



**“Building the Next Generation Personal Data Platforms”  
G.A. n. 871370**

**DELIVERABLE D6.2 (V2)  
D6.2 Outreach and engagement strategy**

**H2020-EU-2.1.1: PIMCity  
Project No. 871370  
Start date of project: 01-12-2019  
Duration: 30 months**

Due Date of Delivery: 31/05/2020  
Date of Delivery: 16/07/2020



## Document Information

Document Name: PIMCity Outreach and engagement strategy

Deliverable Type: RTD

Dissemination Level: Public

WP6 – Title: Exploitation and dissemination

Task 6.2

Revision: 01

Revision Date: 09/07/2020

Author: AUI, POLITO

Lead Partner: AUI

## Dissemination Level

Project co-funded by the EC within the H2020 Programme		
PU	Public	<input checked="" type="checkbox"/>
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

(Tick the corresponding dissemination level of the deliverable according to Annex I).

## Approvals

	Name	Entity	Date	Visa
Author		AUI	14/06/2020	
WP Leader		AUI	14/06/2020	
Coordinator	Marco Mellia	POLITO	14/06/2020	<input checked="" type="checkbox"/>

## Document history

Revision	Date	Modification
Version 0	08/06/2020	V0
Version 1	09/07/2020	Final version for review
Version 2	14/07/2020	Final version for submission

## List of abbreviations and acronyms

Abbreviation	Meaning
G.A.	Grant Agreement
CA	Consortium Agreement
GA	General Assembly

PB	Project Board
PC	Project Coordinator
PrO	Project Office
IR	Interim Reports
DCP	Dissemination and Communication Plan
PIMS	Personal Information Management Systems

## Disclaimer

The information, documentation and figures available in this deliverable are written by the PIMCity Consortium partners under EC co-financing and does not necessarily reflect the view of the European Commission.

The information in this document is provided "as is", and no guarantee or warranty is given that the information is fitting any particular purpose.

The user uses the information at its sole risk and liability.

## References:

- ✓ H2020 – AGA –Annotated Model Grant Agreement
- ✓ How to successfully manage a Horizon 2020-funded project, 10 practical tips on research project management
- ✓ H2020 Avoid errors when claiming costs
- ✓ H2020 on-line manual [https://ec.europa.eu/research/participants/docs/h2020-funding-guide/index\\_en.htm](https://ec.europa.eu/research/participants/docs/h2020-funding-guide/index_en.htm)
- ✓ H2020 Programme Guidance - Social media guide for EU funded R&I projects (Version 1.1 - 07 January 2020)
- ✓ MSTeams technical description
- ✓ PIMCITY Grant Agreement
- ✓ PIMCITY Consortium Agreement

## Document Index

Introduction.....	6
The PIMCity project .....	6
Project objectives .....	7
Dissemination and Communication Plan (DCP).....	8
PIMCity communities.....	10
Analysis of stakeholders.....	11
PIMCITY engagement strategy .....	12
Key messages.....	12
Communication .....	15
Communication channels.....	15
Communication tools.....	17
Visual identity.....	17
PIMCITY presentation templates.....	18
PIMCITY online presence .....	19
PIMCITY Web sites.....	19
PIMCITY Social media .....	20
PIMCITY Facebook page .....	20
LinkedIn Group.....	20
Twitter account @pimcityproject .....	22
Newsletter .....	22
PIMCITY promotional material .....	23
Project fiche – PIMCITY One pager .....	23
Press releases.....	23
Conferences and events.....	24
Publications .....	25
Diffusion through tangible results .....	25
Liaison and networking activities .....	25
Timeline of activities .....	26
Monitoring of communication and dissemination activities.....	27
Annex 1List of communication channels of PIMCITY partners.....	29

## List of Figures

Fig 1 Main models of personal data exploitation .....	6
Fig 2 PDK Components .....	7
Fig 3 EasyPIMS modules.....	7
Fig 4 PIMS Stakeholders .....	10
Fig 5 PIMS ecosystem.....	10
Fig 6 Communicattion focus.....	15
Fig 7 Communication ToolBox .....	17
Fig 8 Presentation template .....	18
Fig 9 Project Website .....	19
Fig 10 Social Website .....	19
Fig 11 Linkdin page.....	21
Fig 12 Twitter page .....	22
Fig 13 Project Fiche .....	23
Fig 14 Communication calendar .....	28

## List of tables

Table 1 Bases for Oureach and Communication .....	9
Table 2 DCP Activities and Channels.....	9
Table 3 Stakeholder analysis .....	11
Table 4 Main benefits .....	13
Table 5 Objectives and key messages per target group.....	14
Table 6 Channels interest for each audience .....	16
Table 7 Events and Conferences.....	24
Table 8 Networking activities .....	26
Table 9 Activities time line .....	26
Table 10 Communication PKIS.....	28
Table 11 Parners communication channels .....	29

## List of Acronyms

DCP.....	Dissemination and communication Plan
----------	--------------------------------------

## Introduction

### The PIMCity project

Personal data are key to the development of new applications and services beyond the personalization of advertising since most of the automation and learning processes based on artificial intelligence require personal data for their operation.

The PIMCity project proposes a user-centred alternative to the traditional model of use of personal data in which, in general, the user has no information about how it is collected, what it is used for or how much benefits it generates.



Fig 1 Main models of personal data exploitation

PIMCity allows the user to be at the center of the ecosystem and therefore proposes a set of tools that allow the implementation of new business models ensuring greater transparency and allowing the control of the data is of the person.

The PIMCity project will provide trusted, right-respectful and regulation-compliant tools aimed in first place at easing the building of new PIMS or extending existing ones. This effort will contribute in a decisive manner to the generation of new services for the secure sharing of personal data aimed at (i) raising user awareness about online personal data and its value, (ii) empowering end users (e.g. citizens) to take control over what happens to their data online, (iii) allowing end users to monetize their data online, (iv) incentivizing online data companies to adapt their methods and workflows for rightfully and transparently collecting data about users' interests, thus, finally, (v) enabling the emergence of transparent digital data markets and data economies.

PIMCity will contribute to this by identifying and monitoring the key factors behind trust and confidence with respect to PIMS, and how these evolve as the project produces its results. In general, these trust and confidence factors may range from operative UI/UX factors such as, inter alia, accessibility, usability, intuitiveness; to conceptual factors such as data relevance, usefulness, meaningfulness, and empowerment.

PIMCity platform and its exploitation and dissemination strategy will contribute to building trust and confidence in digital data market, and disseminating evidence on its benefits for both end users, and digital and data-centric business such as PIMS.

## Project objectives

1. Design, implement, demonstrate, and release the PIMS Development Kit (PDK), containing easy to use, interoperable, and portable software components that can be used for building new PIMS, or extending existing ones, quickly and inexpensively. Our components will cover common PIMS needs such as consent management, data storage and management, data privacy, access control and revocation, privacy protection and privacy preserving analytics among others.



Fig 2 PDK Components

2. Build EasyPIMS, a fully-fledged PIMS for controlling, visualising, releasing, and monetizing web and mobility data, and demonstrate how easy it is to combine off-the-shelf components from the PDK with a limited amount of ad hoc code to create fast and economically powerful real world PIMS.

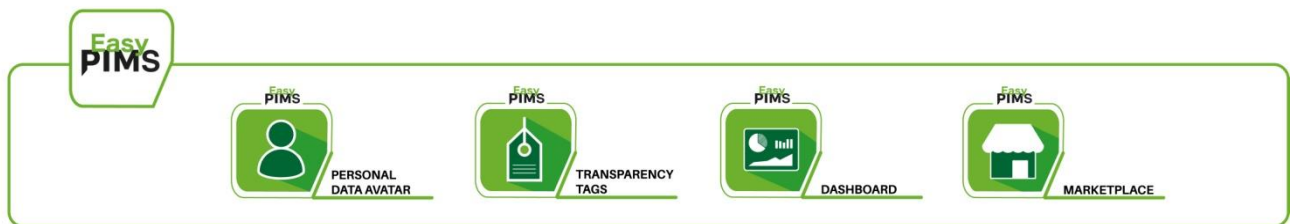


Fig 3 EasyPIMS modules

3. Integrate components from the PDK to PIMCity industrial PIMS partners and demonstrate how easy it is to extend existing platforms with new functionalities from our PDK to reach user bases of several hundreds of thousands of users. In addition, we will bootstrap EasyPIMS by automatically importing user data from Telco providers, without requiring user intervention, mental effort, or time for anything but granting consent. For this, we will also carefully craft promoting campaigns, potentially based on monetary incentives via gift cards.
4. Show how to further grow the user base of EasyPIMS by eliciting the help of its own users who will become the platform's best advocates having found in it a wealth of valuable services including: *enhanced personal data protection* in compliance with GDPR; *economic benefits* through fair payments for use of their data by online services; *"quantify self" analytics* and intuitive dashboards that will use raw browsing-, calling-, and mobility data to inform users about their habits and help them lead a healthier life both online and offline.
5. Show how to build PIMS technology and business models that stay clear of privacy-related arms races by including and providing from the beginning for all the stakeholders of the personal data monetisation ecosystem, including the end users, the information collectors, the advertising sector,

and the technology providers at the platform, and machine learning/analytics services, in perfect accordance to regulations and data protection best-practice.

**Broader Societal Objectives:**

6. Improve citizens' trust by enabling transparency and control over several platforms, using open and interoperable modules.
7. Allow for better value creation from personal and proprietary data - enabling small and mid-size players to use the technologies developed within the project.
8. Accelerate and showcase important new ways to open up and realise a transparent data market for European citizens and industry.

## Dissemination and Communication Plan (DCP)

The goal of the Dissemination and Communication Plan (DCP) is to support the exploitation of results for maximising PIMCity impact. The DCP is also paramount for articulating all RRI dimensions, and in particular, public engagement, ethics, and science education. With these goals in mind, the DCP will plan activities to:

- Promote and position PIMCity in international forums where relevant scientific, industrial and policy stakeholders meet.
- Contribution to the open science, open innovation and open to the world initiative by supporting dissemination of results and encouraging re-use and verification of results.
- Creating bridges for citizen awareness and participation, including training and community building activities, in order to ensure societal relevance, acceptability and sustainability of the solution.
- Promote multi stakeholders debate spaces focused on the present and the future of privacy and processing of personal data in a changing digital environment

The DCP outlined hereinafter will be progressed and released as a deliverable at an early stage of the project execution (D6.2). The Dissemination and Communication Manager (DCM), whom will be appointed by partner AUI, will be responsible for its implementation and monitoring. The DCP will be informed by two key components: the exploitation plans and the data management plans. This shall ensure that (i) sensitive contents (e.g. contents to be protected from exploitation, confidentiality, security and/or privacy reasons) are not improperly disclosed, and (ii) the sound strategies are put in place for reaching the key stakeholders.



Table 1 Bases for Outreach and Communication

	DISSEMINATION	COMMUNICATION
<b>Objectives</b>	Public disclosure of results	Promotion of the project and its results
<b>Audience</b>	Target groups (scientific communities, industry stakeholders, policy-makers, citizens, influencers, privacy NGOs, etc.)	General public, including EU citizens, civil society , mass media, start-ups
<b>Language</b>	Scientific language	Non-specialized language
<b>Channels</b>	Peer-review journals, scientific conferences, webinars, online repository of results, partners & multi stakeholders' channels	TV channels, radio, newspapers, generalist website, newsletters, etc.

Table 2 DCP Activities and Channels

	ACTIVITIES		CHANNELS	
	Communication	Dissemination	Communication	Dissemination
<b>Publications</b>	Non scientific Publications	Scientific Publications	Press release, e-Newsletter, News sites articles, Blogs, RRSS	Articles in scientific magazines and blogs
<b>Events</b>	Events for the general public	Stakeholders events	Open Doors, Public talks	Market showcase B2B networking
<b>Online</b>	Online promotion	Online disclosure of results, webinars	Generalist website Social media	Online repository of results, web project Social media
<b>Meetings</b>	Two-way exchanges with citizens	Stakeholders engagement	Citizens Blog and Prizes, Contest, Surveys, Interviews	Feedback sessions, Industrial events, Training sessions
<b>Media</b>	Mass media campaign	Presentations in scientific conferences	Newspapers, Local TVs, Radios	Scientific conferences, workshops and seminars
<b>Materials</b>	Promotional material	Conferences proceedings	Leaflet, Brochure, Poster	Publication of proceedings

## PIMCity communities

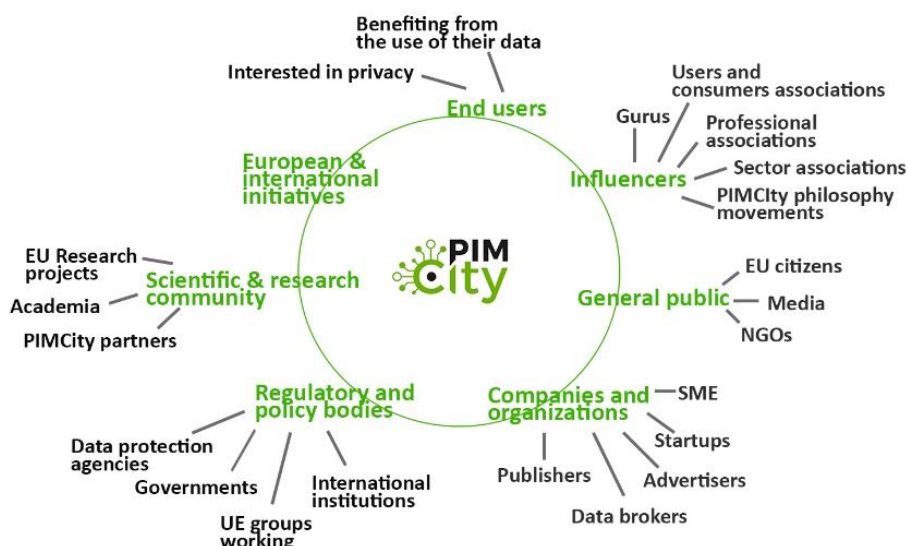
The identification of target audiences and of their needs and characteristics, is an essential part of an effective and efficient dissemination strategy. PIMCITY distinguishes these main segments of audiences:

- Companies and organizations** working or interested in data business: willing to integrate solutions designed by the project to start new businesses or enforce existing ones: PIMS companies (SME, Startups), Data Buyers (Advertisers, Data Brokers, Publishers, etc).
- End users** interested in privacy, managing and/or benefiting from the use of their data and, in general, all citizens as they are all contributing to the data ecosystem through the use of new technologies.
- Regulatory and policy bodies** working on the design, implementation and/or enforcement of data protection, privacy and other digital society rights (Data Protection agencies, Governments, UE working groups)
- Scientific and research communities:** Researchers concerned with privacy issues as key fundamental rights in the digital society (PIMCity Partners, privacy related EU projects)
- Society:** all those interested in promoting a data ecosystem with greater transparency and control for the citizen (Influencers, Users and Consumers Associations, sectorial Associations, Professional Associations, Gurus and Influencers, Movements that share the PIMCity philosophy)



Fig 4 PIMS Stakeholders








Within PIMCITY we thus adopt a multi-sectorial and multi-stakeholder approach, extending our focus to a wider ecosystem including economic, social and regulatory actors. It further integrates broader segments of stakeholders – European & International initiatives; Scientific Community; Policy makers; General public – that are expected to benefit (both directly and indirectly) from the PIMCITY outcomes, enhancing the uptake of PIMCITY technologies and outcomes and creating spillovers to other sectors.



## Analysis of stakeholders

PIMCity will map the project's stakeholder groups, analyse their interest, relevance, and role with regard to the project's success and assign them priority levels. This shall help to design specific and optimal public engagement, community building, and dissemination and communication strategies for underpinning the project's technical and exploitation goals, including RRI compliance. Table below summarize the stakeholders that benefit of PIMCity

Table 3 Stakeholder analysis

 <b>PIMS COMPANIES</b>	<p>Companies and public bodies willing to integrate solutions designed by the project to start new businesses or enforce existing ones</p>	<ul style="list-style-type: none"> <li>- New SMEs and startups</li> <li>- Existing SMEs and corporates</li> <li>- Public bodies</li> </ul>
 <b>END USERS</b>	<p>Individuals and companies willing to adopt the project solutions to manage their data</p>	<ul style="list-style-type: none"> <li>- Internet service users and subscribers (including individuals, companies, public organisations, etc.)</li> <li>- Internet users' and consumers' associations</li> </ul>
 <b>DATA BUYERS</b>	<p>Advertising companies and data-centric businesses willing to act transparently and improve their reputation</p>	<ul style="list-style-type: none"> <li>- Advertisers, publishers, providers of digital platforms and service aggregators</li> <li>- Public bodies</li> </ul>
 <b>INDUSTRIAL STAKEHOLDERS</b>	<p><u>Potential intermediaries:</u> Privacy and security businesses and stakeholders <u>Affected sectors:</u> online advertisers, and other digital and data-centric business and stakeholders</p>	<ul style="list-style-type: none"> <li>- Internet content providers: advertisers, publishers, providers of digital platforms and service aggregators</li> <li>- Privacy and security businesses, providing inter alia, transparency and privacy auditing services.</li> <li>- Trade associations: public-private partnerships and similar platforms (e.g., Big Data Value Association)</li> </ul>
 <b>REGULATORS</b>	<p>Organisations working on the design, implementation and/or enforcement of data protection, privacy and other digital society rights.</p>	<ul style="list-style-type: none"> <li>- National data protection agencies and related regional of transnational entities.</li> <li>- High-level national and EU working groups discussing regulatory and policy changes</li> <li>- Advocacy groups and entities in the areas of security and safety, fundamental rights, data privacy and protection</li> </ul>
 <b>RESEARCH COMMUNITY</b>	<p>Researchers concerned with privacy issues as key fundamental rights in the digital society</p>	<ul style="list-style-type: none"> <li>- Social-economic sciences and humanities: Policy research, Ethics, regulations, data protection. Legal aspects. Business models and competitiveness</li> <li>- Computer and data science. Big Data management</li> <li>- Other EU funded projects: Net innovation initiative, Next generation Internet, Science with and for society</li> </ul>
 <b>SOCIETY</b>	<p>People and organizations interested in issues related to personal data, PIMS, data protection, etc. and with a high level of influence due to their position, number of followers, quality of their work, etc.</p>	<ul style="list-style-type: none"> <li>- Bloggers, researchers, institutional and political leaders, directors of organizations</li> </ul>

## PIMCITY engagement strategy

Ensuring a dynamic interaction with the PIMCITY targeted audiences is of outmost importance so as to ensure a long-term impact and market-uptake of the project outcomes, with the PIMCITY consortium composition, allowing access to all the categories of audiences. Direct and indirect access through the partners networks, ensure that the dissemination activities will be effective and successfully achieve high reach and impact KPI's.

The main target audience, PIMS companies (already involved in the project as well as additional ones) will be invited to participate and be actively engaged in the project through the "End users" group, being the first users of PIMCITY and further connect the project to the PIMS sector. Their active engagement and interaction within the project aim at generating positive perceptions derived by the recognition of PIMCITY's economic, social, and operational benefits. This will not only work as an amplifier in the dissemination of the project outcomes but also will optimally enable the creation of PIMCITY's pool of potential future customers.

Engagement with other stakeholders potentially benefiting by the PIMCITY toolbox, services and outcomes (in and out of the PIMS sector), will also be established mainly focusing on raising awareness and diffusing project advancements and results, creating interest and opportunities for further exploitation routes of PIMCITY's solutions and outcomes.

Community building activities will be conducted to consolidate a community of practice, early adopters and contributors around PIMCity. Similarly, activities will be conducted to keep engaged the stakeholders that contributed to the requirement gathering. For a start, AUI will capitalize the already built user base that participated in TYPES project. In carrying out these activities, will refine their engagement methodology for ensuring public engagement and acceptability of innovation projects as such. PIMCity expects to involve a considerable number of early adopters before the project finalises: thousands private consumers and more than 50 companies/PAs in total.

## Key messages

The messages to be highlighted from the communication perspective must be focused on the benefits that PIMS brings to society, data companies and citizens with a focus on those aspects that reinforce citizens' rights.

We think the **individuals should have legal right and technical tools to manage personal data** collected on them. This is a means of digital identity management and an extension to the freedom of thought and expression we all have as citizens. At the same time, **organizations should have practical methods for getting individuals' consent** to use their personal data when they discover innovative new uses or applications.

As the situation currently stands, individuals grant legal consent to organizations and software applications for the collection and use of their personal data online through the standard practice of clicking "yes" that they have read and agreed to terms of service that they usually do not understand and have no realistic way of enforcing. On the other hand, under the current state of data protection regulations, it is often prohibitively difficult for organizations to create innovative services around personal data – organizations are frequently deterred from innovating or may try to figure out ways to bypass existing regulations.








PIMCity is a progressive approach to personal data management that combines digital human rights and industry need to have access to data. This approach benefits individuals, organizations, and society at large. PIMCity enables individuals to aggregate intelligence about themselves from multiple sources. With this rich and valuable data the individuals can interact with vendors who can provide more valuable data- and consumer services.

- For **individuals** – **PIMCity provides easy-to-use and comprehensive tools for personal data management**, transparency mechanisms that openly show how organizations use their data. The individuals also enjoy the benefits of the new innovative services and increased freedom of choice.
- For **companies** – **PIMCity opens opportunities for new kinds of data-based businesses** by facilitating the legal and technical access to pre-existing personal datasets when the individual is willing to give his/her consent. PIMCity is based on standards and developed to support interoperability. This lowers the barrier of entry for new businesses and makes the landscape more balanced and competitive.
- For civil **society** – **PIMCity creates the necessary structures, processes, and policies for protecting the rights** of individuals and fostering the use of personal data in the development of innovative services.

Table 4 Main benefits

Benefits		
For individuals:	For companies:	For society:
<ul style="list-style-type: none"> <li>- Better data based services (ie. personalized recommendations)</li> <li>- Better privacy and transparency, control over personal data insight into own behavior (self tracking)</li> <li>- Increased choice of services through data portability</li> <li>- Consumer empowerment, more balanced power and better ways to interact with companies and public organizations</li> <li>- Monetization of personal data</li> </ul>	<ul style="list-style-type: none"> <li>- Consumer trust strengthens engagement</li> <li>- Integrated complementary services enhance the core service product</li> <li>- Lower critical mass of users for new innovations through data portability (open business environment)</li> <li>- Insight and transparency into consumer behavior and its impact (optimized service production)</li> <li>- Tools for complying with data protection legislation</li> <li>- Lower transaction costs for data acquisition</li> </ul>	<ul style="list-style-type: none"> <li>- Parallel development of digital rights, innovation and business growth</li> <li>- Infrastructure facilitates smart regulation in practice</li> <li>- More informed decision-making based on rich data</li> <li>- Encouraging responsible and sustainable citizen behavior</li> </ul>

Table 5 Objectives and key messages per target group

Objectives per target group		Key messages	Activities To implement
 <b>PIMS COMPANIES</b>	Demonstrate development cost savings, ease of integration and legislation compliance	With PIMCity you can start a new PIMS business or strengthen an existing one	Participation in industrial fairs. Publication of code in public repositories. Publication in technical press, magazines, brochures. Newsletter. Web directory
 <b>END USERS</b>	Maximise project impact, ensure acceptability of results, and encourage uptake of the results	With PIMCity you decide who you hand data to	Organization of project events and/or workshops. Articles in appropriate journals and magazines. National/European press releases, and mass media presence
 <b>DATA BUYERS</b>	Demonstrate easy, transparent access to accurate personal data and reputation improvement	PIMCity will boost your customers' trust and ratings	Project presentation in events in advertising community circuits. Publication in specialized press and online websites.
 <b>INDUSTRIAL STAKEHOLDERS</b>	To present project's case and commit industrial stakeholders for exploitation, improvements and further development	PIMCity will boost your customers' trust and ratings	Participation in events with European industrial networks and working groups. Publication in sectorial press, magazines, brochures.
 <b>REGULATORS</b>	Advocate for policy and regulatory changes that may favor exploitation and impact	PIMCity contributes to rights-respectful, transparent Internet	Project presentation in events with participation of relevant stakeholders. Publication in sectorial press, magazines brochures. One-to-one meetings.
 <b>RESEARCH COMMUNITY</b>	To encourage synergies and cross-fertilisation, exchange best practices and promote change of paradigms	PIMCity pushes privacy-enhancing technologies and users' awareness	Publications in top tier scientific conferences, workshops and/or journals
 <b>SOCIETY</b>	To ensure societal relevance, acceptability and sustainability of the solution	With PIMCity you decide who you hand data to	Media impacts in National/European press releases, and mass media

## Communication

PIMCITY is adopting a funnelled approach, similar to a marketing funnel, to assure a wide but also targeted communication within the PIMS ecosystem, enable active engagement and achieve efficient dissemination of the project outcomes. Such approach will primarily focus on generating awareness by conveying key aspects and benefits of the PIMCITY tools and pilots to the PIMS target audiences and moreover really appeal the core end-users.

Easy-to-understand visual material are used to make concepts and benefits instantly recognizable for a wide-audience. This aims at cultivating further interest to potential end-users whom will be directed to more detailed information and material about the tools and services. Customized content will be communicated towards specific target audiences, aiming at creating and maintaining an active stakeholders' ecosystem. Similarly, relevant information will be extracted from project deliverables; interviews with partners, end users as well as other target audiences; pilot case studies; industry reports; and will be relayed through the PIMCITY communication channels to further support active user engagement, aimed at building PIMCITY clientele base.



Fig 6 Communicattion focus

## Communication channels

The communication strategy will promote public awareness and citizen's participation in order to ensure the project's societal relevance and acceptability and promoting science education. The challenge is to create communication materials and contents that convey, in a meaningful and accessible way, PIMCity activities, its outcomes, and its societal implications and benefits. The project will open all possible feedback channels and will plan opportunities for presenting and discussing the project in forums addressed to society at large (e.g. TV or radio shows, press, etc.)

## Use of standard communication tools

- Website: Two website will be prepared in WP6 (D6.1). These webpages will serve as a central point of entry for all public material, including public results and deliverables, tutorials, prototype software, and informational material. The website will continue to be updated with news, links to other relevant sites, and details of papers published, conferences and exhibitions.
- Social Media: All partners will contribute to spreading the word in Twitter, Facebook and/or LinkedIn project's accounts. AUI will manage these accounts, creating LinkedIn groups and Twitter lists to broadcast project's news.
- Communication materials: A brochure, flyer, poster, and two videos will be produced to provide basic information on project features. These will serve as the project's business card and will be distributed as widely as possible, including the general public, conferences, workshops and other events, from the beginning of the project.



- Press releases: Press releases will be made at regular intervals throughout the project and will be distributed in each of the project partner's respective countries. Partners wishing to put country specific press release will inform the coordinator.
- e-Newsletter: A periodic e-newsletter (every 6 months) containing a summary of the project achievements, highlights, and results will be distributed to all newsletter subscribers and network partners.
- Thought-Leadership Pieces: To position the project, the consortium will publish 'thought leadership pieces', each targeting an innovative topic related to the project. Ultimately, these publications aim to get the project this on the radar of direct and indirect stakeholders.
- Webinars: The consortium, led by AUI, will organise webinars if necessary, to easily communicate the content of the project and to reach directly a large audience, whether generically connected to the project or restricted for a specific topic.

As a general rule, the consortium and specifically the project coordinator will capitalize on support of the European Commission, via the Project Officer assigned to the project, to make the most of its dissemination and communication strategies. Assets such as EC communication tools (Euronews, Project stories, research\*eu, newsletters, events) during and after the project, as well as direct communication with other project related to our topic are absolutely relevant to achieve the targeted impacts. At the same time, a feedback loop is guaranteed by the coordinator, which will notify the Project Officer about any relevant event, or before publishing a press release, for instance.

Furthermore, for each Dissemination (and Communication) activity, and to ensure the successful deployment and delivery of the customized message to the target audiences, PIMCITY will make use of optimum channels. A list of those selected dissemination channels/means is presented in the Table below.

**Table 6 Channels interest for each audience**

	PIMS Companies	Influencers	Data industry	European & International Initiatives	Scientific Community	Policy makers	General public
Website	Medium	Low	Medium	High	Medium	High	High
Social media	Medium	High	Medium	High	Medium	High	High
Press releases	High	High	High	High	Medium	High	Medium
Mailing list	Medium	High	Medium	Medium	Medium	Medium	Low
Printed dissem.material	Medium	Low	Medium	Medium	Medium	Medium	Medium
Conferences & workshops	High	Medium	High	High	High	High	Medium
Pilot success stories	High	High	High	High	High	High	Medium
In person communications	High	Medium	High	High	Low	Medium	Low

The communication strategy will promote public awareness and citizen's participation in order to ensure the project's societal relevance and acceptability and promoting science education. The challenge is to create communication materials and contents that convey in a meaningful and accessible way PIMCity activities, its outcomes, and its societal implications and benefits. The project will open all possible feedback channels and will plan opportunities for presenting and discussing the project in forums addressed to society at large (e.g. TV or radio shows, press, etc.)



## Communication tools

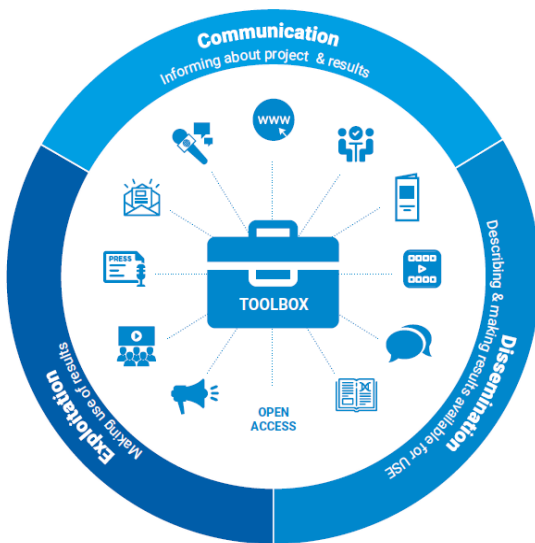


Fig 7 Communication ToolBox

PIMCITY will create and make use of various communication channels/tools, including online, offline as well as interactive (face-to-face) to achieve an efficient and effective interaction with the different stakeholders. Leveraging the experience and the dynamic interaction of PIMCITY partners with their audiences/engaged stakeholders and customers, PIMCITY will focus on using specific communications channels that project partners efficiently use for their day-to-day communications with different stakeholders.

## Visual identity

PIMCity project logo combines the acronym PIM (Personal Information Management) with city (space where citizens develop their lives) and a symbol. It symbolizes the technological space between the data and the user (black dot) around which PIMCity builds a tool that provides the citizen with the elements of information, control and transparency in the management of their data .



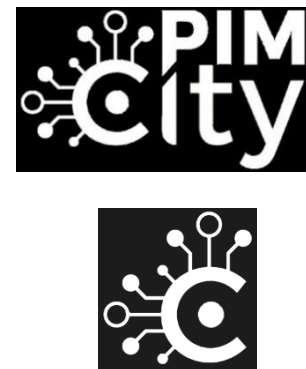
Color logo



Black logo  
Light background.



White logo  
Dark Background



The project has worked to create a set of icons that visually represent in a homogenous way each building block of both the PIMS Development Kit (PDK), the EasyPIMS application and the PIMCity Stakeholders (PSK). Icons are available below in different formats at : <https://www.pimcity-h2020.eu/dissemination/>

## PIMCITY presentation templates

PIMCITY will be presented in several events, conferences, meetings as well as other occasions to disseminate project developments and results, enhancing the overall dissemination efforts.

A presentation template (ppt) has been designed in line with PIMCITY graphic identity in order to promote the recognition of PIMCITY.

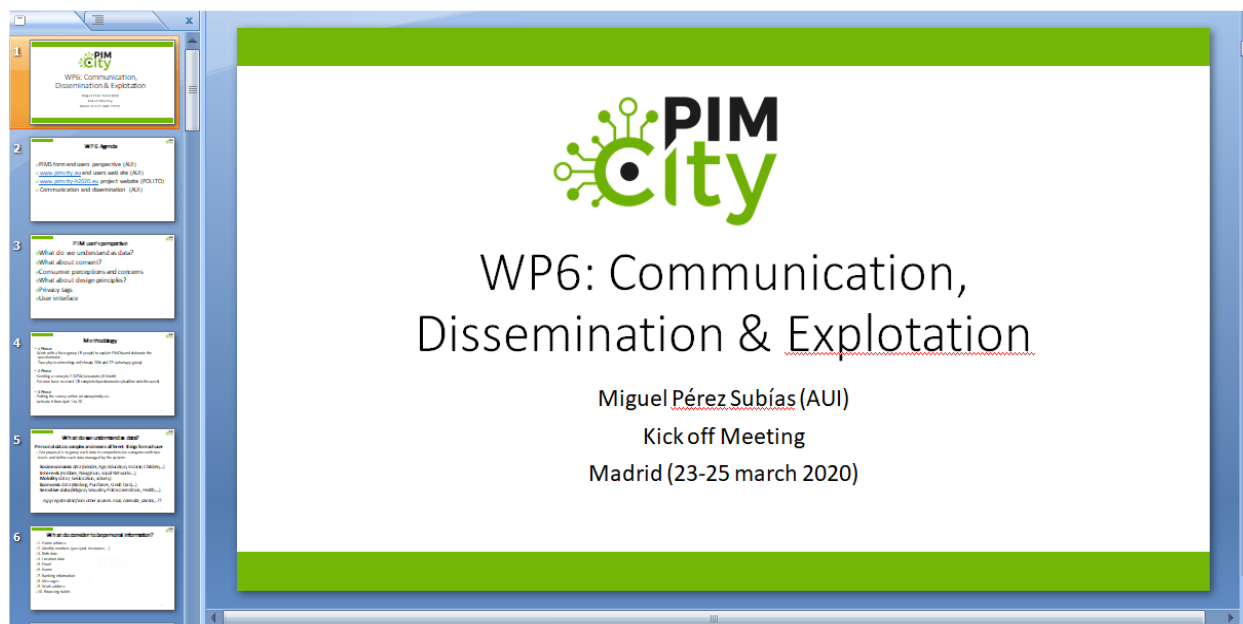


Fig 8 Presentation template

Additionally, as required per Article 29.4 of the Grant Agreement, all material used for communication and dissemination purposes of PIMCITY, will demonstrate the EU emblem along with the statement that the project has received funding from the H2020 Research and Innovation programme:



**This project has received funding from the European Union's Horizon 2020 research and innovation program under grant agreement No 871370**

Furthermore, a project roll-up and posters template will be produced and will be used for presentation at project's own events as well as for external conferences and workshops.

## PIMCITY online presence

### PIMCITY Web sites

[www.pimcity-h2020.eu](http://www.pimcity-h2020.eu) is the website for technical and dissemination purposes in order to inform about the project's contents a large number of target groups and the general public. This quality and standard tool will serve to inform and will promote the public project through deliverables, publications, news, etc.

- The website consists in a public area and a private area. The PIMCity private area is hosted by Politecnico di Torino and used as common repository to the material generated by the project (Deliverables and Publications); is directly accessible (with credentials) from the public website in the section called *private area*.
- The website has been designed to communicate to a wide audience the project objectives and potential impact, the concept and the key enabling technologies. The work plan is defined and presented in the section dedicated to the work packages, where each WP is described as deliberate in the Grant Agreement.
- It also provides an overview of the project partners with a specific description of each partner and contacts of each member.

The website will be actively maintained during the project and its content will be managed mainly by the project coordinator (POLITO) in cooperation with all partners. Progress and achievements will be posted on the website via the publishable summary of the periodic reports to the EU commission, publishable conference presentations, and links to journal publications (scientific audience).

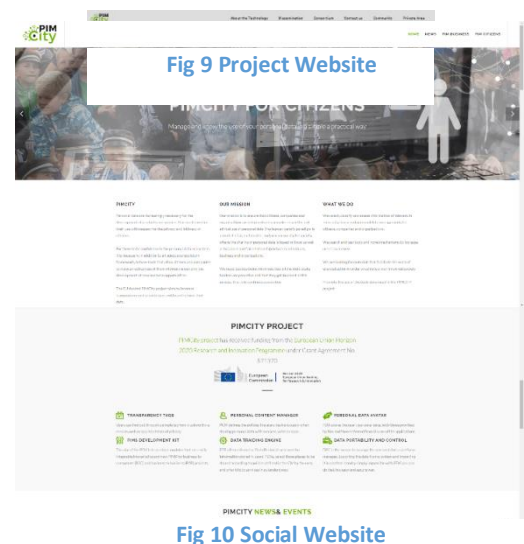
When relevant achievements take place (e.g.in conjunction with some of the deliverables or milestones) a digestive version of the reporting material will be prepared for website publication

[www.pimcity.eu](http://www.pimcity.eu) is the website for communication purposes, where the end users, companies and regulators will be able to find updated information about Privacy, PIMS and PIMCity project. The website purpose is to provide adapted and useful information for each of the groups to which we address ourselves, to achieve the active participation of these groups in the different phases of the project, to make known the tools developed in PIMCity and to create spaces of communication between them.

Each audience will be identified by a logo and a color so that it is possible to identify through these two visual elements to whom each content is addressed. In addition, these specific contents of a public will be grouped in a section of the web accessible from the main menu and also through short links (for example [www.pimcity.eu/users](http://www.pimcity.eu/users) gives direct access to the users' area).

The sections that make up this website are as follows:

- **PIM CITIZENS:** space dedicated to the final users in which they will find information on how to take care of their privacy, how to manage and value their personal data.



- **PIM BUSINESS:** in this section all those who want to develop business models using personal data will find tools, advice on how to do it in a respectful way with examples and models of good use as well as a detailed description of each of the components of the project development kit.
- **PIM EVANGELISTS,** section addressed to all those who want or have the responsibility to help others in managing their privacy either personally or institutionally (foundations, data protection or civil rights agencies, governments, etc.).
- **PIM NEWS,** here you can find news, events, publications and all communication material. This is a section for all stake holders and also to be used and shared in other websites.

Fundamental for the success of the project is the collaboration between European stakeholders in order to ensure the exchange of information and best practices and achieve a common view of the objectives of the project.

The Privacy Policy, together with the Terms and Conditions have also been included in the PIMCITY website, set for the general rules and policies governing the visitors' use of the website.

#### [PIMCITY Social media](#)

PIMCITY aims to have a strong presence in social media, enhancing its reach-out to target audiences and broad public and ensure an active interaction with them. To ensure maximum usability and exploit to the most possible PIMCITY partners' already developed networks in social media, focus has been given to those social media, that PIMCITY partners have been using regularly and successfully to communicate and interact with their customers and other stakeholders.

An online questionnaire was created to assess which social media but also other tools and material for communication (and dissemination) PIMCITY partners are more familiar with and have been already using efficiently and effectively into their day-to-day communications. On the basis of the feedback received, PIMCITY project has established (M4) social media account for Twitter, a dedicated Facebook page as well as a project dedicated group on LinkedIn.

Some of the hashtags, which are being used for the PIMCITY project, are the following: #PIMCITY #privacy #privacymatters #PIMS #eu. Other hashtag and tags, such as @EU\_H2020 and #H2020, #ePrivacy, #cybersecurity, #SecurityUnion will be used in our tweets to maximise their visibility.

#### [PIMCITY Facebook page](#)

PIMCITY's Facebook page will focus at establishing direct communications with target audiences, both in terms of other relevant groups as well as individuals, including PIMS companies and other audiences' segments. Although considered as main channel for communications of individuals, the PIMCITY Facebook page will serve for broad communications as well as B2C ones.

#### [LinkedIn Group](#)

The PIMCITY dedicated LinkedIn group will be extensively used for networking purposes, enabling the

promotion of PIMCITY amongst a broad community of professionals within PIMs as well as other segments of PIMCITY's target audiences.

Furthermore, PIMCITY will seek for interaction with representatives of other relevant groups such as: Data Protection Agencies, DPOs, Privacy Professionals, etc., enhancing its outreach and engagement with other target audiences.

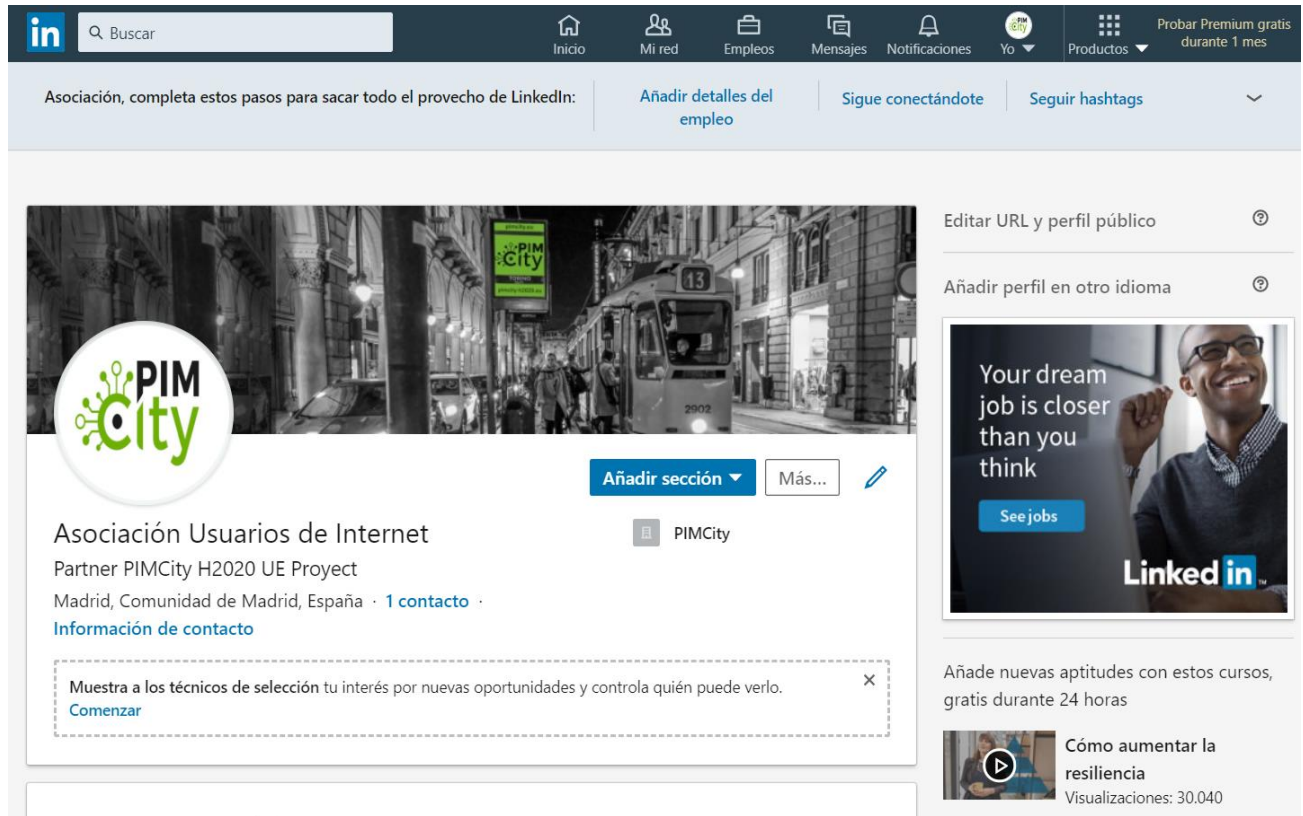


Fig 11 LinkedIn page

## Twitter account @pimcityproject

A PIMCITY twitter account will be used for amplifying communications (both B2B and B2C) to a large community of active stakeholders, as well as for propagation of news and project developments. Regular twitter chats will focus at attracting and engaging with target audiences leading also to the establishment of a trusted PIMCITY network, enlarging the outreach to broad and targeted audiences.



Fig 12 Twitter page

## Newsletter

PIMCITY e-Newsletters will be composed and published in the project website and social media, but also will be distributed to the consortium members, End users, the “PIMS Enablers” as well as networks and direct contacts within the PIMCITY ecosystem of stakeholders. The newsletters will serve as a tool to communicate key updates and developments to the PIMCITY ecosystem of stakeholders and aiming to keep them informed and engaged.

The content will be incorporating latest developments of the project as well as recent or upcoming dissemination activities; pilot activities deployment and success stories; presentations, workshops and demonstrations; reports, publications and media interest, etc.

Dedicated sections of the PIMCITY newsletter will focus at the business and dissemination of the PIMCITY tools. In this way value-added content, such as business-related news, trends, analysis, and practical advice pulled from the PIMCITY Content Hub, pilot success stories, etc. will be fed in continuous way to target audiences.

The newsletter will be published on a 6-months basis, but also ad-hoc for the distribution of important-high priority news and developments. A specific newsletter potential recipients list has already been created and will be populated constantly all along the project implementation. Data Protection Laws will be fully respected, and the newsletter recipients will be asked to provide their consent prior to sending any information related to the project. At PIMCITY, special attention is paid to security and respect of the



privacy and confidentiality of the users' personal data. Therefore, relevant activities and aspects regarding personal data will be fully compliant with the applicable national, European and international legal framework, and the European Union's General Data Protection Regulation 2016/6798.

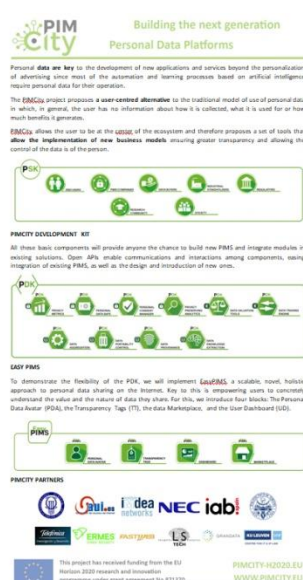
Interested parties will be able to subscribe and unsubscribe at any given point from the PIMCITY Newsletters and all the collected data will be stored and saved in the responsible partner's servers. These data will not be accessible from other third-parties. More detailed description of how these data will be collected, stored and handled will be presented in the respective deliverables (D7.1 - Data Management Plan).

In order to achieve a broader distribution and facilitate the engagement of as many stakeholders as possible, the PIMCITY partners will be encouraged to distribute the newsletters to their contacts who may be interested in the project.

A specific option for subscription to the list of newsletter recipients, has been included on the PIMCITY in two parts of the website.

PIMCITY promotional material

## Project fiche – PIMCITY One pager



### Fig 13 Project Fiche

A short project fiche will be used for ice-breaking communications with interested stakeholders, providing them with a first view on the PIMCITY project. The project fiche structure and content will be adapted to the needs of any communications with different stakeholders segments, highlighting relevant to each segment information. Incorporated with background information and/or customized content based on the project developments, the project fiche together with PIMCITY press releases, will be circulated to specialized media channels (as well as mass media) and journalists enhancing the project outreach.

The PIMCITY project will produce a brochure and a set of different factsheets to enhance the promotion of the PIMCITY tools and services. These printed promotional materials will be distributed at different project related and other events that PIMCITY partners will be present, as well as in meetings and other project promotional activities.

## Press releases

Press releases about the PIMCITY project activities and developments will be produced and distributed for publication among national/regional/EU press to further promote the project focusing at both broad audiences and more specific stakeholders. Apart from specific project activities the topics covered may include opinions/interviews of experts within and out of the partner organizations, attracting media attention on relevant topics. A continuous cooperation with press and media will be promoted by all PIMCITY partners. All press releases will be also be available on the PIMCITY project website as well as social media channels.

## Conferences and events

Concerning the events, it is evident that the COVID-19 pandemic is altering the calendar of events for this year 2020, in which almost all of them have become online and the programs have been adapted. This situation is likely to affect those of 2021, as there are no security elements that require this type of event.

PIMCITY partners will take part in local (national), EU and international level conferences, industrial fairs events and exhibitions in order to raise awareness around the PIMCITY activities and expected results and disseminate the relevant developments and outcomes. Partners will focus to promote PIMCITY in key industry events, which attract high number of players across the sectors of interest, aiming to maximize the effect of direct interaction with relevant stakeholders. Additionally, attending relevant event will also benefit PIMCITY by having continuous updates about specific Agl market aspects so to address them in to PIMCITY exploitation plans.

The Table below provides a list of indicative relevant upcoming events in which presentation of PIMCITY will be aimed. This list will be continuously updated and extended, and further communicated with all PIMCITY partners to plan participations in upcoming events. The dissemination through these events will be customized based on the PIMCITY main target audience (PIMS companies) but also ensuring wide dissemination across sectors and stakeholders.

**Table 7 Events and Conferences**

Events/Conferences	Date/location	Target	Focus
Big Data Value	8th May 2020, On-Line	Internet regulatory authorities, leaders of government, Data business	Citizens, PIMS
Euro Dig	10-12 June 2020	Internet regulatory authorities, leaders of government and no-government entities, leaders of the parliamentary groups on digital matters	PIMS
South Summit	6-8 October 2021, Madrid	Innovative startups	
CPDP	27-29 January 2021 27-29 January 2022	Academic consortia, research projects, think tanks and other research organizations	Computer privacy and data protection
4Y4N	1-3 March 2021 or 2022, Barcelona	Startups , Investors	Connecting startups
Internet Global Forum	November 2021 Poland	Internet regulatory authorities, leaders of government and no-government entities, leaders of the parliamentary groups on digital matters	PIMS
MyData	September 2021 (Confirm pending)	Internet regulatory authorities, leaders of government, Data business	PIMS



## Publications

Technical and Business-wise publications will be also exploited. PIMCITY aims to exploit such channels and perform targeted dissemination towards business and technical oriented audiences, through publications at relevant business journals and magazines. It is expected that 5 publications will be produced during the project lifespan enhancing the PIMCITY outcomes dissemination.

Although, Scientific publications are not the primary focus of PIMCITY, such publications may be performed in parallel to the pilot implementations if deemed necessary.

PIMCITY aiming at being extrovert from the very beginning of the project start. Relevant activity is presented here below.

## Diffusion through tangible results

PIMCITY will build on top of “stories made” with our End users. PIMCITY will exploit and built on top of PIMCITY pilot activities, turning outcomes into success stories. Adopting a funnelled approach, pilot activities and experiences, case studies, interviews with partners, End users and other involved actors, will be transformed in to success stories that will be feeding the communications to PIMCITY’s target audiences, aiming to ensure that project progress and pilot results reach the PIMS sector actors. The PIMCITY success stories will be formed either as written or video testimonials, aiming at showcasing the value of the PIMCITY toolbox and services and become a proof of experience for additional target audiences. “PIMS enablers” AB group will also be exploited to structure and disseminate similar successful paradigms.

## Liaison and networking activities

In order to enhance the visibility of PIMCITY and to ensure maximum attractiveness and engagement of PIM relevant actors, a series of liaison and networking meetings will be organized/attended within the project life span. Primarily this activity will have a business focus, aiming at further connecting PIMCITY with End users; PIMs target stakeholders and other end users, to optimally start building its potential clientele. These activities will be implemented in conjunction with activities under Task 6.4 – PIMCITY Business and exploitation plan.

Beyond the business focus, liaison and networking activities will seek for collaborations and establish dialogue with different EU/International projects and initiatives, as well as relevant networks and organizations relating to PIMCITY’s scope and activities. This will be an on-going activity that will enable exchange of views and potential development of synergies.

The following table presents the two approaches followed by PIMCITY to successfully gauge potential customer interest, support active engagement, and seek for further collaborations.

Table 8 Networking activities

Approach	Focus	Actors
Attract business	Attract and invite PIMS companies to become PIMCITY end users. Showcase PIMCITY added value, assisting to the uptake of PIMCITY toolbox and services.	B2B meetings; Sectoral meetings; Presentations in dedicated events; Online & media activity; etc.
Clustering	Explore complementarities with other EC projects and relevant policy initiatives (EU; international). Seek for cross-fertilization of ideas, exchange of good practice and networking with relevant actors.	

## Timeline of activities

The overall DEC plan will be deployed in 3 main phases as presented in the below Table . Each phase is defined with clear objectives to be achieved and the focus so as to serve the efficient implementation of the DEC strategy.

Table 9 Activities time line

Phase	Months	Objective	Focus
I	1-10	<p>This first phase will focus on the creation of the audiovisual contents and materials, on the implementation and contact with the different communication channels and the dissemination of the basic pillars that support the project.</p> <p>This phase will have an approach oriented content, for the establishment of the stakeholders' ecosystem, in order to ensure a broad presentation of the project on the objectives, the expected results and to promote the pilots' activities. Awareness raising is an ongoing activity that will be deployed throughout the life of the project.</p>	Reach out & Raise awareness
II	10-20	During the second phase the aim is to create a more targeted awareness regarding PIMCITY. Advancements and techniques implemented for overcoming known challenges in the PIM sector and their added value towards specific stakeholders and communities within the PIMCITY ecosystem, will be transposed in to	Attract & Engage & Interact

		storytelling and key messages to attract active engagement of end users. Along with the deployment of pilot cases, further promotional activities will focus at triggering the interest of target audiences and also mobilize the End users to actively connect with the PIMCITY toolbox and get engaged in relevant project activities.	
III	20-30	This last phase will focus at promoting concrete PIMCITY results to its key stakeholders, aiming at the creation of PIMCITY customer base, establishing a positive word of mouth and building upon pilot success stories and End users feedback. All activities during the 3rd phase will focus on attracting and delivering more users-actors to the PIMCITY tools, to establish mutual beneficial synergies with PIM actors and strengthen further commercial links with them.	Diffuse & Promote

## Monitoring of communication and dissemination activities

In order to achieve the successful implementation of Communication and Dissemination activities, and fulfilment of the relevant objectives, a systematic monitoring will be carried out throughout the project implementation.

The monitoring will be performed internally on a six-monthly basis and will be officially reported in the relevant Deliverables: D6.3 - First year dissemination and exploitation report, D6.4 - Second year dissemination and exploitation report and D6.6 - PIMCity outreach and engagement strategy and final dissemination.

Regular monitoring will allow the identification of possible risks and deviations from the DEC objectives and performance indicators, and the timely planning of any necessary corrections actions to address potential implementation problems. Such an approach will improve the overall performance of the relevant activities and enable a more efficient evaluation.

An online form has been created for reporting all DEC activities partners' perform. The form is be available to all partners via this link [www.pimcity.com/update](http://www.pimcity.com/update), and all reported activity will be stored at the projects' documents repository. All activity reported will be incorporated in the semestral internal reporting and relevant project deliverables (as above mentioned).

Online presence of PIMCITY will be monitored using specific analytics monitoring software i.e. Google analytics and relevant social media analytics too.

Table below presents the Key Performance Indicators (KPI) which will be used to evaluate the success of the project's actions.

Table 10 Communication PKIS

Key Performance indicators	Target value	Means of verification
Project website pageviews	60.000	Google analytics & Web stats
Social media followers	400	Social media analytics
Newsletter subscribers	9	Email records (Sendinblue)
Blog posts	26	Project reporting
Videos released	2	Project reporting
PR articles published in EU Press	60	Project reporting
Publications in business scientific journals	8	Project reporting
Distributed printed material	1200	Project reporting
Presentations in forums, workshops relevant to project results	8	Project reporting
Informal person-to-person meetings with relevant national stakeholders	600	Project reporting

The following Figure presents the overall timeline of relevant to DEC activities to be performed along the project implementation.

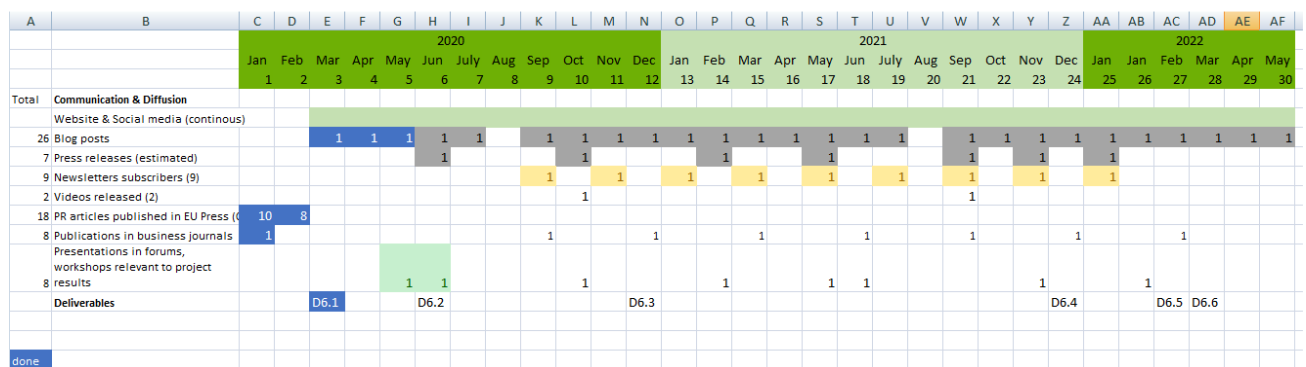


Fig 14 Communication calendar

## Annex 1 - List of communication channels of PIMCITY partners

Table 11 Partners communication channels

Partner	Web	Facebook	Twitter	Linkedin	Instagram	Youtube	Blog
<b>AUI</b>	<a href="https://www.aui.es/">https://www.aui.es/</a>	<a href="https://www.facebook.com/AsociaciondeUsuariosdelInternet">https://www.facebook.com/AsociaciondeUsuariosdelInternet</a>	<a href="https://twitter.com/usuariosdeinter">https://twitter.com/usuariosdeinter</a>	<a href="https://www.linkedin.com/in/asociaci%C3%B3n-usuarios-de-internet-31754a1b0/?originalSubdomain=es">https://www.linkedin.com/in/asociaci%C3%B3n-usuarios-de-internet-31754a1b0/?originalSubdomain=es</a>		<a href="http://www.youtube.com/auivideos">http://www.youtube.com/auivideos</a>	
<b>ERMES CYBER SECURITY</b>	<a href="https://www.ermessecurity.com/">https://www.ermessecurity.com/</a>			<a href="https://www.linkedin.com/company/ermessecurity/">https://www.linkedin.com/company/ermessecurity/</a>			
<b>FASTWEB</b>	<a href="https://www.fastweb.it/corporate/">https://www.fastweb.it/corporate/</a>	<a href="https://www.facebook.com/FASTWEB">https://www.facebook.com/FASTWEB</a>	<a href="https://twitter.com/FASTWEB">https://twitter.com/FASTWEB</a>	<a href="https://www.linkedin.com/company/fastweb/">https://www.linkedin.com/company/fastweb/</a>	<a href="https://www.instagram.com/fastweb_spa/">https://www.instagram.com/fastweb_spa/</a>		
<b>IAB SPAIN</b>	<a href="https://iabspain.es/">https://iabspain.es/</a>	<a href="https://www.facebook.com/iabspain?ref=ts">https://www.facebook.com/iabspain?ref=ts</a>	<a href="https://twitter.com/IAB_Spain">https://twitter.com/IAB_Spain</a>	<a href="https://www.linkedin.com/company/iab-spain/">https://www.linkedin.com/company/iab-spain/</a>	<a href="https://www.instagram.com/iabspain/">https://www.instagram.com/iabspain/</a>	<a href="https://www.youtube.com/user/iabspain">https://www.youtube.com/user/iabspain</a>	
<b>IMDEA</b>	<a href="https://www.networks.imdea.org/">https://www.networks.imdea.org/</a>	<a href="https://www.facebook.com/imdea.networks/">https://www.facebook.com/imdea.networks/</a>	<a href="https://twitter.com/IMDEA_Networks">https://twitter.com/IMDEA_Networks</a>	<a href="https://www.linkedin.com/company/imdea-networks/">https://www.linkedin.com/company/imdea-networks/</a>	<a href="https://www.instagram.com/imdea_networks/">https://www.instagram.com/imdea_networks/</a>	<a href="https://www.youtube.com/c/IMDEANetworksInstituteLeganes">https://www.youtube.com/c/IMDEANetworksInstituteLeganes</a>	<a href="https://www.madridmas.org/blogs/sociedadinformacion/">https://www.madridmas.org/blogs/sociedadinformacion/</a>
<b>KATHOLIEKE UNIVERSITEIT LEUVEN</b>	<a href="https://www.law.kuleuven.be/citip/en">https://www.law.kuleuven.be/citip/en</a>		<a href="https://twitter.com/citip_kuleuven">https://twitter.com/citip_kuleuven</a>	<a href="https://www.linkedin.com/groups/7460524/">https://www.linkedin.com/groups/7460524/</a>			<a href="https://www.law.kuleuven.be/citip/blog/">https://www.law.kuleuven.be/citip/blog/</a>
<b>LSTECH</b>	<a href="https://www.lstech.io/">https://www.lstech.io/</a>	<a href="https://www.facebook.com/LS TechAnalytics/">https://www.facebook.com/LS TechAnalytics/</a>	<a href="https://twitter.com/LS TechAnalytics">https://twitter.com/LS TechAnalytics</a>	<a href="https://www.linkedin.com/company/lstech/">https://www.linkedin.com/company/lstech/</a>		<a href="https://www.youtube.com/channel/UCWGYZbN5xwco0zYV06rH5sw/featured">https://www.youtube.com/channel/UCWGYZbN5xwco0zYV06rH5sw/featured</a>	
<b>NEC</b>	<a href="http://neclab.eu/">http://neclab.eu/</a>			<a href="https://www.linkedin.com/company/nec-laboratories-europe-gmbh/">https://www.linkedin.com/company/nec-laboratories-europe-gmbh/</a>			

<b>POLITECNICO DI TORINO</b>	<a href="https://www.polito.it/">https://www.polito.it/</a>	<a href="https://www.facebook.com/politecnicotorino/">https://www.facebook.com/politecnicotorino/</a>	<a href="https://twitter.com/PolitoNews">https://twitter.com/PolitoNews</a>	<a href="https://www.linkedin.com/school/politecnico-ditorino/">https://www.linkedin.com/school/politecnico-ditorino/</a>	<a href="https://www.instagram.com/politecnico-ditorino/">https://www.instagram.com/politecnico-ditorino/</a>	<a href="https://www.youtube.com/user/PolitoVideo">https://www.youtube.com/user/PolitoVideo</a>	
<b>TELEFÓNICA INVESTIGACIÓN Y DESARROLLO</b>	<a href="http://www.tids.com/">http://www.tids.com/</a>		<a href="https://twitter.com/tefresearch?lang=en">https://twitter.com/tefresearch?lang=en</a>	<a href="https://www.linkedin.com/company/telefonica/">https://www.linkedin.com/company/telefonica/</a>		<a href="https://www.youtube.com/channel/UC7LZo_P6m0W7SDA8h3CLvg">https://www.youtube.com/channel/UC7LZo_P6m0W7SDA8h3CLvg</a>	<a href="https://blogthinbig.com/">https://blogthinbig.com/</a>
<b>UNIVERSIDAD CARLOS III MADRID</b>	<a href="http://www.uc3m.es/">http://www.uc3m.es/</a>	<a href="https://www.facebook.com/uc3m">https://www.facebook.com/uc3m</a>	<a href="https://twitter.com/uc3m">https://twitter.com/uc3m</a>	<a href="https://www.linkedin.com/school/universidad-carlos-iii-de-madrid/?originalSubdomain=es">https://www.linkedin.com/school/universidad-carlos-iii-de-madrid/?originalSubdomain=es</a>	<a href="https://www.instagram.com/universidadcarlosiiidemadrid/">https://www.instagram.com/universidadcarlosiiidemadrid/</a>	<a href="https://www.youtube.com/user/UC3M">https://www.youtube.com/user/UC3M</a>	
<b>WIBSON</b>	<a href="https://www.wibson.org/">https://www.wibson.org/</a>	<a href="https://twitter.com/wibsonorg">https://twitter.com/wibsonorg</a>		<a href="https://www.linkedin.com/company/wibson/">https://www.linkedin.com/company/wibson/</a>	<a href="https://www.instagram.com/wibson_org/">https://www.instagram.com/wibson_org/</a>		<a href="https://medium.com/wibson">https://medium.com/wibson</a>