Time Machine: Big Data of the Past for the Future of Europe

Deliverable D7.1
Dissemination and promotion strategy

Abstract

The dissemination and promotion strategy outlines the basic strategy and planned activities of the project during the CSA phase. It is focused on four directions: (1) strengthening the TM Ecosystem, (2) obtaining strategic agreements with potential TM funders, (3) engaging citizens in organised TM communities and (4) raising awareness in the general public.

Project Identification

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13 Apr 2019	1	Kerstin Muff	First draft for review by task participants
15 Apr 2019	2	Kerstin Muff	Re-worked draft based on feedback given by task participants
01 May 2019	3	Thomas Aigner	General review and inclusion of TMO
15 May 2019	4	Maha Sekkat	General review and check for coherence between this document and WP 5 "scoping document".
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Moreover, this document does not express the opinion of European Commission and does not in any case replace the European Commission documentation.

List of abbreviations

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AI	**Artificial Intelligence**
CA	**Consortium Agreement**
CH	**Cultural Heritage**
CSA	**Coordination and Support Action**
CT	**Communication Team**
CU	**Coordinating Unit**
DoA	**Description of Action**
EC	**European Commission**
ICT	**Information and Communication Technologies**
GA	**Grant Agreement**
GAs	**General Assembly**
LSRI	**Large Scale Research Initiative**
M	**Month(s)**
PL	**Project Leader**
PMBOK®	**Project Management Body of Knowledge**
RI	**Research and Innovation**
SSH	**Social Sciences and Humanities**
TL	**Task Leader**
TM	**Time Machine**
WG	**Working Group**
WP	**Work Package**
WPL	**Work Package Leader**

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1 OVERALL TIME MACHINE LRSI STRUCTURE

The LSRI is structured in four pillars, serving the following objectives

1. Addressing the scientific and technological challenges in AI, Robotics and ICT for social interaction, for developing the Big Data of the Past, while boosting these key enabling technologies in Europe (Pillar 1).
2. Building the TM infrastructure for digitisation, processing and simulation, in order to develop a sustainable management and operational model ("TM franchise"), as well as to create the basis for and engagement with the TM communities participating in the development and use of TM (Pillar 2).
3. Creating innovation platforms in promising application areas, by bringing together developers and users for the exploitation of scientific and technological achievements, and therefore leveraging the cultural, societal and economic impact of TM (Pillar 3).
4. Developing favourable framework conditions for the outreach to all critical target groups, and for guiding and facilitating the uptake of research results produced in the course of the LRSI (Pillar 4).

The TM LRSI follows an integrated structure and pillar-based approach. Key for successfully disseminating the project as a whole is to bear in mind that all 4 pillars build on each other and are interweaved with each other.

Each pillar comprises thematic areas, as shown in *Figure 1* below:
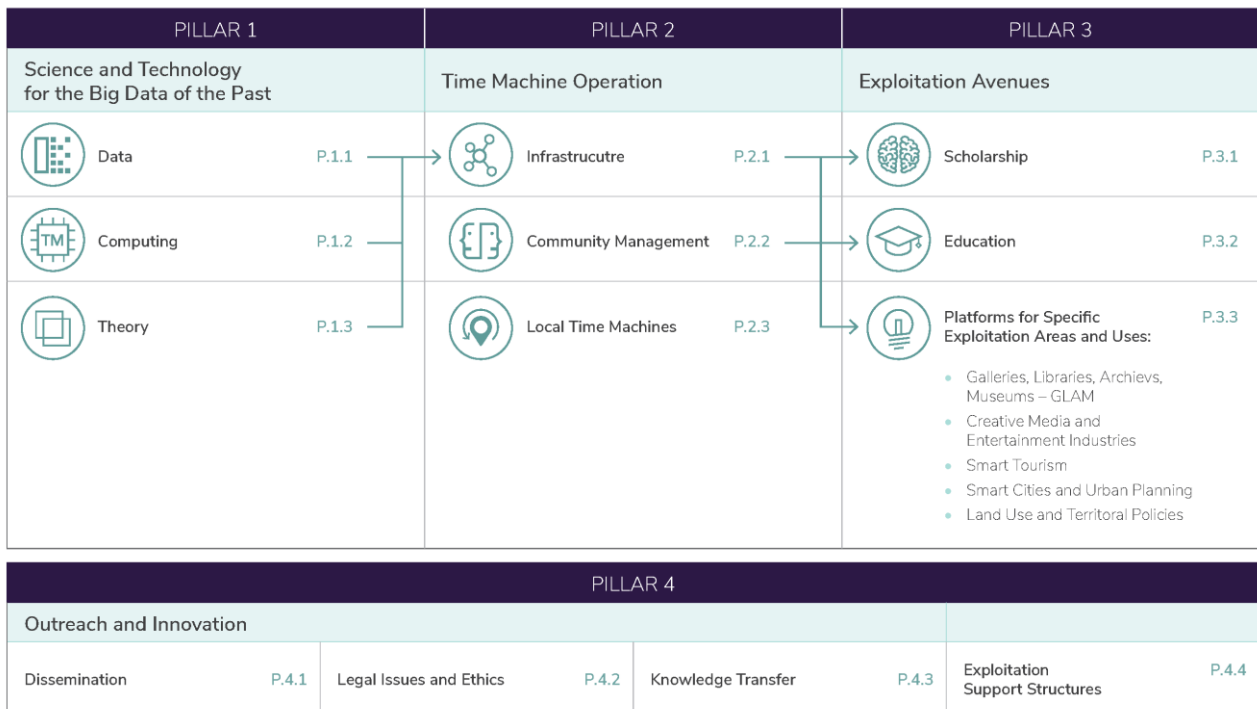
The CSA duration is 12 months. The project is organised in 8 Work Packages (WPs), as listed in Table 1:

Table 1: List and timing of Work Packages (WPs)

Work Package		Start Month	End Month
No	Title		
1	Project Management	1	12
2	Roadmap for Science and Technology	1	8
3	Roadmap for TM Operation	1	8
4	Roadmap for Exploitation Avenues	1	8
5	Roadmap for Innovation and Outreach	4	8
6	Governance Scheme	3	10
7	Dissemination and Promotion	1	12
8	Overall Strategy and Implementation Plan	3	12

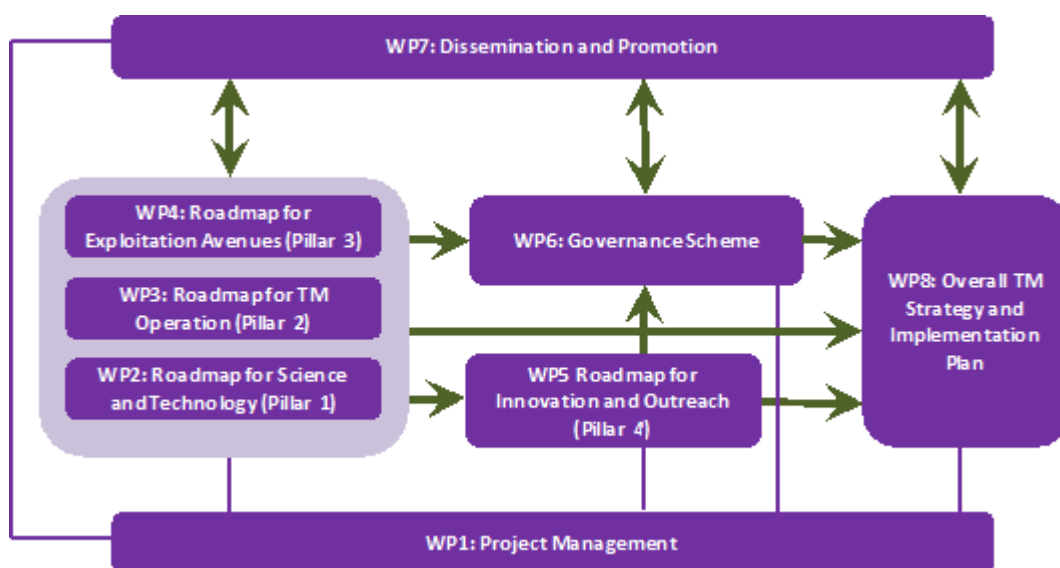The interrelations between the WPs are shown in *Figure 1.2.*

Figure1.2: Pert chart of the CSA

There are four WPs for developing the TM pillars: WP2-5 for Pillars 1-4, respectively. The roadmaps for Pillars 1-3 will start in M1 and will be concluded by M8, after integrating feedback received from consultations with external stakeholders (section 3). WP5 will start in M5, building on specific needs specified in the draft roadmaps of Pillars 1-3 and finish by M8 as well.

A robust governance structure for the TM LSRI will be developed in WP6, using lessons from similar endeavours and responding to specific requirements for coordination, as well as those of potential funding organisations. The TM strategy and implementation plan are elaborated in WP8 that starts in M3. A draft strategy document will be available by M9.

The final TM LSRI proposal will take into account feedback from another round of stakeholder consultation. Project Management (WP1) and Dissemination and Promotion (WP7 run throughout the project).

2 INTRODUCTION: GOALS AND OBJECTIVES

The CSA will develop a framework for structured and professional dissemination, through an ambitious strategy and a detailed communication and promotion plan. The plan presented below provides the guidelines for the in-depth dissemination strategy to be prepared in WP7, as formal deliverable D7.1 on M4.

The TM LSRI maturing process will deliver detailed roadmaps for the 10-year programme and its pillars, as well as a dense ecosystem of participating organisations and stakeholders. Exploitation of CSA results refers to actually proceeding with the implementation of the TM roadmaps and/or using the ideas discussed and elaborated by the TM Ecosystem in new research and innovation projects, including creating and marketing products, services or processes, as a result of interactions among project actors and stakeholders, initiated in the course of the CSA. The CSA dissemination is, therefore, designed to cover a time period including and extending well beyond the CSA project duration.

Additionally, it is intended to found a legal framework in order to create a strong organization that works independently from project funding and ensures the sustainability of the LSRI in the long run. The so called "Time Machine Organization (TMO) – Organization for international cooperation in technology, science and cultural heritage" will be an association under Austrian law and based in Vienna with the following aims:

- Be the institutional framework in order to ensure the sustainability and economic independence of The Time Machine Project.
- Be a strong collaborative network of institutions, experts and civil society.
- Ensure the powerful further development of technologies for capturing, processing and using historical data in many ways.
- Act as a bridge between disciplines and sectors and, in doing so, create strong new alliances.
- Run large-scale distributed digitisation and computing infrastructures that will connect history and culture across the world in order to make up for the past and future. This will pave the way for scientific and technological progress to become a powerful ally to safeguarding the diversity of Europe and therefore make the Time Machine vision come true.

In view of the above, the specific core objectives of the dissemination strategy are to:

- Develop stakeholder networks comprising researchers, innovators, decision-makers and other members of civil society. These networks will participate in the road mapping process and produce substantial communication-multiplier effects across the EU and worldwide.
- Unite these stakeholder networks in a sustainable legal framework in form of the Time Machine Organization (TMO) in order to create a strong economic and operational base for the LSRI.
- Promote the LSRI to the European Commission and other funding institutions, creating favourable conditions for its being financed through Horizon Europe, Digital Europe Program1, European Structural and Investment Funds, and other regional, national, transnational and pan-European funding mechanisms and schemes for cross-border cooperation.

To reach the above-mentioned prioritized objectives, the dissemination strategy executes concrete actions aligned to the following missions.

- Create an organizational infrastructure for promotion and communication inside and outside the consortium.
- Define a corporate identity and brand strategy as well as the core content for communication and promotion.
- Strengthen and expand the TM Ecosystem through commitments and engagements of the above stakeholders to TM objectives and planned actions as well as to a permanent membership in TMO.
- Develop citizen and civil society communities. These networks will participate in the road mapping process and produce substantial communication-multiplier effects across the EU and worldwide.
- Raise understanding of TM and expected benefits to the European and international CH communities as well as to the general public.

The CSA Dissemination Strategy requires close interaction with those WPs centred around the 4 Pillars (WP2, WP3, WP4, WP5). Especially the information collected and generated in WP5 will provide essential knowledge for curating a communication and dissemination strategy tailored to ideally disseminate the core objectives of the TM CSA that can be extended to cover the LSRI requirements: Pillar 4/WP5 will develop framework conditions related to the outreach of TM to all critical target groups, and its innovation output, understood as exploiting all value-added outcomes produced during the LSRI.

3 MAPPING OF STAKEHOLDERS AND TARGET GROUPS

Communication and promotion of the TM can only then be successful, if the targeted stakeholders and target groups - that is their (potential) needs and concerns - are defined and analysed. This understanding will in turn support the progression and expansion of the TM. Major target audience identified are the TM stakeholders, which will eventually make up the TM Ecosystem.

To profile these stakeholders and target groups, the following questions should be kept in mind:

- Who or which group shows specific interest in the project?
- Who or which group could potentially show interest in the project?
- For whom or which group is the project useful?
- For whom or which group could the project potentially be of use?
- Who can contribute or support the project materially or non-materially?
- Who has influence on the implementation process?

The development of the TM CSA Communication and Dissemination Strategy needs to stay dynamic throughout its progression, making sure to include stakeholder monitoring mechanisms (WP5) to continuously identify and profile relevant stakeholder groups as well as strategies and workflows for continuous stakeholder specific dissemination and communication. This is closely connected to an appropriate brand strategy as well as dissemination material for targeted stakeholder communication. Under this objective special emphasis will be paid to sharing results through the local and national media.

3.1 THE TM ECOSYSTEM – STAKEHOLDERS' FORUMS

Key messages:

- Becoming part of a growing network of a continuously growing consortium
- Unify all of European history into one platform, for the first time ever
- Join forces around one of the most ambitious projects on European culture and identity
- Reach a density of information that was never accessible before
- Radically change the way European heritage is understood, preserved and experienced
- Help sustain global memory
- Help safeguard the diversity of cultural heritage
- Change the nature and scale of research methods
- Allow bolder questions to be asked and new levels of understanding to be reached
- Build the most powerful historical knowledge system ever created
- Enable fundamental technological breakthroughs and advancements that will serve industries and applications way beyond the Time Machine project

The main target group of TM consists of large numbers of **researchers**, **innovators**, **professionals** and **decision-makers**. This very **broad and diversified audience** will be segmented according to the specific objectives and needs of the four TM pillars, which call

for different profiles, roles and interventions of participants. We will, therefore, form and manage **four Stakeholders' Forums, seeking to leverage synergies across these groups**.

In connection with the WP5, particular attention will be given to the early identification of key players that complement the strengths of the existing ecosystem in each forum, so a comprehensive list of institutional and sectoral stakeholders will be identified for each TM pillar at project start. Our primary focus will be on actors who, due to their influential position, can have a **multiplier effect** in their environment. A preliminary list of such actors is presented in Table 2. Invitations will be sent, and participation will be facilitated through follow-up interactions, using the very large contact database and cooperation network of the TM consortium.

The operation of the Stakeholders' Forums is based on a **continuous online** and a **formal consultation process** combined with the organisation of **thematic workshops**. In these actions, forum members will have the opportunity to provide comments on documents describing progress in the development of roadmaps. Formal consultations will be organised in M3-5 on the roadmap drafts for each pillar, and on M10 on the overall draft of the TM proposal. In parallel, thematic workshops will be held where the roadmap drafts and the overall TM draft will be discussed with senior representatives of key stakeholder groups.

In this way, at the end of the CSA, a commonly agreed set of strategic priorities and associated action plan will be elaborated, and a critical mass of actors will be committed to the TM LSRI. **The TM Stakeholders' Forums will continue their operation after the CSA, taking the form of pan-European networks that shape integrated partnerships of researchers, professionals and decision-makers in areas related to CH for joint work to reach the objectives of the TM LSRI**. This continued cooperation beyond the duration of the CSA will be facilitated sustainably through the Time Machine Organisation which will be the institutional framework ensuring economic independence as well as cross-sectoral communication and partnerships.

Table 2: Indicative stakeholders list with multiplier effect

TM pillar	Targeted stakeholders
Pillar 1 S&T for the Big Data of the Past	• EIT Digital • European Open Science Cloud and SSHOC • Professional organisations for historians / archivists / libraries / museums • International umbrella institutions providing the necessary authoritativeness for the TM approach, such as ICOM for museums, IFLA for libraries, ICA for archives • Owners of legacy material and objects
Pillar 2 Time Machine Operation	• EuroHPC Joint Undertaking • City, local, regional authorities • Federated network of hardware and software providers • Open source developer communities • Scholarly workspaces, networks and communities • Patrimonial institutions
Pillar 3 Exploitation avenues	• GLAM-institutions • Research associations in SSH • DH Associations (European Association of DH; Alliance of DH Organisations) • Educators (e.g. via the European Association of History Educators, EUROCLIO) • Learned Societies • Publishers (e.g. Brill, Elsevier, Pearson, Coursera) • Public and commercial broadcasters and news agencies • Design agencies • Tourism Associations • Research institutes and centres • Creative industries branch organisations • Government bodies and associations dealing with land use
Pillar 4 Outreach and Innovation	• Standardisation bodies • Working groups on Open Data • Associations / Think tanks for the promotion of Cultural Heritage

3.2. INTERACTING WITH POLICY-MAKERS — RESEARCH FUNDERS

Key messages:

> - TM is an integrated programme that has to be funded in its entirety for underlying benefits to be maximized
> - A unique alliance between the best European players in science, technology and cultural-related areas
> - Combining the knowledge and expertise of the best researchers and scientists with the power of cutting-edge technology
> - Make Europe the leader in the extraction and analysis of Big Data of the Past
> - Increase the scientific reputation of European institutions and attract talent to this area
> - An ambitious and cutting-edge project aiming at a digital revolution
> - Focusing all our efforts into pushing the boundaries of science and knowledge
> - Build the most powerful historical knowledge system ever created
> - Enable fundamental technological breakthroughs and advancements that will serve industries and applications way beyond the Time Machine project
> - Position Europe as a key centre of innovation in digital heritage for the decades to come

Already at an early stage, the project will establish links with policy-makers and institutional funders of research and innovation at EU, national and regional level, in order to present the TM objectives and implementation plan and discuss how these can be integrated into European and national / regional research agendas. Expected key outcomes of these interactions will be commitments to support the LSRI at political level, as well as the identification of complementary sources of funding.

This target group comprises Brussels-based EU decision-makers that need to know about TM as a potential future LSRI, as well as authorities in the Member States, ministries and research funding agencies, that need to learn about TM and collaborate in the future co-funding of the project. Another category is philanthropic organisations that make important contributions on works related to CH.

The most efficient way to approach policy and decision-makers is to explain how TM is linked to their areas of responsibility and the way it can contribute to objectives related to their function. Many EU politicians are concerned about the rise of populism and extremism, so communication should explain how TM would help Europeans better understand the history and the powerful lessons to be learnt from it, by presenting it in ways suited to the modern citizen – engaging, accessible, dynamic, immersive – and how TM will help prevent both citizens and leaders repeating the mistakes of the past by, for instance, simulating viable alternative ways forward. In this way, TM's role as part of a much-needed complex response to the critical problems we face as a society will be visualisable.

The decision-makers will be initially **reached through events, media and meetings**, aiming to present project objectives and aspects of common interest. The successful outcome of

such meetings will be an agreement on common objectives and the co-development of research agendas, including commitments to funding support.

A strategy on how to best approach policy and decision-makers is outlined in 6.9.

3.3 ENGAGING WITH CITIZENS' TM COMMUNITIES

Key messages:

- Time Machine is the most extensive platform of historical knowledge
- Reach a density of information that was never accessible before
- Help sustain global memory
- Help safeguard the diversity of cultural heritage
- Change the nature and scale of research methods
- A socially-inclusive and transparent tool
- Connect Europeans with their history and each other through their common heritage
- Make cultural heritage experienceable
- Make history and culture approachable and available to anyone

TM will set the foundations for a continuously evolving group of citizen users who will participate in the transcription and interpretation of the machine-extracted information on the Big Data of the Past.

This group will contribute knowledge, expertise and their personal heritage, online and at offline events, to strengthen personal, inter-generational and communal ties at local, regional, national and/or transnational levels.

As part of the Pillar 2 roadmap (WP3), the methodology will be developed to form this TM citizen community and manage its operation, including initiating topics of discussion and organising events, as well as following-up and exploiting the feedback received. This methodology will be tested by pilot groups from the great number of Europeans interested in history and culture. This will initially be approached through the TM website and then by specific methodological tools (social media, dedicated electronic platforms available through the TM website, physical events).

3.4 TARGET GROUPS AND AUDIENCES

Key messages:

- Developing an intuitive and searchable portal with quick and easy access to an unprecedented amount of historical information
- Communicate European cultural heritage on a massive scale
- Grant everyone access to the most dense platform of cultural heritage institutions, without requiring any expert skills
- Connect Europeans with their history and each other through their common heritage
- Make cultural heritage experienceable
- Introducing more inclusive and engaging tools
- Make history and culture approachable and available to anyone
- Make virtual time travel as easy as space travel
- Revolutionise the way we navigate the past

Besides actively engaging and interacting with the primary target group, the stakeholders, to strengthen the TM Ecosystem, it is important to identify further target groups and target audiences to take into the focus of communications, information and advertising. In order to be able to tailor messages to these target audiences and find avenues where they can be reached, operational goals of the TM are defined and matched with corresponding target groups as well as defined communication actions – see Table 3.

4   COMMUNICATION HUB

To ensure smooth and coherent communication with stakeholders and target groups, a professional Communication Hub is needed. The Communication Hub is comprised of an expert Communication Team steering and handling all outward TM communication. The Communication Hub sets the tone and direction so that all communication activities, products and dissemination materials work harmoniously to reach the objectives of the project: expansion of the TM Ecosystem and firmly implementing and anchoring the TM in European, national and regional research agendas.

This team guides and supports the dissemination of the TM by providing specified services for TM consortium members warranting high-quality and coherent information dissemination. Furthermore, the Communication Team works closely with internal key actors inside the TM (Project leader, Executive Committee) as well as holds reliable and close contact with stakeholders and target audiences. It is vital for the Communication Team to function to their fullest potential for the purpose of the TM, to establish internal project communication workflows to guarantee long-term sustainability.

4.1 ORGANIZATIONAL STRUCTURE

In order to ensure smooth communication workflows, a clear organizational structure for communication and promotion is needed.

The Communication Team is led by WPL7 ICARUS in close cooperation with the coordination unit and supported by the other participating project partners of task 7.1-7.7. In concrete responsibilities, this means:

- Taking care that the common dissemination rules are followed.
- Controlling of messages published by TM and by partners.
- Checking internal communication workflows.
- Coordinating external communication activities (event participations, presentations, etc.)
- Ensure dissemination services for partners (see chapter 4 Communication Hub)
- Acting as first point of contact for external requests

The Communication Team acts on various levels: (1) on behalf of the project consortium on a pan-European level, (2) with the help of the project partners on a national level in the Member States and (3) on the level of various stakeholder groups.

Within the TM consortium **National TM Ambassadors** as well as **pan-European TM Ambassadors** will be identified. The TM Ambassadors serve as points of contact for specific national or pan-European requests and inquiries by audiences/policy makers. Vice versa the national and pan-European representatives of the TM disseminate the project on national/regional as well as European level.

Therefore, in each Member State one central contact institution is appointed that delivers relevant information for dissemination to the CT and that takes care of promoting messages from the CT to be published in the various Member States. The same applies for certain stakeholder groups that are organized at an international level.
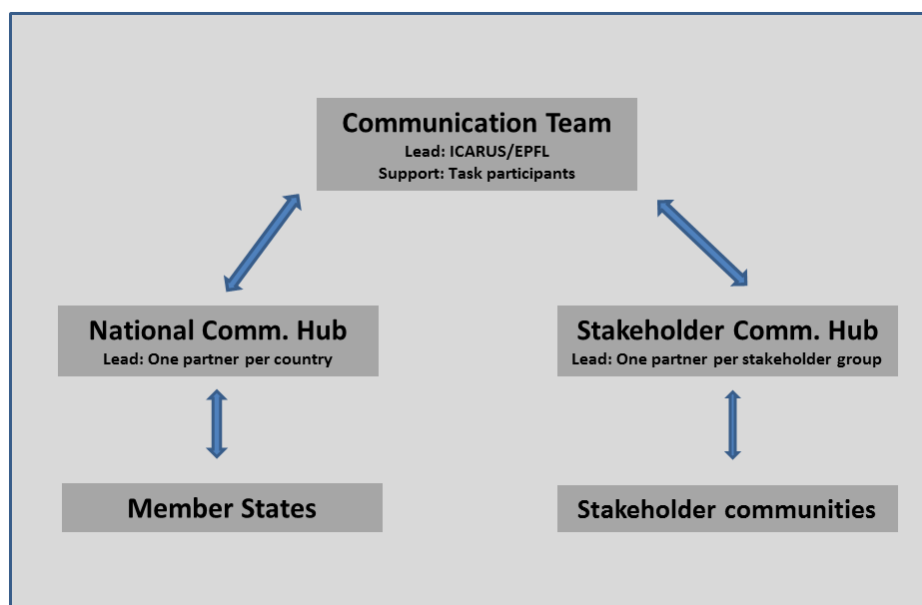
4.2 INTERNAL COMMUNICATION WORKFLOW

In order for the Communication Team to manage the maintenance of the website as well as the social media accounts, internal TM consortium communication workflows must be established. To expand the audience and thus the visibility of the TM, everything concerning the project (news, event participation, comments on topics etc.) should ideally be channelled through the TM dissemination channels first and foremost.

Therefore, a **centralized pool collecting all relevant TM activities from which the Communication Team can draw from and develop communication campaigns** must be installed:

This is done by setting up an **online form accessible to all TM consortium members where all necessary information on upcoming events, research results/updates, conference/workshop participation, important cultural heritage events and/or initiatives/projects that the TM should engage with etc. can be deposited** and made available for the Communication Team in this repository. This way, the Communication Team has all relevant information to prepare outward-directed communication actions.

Based on this information flow, the Communication Team composes respective messages/post to be delivered to the public via social media and also coordinates the updating of the website´s blog entries for the "Forum" and "Press Room" with relevant content.

Furthermore, a system will be set up with which the CT can manage the **onboarding process of new stakeholders**. This process is detailed below:

New Time Machine Partner Onboarding
Kevin Baumer | April 8, 2019
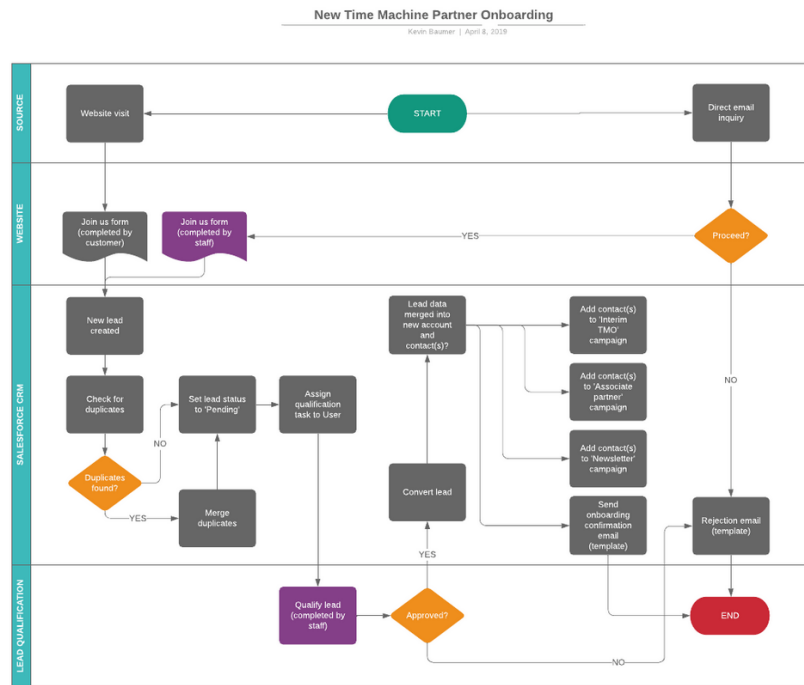
Also, the CT is responsible for managing the **onboarding process of newsletter subscriptions** as described below:

Time Machine Newsletter Onboarding
Kevin Baumer | April 8, 2019

D7.1 — Dissemination and promotion strategy
Grant Agreement No. 820323
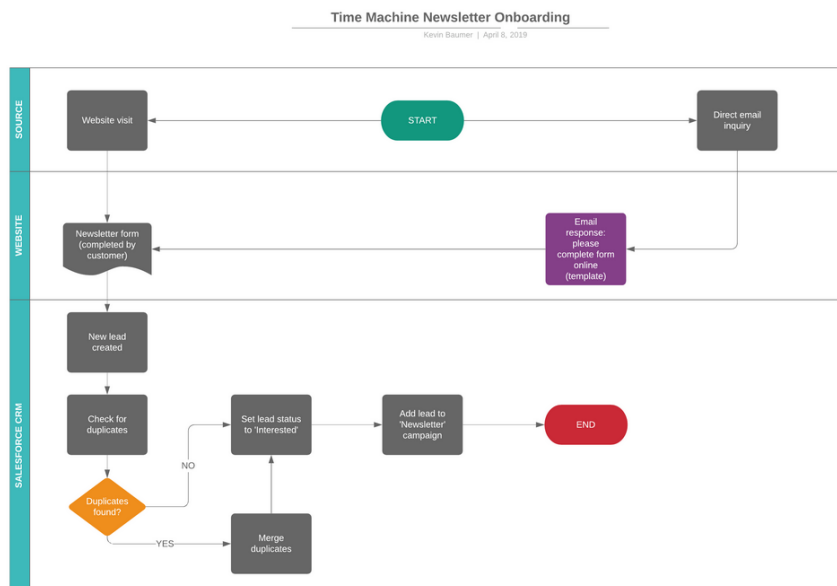
4.3 SERVICES

The CT provides strategic guidance and operational support in the different communication activities for TM partners as well as offers various services for partners in order to support them with their dissemination work, be it the distribution of materials, press releases or project presentations at various events.

This means concretely the provision of the following:

- Templates for PowerPoint presentations
- Promotional videos
- Visual material (images)
- Press releases
- Templates of printed material in English to be translated and adjusted for national or specific purposes
- Templates for production of rollups, flags, brochures etc.
- Personal briefing on key messages of the TM for National and pan-European TM Ambassadors

The CT is responsible for the implementation of actions by TM partners. Each partner, that is each National TM Contact, is to realize one formal and one informal national cooperation meeting in their respective country to expand the TM stakeholder Ecosystem. The CT provides all necessary briefings incl. TM promotion material, strategic guidance and consultation necessary for the TM partners/TM Ambassadors to successfully realize these actions. A description of this proceeding is detailed in 6.9.

5 COMMUNICATION BASICS

External communication must be based on strict rules and workflows in order to ensure an appropriate appearance of TM in the public. This regards the content of messages as well as the graphical design of digital and printed media.

5.1 CORPORATE BRAND IDENTITY

Creation of visual identity including **branding guideline and design manual** for any printed and digital promotion material (flyers, posters, broschures, roll ups, banners, website, social media channels, press stands etc.) is key to coherent, pan-European communication and dissemination of the TM.

As part of the Communication Team and in order to ensure that the design appearance of the TM is coherent throughout the heterogenous consortium member network, a **centralized TM Design Team** is responsible for creating promotional material upon request, providing templates for partners to adapt (for instance: language) and serving as **quality management authority** counterchecking any promotional material designed by individual partner´s graphic designers.

The corporate identity comprises the following areas:

- Branding guidelines
- Design manual (defining colour palette, typography [online/print], clear spaces, on-brand supporting graphics, design assets, icons, images/photographs etc.)

5.2 MESSAGE DEVELOPMENT

Based on the identification of targeted stakeholders and target groups, main messages to be delivered to each group can be developed. For the TM, 3 key pillars of messaging have been identified: Knowledge, Inclusion, Disruption. The Message Development/Matrix and Communication Objectives (see Table 2 as well as Table 3) state the intended information to be communicated to the public and give answer to the question of how specific communication activities can generate greater public knowledge and impact of the TM.

Table 3: Messaging Matrix

Pillar	Pillar Key Message What?	Supporting Attribute How?	Supporting Benefit Why?
Knowledge	Time Machine is the most extensive platform of historical knowledge	Transforming 5,000 years of historical data from archives all around Europe into a digital system - Create a historical mirror world	Reach a density of information that was never accessible before
			Radically change the way European heritage is understood, preserved and experienced
			Help sustain global memory
			Help safeguard the diversity of cultural heritage
		Filling the gaps of historical data by linking knowledge of the past and the present	Change the nature and scale of research methods
			Allow bolder questions to be asked and new levels of understanding to be reached
		Scanning, analysing, accessing, preserving and communicating Big Data of the Past	Establish patterns and make better predictions for the future
	A unique alliance between the best European players in science, technology and cultural-related areas	Combining the knowledge and expertise of the best researchers and scientists with the power of cutting-edge technology	Make Europe the leader in the extraction and analysis of Big Data of the Past
			Increase the scientific reputation of European institutions and attract talent to this area
			Only access highly curated information based on reliable and scientifically proven data
			Unify all of European history into one platform, for the first time ever

		Coordinating a growing network of a continuously growing consortium	Join forces around one of the most ambitious projects on European culture and identity

Pillar	Pillar Key Message What?	Supporting Attribute How?	Supporting Benefit Why?
Inclusion	A self-sustainable and open source platform for unified access to historical data complementary to already existing initiatives	Developing an intuitive and searchable portal with quick and easy access to an unprecedented amount of historical information	Communicate European cultural heritage on a massive scale
			Grant everyone access to the most dense platform of cultural heritage institutions, without requiring any expert skills
			Connect Europeans with their history and each other through their common heritage
			Make cultural heritage experienceable
		Introducing more inclusive and engaging tools	Make history and culture approachable and available to anyone
	A socially-inclusive and transparent tool	Building an intelligent platform in line with European values	Encourage citizens, researchers and anyone around the world to contribute to the project and feel a part of it

Pillar	Pillar Key Message What?	Supporting Attribute How?	Supporting Benefit Why?
Disruption	An ambitious and cutting-edge project aiming at a digital revolution	Focusing all our efforts into pushing the boundaries of science and knowledge	Build the most powerful historical knowledge system ever created
			Enable fundamental technological breakthroughs and advancements that will serve industries and applications way beyond the Time Machine project
			Position Europe as a key centre of innovation in digital heritage for the decades to come
		Building the most precise 4D visualisations and simulations, mapping Europe's past and future	Make virtual time travel as easy as space travel
			Revolutionise the way we navigate the past
	A step towards the future of education	Introducing interactive and exploratory learning	Profoundly transform the way we teach and learn about cultural heritage and history

5.3 OPERATIONAL GOALS AND ACTIONS

The communication strategy has been designed to connect with stakeholders in the medium that works best for them, using a style that is adapted to their profile and needs. Dissemination and promotion will be organised around operational goals shown in Table 4, together with corresponding target groups. The related communication actions are described next.

Table 4: Dissemination operational goals, target groups and communication actions

Operational goal	Target groups	Communication actions
Creating awareness of TM objectives and benefits	- Academic and research community - Businesses and industries - Professional associations, organisations and NGOs dealing with CH - Decision-makers (at national, regional and local level) - Citizens	- TM website, leaflet, e-newsletters, videos - Social media - Press releases - Presentations at scientific and business events
Strengthening the TM Ecosystem		- Thematic workshops - Consultation of TM stakeholders for the co-design of roadmaps - Briefings to relevant EU business and technology platforms
Aligning research agendas and securing funding	- Policy-makers - Institutional research funding organisations - Organisations in charge of national research and innovation programmes	- Briefings on TM research objectives, outcomes and impact - Workshops on the development of common research agendas
Presenting the TM Ecosystem	All the above	- TM final conference - Press release - TM document

6 ACTIONS

Delivering identified key messages of the TM as well as engaging directly with audience groups through communication actions (traditional media, physical events, website and social media), it is pivotal to closely orchestra and manage outward communication flows, creating a clear-cut and coherent profile of the TM.

The project will produce standard mass communication tools, including a **leaflet**, **e-newsletters** and **press releases**, as well as **videos**. **Social media** channels such as Facebook, LinkedIn, Twitter, Instagram and blogs will help add more personal and business dimensions as well as stimulate further interest from relevant groups. These efforts will build upon the social media campaign already launched during the CSA preparation phase.

6.1 PRINTED DISSEMINATION MATERIAL

The centralized TM Design Team will create an initial basic **project brochure and poster** for presenting the TM to a broad audience. For a more specific use area such as presenting the TM to policy-makers, a **TM Fact Sheet will** be produced.

Any further dissemination material needed for promoting the TM to specific audience groups and stakeholders, can be designed upon request by the TM Design Team. This way, a pool of templates will be established from which the consortium can draw material.

1.2 DIGITAL DISSEMINATION MATERIAL

Two videos (by M3) will be produced under the Lead of Task 7.2 Leader EPFL: One tailored to the wider public explaining in lay terms the concept and expected results, and the other **targeting policy-makers**, focusing on benefits and impact.

Furthermore, other short videos of interviews and testimonials from typical TM stakeholders (researchers, innovators, business experts, citizens) will be realised as well.

1.3 SOCIAL MEDIA

Key tactical plan consists of using social media channels to propagate a key set of ideas (Table 3-2) as well as announcements of TM activities in the form of tweets and Instagram posts. The plan includes efforts to engage with magazines, journals and other important meeting points in the communities of scientific, tech and cultural heritage actors. Engagement with events and issues related to cultural heritage has also a strategy to be implemented.

Additionally, messages will be geared towards contributing to greater social media debates on key contemporary problems (political polarisation, disinformation, etc.) by showcasing the work the TM has been producing and engaging with already existing works of equal relevance.

Another great potential for the TM to raise visibility and deliver its key messages within the context of social media, is to engage in "international # days" such as #worldheritageday, World Creativity and Innovation Day (#WCID) etc.

Starting from this messages and campaigns can be carved by the Communication Team directly relevant to conversations whereby cultural heritage, history and the digital humanities can offer intellectual and practical contributions. Poly-directional conversations with other accounts will be facilitated, especially as a way to keep up with the complex (and occasionally controversial) nature of the debates the Time Machine would be engaging with.

1.4   WEBSITE AND NEWSLETTER

Online communication will be based on an interactive and accessible **CSA website** made available as a powerful tool for boosting information flow, by upgrading the current TM site before M2. The Communication Team will coordinate the creation of blog entries for the "Forum" and "Press Room" as well as update the "Timeline" – highlighting important milestones of the TM and publish quarterly newsletters on the website as well email to contact list (Task 7.2) to reach stakeholders.

6.5 PARTICIPATION IN HIGH-PROFILE EVENTS

We foresee the participation of the project in up to ten relevant European or international **high-profile events** (workshops, conferences and exhibitions) taking place within the EU, to promote TM, exploiting thought leadership opportunities as speakers and/or panel members. Such events will be chosen taking into account their relevance to the objectives of the dissemination strategy and expected communication impact (audience to be reached, alliances to be formed). An indicative list of such events is presented below:

- European Cultural Forum 2019: a flagship event hosted by the European Commission for the cultural sectors' key players debating EU culture policy, where digital innovation is a topic of increasing relevance.
- European Big Data Value Forum 2019: a key European event for industry professionals, business developers, researchers and policy makers to discuss data economy and data-driven innovation.
- European Tourism Day 2019: an event where stakeholders discuss specific themes selected on the basis of current policy priorities, with strong focus on Smart Tourism.

The CSA will also jointly organise, with other candidate LSRIs, and participate in an event addressing a broader stakeholders' community for the dissemination of main objectives and findings of the CSA actions.

A list of high-profile events will be compiled by the TM consortium and managed by the CT. In consultation with the Steering Committee and the National as well as pan-European TM Contacts, decisions will be reached on who is to attend which events to disseminate the TM. This list of events clearly states the relevance for TM presence/participation through the identification of "event topic/category" such as "Digital Humanities, "Digital Heritage", "AI", "Computer Science" etc. as well as the identification of the type of event such as "Scientific/technical event", "Policy event" or "TM Dissemination". A short report on each attended event is provided by the respective attendees.

6.6 STRENGTHENING THE TM ECOSYSTEM – TM STAKEHOLDERS' FORUMS

In order to ensure the widest possible outreach to and involvement of organisations in the Stakeholders' Forums presented above, a comprehensive contact database will be compiled at project start. The database will be classified according to the thematic areas of the pillars and stakeholder characteristics (type of organisation, country, degree of involvement in TM).

The TM stakeholder forums serve as a tool in order to drive the road mapping process forward and to include as many stakeholders in its development as possible. The management of this action is taken care of by WP5.

The Stakeholders' Forums will be engaged in a continuous *consultation process* supported by the project website, through which members of the Stakeholders' Forums will:

- Participate in online discussions on selected topics
- Comment on specific aspects of roadmap development
- Subscribe to communication events
- Take part in the consultation processes organised for the approval of the draft Pillar Roadmaps (M3-5) and the LSRI proposal (M9)

There will be five **thematic workshops** where selected senior representatives of the Stakeholders' Forums give feedback on the draft pillar roadmaps (four workshops in M5-7), and for the draft TM LSRI proposal (one workshop in M10). The workshops will be organised in the form of focus groups, whereby:

- Prior to the workshop, participants receive a brief or scoping paper on the central theme in the form of a report prepared by the project, showing the main arguments on which proposals are based
- Separate sessions are organised with facilitators and rapporteurs to examine and debate specific items of the agenda
- A plenary session follows to present the main findings
- Main conclusions are validated by participants and used in the elaboration of agreed documents

In correlation and to further carve the identification of stakeholders, WP5 starts a screening phase in M1-M3 with

- and online survey amongst DH and CH scholars (M2)
- Identification of high-profile contacts (M2-M3)
- Research of best practices from former LSRI (M1-M3).

The screening phase output is a list of external stakeholders to be involved. Initial contacts are followed by targeted *briefs* on TM research objectives, outcomes and impact as well as guidelines for hosting workshops with stakeholder associations.

A WP5 workshop phase (M4-8) will establish cooperation between stakeholders and WP5, discussing and developing the Pillar 4 Scoping Document through stakeholder consultations (M5-10) and stakeholder workshops (M7-M10). The foreseen WP5 workshop phase in detail:

- The Pillar Scoping Document (M4)
- The list of external stakeholders to be involved in the WP (M4)
- The detailed Work Plan for the Work Package (who does what by when)
- The internal workshop for the presentation discussion of the Pillar roadmap (M8)
- The stakeholder consultation (M5-M10).
- The stakeholder workshop (M5-M7)

The workshop phase is aiming to (1) collect and assess relevant organisations and associations on an international level, (2) concept and propose instruments for supporting TM dissemination as well as (3) schedule a roadmap for follow up actions and contacting.

6.7 STRENGTHENING THE TM ECOSYSTEM – TM CITIZEN COMMUNITIES

The initial awareness raising campaign will enable the project team to identify and form a contact database of EU citizens with a strong interest in history and culture. This group will be invited to closely follow the progress of the Pillar 2 roadmap's development, and to participate in pilot actions that test methodologies for transcription and interpretation of the machine extracted information on the Big Data of the Past.

The TM Citizen Communities are envisaged to be developed around Local Time Machines where pilot actions such as data sprints will actively engage specific communities interested in Time Machine.

6.8 ALIGNING RESEARCH AGENDAS AND SECURING FUNDING

Work starts with an extensive screening process in three areas:

- Identification of EU funding schemes that could be used for the different TM pillars.
- Appointment of national TM coordinators taking care of communication in the respective member states (authorities, stakeholders, public).
- Identification of national authorities that are responsible for funding research and innovation programmes related to CH in the Member States and Associated Countries.
- Identification of philanthropic organisations that make significant contributions to CH.

The screening phase is followed by contacting key persons in the corresponding organisations, using the Consortium contact database for introductions. Initial contacts are followed by targeted **briefs** on TM research objectives, outcomes and impact, and **workshops** aiming to discuss and agree on common strategic objectives, volumes of support and funding procedures. This operational goal involves the production of extensive documentation to support initial contacts and follow-up actions. These will be accompanied by:

- An awareness raising event at the European Parliament with MEPs and National Representatives
- Informal and formal meetings with national authorities by national TM coordinators

- National information/promotion events in at least 20 Member States and Associated Countries
- Workshops with at least ten philanthropic organisations.

6.9 STAKEHOLDER ACQUISITION AND APPROACH TO POLICY AND DECISION-MAKERS

Aim of the TM Ecosystem is to create the largest, cross-sectoral alliance between the best European players in science, technology and cultural-related areas.

The TM Communication Team will therefore instruct and guide the National TM Ambassadors to realize

- at least one **official meeting** with potential national cooperation partners and TM stakeholders to introduce the TM to interested potential future stakeholders as well as connect and expand an already existing network of national stakeholders (due until August 2019)
- **informal meetings** with policy-makers on national level in order to anchor the TM in respective funding and research agendas (due until November 2019)

6.10 PRESENTING THE TM ECOSYSTEM

TM will be presented to a wider public within two conferences: firstly, the **annual TM conference** held 2019 in Dresden from 10-11 October and secondly the CSA will be concluded with a *TM final conference* organised in Brussels, aiming to present the TM LSRI proposal. The conference will last one day and will involve *circa* 150 participants, including senior decision-makers at EU and national level, senior representatives from research funding organisations, key names and reference organisations in CH, EU and national players in the relevant sectors from all over Europe, including business multipliers, and representatives from the academic community and civil society.

The conference will include an official ceremony, where a memorandum of understanding, or an equivalent measure among the TM stakeholders, will be announced for the pursuit of efforts to develop the TM vision.

6.11 BUILDING A LEGAL FRAMEWORK – THE TIME MACHINE ORGANIZATION

The founding process is designed in the sense of a bottom up principle, where all current CSA partners can build the Time Machine Organization (TMO) jointly.

Within two consultation phases, they can have their say on the goals, possible benefits, activities, inner structure of the TMO as well as express their opinion, their ideas, their expectations in terms of the future organization.

The founding process consists of the following steps:

1. May 2019: **1st consultation phase** (open to CSA partners and TMO interim partners): basic framework conditions of membership, goals of TMO.

2. End of May 2019: Finalization of terms of membership based on the first consultation process.
3. June 2019: Opening of registration process for regular membership.
4. July 2019: **2nd consultation phase** (open to regular members): inner structure of the association (functions), constitution and preparation of elections.
5. 10/11 October 2019: **Constitutive general assembly** within the Time Machine conference in Dresden.

After completion of these steps TMO will be operational and start to work on governance and inner structures in strong accordance with WP 6. TMO shall be a useful complementary element to the LSRI and ensure the LSRI´s sustainability in the long run.

5. IMPLEMENTATION TIME SCHEDULE

Task Actions to be taken	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
2. Mapping of stakeholders and target groups												
2.1. Identification of stakeholders to be approached	▓	▓	▓									
2.2. Approaching and involving of potential stakeholders		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
3. Communication Hub	▓	▓	▓				▓	▓	▓	▓	▓	▓
3.1. Establishment of central Communication Team	▓	▓										
3.2. Appointment of national coordinators			▓									
3.3. Appointment of stakeholder coordinators												
3.4. Setup of internal comm. Workflows		▓										
3.4.1. Information flow inside consortium (information, events, etc.)		▓										
3.4.2. Process how to deal with external requests		▓										
3.4.3. Information flow CT / national / stakeholder coord.												
3.5. Provision of central diss. services			▓	▓				▓	▓	▓	▓	▓
4. Communication basics												
4.1. Development of Corporate Identity	▓	▓										
4.2. Message development	▓	▓										
5. Actions												
5.1. Printed materials		▓	▓									
5.2. Social media	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
5.3.1. Website	▓	▓										
5.3.2. Newsletter				▓		▓	▓		▓	▓		▓
5.4. Participation in events		▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
5.5. Stakeholder forums			▓	▓	▓	▓	▓	▓	▓	▓	▓	▓
5.5.1. Consultation processes draft pillar roadmaps			▓	▓	▓							

Task													
5.5.2. Consultation processes draft LSRI proposal										▓			
5.5.3. Workshops draft pillar roadmaps (4)					▓	▓	▓						
5.5.4. Workshops draft LSRI proposal											▓		
5.6. Involvement of TM citizen communities in pilot actions						▓		▓	▓	▓	▓	▓	
5.7. Aligning research agendas / securing funding			▓	▓	▓	▓		▓	▓	▓	▓	▓	
5.7.1. Identification of EU funding schemes			▓		▓	▓		▓	▓	▓	▓	▓	
5.7.2. Appointment of national TM coordinators			▓										
5.7.3. Identification of national authorities responsible for funding			▓	▓									
5.7.4. Identification of philanthropic organisations			▓	▓									
5.7.5. Awareness raising event at the European Parliament					▓								
5.7.6. Informal and formal meetings with national authorities			▓	▓	▓								
5.7.7. National information events				▓	▓	▓		▓					
5.7.8. Workshops with at least ten philanthropic organisations				▓	▓			▓					
5.8.1. TM conference Dresden, 10-11 October 2019									▓				
5.8.2. TM concluding conference Brussels, February 2020													▓

6. MEASURABLE CONTROL POINTS AND ACTIVITIES` ASSESSMENT THROUGH SPECIFIC KPIS

During the CSA, the action plan will be evaluated and reviewed every three months. An account of communication activities produced along with their evaluation, as well as proposals for changes and improvements for the forthcoming communication activities, will be formulated in quarterly internal reports for tasks 7.3, 7.4 and 7.5.

The effectiveness of the dissemination strategy will be followed up throughout the project in a quantifiable manner. A preliminary list of specific KPIs to monitor the impact progress of communication and promotion activities has been identified at the proposal stage and is presented in Table 5.

Table 5: List of KPIs for the dissemination and promotion strategy

KPI	Target value and date of control
Number of stakeholders identified – contacted – engaged	Target number specified in D7.1 Dissemination Strategy – control values per target group collected on a monthly basis
Number of followers on social media	Target number specified in D7.1 – control values collected on a monthly basis
TM events realised versus planned – target groups attending	Target number specified in D7.1 – control values collected on a monthly basis
Number of TM presentations to high-profile events	Target number specified in D7.1 – control values collected on a monthly basis
Number of organisations committed to TM per stakeholder type	Target number specified in D7.1 – collected on quarterly basis (Months 3, 6, 9)
Number of national funding agencies committed to TM	At least 70% of EU Member States and Associated Countries – control values collected on a quarterly basis (Months 3, 6, 9)
Number of citizens engaged in TM communities	Target number specified in D7.1 – control values collected on a quarterly basis (Months 3, 6, 9)

RULES FOR SCIENTIFIC PUBLICATIONS UNDER H2020

The Horizon 2020 online manual contains full details and rules for publishing under H2020:

http://ec.europa.eu/research/participants/docs/h2020-funding-guide/cross-cutting-issues/open-access-dissemination_en.htm

Any questions or concerns should be addressed to the CU and/or the Coordinator

ANNEX A: OVERVIEW OF TM CONSORTIUM

Partici-pant No	Participant organisation name	Short name	Country
1 (Coord.)	ECOLE POLYTECHNIQUE FEDERALE DE LAUSANNE	EPFL	CH
2	TECHNISCHE UNIVERSITAET WIEN	TUW	AT
3	INTERNATIONAL CENTRE FOR ARCHIVAL RESEARCH	ICARUS	AT
4	KONINKLIJKE NEDERLANDSE AKADEMIE VAN WETENSCHAPPEN	KNAW	NL
5	NAVER FRANCE	NAVER	FR
6	UNIVERSITEIT UTRECHT	UU	NL
7	FRIEDRICH-ALEXANDER-UNIVERSITAET ERLANGEN NUERNBERG	FAU	DE
8	ECOLE NATIONALE DES CHARTES	ENC	FR
9	ALMA MATER STUDIORUM - UNIVERSITA DI BOLOGNA	UniBo	IT
10	INSTITUT NATIONAL DE L'INFORMATION GEOGRAPHIQUE ET FORESTIERE	IGN	FR
11	UNIVERSITEIT VAN AMSTERDAM	UvA	NL
12	UNIWERSYTET WARSZAWSKI	UW	PL
13	UNIVERSITE DU LUXEMBOURG	UL	LU
14	BAR-ILAN UNIVERSITY	BU	IL
15	UNIVERSITA CA' FOSCARI VENEZIA	UNIVE	IT
16	UNIVERSITEIT ANTWERPEN	UA	BE
17	QIDENUS GROUP GmbH	QG	DE
18	TECHNISCHE UNIVERSITEIT DELFT	TUD	NL
19	CENTRE NATIONAL DE LA RECHERCHE SCIENTIFIQUE	CNRS	FR
20	STICHTING NEDERLANDS INSTITUUT VOOR BEELD EN GELUID	NISV	NL
21	FIZ KARLSRUHE- LEIBNIZ-INSTITUT FUR INFORMATIONS INFRASTRUKTUR GMBH	FIZ	DE
22	FRAUNHOFER GESELLSCHAFT ZUR FOERDERUNG DER ANGEWANDTEN FORSCHUNG E.V.	FRG	DE
23	UNIVERSITEIT GENT	UGent	BE
24	TECHNISCHE UNIVERSITAT DRESDEN	TUDr	DE
25	TECHNISCHE UNIVERSITAT DORTMUND	TUDo	DE
26	OSTERREICHISCHE NATIONALBIBLIOTHEK	ONB	AT
27	ICONEM	ICO	FR
28	INSTYTUT CHEMII BIOORGANICZNEJ POLSKIEJ AKADEMII NAUK	PSNC	PL
29	PICTURAE BV	PICT	NL
30	COMPUTER VISION CENTER	CVC	ES
31	EUROPEANA FOUNDATION	EF	NL
32	INDRA	INDRA	ES
33	UBISOFT ENTERTAINMENT SA	UBI	FR