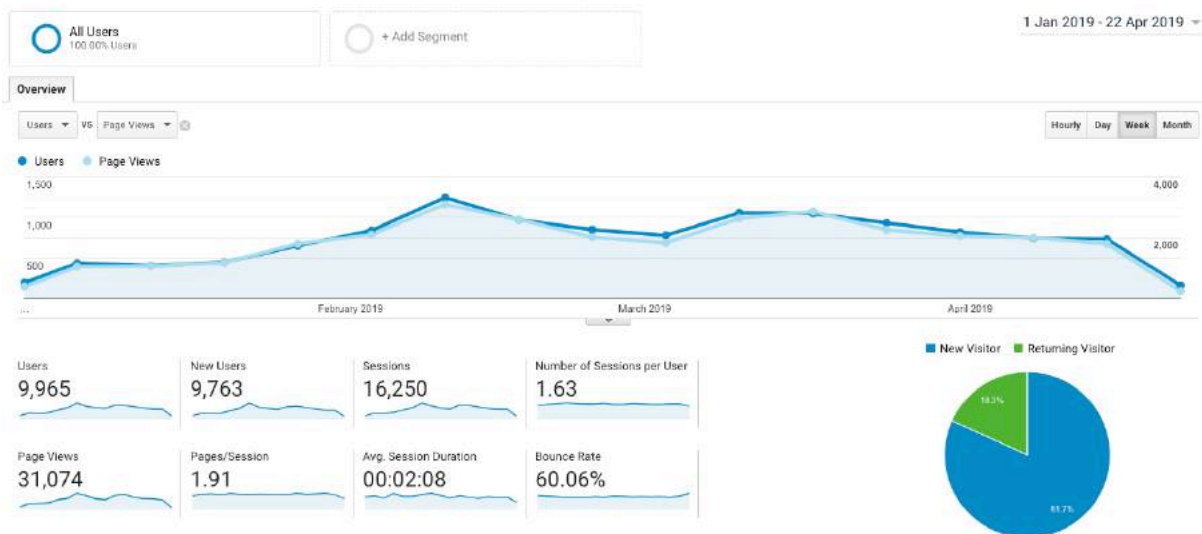


FIGURE 11: NGI PORTAL, VISITORS AND PAGE VIEWS JAN-APRIL 2019



If we look at the performance of website for the same timeframe in 2018, we appreciate the dynamic and relevant growth in terms of users and page views, as shown in Figure 12.

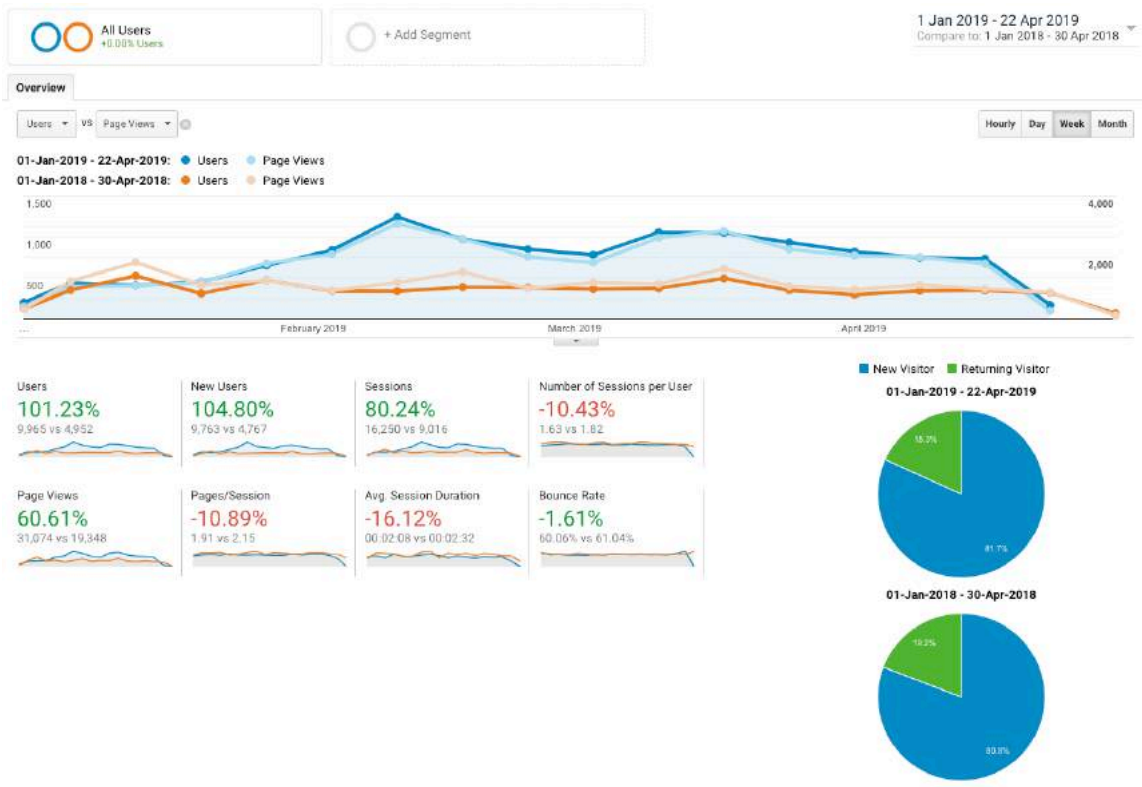


FIGURE 12: NGI PORTAL, VISITORS AND PAGE VIEWS Q1 2018 VS Q1 2019

It is also worth noticing (see Figure 13 below) that over **25% of the traffic** is now concentrating on the Open Calls pages, where the readers may find the details of the funding opportunities.

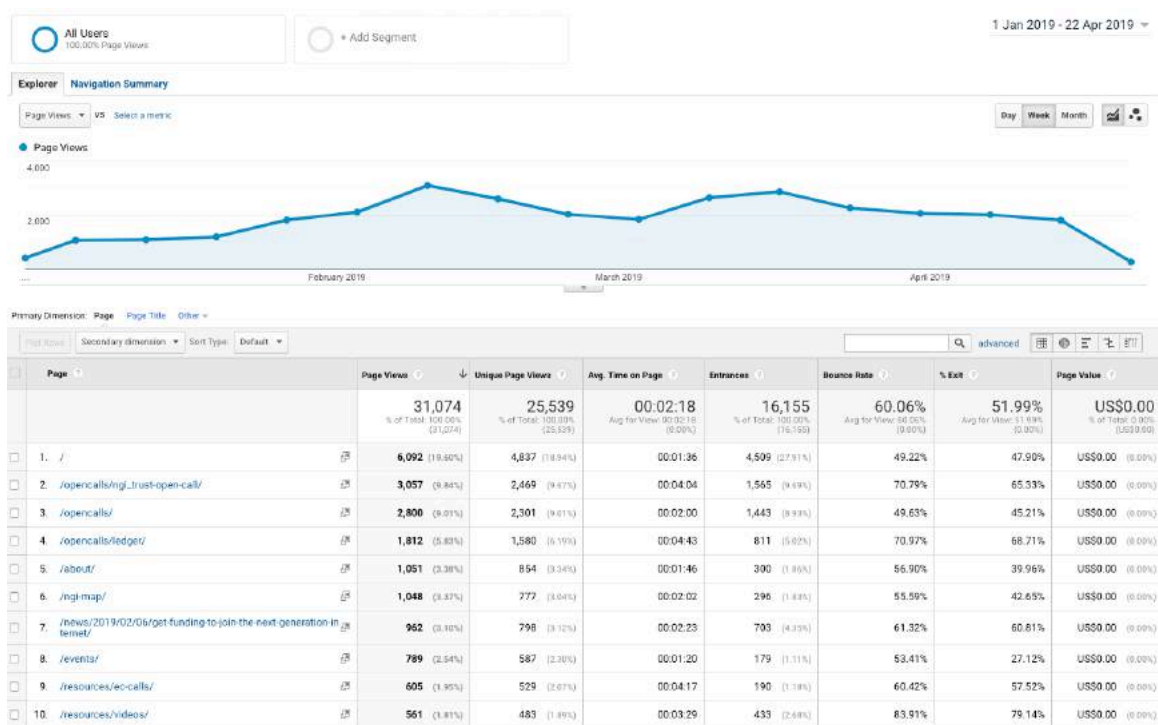


FIGURE 13: NGI PORTAL, PAGE VISITS





**Revamping the NGI Website:** based on the new NGI visual branding, but also thanks to captivating storytelling and targeted contents, we are currently redesigning the NGI web portal (and the NGI social media channels), so as to achieve a consistent, fresh and memorable online presence across all channels. The plan is to launch the new NGI portal by M06. Major efforts are dedicated to ensuring the NGI portal will become the reference entry point for all innovators interested to find the latest updates and information on the NGI initiative and its community. The NGI portal will include a new service as well: the NGI community infographic. The infographic, based on data collected in the map, events, news, and tweets (and other social media), will provide a live report of different dimensions of the NGI community: number of members and their geographic distribution, most relevant topics in the community, number of events related to the community, etc. Moreover, targeted efforts will focus on: 1) redesign of the structure of the NGI web portal to facilitate access, more effectively call to action and better express the human-centricity of the NGI vision; 2) SEO optimization, definition of keyword strategy, keyword research & keyword mapping; 3) performance optimization, to ensure at top score (i.e. at least 90/100) in Google Page Speed Insights 4) responsiveness optimization, to ensure a user-friendly experience on mobile phones, tablets and desktops

The NGI Outreach Office team is at work to define some of the structural improvements envisioned to optimize the architecture of the NGI portal (by M6 first release) and maximise the visitors' online experience. The Figure 14 below shows the approach we are following and it will be further detailed and discussed before public release. More details will be provided in *Deliverable D2.2 NGI Online Presence Reloaded*.

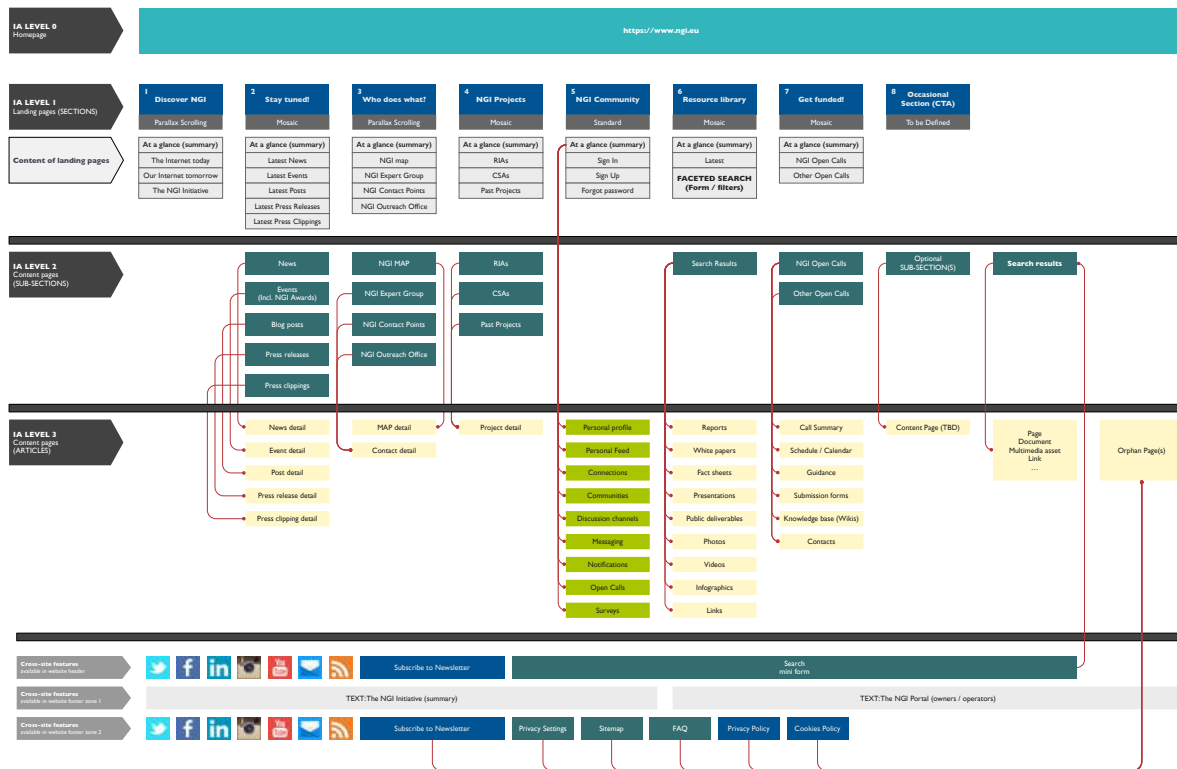


FIGURE 14: NGI PORTAL PROVISIONAL SITEMAP IMPROVEMENT (WORKING DOCUMENT)

**NGIFORUM.eu** website is dedicated to the annual flagship event NGI Forum - <https://ngiforum.eu/>. It presents the most updated agenda of the event, the biographies of invited speakers, logistics and accommodation information. It also embeds the registration form. It is also the online repository of the previous editions of the NGI Forum, where events report and press coverage are presented as well. We have just initiated the update of the website, in relation to launch the NGI Forum 2019, which will be held in Helsinki, Finland on



25 September, co-located with the MyData Conference. The design of the NGI Forum website we will be updated according to the new NGI overall rebranding (by M6 June 2019).

## The NGI Map

The online interactive map fosters collaboration among researchers and innovators in Europe and beyond. Currently the mapped members are 230. The players mapped are categorized and filterable by categories (e.g. SME, Start-up, Incubator, University etc). A major backend management redesign of the NGI online map is planned by M6, to allow a better management and editing of the data uploaded. Moreover, by M6 the NGI map will reflect the new NGI branding and it will be integrated in the Community Platform single-opt-in process to minimize the end users' roadblocks, maximise data integration and impact and reach. A second release, planned to be completed by M12 will see a user interface revamp, which will include enhanced interactivity for users and more visibility for the mapped actors (e.g. images, contact details etc). The NGI Map, will compute (anonymized) twitter trends within the community and display them live based on the tweet localization, showing the different NGI hot topics around Europe. Trends will be stored for allowing historical analysis over them, showing how the community interest may evolve over time. The NGI online map will also be integrated with the NGI portal event calendar, displaying on the map the next events. More details will be provided in the *Deliverable D2.2 NGI Online Presence Reloaded*.

## Newsletter

**Quarterly newsletters.** The **newsletters** are a quarterly roundup of the top news that has appeared on NGI.EU, including any publications of reports, deliverables, videos and interviews. Currently we count 1,320 subscribers (+300 new subscribers since December 2018) and we have issued the 1<sup>st</sup> Newsletter in the first half of April (4 planned in a year). The newsletter design will be aligned to the new NGI branding in the second half of the year.

**Newsflash.** The **newsflashes** are for upcoming events NGI will have a presence at, as well as to draw attention to NGI Webinars, surveys etc. These go out on an ad-hoc basis, as needed. We have already issued 5 newsflashes since the beginning of 2019, giving highlights on the open calls and the participation in major events' activities such as the 4YFN. It is also interesting to notice that despite the rather frequent communication flow, we reach around 30% open rate. A metric that we intend to optimize to reach 50% by the end of the current year, with more focused – action drive subjects of the emails.

## Social media

**Twitter** @NGI4EU <https://twitter.com/NGI4eu> currently has 3,066 followers. Our editorial team publishes at least 1 Tweet per day (usually more) on relevant NGI content, upcoming events or sharing /curating relevant news stories. All CSAs and RIAs contribute, overseen by NGIO.

**Twitter** @NGI\_Exp [https://twitter.com/NGI\\_EXP](https://twitter.com/NGI_EXP) We leverage on the existing and inherited NGI Exp twitter channel (1,700 followers) to echo the NGI news across a more technical, research audience.

**Facebook** <https://www.facebook.com/NGI4EU/> – currently followed by 186 enthusiasts at least two posts per week (usually more), same/similar content to Twitter, but written in a Facebook-friendly style. All CSAs and RIAs contribute, overseen by NGIO.

**Instagram** <https://www.instagram.com/ngi4eu/> we publish an average of one photo per week of NGI relevance. With 170 followers has potential to grow.

**YouTube** [https://www.youtube.com/channel/UCafmlQ\\_fwe\\_FiwiiYj6QLUA](https://www.youtube.com/channel/UCafmlQ_fwe_FiwiiYj6QLUA) we regularly create videos for the NGI channel. They can be interviews with stakeholders and EC



representatives, promotional videos (join the NGI, participate in the Open Calls), and videos of the webinars. We have already published 3 new videos since the inception of the NGIO.

**LinkedIn** <https://www.linkedin.com/groups/2206279/> – has over 11,000 members and allows the publication (and moderation) of contents of multiple players. It is very active and allows multiple voices and contributions.

### Mobile alerts

We are evaluating the possibility of using mobile alerts on specific occasions. Mobile alerts would be used to prompt action and participation at events, providing links to updated agendas, participation in polls and audits and increase interactivity and multi-channel presence. All the communication activities with our audience (mobile, email, social media) operate under strict adherence to GDPR.

### The NGI Consultation Platform

The NGI Consultation Platform is currently under review and will be taken over by the NGI Forward project. The NGIO is closely following the ongoing discussions to make sure that the newly established consultation platform integrates well within the NGI portal and it does not overlap with the Community Platform (see Section 6), but rather links and provides further interactivity opportunities to NGI users.

### The NGI Community Platform

#### Introduction

FundingBox communities is a **dynamic and interactive** platform that includes communication and services to foster working in common, facilitate interaction among stakeholders and find information related to best practices, trends in the market, etc.

FundingBox designed its platform according to the needs found for projects and initiatives to build communities and ecosystems around them. Under the concept of **transforming static websites in dynamic communities** the platform was developed to provide a unique space where conversations and knowledge can be gathered and shared. It has experienced several iterations along the time. Feedback from users has been collected and new features and functionalities have been developed in order to offer a tool ideal to **build up communities around projects and initiatives**.

FundingBox communities offers **information** (trends, news, events, technologies, funding opportunities), **inspiration** (exclusive content curated by experts and interlocutors: live chats, Q&As...), **support** (experts will advise, but members can also create synergies and build partnerships) and **fun** (by networking with people interested in smart manufacturing).

#### FundingBox Platform Features:

FundingBox Platform is mostly a communication tool where knowledge is shared for the sake of the community. Its main characteristic is a **chat base mode (Spaces)** that serves as base to communicate and interact among the parties. This is complemented by what we call **Collections** a range of features that empower users to build and share knowledge.

#### Spaces

Each community is formed by “Spaces”, each Space is a channel of communication. They can be defined and shaped according to the needs of each community. Main features in FundingBox communities are created under **“Spaces”**. A **“Space”** is a section where



information related to a specific topic is posted. Each community identifies, decides and creates the “**Spaces**” that address its needs.

**Collections**

Collections are a range of features to empower crowd knowledge so any user that joins at any point has all the information accessible and at the time allows users to interact among them.

The different features **can be activated or hidden according to the needs of each community**. They are the following:

➔ **Announcements, questions and events**

Members of the communities have the option to post announcements, questions and events. This increases the interactions within members of the community, creates connections and enhances the relations among them.

➔ **Articles**

Each community can publish articles related to their interests. It can be blog posts, articles related to the topic of interest, etc

➔ **FAQs**

There is a section of FAQs about specific subtopics within the community where any community member can post questions. They can be answered by any member and the results can be voted

➔ **Ideas**

Members can post ideas on different topics related to the community and get feedback from other members, including experts.

➔ **Marketplaces / Showcases**

Each community can decide to have one or more marketplaces to showcase specific companies, products, professionals, services, etc.



FIGURE 15: EXAMPLE OF ARTICLES COLLECTION

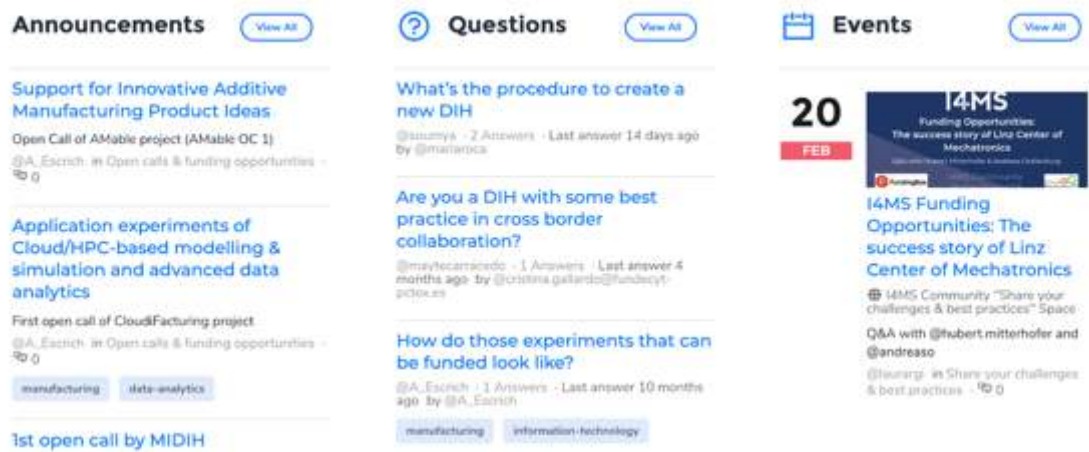


FIGURE 16: COMMUNITY PLATFORM, EXAMPLES OF OTHER FEATURES

### Other features

➔ **Community directory**

A directory to access all members of the community is available. There is the possibility to highlight certain profiles for example for the members of the consortium or the ambassadors

➔ **Matchmaking tool**

This matchmaking works in a way where each user receives suggestions according to their interest's potential profiles of people with similar interests making easy for them to connect and hold one to one conversation. Through this matchmaking tool the user will also be able to: discover peers through interactions or searching in the members directory and contacting peers and chatting with them on one to one basis.

➔ **One-to-one chat**

Text conversations can be started in private by community members.

➔ **One-to-many chat**

Private groups can be created to communicate about a topic of interest.

➔ **Settings**

Each community can decide the setup of their community: setting the tagline, background images, description, activating the features of preference, selecting the team members and giving them specific permissions (administrator, moderator, etc).

### Advantages of FundingBox platform

There are several software solutions in the market that could overlap in some respects with the one provided by FundingBox but they are all partial, in the sense that they just cover one aspect of what can be considered crucial to build a community. In our experience each community has certain requirements and can be built in several ways. FundingBox offers to the **administrator the possibility to customise the community adding the features desired** but putting the emphasis in the crowd knowledge base approach, where the users are the players providing most of the knowledge and gaining the benefits.

➔ **Mobile apps**





To build communities access is crucial, FundingBox has developed mobile apps available at the App Store and Google Play Store, what gives a lot of immediacy to users to be able to post and hold conversations. A desktop app will be released in coming months.

➔ **A community of 18.500 makers, entrepreneurs, startups and tech SMEs**

There is an NGI community, but we already have a community of users with the NGI profile already signed up on the platform. This will be a key aspect to populate the NGI community

➔ **Capacity to evolve the platform**

Being a platform built by us, we are all ears to evolve the platform according to the inputs and requests of the FundingBox and NGI community. This gives us flexibility to include certain features and requests in the platform roadmap development.

➔ **Community of communities**

Within the NGI community we can give space and capacity to other players to build their own communities and to have all of them connected. A clear example of this is LEDGER who already have a community in the platform that can be connected to the NGI.

## NGI website structure & Fbox Features

Although NGI website is pending on re-branding and structure re-definition taking a look to the current structure of the contents of the website, following some **potential features of FundingBox** communities that would allow to **make the NGI website more interactive** are shown as an example (not compulsory features to add), taking the **current “About” section structure**:

➔ **Vision**

- NGI and Vision contents to be added as landing page texts in the NGI “powered by FundingBox” community

➔ **NGI Outreach Office**

- A private space within NGI Outreach Office can be created to interact and coordinate how to publish in the NGI community itself, including members from MARTEL, TIPIK and FBOX.

➔ **NGI Projects**

- Showcase / marketplace in FBOX as a way to provide dynamic content and re-direct users to the CSA and RIA funding opportunities
- This showcase, would also include OPEN CALLS of RIAs, not only providing links to them, but also with the capability to interact with RIAs contacts if doubts arise about those funding opportunities from the users / potential applicants.

➔ **NGI Experts Group**

- A private space within experts can be created to interact
- Experts can be showcased in a “marketplace” of “experts and services”





- Regular Q&A sessions in the NGI community can be organised
- ➔ **NGI Contact points**
  - A private space within contact points can be created to interact
  - Contact points can be showcased in a “marketplace” of “experts and services” (same as above)
- ➔ **NGI FAQ**
  - FBOX has a collection for “Questions”. Current questions could be added to such a collection and additional ones + questions on those or additional issues can be added in a dynamic way all along the project.
- ➔ **NGI People**
  - Section to be kept in the NGI.eu website. The only interaction with FBOX community would be to add updated content info here in a “news” space.

## 4.4 SHARED/EARNED ONLINE CHANNELS

### RIA channels

While the CSAs share the NGI portal and social media channels (being authorized to post their own news in preview, under approval mode), the RIAs will establish their own websites and social media, in order to easily reach their specific technological and scientific audiences. Nevertheless, the NGI portal will provide a dedicated space to each project, with a synopsis of the activities and the direct link to their websites. It will also make sure to echo their news across platforms. The RIAs’ social media will be featured in a dedicated accounts’ list to make sure there is a constant re-tweet, share process. Moreover, all the projects are invited to follow the NGI LinkedIn Group in order to publish directly their own news.

### Online press/blogs/Influencers

Through the NGI Press office activities (see Section 6.7.3) we will maximise the visibility of the NGI initiative, events and spoke persons across media online. Also, working closely with the NGI Ambassadors program (see Section 9.1), we will engage influencers and early adopters to make sure they echo NGI news and updates, involving their own followers and community with a snow-ball effect to new audiences, which we would hardly reach otherwise.

### Whitepapers/e-books/publications

We will leverage on the publication of whitepapers, e-books, scientific publications and physical publications of all the NGI players and projects to gain traction across specific stakeholders, such as, researchers, academics and market analysts. We will echo the results obtained and disseminated by the research and innovation projects to make sure we maximise their impact.

## 4.5 PAID ONLINE CHANNELS

Given the current “pay-to-play” ecosystem we feel that it’s important to couple our organic strategy to a paid approach focusing in the long run on brand awareness and more near-term on engagement and lead generation for specific objectives. Our approach will be based on



metrics already available via NGI4EU's social media presence and will be designed keeping in mind our target groups defined through audience analysis.

Early campaign stage will consist in A/B testing various combinations of creative and copies in order to maximize the results. The campaign will be scaled-up based on the insights provided by our collected data sources to ensure optimal delivery. Note that for more timely campaigns and according to the objectives to be defined the ideal option would be to link these paid campaigns to important "real-life" events about NGI where NGI4ALL will be represented.

### Visibility campaign

In order to meet our targets in terms of followers we would advise to run highly-targeted long term campaigns to increase brand awareness about NGI4ALL activities and its audience on social media.

#### Facebook newsfeed, Messenger, Instagram (MUST)

The Facebook ecosystem is still the most used in Europe. If we have seen the number of users plateauing for Facebook in 2018, more and more people are using Instagram as their principal social network. The Business Manager will allow us to run and test visibility campaigns with very granular targeting across every platform of the Facebook ecosystem. Moreover high-performing organic posts could be sponsored with detailed targeting to increase the visibility of the NGI brand on these networks.

#### Promoted Tweets (MUST)

Twitter is an important vehicle for NGI4ALL activities and more globally the whole conversation about the Next Generation Internet. According to our analysis on historical data it's on Twitter we find the most motions. We would suggest running a long-term promotion campaign to drive more followers to the NGI4eu Twitter account: several options (different formats and copies) will be tested at small scale then scaled-up according to results.

#### LinkedIn promoted posts (SHOULD)

LinkedIn is also an important network to activate to foster the conversation about NGI: the NGI LinkedIn group has already a large number of members but there is very low level of engagement. It could be interesting to test how a NGI LinkedIn Company page would perform. We could set up a visibility campaign to drive users from the group to like the Company page and build on that audience to design further campaigns.

#### SEA - Google Display Network - YouTube (SHOULD)

Betting on keywords to have the NGI.eu website displayed as first results in a Google Search is an efficient way to drive traffic to your website. Depending on the selected keywords and the competition around them, it could also be quite costly. Upscaling these campaigns on the entire Google Display Network based on available Google Analytics and other source of data would allow us to refine the demographics to optimize delivery.

#### Advertising in Research Gate or Academia (COULD)

Another option that needs further analysis and testing is advertising NGI activities on research social networks. Content will have to be well-designed, technical and targeted for this very specific audience.

#### Bannering on selected website (COULD)



Simple banners on carefully identified websites or digital publications could also lead to interesting results in driving traffic to the NGI.eu website. According to the budget, larger-scale program-wide design could be put in place to achieve the objectives.

### Engagement campaigns

Engagement campaigns should be put in place with specific objectives in mind. For instance: signing-up to the newsletter, visiting a website, joining a social media group. Ideally insights about demographics collected during visibility campaigns would allow for greater optimisation of campaign elements and better conversion rate.

### Engagement funnel campaigns (MUST)

Based on insights obtained during visibility campaigns and other sources of data collected, an engagement campaign could be put in place to drive specific actions (Call To Action: filling a form, sending a message, visiting a website) on most social media where campaigns happened: Facebook, Instagram, Twitter, LinkedIn, Academia, Research Gate.

### LinkedIn InMail (SHOULD)

Another very effective way to generate distinct conversion with high opening-rate and Click Through Rate standards is to use LinkedIn InMail. This campaign could be used to identify similar audience to the NGI LinkedIn Group and to target them to increase membership.

### Targeted bannering on selected websites and newsletters (SHOULD)

In the same way that visibility campaigns could be done on niche websites, an engagement campaign could be set up to convert a qualified audience to a specific action. Results would be even better if we could design the campaign based on previous metrics obtained during the visibility campaign. Moreover, banners in selected Newsletters from popular and high-level sources could be put in place to generate leads and drive conversion.

### Native advertising on selected websites (COULD)

Native advertising: placing content on a selected website that appears like a regular article but tagged as “sponsored content” is another efficient way to drive conversion for a particular action. The advantage of this approach is that content is served to users as editorial and is shown regardless of ad-blockers, plus we avoid banner blindness.

### Results Monitoring

Throughout the project, we will evaluate the performance of the social media strategies and actions implemented through our social listening platform Brandwatch. Brandwatch has vast data partnerships (including premium access to Twitter), deep audience segmentation, easy to digest data visualizations, and numerous technical integration options that will help us build our social media reports.

## 4.6 NGI OFFLINE COMMUNICATION ACTIVITIES

NGI4ALL aims at **building a strong reputation and global visibility on the human-centric Internet debate**, reinforcing the existing roster of stakeholders and gaining additional ones that will contribute to the development of a human Internet by creating the proper technological, political and socio-economic conditions. Via a combination of events organized and attended by NGI Outreach Office (NGIO) and each NGI project. The aim is to ensure increased impact for all NGI initiatives and broad outreach to people at large. The NGI Outreach Office is responsible to organize the NGI flagship events: NGI Forums and NGI Conferences, to coordinate the participation to major events (such as 4YFN, Web Summit, EC Proposers Day)



and to support other projects when they participate and/or organize their own specific events. In this regard the NGIO has set up two tools: a [Public events' calendar](#) on the NGI portal and an live internal calendar (available to all the NGI projects and EC) on NGI Drive, which provides a common ground work to all the NGI players, fostering participation, cross-promotion and cooperation among projects. NGIO also supports each project's initiative providing the online visibility and promotion support through the NGI web and social media channels.

## Events' Organization

### NGI Conference

This conference will gather key target audiences of the NGI from Europe and beyond. Aiming to become a flagship event, it will offer a rich program featuring an international conference (keynote speakers of high caliber), experts' panels debating on strategic and high-level priorities that require broad awareness to be ensured, including networking and hands-on sessions to ensure more interactive and participatory moments engaging the audience actively. The line-up of speakers will include experts and practitioners, as well as policy makers and civil society players. The NGI Conference will also create opportunities to network among various stakeholders. The ambition is to create a space for all these players to gather and align on priorities and key directions shaping the European research and innovation agenda. This event (1-day targeting ~300 participants) will specifically provide opportunities to discuss how existing initiatives are at the core of realizing a more secure, trusted, inclusive and participatory Next Generation Internet.

As agreed with the EC representatives, the 1<sup>st</sup> edition of the NGI Conference will be held in 2020, in order to give enough time to the NGI research projects and the related players and projects funded through the cascade funding to develop relevant and significant results in the first year (2019) to be presented to the whole research and policy makers community.

### NGI Forum

The NGI Forum is a yearly event, now at its 3rd edition in 2019, which is more directly targeted at researchers and innovators. We have recently started organizing NGI Forum 2019 edition "Reshaping the Internet through collective and networked intelligence", which will be held in Helsinki on 25 September 2019, co-located with the MyData Conference. This year we aim to bring together some 300 prominent actors whose work and active engagement in various R&D areas are paving the way to design, build and refine the Internet of tomorrow. The NGI Forum will give the opportunity to the ongoing NGI projects to present and showcase their main results, launch the open calls, but also to gather and attract newcomers to the NGI. The concept of the NGI Forum is to bring it each time to a different location identifying a local partner that provides in-kind contribution which is then given the opportunity to voice its local community of researchers and innovators either in technical thematic sessions or with local invited speakers.

We see **5 main objectives** of the NGI Forum:

- ➔ to promote **best practice and share experience** among stakeholders, policy-makers and the media;
- ➔ to provide **stimulation** for project promoters and researchers;
- ➔ to **inform newcomers** on the NGI initiative and **EU funds** for the research;
- ➔ to **promote awareness** on the NGI initiative to project promoters with a view to helping them understand the links between the Programme, their projects and the policy agenda and to engage them in the process;
- ➔ to gain insights and **inspiration** into how to develop the NGI community.

The NGIO has identified its **principal target groups** for these events as follows:

- ➔ the NGI community, RIAs and CSAs;



- ➔ professionals from the R&D sector (in all disciplines);
- ➔ researchers, academics and students;
- ➔ journalists, media organisations and other multipliers;

And at a smaller extend:

- ➔ general public.

The NGIO will use its current database as well as internal tools for audience research in order to build a list of participants and stakeholders. We will also rely on our partners (mydata.org in 2019) for promoting our event.

The NGIO is already sharing recommendation and **designing a program for the 2019 Forum** in concertation with the NGI projects and the EC. It will contain:

- ➔ the timing
- ➔ the topics and content to be considered
- ➔ the audience(s)
- ➔ the speakers
- ➔ the promotional activities
- ➔ the moderation

Based on the objectives, agenda and audience, the NGI Outreach Office will organise the event from A to Z, including the creation of the visual identity of the event, launching and following up invitations, travel and accommodation assistance for the speakers, managing the venue, technical and logistical equipment, signage, hospitality staff, welcome pack and on-site assistance.

The promotion of the current edition is already ongoing, as the Save the Date campaign initiated online in late March across social media (Twitter, newsletters, Instagram, FB and LinkedIn) and partners' websites and mailing lists. Further promotion will be enhanced once the agenda is consolidated and through Save the Date flyers which will be distributed at relevant events and locations (such as EC offices, Universities, Research Centres). The initial agenda and the registration to the event have been opened in the first week of May and the promotional campaign will be carried out extensively till the event date.



FIGURE 17: NGI FORUM 2019, SAVE THE DATE ONLINE CAMPAIGN



## Deliverables

- ➔ Detailed specifications of the Forum
- ➔ Editorial guidelines and visual concept
- ➔ Content outline and agenda
- ➔ Event retro planning
- ➔ Pre-event state of play
- ➔ Public events' report and speakers' presentations
- ➔ Press Coverage

## Events' Participation

The NGI Outreach Office closely monitor the major European relevant events which can provide a valuable platform to promote the NGI Initiative, the funding opportunities and each project's activities. In this activity it is supported by the individual projects (which aim at specific target audiences) and by the EC Projects Officers. In order to maintain a clear overview of the key events, the NGI participation and the leading role assignment we have uploaded on the NGI online repository (NGI Drive) a collaborative sheet. Each project is invited to populate and update it and the monthly NGI Communication Task Force give the opportunity for further discussion and updates. In the screenshot below you may see a preview of the NGI Events' calendar as it is shared within the NGI Community. As you may notice it highlights the key information of each event, along with the expected audience size, the activities which will be run and the leading project/partner.

## Promotional materials

The NGI Outreach Office will design and distribute promotional materials such as: flyers, brochures, posters and roll-ups as needed to communicate the NGI initiatives, dress the NGI space at events and engage the audience. We will closely monitor the footprint of each printed material, to minimize the paper consumption and waste and "recycle" materials as much as possible. We also envisage the production of merchandising materials (e.g. t-shirts, power banks, USBs) to promote the brand and engage the audience. Last but not least, we plan to produce 18 videos (see KPIs Annex 2) by the end of the project, including webinars, interviews to NGI actors, footage from events and educational materials.





NGI PARTICIPATION STATUS	Date	Organized by	Type (Event / Webinar)	Event	Location	Country	Website	Interesting to promote:	Audience type	Audience size (expected)	Who's leading (Main Project 1)
Confirmed	03.02.2019	Third Party	Talk	FOSDEM	Brussels	Belgium	<a href="https://fosdem.org/2019/schedule/event/extgen_internet/">https://fosdem.org/2019/schedule/event/extgen_internet/</a>	NGI	Researchers	na	NGI0 Michiel Leenaars
Confirmed	11-14.02.2019	Third party	Conference	TIIME Workshop 2019	Wien	Austria	<a href="http://tiimeworkshop.eu/">http://tiimeworkshop.eu/</a>	NGI	Researchers	100	?
Confirmed	27.03.2019	NGI Forward	Webinar	NGI Data Mapping	online	Global	<a href="https://www.ngi.eu/event/ngi-data-mapping-webinar/?instance_id=196">https://www.ngi.eu/event/ngi-data-mapping-webinar/?instance_id=196</a>	NGI, data scientists, researchers	Policy makers, researchers, SMEs		NGI Forward
Confirmed	08.04.2019	NGI4ALL	Webinar	NGI Comm	online	online		NGI	NGI	15	NGI4ALL
Confirmed	13-14.06.2019	EC	Conference	Digital Assembly	Bucarest	Romania	<a href="https://ec.europa.eu/digital-single-market/en/events/digital-assembly-2019">https://ec.europa.eu/digital-single-market/en/events/digital-assembly-2019</a>	NGI	Policy makers	300	NGI4ALL
Confirmed	4-7.11.2019	Third Party	Conference/Exhibition	Web Summit	Lisbon	Portugal	<a href="https://websummit.com">https://websummit.com</a>	NGI	Start-up, Industry	5000	NGI4ALL + ALL
Confirmed - organization in progress	16-17.05.2019	EC	Workshop/Meeting	NGI projects	Brussels	Belgium		NGI	NGI Projects' meeting & marcom training	~20	EC
Confirmed - organization in progress	17-21.06.2019	Third Party	Community event	IoT Week	Aarhus	Denmark	<a href="https://iotweek.org/">https://iotweek.org/</a>	NGI + Open Calls	SME/Startup, Research orgs, policy makers	1000	NGI Forward (Katja Bego) & Mirko Presser
Confirmed - organization in progress	25.09.2019	NGI Event	Conference	NGI Forum	Helsinki	Finland	<a href="http://www.ngiforum.eu">www.ngiforum.eu</a>	NGI + Open Calls	Innovators, researchers, policy makers, SMEs, start-ups	300	NGI4ALL
Confirmed - organization in progress	25-29.11.2019	Third Party	Conference	IGF 2019	Berlin	Germany	<a href="https://www.intgovforum.org/multilingual/content/igf-2019">https://www.intgovforum.org/multilingual/content/igf-2019</a>	NGI	Policy makers	300	NGI4ALL

FIGURE 18: SCREENSHOT OF THE NGI UPCOMING EVENT COLLABORATIVE SHEET



In the 1st quarter of 2019, the most relevant event attended has been the 4YFN, end of February, in Barcelona (Spain). NGI had a comprehensive booth and lounge area along with several talks and workshops on specific topics. All the details have been profusely promoted and are available on the NGI website.

Towards the public, all the relevant future events are published on the NGI website (and promoted across the online and offline channels).



FIGURE 19: SCREENSHOT OF THE FUTURE EVENTS' WEBPAGE ON THE NGI PORTAL

Between May and December 2019, the NGI team will be presenting at several major events, including the Digital Assembly, the IoT Week, the Web Summit, the Internet Governance Forum, the ICT Proposers Day, and the MyData Conference.

## 4.7 PRESS RELATIONS

Press relations are structured and organized in close cooperation with all outreach activities developed by the NGIO. It is very important to ensure that NGI and its topics are regularly and broadly covered in the general and specialized media. In first and obvious instance because this will enlarge the impact of the actions undertaken within this initiative and increase their public visibility. But also, to generate a reinforcing effect to the targeted communication actions (social media, community building, calls advertising, etc.) These specific audiences will be more open to the messages and the calls to action if these topics are “in the air”, if these are part of the permanent positive buzz. And this goes through a sound presence in the media (press, TV, radio, web).

Currently, all these topics are not very present - or not present at all - in the News. Unfortunately, media are globally disconnected from the EU news feed when it comes to specific and slightly specialized actions. A coherent and smart media approach must therefore be developed to (re)create this connection and to maintain it, to generate full time interaction. This require identifying active journalists and influencers and generating interest from them in the NGI topics. The objective is to transform them into active stakeholders, convinced of the

importance of the initiative and expected effects and results, and therefore producing news and pieces in their media.

### Messaging and content production

Before starting media activation, the NGIO will clearly define the main messages to be conveyed, on which channels, and what conversion we are looking for. Based on these definitions, the next steps will be drafting messages and curated content, preparing background documents and visual products for all supports & channels.

A specific attention and deep efforts are needed to produce legible and clear content, information material, explanations that will help journalists and influencers to produce concrete but personal pieces, with active links with real elements, actions, results and impact. NGI wants to actively support projects, impact social & human dimension of the Internet and boost real economy. This must become visible and tangible for the citizens and stakeholders. Media in general remain excellent channels to meet these targets if the texts, the news made available are catchy and concrete, with a strong direct impact for the receivers.

### Activation

The NGIO efforts will then focus in first instance to develop and establish strong relationships with media (at all levels, of all types, and for all audiences) to maximize positive coverage about the NGI initiative with respect to the debates about the Internet for Humans ambition.

This will be performed in a threefold approach:

1. Identify, benchmark and list media targets
2. Identify series of main target and secondary targets
3. Activate contact, inform, train and convince the targets before feeding them regularly about the topics, the activities, the evolutions, the news to generate publications.

### Deliverables

To achieve this, the NGIO Press Office will be at work to:

- ➔ Develop a **pan-European media landscape**: this will include an overview of the media that are already active, and which can be activated, at pan –European level. This study will be important to understand the media and how they could cover news related to NGI themes. The NGI pan-European media landscape will be detailed in *Deliverable D4.1 Media Landscape (M12)*.
  - The output will be a list of media already covering some of these aspects, and these which are potential efficient channels for the NGI messages.

This heavy initial effort will then help improving channeling the communication action in the most efficient way.

- ➔ Based on this Media landscape, a dedicated **NGI media online database** composed of journalists and influencers from specialized and mainstream media active at pan-European level will be generated. The NGI media online database will be detailed in *Deliverable D4.2 NGI Media database (M12)*.
  - The database will include: journalist's name; the media he/she works for; type of media; contact information (direct telephone number, mobile phone, email); social media profiles (Blog roll, Facebook account, Twitter handle); a short profile/bio outlining his/her interests and journalistic traits.



- The DB will offer a set of silos sorting type of media and related audiences, in connection with the global outreach efforts, including Twitter, LinkedIn, Facebook and Instagram.
  - This searchable tool will be reinforced by Media monitoring platforms such as Cission and Brandwatch. These platforms can be parameterized with key words and filters to listen to ongoing conversations, generate trend reports, publications reviews, volumes, etc.
- ➔ **PR and Social Media planning:** what on which channels, when?
- The media planning (including all channels, on line, off line, etc.) will be designed once actual actions, events, calls are definitely consolidated at the project level, in agreement with EC.
  - The media mix activation and the cross-fertilization approach will be key and will be dynamic, a living body evolving according the daily activities and impact assessments. Media activation can indeed not be reduced to a yearly planning. The monitoring tools and actions will trigger immediate reallocation of efforts, stimulation of specific media layers or groups, always in coordination with a similar approach on social media.
  - Some major channels will be prioritized to reach the target groups, and in first instance Twitter which is the main source of alerts for journalists and influencers.
- ➔ **Create and distribute media materials (all formats): including press releases, interviews, features, opinion articles, background notes, as well as other background material (such as speeches, presentations).**
- The material will be pushed to media by use of email alerts, Twitter, direct contact when applicable (specific events, calls, etc.)
  - These materials will also be available on the website in a specific visible section for the use of media and other stakeholders.
- ➔ **Organize small scale press activities:** media events are excellent opportunities to build relationships with journalists and reporters from media to promote key messages and policies.
- We will engage with journalists around the core NGI activities, objectives and key achievements by means of press activities such as organization of interviews, press briefings, dissemination of press materials.
- ➔ **Annual media and press coverage report** This deliverable will report on the main media and press activities run each year, collect the material, assess effectiveness and reach of the efforts in view on injecting back into the NGI Communication and Marketing strategy. In the final version of this deliverable indications about follow up activities and their hand over will be included. The report will be detailed in *Deliverable D4.3.1 Annual Media and press Coverage Report (M12)*.

## 4.8 EDITORIAL STRATEGY AND PLAN

The NGI editorial strategy is to use compelling, targeted content to delight and engage its audience of key stakeholders. We do this by maintaining a friendly, positive and authoritative tone of voice, through storytelling and by a mix of interesting, entertaining and useful content.

### 4.8.1 Tone of voice

The NGI tone of voice is authoritative about our key topic areas. However, we maintain a friendly, positive, professional style. We are happy to share and “curate” content from other, respected (preferably European-origin) sources including news outlets. We also amplify and share the voices of the NGI community. The NGI tone of voice is evolving and flexible based on the content needs and contributors. We welcome a wide range of different and diverse voices, which are sourced from our galaxy of stakeholders.

### 4.8.2 Storytelling principles

It is well documented that people are more attentive and engaged when told a story, rather than just having information served to them dispassionately. In this respect, NGI uses journalistic principles and storytelling to deliver compelling and memorable content. Again, we are flexible in our storytelling style, depending on the nature of the information being conveyed, and the medium through which we are disseminating it. For example, a Tweet is a “story” albeit a very short one. A blog report from an NGI Workshop moderator on NGI.eu would be longer and more ‘experiential’.

### 4.8.3 Content types

The NGI initiative embraces many forms of content. Our main online portal at NGI.eu is very much an official website, with all the important information set out and easily navigable. However, it is also constantly evolving with fresh news and blog content added weekly.

Further, we reach out to our stakeholders via our Newsletters and Newsflashes, via social media and the Community Platform and Consultation Platform. Our main content types are as follows:

- ➔ Editorial
- ➔ Infographic
- ➔ Video
- ➔ Visual
- ➔ Promo materials

### 4.8.4 Editorial process

The editorial process for NGI CSAs and RIAs is clearly outlined in the NGI Communication Guidelines, which is stored on the NGI Drive and reported here in Appendix 1.

### 4.8.5 Conversation monitoring

This process will happen primarily via the Brandwatch tool as outlined in section Results Monitoring 5.5.3. It will also happen via Twitter and the various website and social media





analytics we employ (eg: Buffer dashboard). Conversation monitoring is an ongoing process throughout the project.

#### 4.8.6 Impact assessment

The impact of our editorial strategy will be measured as part of the same, ongoing analysis we do for all our activities – Brandwatch (section 5.5.3) as well as website and social media analytics as covered in Section 6.6.3. We will also take surveys during NGI events (eg: NGI Forum) and gauge stakeholder satisfaction via personal contact and in conversations during networking sessions.

#### 4.8.7 Crisis Communication

The NGI relies on the EC to direct our crisis communications strategy. In general, the NGIO has a policy of avoiding controversial content where possible. For events that have large, regional impact on our stakeholders, such as Brexit, for example, we will follow the EC guidelines.

As presented in the Table 6 (in Annex C), we have developed a comprehensive editorial plan, designed as a project management chart which highlights the key topics to be communicated and visualize it on the time axis, split up by media channel to be activated (video, editorial, website, social media etc) carrying the leader within the NGI Outreach Office team, the internal resources which shall contribute and the time duration of each communication campaign. It is a live document, shared among the NGIO team that allows us to keep a tight control on the processes and deliver timely execution.





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## 5 COMMUNITY ENGAGEMENT AND INSIGHTS

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### 5.1 COMMUNITY MAPPING AND INSIGHTS

The main goals of the NGI community mapping are to identify entities within partners' networks and ecosystems which may help:

- Promoting the NGI to a maximum number of organizations from prioritized domains.
- Reaching to high quality early adopters.
- Providing expert advice to participants in the programme (by joining as mentors/evaluators) and
- Bringing together all actors around NGI and improving community building.

Also attracting other entities and initiatives to support and spread NGI value proposition should also help to reach a position where NGI is perceived as a trusted programme.

Direct and local contacts between project's partners and those entities will be undertaken to build a connection of these companies to the project.

To this purpose, each partner will identify these entities within their network, include them in a common follow-up repository and take care of contacting and involve them in win-win cooperation. The reason for making initial contact through each partner is to benefit from direct knowledge of such entities during business relations or previous cooperation.

Groups of entities to be identified are:

- Related networks, including sectoral networks in prioritized domains, SME support networks, EU initiatives, European public-private partnerships and EU funded projects, where synergies may exist. Also, networks of regional entities which may help us contact with regions which have as a Priority, in their RIS3, any of the vertical addressed by the project;
- Other multipliers, such as sectoral or technology clusters and associations and accelerators or communities interested the circular economy domain and design thinking entities.
- Corporates and private investors, which might be interested in the outcomes of the successful business models implemented during the calls.

In addition to these and, although they are not expected to reach a cross-dissemination agreement, the partners will be invited to scan their ecosystems for organizations which may have interesting project ideas fitting the requested proposals and to contact them directly to join the community and to consider taking part in the Open Calls.

Ideally, these entities will be contacted before the launch of the Open Calls so that we can obtain their commitment to support our communication efforts, and during application periods. They will also be invited to join the NGI community and to contribute content there and through other communication channels (such as the newsletter or the website).



These channels will be used additionally to the communication departments of each partner, if existing. Therefore, each time NGI has a communication milestone, we will develop indications and materials needed (emails, social media messages, etc.) for these channels to communicate within their own ecosystems. This channel will be strategically used along the whole project.

Further on, we will complete and maintain an up-to-date existing repository of organizations in the ecosystem in order to take full advantage of partners' ecosystems, work to expand the number of organizations involved to ensure a good geographical coverage and follow-up and report the resulting effect.

The expansion of this repository will be achieved by leveraging on the project and the partners' presence in events and by contacting directly by mail with other relevant communities with whom partners' does not currently have contact, but who could potentially be interested in communicating the project value proposition to the organizations linked to them.

## 5.2 LIAISING STRATEGY

Liaison strategy outlines how the project will collaborate with the entities identified in the community mapping. For the collaboration to be fruitful, we need to create a win-win situation where entities asked to join our community feel they will get something valuable in return and, hence, are motivated to contribute to project dissemination.

### Value proposition for collaboration

As far as we will ask such entities to act as multipliers, helping us increase the outreach of our Open Calls and ensure applicants come from beyond our immediate networks, we will offer them in return:

- ➔ Visibility on our community, website, newsletter and our social media channels.
- ➔ A chance to showcase success stories and share content on their own activity in the circular economy domain.
- ➔ Opportunities to reach collaboration agreements for joint presence at events and to co-organize info sessions.

Those entities which join to collaborate will be periodically contacted to maintain their involvement and supply them with communication materials to make NGI communication actions easier for them. Entities not joining after the first invitation will be sent a reminder afterwards.

New entities identified or contacted through events networking after first invitation actions, will be invited following the identification or the event where initial contact was made.

### Invitation to collaborate and ecosystem activation

A set of template messages to communicate with those entities will be provided to project partners to help them make the first contact. This will include specific messages per entity type and main interest as stated in the liaising order proposition. Those messages will consider the potential interest identified initially and will be reviewed (and updated, if needed), after contact of the initial community mapping and under the light of information and collaboration demands and content shared. Entities willing to join and collaborate with the project will be asked to express their commitment in an online form, which will include at least:



- ➔ Name of the organization, logo, website and social media
- ➔ Contact for communication (name and mail)
- ➔ Permission to receive information from NGI
- ➔ Interest in sharing information with NGI ecosystem and corresponding permission
- ➔ Accepting the terms of NGI Privacy Policy

Interest and commitment of entities collaborating with NGI will be maintained by periodic communications with the aim of making easier for them to communicate about the project. These communications will be based on a communication package prepared for each milestone with the support of partners and consisting of suggested banners, social media posts and stories to share with their networks online, in printed media and via their newsletters.

In addition, some collaborating entities will be encouraged to share content for dissemination so that the community would benefit from channelling all information into one place. Content can include, for example:

- ➔ Success stories.
- ➔ Recent breakthroughs and advances in Next Generation Internet.
- ➔ Opportunities: calls, events, competitions, etc.

More details about the NGI Community Platform and its use in relation to growing the NGI community and reaching out to a growing number of players are given in Deliverable D3.1.



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## 6 PERFORMANCE ASSESSMENT

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### 6.1 ONLINE ANALYTICS

As mentioned above, the NGIO monitors closely not only the key metrics of our websites and social media, tracking down the traffic generated, the audience growth (e.g. followers, likes) and the frequency of visits and the content interest. We will also monitor the sentiment of our audience through the Brandwatch tool, and the interest generated around key topics and online discussions which are relevant to the NGI. We look for up-and-coming influencers, who hold the ability to reach out to the right people and we will work to create trust by collaborating with them. All these insights should support our editorial team in developing engaging stories, provide the most sought-after information, tackle in online discussions and make NGI relevant to a larger audience. NGI online presence is already vast and elaborated and cut across several platforms, we want to break down silos data performance to provide an holistic and comprehensive overview of how the NGI brand performs online, its appealing and the weakness points to be supported.

### 6.2 VOICE OF THE INTERNAL STAKEHOLDERS

As described in Section 1, the NGI Outreach Office is at the service of a polyhedral group of internal stakeholders which expect from us an outstanding “communication agency service”. Different players with different expectations and a unique goal: succeed in breaking through the noise to voice the NGI values, results, technological challenges and achievements. Therefore, we believe it is of the utmost importance to keep under scrutiny our own capability to satisfy their expectations. We will monitor their needs and their satisfaction level through periodic surveys online and one-to-one informal talks. We will also engage them periodically to verify their understanding of the key communication issues the whole NGI community faces and their proposed solutions. We have already implemented this approach in the first phase, involving all the NGI Communication Task Force members in a short [online survey](#) dedicated to the new branding design. We have therefore consulted them to abstract some key information such as: key NGI values, key technologies, most valuable communication channels, how the NGI brand would be incorporated in their own projects’ identity etc. As the very next step, the brand design, once passed the internal and EC scrutiny will be presented at a quarterly meeting, to enable again discussion and feedback.

### 6.3 VOICE OF THE EXTERNAL STAKEHOLDERS

The NGIO will monitor the impact of the 360-degree communication work in terms of awareness, impact, interest, values-buy-in across the key external stakeholders. For this reason, we will run periodical online surveys, verify events’ participants interest and satisfaction and we are also evaluating the opportunity to ask for the cooperation of a reputable research agency, who may assist us in verifying the NGI brand relevance and understanding. Hearing the voice of our external stakeholders will allow us to monitor whether we are working effectively and what, eventually, can be sharpened and optimized.

### 6.4 PROCESS REVIEW

The NGI ecosystem is a rather complex context, with multiple voices and incorporated within a bigger entity, made of other European initiatives, funding opportunities and technology driven, or target driven programs. We therefore must be alert all the time to align our voice to



the bigger orchestra's direction, while never losing our unique voice. We have already highlighted the complex matrix of internal / external stakeholders to be matched with several media channels which should build up value rather than becoming a cacophony. Therefore, relevant content, timing and outstanding execution are key to succeed. At the same, the process of coordinating all the actors involved, the timely update of all the relevant players, the speed of execution, the respect of each player's role and the avoidance of redundant approval's steps must be empowered. As discussed already, the NGIO has put in place several tools, online and offline, to facilitate the communication flow and to empower each player to communicate effectively. Nevertheless, the process is in constant listening mode to detect flaws and areas of improvement. We will cross-analyse the internal and external results, pinpointing what can be improved in a timely manner.



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## 7 LESSONS LEARNED

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Although at the time of writing only four months from this document's inception have passed, it is deemed important to underline the main lessons learned so far, especially to critically identify the main opportunities and challenges for the months to come. These aspects are being discussed through regular communication with the NGI4ALL Project Officer Ragnar Bergstrom and other NGI projects and EC representatives.

- ➔ The role of the NGI Outreach Office within the NGI Community is newly established and somehow different from previous and usual Coordination and Supporting Actions. In fact, the NGIO is not only coordinating and supporting other research and innovation projects but also serving as their marketing agency, supporting them across all their communication efforts, providing guidance, echoing their promotional activities and establishing priority and order to the communication flow. While this is a support role, it can also occasionally create friction and misunderstandings, which we are progressively clarifying and smoothing along the way.
- ➔ The NGI community is highly diversified and quite numerous, including several NGI projects (both CSAs and RIAs), third parties funded by the cascading mechanism and of course singular partner organizations and individuals. It's a multicultural, multidisciplinary and multi-language team which needs to be built up as a unified and coherent communication voice. At the same time, the NGIO is obviously at the service of the European Commission and its main vision. It must ensure to provide timely communication services as needed: comprehensive reports of the NGI Communication results as a whole, timely update on event participation and organization, support in echoing EC communication efforts, and where required (progressively more) liaison with communication and promotion efforts of initiatives which have similar and consistent objectives and/or common technology interests, such as the IoT, the 5G, the FET, the DSI communities and cluster projects.
- ➔ The NGI offering is presented almost exclusively through our online distribution channels, which is coherent with the Next Generation Internet proposition, but can obviously present several challenges, such as: the complexity of the topic mostly mediated by visual and written documents, the need to build trust and confidence, the need to present effectively the uniqueness of the NGI proposition and the multiple access points and funding opportunities. Therefore the "events" and webinars where direct, one-to-one communication is facilitated and open dialogue can be conducted become of the utmost importance to generate interest and engage newcomers to the community.
- ➔ We operate in a wide international context, with big players (corporate and institutional) bringing about fast-paced change affecting several stakeholders. We do not have at our disposal relevant market research data to anchor the marketing strategy; moreover, we lack a relevant and updated qualitative/quantitative marketing research baseline to verify the progress of the NGI brand key parameters. We are compensating this setback with continuous internal analysis and strict monitoring of the metrics provided by the NGI-owned online media.
- ➔ The NGI initiative has limited financial resources (compared to other international research initiatives) and proportionally its force of attraction runs the risk of being overwhelmed by international competitors. Proportionally, the marketing investment at the disposal of the NGI Outreach Office is limited and must be allocated wisely to ensure an effective promotion of the NGI initiative and wisely invested across online and offline media for the next 3 years.





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## 8 CONCLUSIONS AND NEXT STEPS

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The first few months of the NGI Outreach Office have been extremely busy and dense of activities, which we have outlined along this document. This intense kick-off period has also proved extremely valuable in terms of lessons learnt on several fronts:

- ➔ The level of Marketing and Communication expertise among the different NGI players is varied and therefore an extra effort must be put in place to bring everybody up to speed in order to benefit the entire programme. The NGIO has supported all NGI projects and partners from its inception with knowledge, services, tools and dedicated coaching.
- ➔ Individual NGI project communication plans and specific target stakeholders have not been shared with the NGIO and without coordination and alignment the effectiveness of promotional and outreach activities will be reduced. Coordination via the various Project Officers must be ensured.
- ➔ There are some projects / partners which might see the NGI Outreach Office activities and support as not being beneficial and somehow slowing down their own pace and workplan. It is our goal to prove them wrong providing substantial guidance and support, showing the win-win opportunities of shared information and a cooperative approach.
- ➔ The continuous entrance of new players can prove to be challenging both for the NGI Outreach Office and new projects, which need to be timely involved in all the Communication Task Force activities and tools.
- ➔ We have tested our own internal processes (e.g. publishing and editorial approval processes) and we are now already applying some corrective measures and streamlining the processes to enable all players to voice their news across all the available media.
- ➔ The 4YFN event gave us good evidence that coordinated activities and the cumulative promotional efforts (also in last minute mode when needed), can bring satisfactory results for all the participants in terms of outreach, new stakeholders involvement and favourable media coverage.

The next semester will be equally intense as described in the previous sections. We will in fact roll out:

- ➔ The new NGI branding, which shall be applied across projects and media.
- ➔ The revamped NGI portal along with the refreshed NGI Map and social media profiles.
- ➔ The launch of the NGI Community Platform.
- ➔ The organization of the NGI Forum 2019.
- ➔ The organisation of the NGI participation in several other external events.
- ➔ The outreach to press and media.



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## APPENDIX A NGI NEW BRANDING PREVIEW

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Here below a preview of the new NGI brand, which is currently under finalisation and will be presented in its final version to the NGI internal stakeholders by the end of May 2019, along with the detailed brand guidelines. It will then be rolled out to the external audience, across all media in the summer 2019.

### The starting point: a typographic work on the Open Source font “Montserrat”



The typographic work, into the detail:

The desire was to keep the same color range as the old logo but it was necessary to revitalize and refresh this color which looked old and without any vibrance. That's why the green color was chosen by modifying it to get a brighter shade.

The addition of the gradient inscribes this new identity in a new era, more dynamic and more modern.

# NGI

The font used is the Montserrat. It has been modified by rounding the angles to make the logo more human, warm and unique.

The letter « G » has also been modified so that there is no possible confusion with the letter « O ».

Version #1A: EXPLICIT LEFT ALIGNED (selected)

# NEXT GENERATION INTERNET



Version #1B: EXPLICIT RIGHT ALIGNED (rejected)

# NEXT GENERATION INTERNET

Version #2A: ACRONYM

# NGI



Version #2B: ACRONYM & “Internet for Humans”

# NGI

INTERNET OF HUMANS



Version #3: CO-BRANDING (examples)

Application across NGI projects, events and programmes

NGI AWARDS  
2019

NGI FORUM  
2019

NGI CONSULTATION  
PLATFORM

NGI EXPLORERS  
PROGRAM

NGI<sup>4</sup>  
ALL

NGI THINK  
NEXUS

NGI MOVE

NGI ZERO

NGI LEDGER

NGI TRUST

NGI SPEAK  
.EU

NGI<sup>4</sup>  
EU

NGI FORUM  
2019

NGI<sup>4</sup>  
EU





# NGI EXPLORERS PROGRAM

Version #4A: TAG (without right arrow)



Version #4B: TAG (with right arrow)



**Version #5: ICON**

The NGI brand icon for social media usage



**Version #6: POWERED BY (example)**



## APPENDIX B NGI OUTREACH OFFICE COMMUNICATION KPIS

TABLE 5: NGIO KPIS

KPIs		Target / Year	
		per Year	in total (Year 3)
<b>Promotional Material</b>	Posters / rolls up created for dissemination / events	~2-4	
	Number of flyers designed	~2-6	
	Number of flyers distributed ( <i>online + offline</i> )	>2500	
	Videos published on NGI YouTube	>12	
	Videos		18
<b>Social media and professional networking strategy</b>	Merchandising	500	
	Members of NGI LinkedIn Group – <i>10861 followers</i>	5% increase	
	Number of new Twitter followers – <i>2093 followers</i>	>800	
	Number of new views in total in YouTube channel - <i>30 subscribers   28 videos   1769 total views</i>	>1500	
	Number of new Facebook followers – <i>50 followers</i>	>400	
<b>Portal (web site)</b>	Number of new Instagram followers – <i>108 followers</i>	>400	
	Number of visits / unique visitors	>3000	
	Number of pages visited	>5000	
	Average duration of visit	>1'30"	
	Number of news published	>30	
<b>e-Newsletter / News-flashes</b>	Number of file's downloads	>1500	
	Number of newsletters published	4	
	Number of newsflashes	12+	
<b>White papers / documents / reports</b>	Size of the target audience – <i>736 subscribers</i>	>500	
	Published white papers, reports, road mapping and/or strategic and/or technical documents	>15	
<b>Webinars</b>	Number of webinars	>6 (12 up to y3, 1 per quarter) ????	12
<b>Press</b>	NGI media database: entries (media and specialist)	200 (in total)	
	NGI media database: countries	28 (in total)	
	Press releases	4	
	Interviews	4	
	Interviews (some video clips)	10	30
	Opinion editorial	1	
	Press briefings	3	9
	Number of publications per year in traditional press	40	
<b>Events Organized</b>	NGI Conference – participants per edition	>300	
	NGI Conference – speakers per edition	~12-15	
	NGI Conference - editions	1	3
	NGI Forum – participants per edition	>80	
	NGI Forum – speakers per edition	~6-8	
	NGI Forum - editions	1	3
	press conferences	1	3
	Coaching sessions – collocated with inter-CSAs meetings	At least 3	
<b>Attending external events</b>	Number of attended events - with workshops, exhibition, booth, presentations	~7-8	>25
	Number of key events attended by EACH partner	3 or 4	
<b>Training sessions</b>	Number of training sessions	~3-4	12
<b>(Impact 1) Shape a more human-centric evolution of the Internet</b>	Promotion to third party organizations via Open Calls of ICT-24 RIAs		~210
	research and innovation players across Europe to reach through all Open Calls		~400
	Online adverts		(~20000 clicks)
	appearances per year across press	40 40% in the main stream media, 60% in the thematic / specialized press	
<b>(Impact 2) Create a European ecosystem of top researchers, hi-tech start-ups and SMEs with the capacity to set the course of Internet evolution</b>	Populated database of relevant initiatives		150
	Number of actors signed up in the NGI Community platform		~15000
	researchers, both academics and corporate, registered to the NGI Community platform		2000
	highly competitive start-ups and SMEs registered to the NGI Community Platform		6000
	connections established in the NGI Community Platform on one to one basis		2000
	NGI Interlocutors		at least 50
	Advisory Board members		8
influencers engaged as ambassadors		30	
<b>(Impact 3) Generate new business opportunities and new Internet companies with maximum growth and impact chances</b>	Number of entities reached by the project with some of the NGI related funding opportunities offered that could accelerate their businesses		10000
	Number of entities applying to some funding opportunity related to the NGI initiative		4000
	Number of contacts done using the NGI map as a point of departure		1000
	Number of connections generated through the matchmaking tool of the platform		2000
<b>(Impact 4) Global visibility in the media of the debate on a human-centric Internet; citizens' priorities influencing the evolution of the Internet</b>	Close liaisons with the DSI community (digitalsocial.eu)		1
	clicks via advert campaigns		15000
	Visibility to citizens		>2 Millions



# APPENDIX C NGI OUTREACH OFFICE COMMUNICATION KPIS

TABLE 6: SCREENSHOT OF THE NGI EDITORIAL PLAN

NO	COMMUNICATION ACTIVITY	LEAD	CONTRIBUTOR	COMMUNICATION CAMPAIGN TIMEFRAME												
				START	END	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16
<p>Project Start Date: 1/1/2019 (Tuesday)                      Project Lead: Monique Calesi</p>																
2	<b>JOIN NGI OPEN CALLS</b>															
2.1	Collect info from RIA	Claire	Margotta / Tipik	Mon 2/18/19	Wed 2/27/19											
2.2	Focus on OC technology	Claire	Margotta / Tipik	Mon 3/18/19	Wed 3/20/19											
2.2.1	Open calls closing: zero	Claire	Margotta / Tipik	Thu 3/21/19	Fri 3/22/19											
2.2.2	newflash	Claire	Margotta	Thu 3/21/19	Fri 3/22/19											
2.3	New open calls launched	Claire	Margotta / Tipik	Fri 3/01/19	Sun 3/03/19											
2.3.1	newflash	Claire	Margotta	Mon 3/04/19	Tue 3/05/19											
2.4	Open calls closing: NGI	Claire	Margotta / Tipik	Mon 4/15/19	Tue 4/16/19											
2.4.1	Trust, Ledger	Claire	Margotta / Tipik	Mon 4/15/19	Tue 4/16/19											
2.5	Open Calls Winners	Claire	Margotta / Tipik	Wed 4/17/19	Thu 4/18/19											
2.5.1	publish news on open calls winners, SM	Claire	Margotta / Tipik	Mon 5/06/19	Mon 5/06/19											
2.5.2	newflash	Claire	Margotta	Mon 5/06/19	Tue 5/07/19											
2.6	New open calls launched	Claire	Margotta / Tipik	Fri 5/03/19	Fri 5/03/19											
2.6.1	newflash	Claire	Margotta	Tue 5/21/19	Wed 5/22/19											
3	<b>Join NGI: Promotion of the NGI IMAP</b>															
3.1	First Wave - promo	Claire	Margotta / Tipik	Sun 3/10/19	Mon 3/11/19											
3.2	Partnering organization on the non-ops	Claire	Margotta / Tipik	Mon 3/04/19	Tue 3/05/19											
3.3	Second wave - survey?	Tipik	Margotta	Wed 4/10/19	Fri 4/12/19											
3.4	Partnering organization on Claire	Claire	Margotta / Tipik	Wed 4/10/19	Mon 4/15/19											
3.5	Third wave - outreach	Margit	Tipik	Wed 7/10/19	Fri 7/12/19											
4	<b>Join NGI Promotion of NGI Video Channel</b>															
4.1	news story	Claire	Margotta	Fri 3/15/19	Tue 3/19/19											
4.1.1	newflash	Margita	Claire	Sat 4/20/19	Mon 4/22/19											
4.1.2	social media	Claire	Margotta	Tue 3/19/19	Thu 3/21/19											
5	<b>Join NGI Promotion of NGI Community Platform</b>															
5.1	news story	Claire	Margotta	Wed 5/15/19	Sun 5/19/19											
5.1.1	newflash	Margotta	Claire	Mon 5/20/19	Wed 5/22/19											
5.1.2	social media	Claire	Margotta	Sun 5/19/19	Tue 5/21/19											
6	<b>New NGI Brand Identity</b>															
6.1	News about NGI and NGI Experts	Claire	Tipik	Fri 2/15/19	Sat 2/16/19											
6.2	Survey to stakeholders	Tipik	Margotta	Fri 3/15/19	Fri 3/15/19											
6.3	Website refresh / logo etc. launch	Margotta/Francois	TIPIK	Mon 7/01/19	Wed 7/03/19											
6.3.1	Website refresh / logo branding / msp etc.	Claire	Margotta	Wed 7/03/19	Wed 7/03/19											
6.4	[Task]			Wed 5/15/19	Fri 5/17/19											
7	<b>NGI Forum</b>															
7.1	Save the date	M/Monique	ALL	Wed 2/27/19	Thu 3/28/19											
7.1.1	Save the date (concept)	M/Monique/Tipik	Margotta/Claire	Wed 4/10/19	Mon 4/29/19											
7.1.2	Register Campaign	Claire	ALL	Wed 5/01/19	Sat 11/16/19											
7.1.3	Involve the press	Tipik		Mon 7/01/19	Tue 7/30/19											
7.1.4	[Task]															
7.1.5	[Task]															
7.1.6	[Task]															
8	<b>NGI at the IoT Week</b>															
8.1	Event on site	Claire	CSAs, RfAs	Mon 6/17/19	Fri 6/21/19											
8.1.1	NGI booth	MIT	Tipik, NGI Trust	Mon 2/18/19	Mon 6/17/19											
8.1.2	NGI events added	Claire	CSAs, RfAs, EC	Wed 5/01/19	Sun 5/05/19											
8.1.3	newflash - promo	Margotta	Claire	Wed 5/15/19	Fri 5/17/19											

