Deliverable 6.2

Communication plan and tools

Big Data for Medical Analytics

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Management Summary

This document describes the Communication Plan and tools in order to carry out a strategic communication, which corresponds to the second deliverable of the Work Package 6: Dissemination, Communication & Standardisation, led by INCLIVA.

The document is structured in seven sections: introduction; definition of the objectives; identification of the relevant targets; strategy, actions and tools, timing, and evaluation:

- The introduction explains the purpose of the document and the background and justification of communication actions in European Union funded projects.

- The second section explains the project and its goals in order to define the communication objectives.

- The third section presents the different targets of the communication and the messages chosen for each objective.

- The fourth section describes the aspects on which the communication strategy is built in order to develop the actions.

- The actions and tools used to carry them out in order to reach the objectives defined are explained in the fifth section.

- The sixth section includes the timing to develop the different objectives.

- Finally, Key Performance Indicators (KPIs) have been defined to evaluate the progress of the Communication Plan.

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1. Introduction

1.1. Purpose of the document

The purpose of this document is to describe the communication plan of BigMedilytics where targets, objectives, actions and tools have been identified to make sure that the project has a maximum impact. This plan will be revised continuously and can be updated during the project with further details.

1.2. Background and justification

Communication is a contractual obligation for Horizon 2020 funded projects. Beneficiaries agree to "promote the action and its results, by providing targeted information to multiple audiences (including the media and the public), in a strategic and effective manner and possibly engaging in a two-way exchange" (Article 38 of the Model Grant Agreement).

Communication activities to promote the project and its results will improve visibility, support and reputation that will lead to more chances of success. A successful implementation of communication plans, along with dissemination and exploitation plan, will help to drive competitiveness and growth in Europe and address societal challenges.[1]

In order to define the purpose of the Communication Plan, it is important to first understand the differences between communication and dissemination:

- **Communication** is focused on informing about and promoting the project and its results and success, it shows the impact and benefits and it is targeted to multiple audiences, including media and society.[1]

- **Dissemination** is focused on describing and ensuring results are available for others to use, it aims to transfer knowledge and results and it is targeted to audiences with an interest in the potential use, like for example the scientific community, industry or policy makers.[1]

It should be mentioned that communication and dissemination actions can sometimes overlap.

1.3. Related documents

D6.1. Website Portal
D6.3. Dissemination procedures

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[1] Source: https://www.iprhelpdesk.eu/sites/default/files/EU-IPR-Brochure-Boosting-Impact-C-D-E_0.pdf

2. Definition of the objectives

2.1. BigMedilytics objectives

In order to define the communication objectives, it is essential to understand the purpose of the project: BigMedilytics aims to transform the region's healthcare sector by using state-of-the-art big data technologies to achieve breakthrough productivity in the sector by reducing cost, improving patient outcomes and delivering better access to healthcare facilities simultaneously. This three-year project has got the following primary objectives:

- Improve chronic disease and cancer outcomes using big data
- Optimize workflows through industrializing healthcare services using big data
- Guarantee replicability of big data concepts for healthcare
- Increase market share through data integration
- Establish secure and privacy preserving cross-border and cross-organisation healthcare services, thus strengthening the EU's Digital Market Strategy
- Define Best "big data" practices
- Enable knowledge transfer

2.2. Communication objectives

The general objective is to ensure that BigMedilytics results will have a maximum impact and that the consortium reaches its ultimate purpose thought communication activities. Communication starts at the outset of the project and continues throughout its entire lifetime.

Four communication objectives have been defined:

1. To create awareness
The first objective is to promote the project giving it visibility. Its goals, the benefits of the use of big data in healthcare and how BigMedilytics will have an impact in people's live will be communicated.

2. To involve external partners
BigMedilytics aims to engage external partners representing all the key players across the healthcare and data value chain that will ensure the uptake of its solutions and concepts across the European Union. The project will gather feedback from these partners to refine the pilots.

3. To maximize the impact of the project results
We need to communicate the results and achievements of the project among multiple audiences at regional, national, and European levels. It is essential to make sure that the results obtained are taken up by decision-makers to influence policy-making, and by the industry and the scientific community.

4. To create effective communication among project partners
The project gathers 35 partners, which represents a continuous effort involving them to inform the public about the developments and the results achieved. In order to create a homogeneous communication and distribute our messages through the largest number of channels it is essential to build an effective Communication Plan. It is also important to establish the frequency of these actions.

3. Identification of the relevant target audiences

3.1. Target groups

Eight target groups have been identified to address the different communication actions defined in the plan:

Target group	Subgroups
Industry	EU HealthTech industry
	EU ICT big data industry
	Health insurance industry
	Pharmaceutical industry
	Healthcare providers (end users)
Researchers / scientists	Clinical scientists and professionals
	Researchers
Policy makers	Healthcare authorities
	European Commission
Standards development organizations	International Consortium for Health Outcomes Measurement (ICHOM)
Patient organisations	Patient organisations in the fields covered by the project
General public	Students form all levels and general public
Media	Specialized media
	Generalist media at regional and national level
Project consortium	35 partners that make up the consortium

3.2. Messages

Some initial messages have been defined for the different objectives and targets:

Objective	Target	Messages
To create awareness	All	*BigMedilytics will transform the EU's healthcare sector through the use of big data.* *BigMedilytics will enhance patient outcomes in healthcare at a lower cost.* *The project implements twelve pilots that cover three areas with the greatest impact on the sector.* *The use of big data in healthcare allows for personalized health research, diagnosis and treatment; citizen-centred health services and efficient healthcare systems.* *BigMedilytics will develop models of responsible compliance in security and privacy for research in healthcare big data.*
To involve external partners	Industry	*BigMedilytics will increase the market share of big data technology providers.* *BigMedilytics will double the use of big data technology in the healthcare sector.* *BigMedilytics will increase productivity while ensuring high quality care in the healthcare sector.*

To maximize the impact of the project results	All	*BigMedilytics will define the best big data technology and healthcare policy practices for the European Union.*
To create effective communication among project partners	Consortium	*Communication helps us to reach our objectives.* *The cooperation of all the partners is essential.* *All partners benefit from the project in reputational terms.*

4. Strategy

The strategy of BigMedilytics will be based on different aspects:

- **35 Consortium partners**

  The project is carried out by a large consortium made up of 35 partners that are global and European leaders. An adequate coordination and the will to contribute in communication will enable a huge exposure of the progress and results of the project.

- **Close link with the BDVA and the BDV PPP**

  BigMedilytics project is an initiative of the Big Data Value Association (BDVA), and can therefore be in contact with other big data projects and attend meetings and relevant events. The project is in line with the updated Strategic Research Agenda of the Big Data Value Public-Private Partnership (BDV PPP), a partnership between the European Commission and the BDVA. It will also use the BDV PPP communication channels (website, newsletter, etc.) to reach more people.

- **Presence at major events**

  BigMedilytics will be present in several events aimed at different targets during the project lifetime. Some events have been identified from the start of the project and will help it to ensure awareness.

- **European Commission support**

  As a Horizon 2020 funded project, the European Commission gives support in spreading the word through its communication channels such as Horizon Magazine, Project stories, research*eu results magazine, research*eu focus, Newsletters, Co-publications or editorial partnerships, Futuris Magazine, Headlines and CORDIS Wire, among others.

- **Use of video**

  BigMedilytics will use the power of the storytelling to communicate the objectives of the project and its results. Three videos will be produced during the project lifetime as well as interviews to partners.

- **Results generated**

  The project itself stands out by the innovative and pioneering nature of the results obtained.

5. Actions and tools

This section describes some initial actions and tools defined to reach our communication objectives, although more actions and tools can be added during the project lifetime. It should be noted that some initial communication tools can become dissemination tools, depending on the interest of our audience in using the results obtained.

5.1. Objective 1

Actions to be tackled in order to achieve the objective 1: **To create awareness**

- **Creation of a project corporate identity**

  Logo and project image
  A logotype was created at the start of the project. It is the element that identifies the project and visually defines the brand since there is a clear visual relationship to the healthcare sector.

Figure 1: BigMedilytics logo

The consortium will also use a project image defined in different tools and platforms, like the website, social networks, templates and posters, among others. The project image transmits the purpose of the project in a graphic way and create a united and identifying image.

Figure 2: project image

Design of templates
A set of templates has been designed following the visual identity defined for the project. The purpose is to keep a consistent and unified image in the different publications, documents and presentations made by the partners in external communication and dissemination events. These templates will enable the audience to identify the project immediately.

A Corporate Identity Manual has been created to collect the BigMedilytics graphic identity elements and the most used range of applications (Appendix B.1).

The public presentations and documents must include the following elements:

- o Big Data Value PPP logo
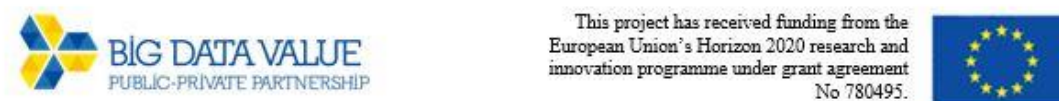- o EU emblem
- o EU funding information and disclaimer

Figure 3: Big Data Value PPP logo, EU emblem and funding information

- **Design of a brochure**
  A brochure will be designed in order to provide a tool to all the consortium to easily communicate the main objectives and aspects of the project.

- **Creation of the website**
  A website has been developed as the main communication channel of the project. The website (www.bigmedilytics.eu), that was launched on June 2018, presents the most relevant information of the project in an appealing and understandable way: objectives, expected impact and purpose of the twelve pilots that make up the project. It is specially focused on general public and media, but also on different specialized target groups.

  In order to ensure a big exposure, all the partners should include on their website a link to BigMedilytics website.

  Further information about the creation of the website and its sections can be found in the deliverable 6.1. "Website Project".

- **Update of the news & events section on the website**
  The website will be constantly updated with posts, press releases, relevant events, videos and photos about the project.

  ➢ Four new contents should be published every month on the website to communicate the progress of the project or interesting information related to the project.

  ➢ Partners will contribute to feed the blog:

    To accomplish this duty, the partners will provide with contents about their progress. Some suggested topics and a planning have been included in the Appendix B.2 (Policies for external communication).

- **Creation and maintenance of social networks profiles**
  BigMedilytics will be present in the most widely used social networks in order to ensure that the project is communicated to a greater number of users. Other social networks can be opened during the project if an opportunity attached to the strategy is detected. Policies for the maintenance of the social networks have been developed and are available on the Appendix B.2.

  At the start of the project, four social networks have been identified as the most appropriate to publicize the project:

o **Facebook**

Facebook is the most used social network, which will allow the project to engage with the general public easily through pictures, videos, event invitations, reports and general information of the project.

In order to increase the fans database, partners will recommend the Facebook page to their contacts.

o **Twitter**

Twitter is the most appropriate social network to follow discussions. This network will allow the project to share live contents, such as participation in events. Partners are encouraged to tag the project (@BigMedilytics) when they attend and event in order to centralise the conversation. It is also the most suitable platform to announce the latest news about the project.

A list with all the consortium partners and a list with all the external partners that will participate in the different workshops organized by BigMedilytics will be created.

o **LinkedIn**

This social network for professionals will be focused on the scientific and industrial communities. A creation of a group is planned in order to create a forum for sharing relevant information about big data and healthcare.

o **YouTube**

YouTube allows for a large exposure of BigMedilytics since this social network is the second largest search engine in the world. All the videos created during the project, as well as several interviews of themes and pilot leaders will be uploaded on YouTube.

- **Videos**

A video for the general public will be created in the beginning of the project in order to ensure knowledge transfer. A final generic video will be created to show the project's results.

- **Release of newsletters**

It is important to inform users regularly about the developments of the project. The most relevant contents published on the website will be sent out via a public newsletter. For this reason, a subscription form has been created on the website. The release of two newsletters is the minimum expected per year.

The first newsletter will be released in September 2018 in order to inform about the start of the project.

BigMedilytics will also send relevant contents to the partners and the BDV PPP so that they can include them in their newsletters and get the maximum coverage at a local level.

- **Creation of press releases**

Press releases will be used to communicate the project to society and to certain sectors. For this reason, a form to subscribe to a distribution list is available on the website. Press releases will be also launched to promote the workshops organized by BigMedilytics, as well as the progress and the results obtained.

The first press release was launched on March in order to announce the start of the project and to explain its main objectives. In the middle of the project, some press releases are planned to communicate the progress of the different pilots.

Target press releases will be also created addressed to various bodies such as:

o   Health standards (ICHOM)
o   Insurance (EURAPCO)
o   Geospatial (Open Geospatial Consortium)

Press releases will be sent by all the consortium and published on partners' websites. They will be also distributed in relevant platforms such as Cordis and the BDV PPP website.

A press release protocol has been created to make communications more effective (Appendix B.3)

- **Spread knowledge in major events**
  Partners will present and promote the project in different events. A list of potential initial events has been identified:

  - **HIMSS Europe**, Sitges (Spain), 27-29 May, 2018
  - **ICT 2018 - 25th International Conference on Telecommunications**, Saint Malo (France), 26-28 June 2018
  - **IFA – The Global Innovations Show**, Berlin (Germany), 31 August – 5 September, 2018
  - **CPhI Worldwide**, Madrid Spain, 9-11 October 2018
  - **Medica**, Düsseldorf (Germany), 12-15 November 2018
  - **Smau**, different venues
  - **Arab Health**, Dubai (United Arab Emirates), 28-31 January 2019
  - **Big Data & Data Sciences**, Barcelona (Spain), 4-5 March 2019
  - **ConhIT**, Berlin (Germany), 9-11 April 2019
  - **CeBit**, Hannover (Germany), 24-28 June 2019
  - **FIME**, Miami, Florida (United States), 26-28 June 2019
  - **The MedTech Forum** (venue and dates to be confirmed)

  BigMedilytics will be also present in the large events organized by the BDVA, like the European Big Data Value Forum 2018 that will take place in Vienna (Austria) the 14th of November, 2018. A symposium in the BDVA summit will be also organized.

- **Organization of talks and meetings addressed to the education sector, selected hospitals and healthcare organizations, as well as patient representatives from selected organizations** in order to communicate the benefits and opportunities of big data in healthcare.

5.2. Objective 2

Actions to be tackled in order to achieve the objective 2: **To involve external partners**

- **Organization of two workshops**
  BigMedilytics will conduct two dedicated workshops with 69 External Exploitation Partners to demonstrate the possibilities that big data offers across the healthcare and data value chains and how productivity can be improved while ensuring high quality care in the healthcare sector.

  Thanks to the workshops, feedback will be gathered to ensure that the solutions piloted by BigMedilytics are in line with the needs of the end users and other key players in the sector.

  BigMedilytics will be involved in the demonstration activities of several associations with many members, such as the European society of Cardiology, the European Society of Hypertension, COCIR, Branch Organization Zorgverzekeraars NL, and the BDVA.

- **Presence in major events**
  BigMedilytics will participate in different events in order to present and promote the project to other interested parties (An initial list of activities including attendance to events is provided in the section 5.1).

- **Creation of relevant content about the project addressed to external partners on the website and on social networks such as Twitter and LinkedIn.**

5.3. Objective 3

Actions to be tackled in order to achieve objective 3: **To maximize the impact of the project results**

- **Scientific publication in open repositories** like Zenodo, under the Creative Commons License CC-BY for maximum dissemination and use, and scientific social networks like ResearchGate and Academia.edu, where a profile will be created in order to improve visibility.

- **Creation of press releases** about scientific publications and the final results from pilots in the three themes. The press release will follow the protocol defined in the Appendix B.3.

  Communication toolkits will be distributed among the partners along with the press release. The toolkit will include the press release, photos and messages for social networks in order to maximize the exposure of the communication.

- **Publication of the results and scientific publications on BigMedilytics website and share them on LinkedIn.**

- **Creation of a video showing the project's results and testimonies from the pilots** in the middle of the project.

- **Communication of the results on the European Commission channels and platforms**
  Contents about the project results will be created to be published on the European Commission channels like Horizon Magazine, Project stories, research*eu results magazine, research*eu focus, Newsletters and Futuris Magazine. Results will be also presented in Conferences and events organized by the European Commission.

- **Communication of the impact of big data technologies on healthcare to health authorities**
  For this action the project will elaborate white papers and presentations. It will also organize workshops with local, regional and national health authorities.

- **Participation in selected standardizations meetings**
  BigMedilytics will involve organizations like The International Consortium for Health Outcomes Measurement (ICHOM) in order to spread big data best practices defined by BigMedilytics globally.

5.4. Objective 4

Actions to be tackled in order to achieve objective 4: **To create efficient communication among project partners.**

- **Creation of policies for external communication** in order to ensure consistency among the consortium. These policies can be found in Appendix B.2.

- **Development of a press release protocol** to adequately coordinate efforts and create press releases that generate impact.

- **Organization of meetings or teleconferences** for project monitoring. The communication strategy aims to keep all the partners fully informed about the project status, the planning and all other issues. The project manager is responsible of organizing these meetings.

- **Sending a monthly e-mail** about the progress in communication and the pending issues.

- **Release of a survey among the partners every six months** in order to gather feedback to improve the communication

6. Timing

The different communication objectives have been assigned to a period of time considering the main milestones (month 14th: initial prototype, and month 23rd: updated prototype) and the expected progress of the project:

Figure 4: Timing

7. Evaluation

7.1. Reporting

A reporting template has been distributed among the partners in order to monitor the progress of the activities carried out and generate relevant statistics about communication and dissemination. The project is gathering the following information:

Partner	Indicator	Name of the activity	Website of the activity	Dates of the activity	Country of the activity	Target group	Is the partner an organizer?	Kind of material used	Goal	Link to the material	Number of people reached

7.2. KPIs

Some initial Key Performance Indicators (KPIs) have been identified to measure the objectives set by the Communication Plan:

| Objective	KPI
1. To create awareness	• Number of unique visits on the website • Number of people reached at events • Number of brochures distributed • Number of media that have published the press releases • Visualization of newsletters • Engagement on social media • Number of visualizations on YouTube
2. To involve external partners	• Number of external partners attending the workshops • Amount of feedback collected from external partners
3. To maximize the impact of the project results	• Visualizations and downloads on Zenodo, ResearchGate and Academia.edu • Engagement on LinkedIn • Number of people reached at events • Number of visualizations on Youtube
4. To create efficient communication among project partners	• Number of contents sent by partners • Number of follow-up e-mails sent to the partners

Appendix A   Glossary

BDVA	Big Data Value Association
BDV PPP	Big Data Value Public-Private Partnership
Consortium	All the partners that make up the project
KPI	Key Performance Indicator
Model Grant Agreement	Legal and financial guide for Horizon 2020 projects

Appendix B

B.1. Corporate Identity Manual
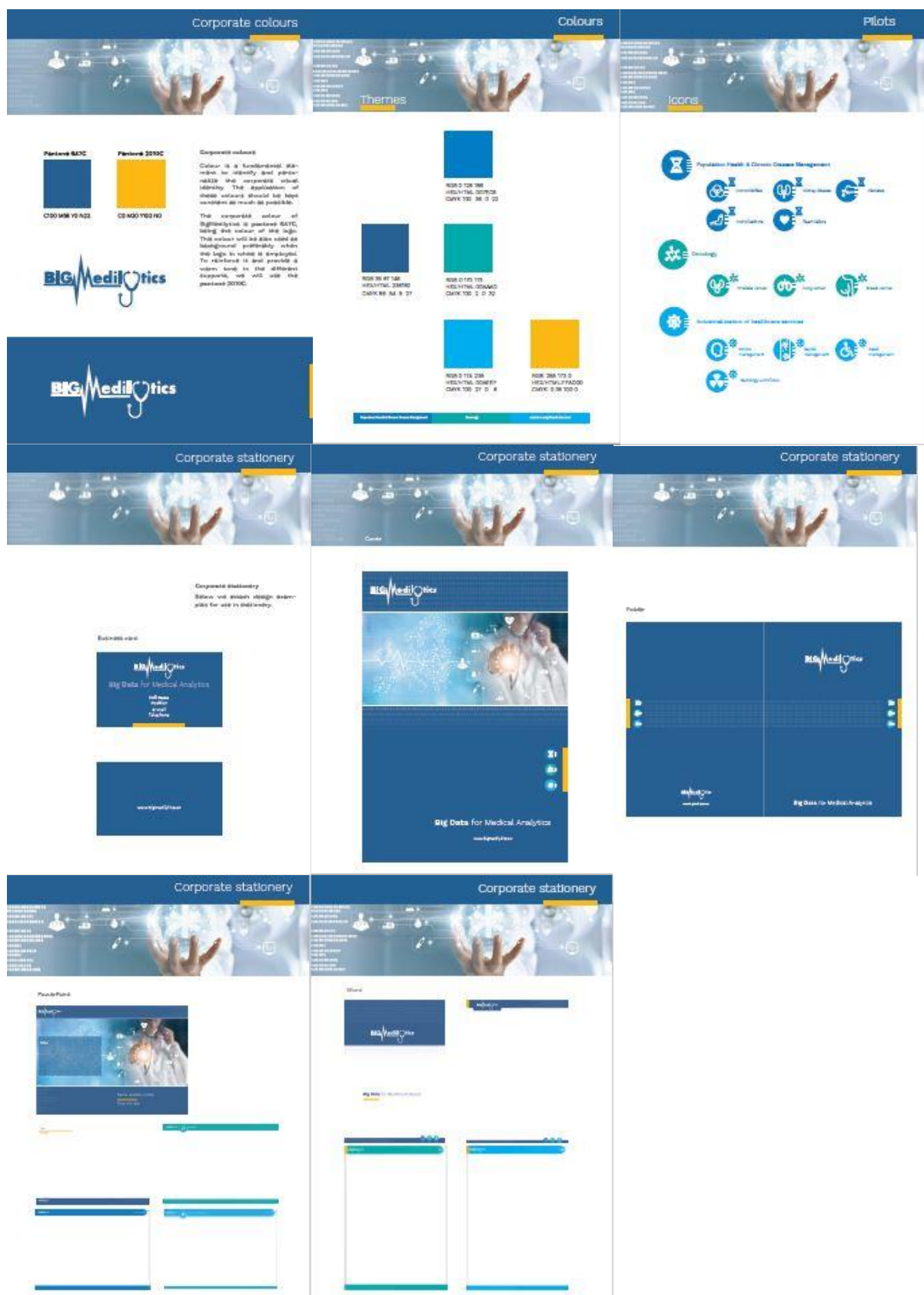
B.2. Policies for external communication

B.2.1. Posting on BigMedilytics website

INCLIVA as leader of the Communication WP will lead this task of creating content for the website and social platforms, and partners will provide contents.

Partners should contribute to BigMedilytics "News & Events" section with posts and photos in order to offer continuously updated information and engage our audience. An initial programming has been proposed in order to offer relevant information on the website and ensure the constant update in a planned manner.

The first year of the project, work packages leaders are encouraged to send contents and photos to communicate their progress on the project. An initial planning has been created in accordance to the progress expected:

Year 1 of the project													
Month number	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Work Package									2	3	4	1	5	8

The second year will be more focused on the pilots. Pilot leaders should provide posts about their progress in the month assigned. In this sense, a program has been designed, although it can be modified depending on the needs detected:

Year 2 of the project												
Month number	15	16	17	18	19	20	21	22	23	24	25	26
Pilot	1	2	3	4	5	6	7	8	9	10	11	12

Besides the planned contents above, partners can and should contribute with other posts and photos during the project life. They must inform before the Science Communicator about the topic in order to avoid duplicities. The post will be reviewed by the Science Communicator before its publication.

Post recommendations:

- **Kind of topics suggested:**

    - Presence at relevant conferences or organization of events to publicize BigMedilytics
    - Progress made at the project
    - Submission of a public deliverable
    - Publication in high-impact journals
    - Novelties in their institution / company related to BigMedilytics
    - Any doubts with the topic? Contact the Science Communicator to discuss the topic

- **Tone:**

    - Our website is focused above all on general public, so remember to use an accessible but professional language
    - Try to give examples so that the concepts are easily understood

- **Extension:** around 500 words

- **Headline:** use a short and appealing headline

- **Images:** provide two landscape images with a minimum quality of 900 px width

B.2.2. Posting on partners' websites and other platforms

Partners are encouraged to publish posts or news related to BigMedilytics on their websites or other platforms such as a magazine in order to give more exposure to the project. Before publishing the news or sending it to an external platform, they must send the content to the Science Communicator in order to ensure consistency.

The post or news must include a link to BigMedilytics website and it must mention that the project has received funding from the European Commission.

B.2.3. Social media contents

Some initial contents have been identified to be distributed in the different social networks. Many times, the same content will be adapted and distributed in different platforms.

Platform	Kind of contents	Frequency
Facebook	Publication of general information about the project: objectives, impact expected, etc. Cards about the importance of the 12 pilots. Link to the videos created. Promotion of the benefits of the use of big data in healthcare. Creation of events addressed to general public. Broadcast of events when possible through Facebook Live. Live interviews to project partners and external stakeholders. Link to own posts and other general articles about healthcare and big data.	At least three times per week
Twitter	Publication of general information about the project: objectives, impact expected, etc. Cards communicating the roles of the partners in the project. Link to the videos created. Coverage of industry and scientific events and publication of statements. Reference to other related projects and interesting events. Link to relevant information about H2020 programme. Link to own posts, press releases, papers and other specialized articles about healthcare and big data.	Daily

| LinkedIn | Link to own posts, papers, interviews to the partners and other specialized articles about healthcare and big data.

Participation in events.

Promotion of own events. | At least twice a week |

To ensure consistence and reach the maximum number of people, messages for social networks will be distributed among the partners to announce remarkable achievements.

- **Events**

Partners can share contents, photos and videos about their participation in events or activities related to BigMedilytics. They should communicate the activity to the Science Communicator one week before it takes place in order to plan the contents.

During the activity, partners should follow some tips:

- Always try to share a tweet or a post on Facebook with a photo.
- Choose photos that add value (not just a selfie in an event) and that you can use.
- Create tweets and posts on Facebook that add value (reflections, conclusions or links to presentations).
- Be clear and concise. If you need to tell more things, you should write a post to be published on the website.
- Be accurate.
- Use hashtags to be easily found and generate online discussions:
  General hashtags: #BigMedilytics #bigdata #Healthcare #H2020
- Always tag BigMedilytics accounts on social networks and we will share the post or tweet on the project's accounts.

## B.3. Press release protocol

B.3.1. Procedure

Several press releases are expected to be launched during the project life in order to communicate to the society topics related to results, milestones or events, among others.

The proposal of the topic can come from the Science Communicator and the Project Coordinator but also from a partner.

Once the topic has been approved, a teleconference will be set up to discuss the angle of the topic among the parts interested (Science Communicator, Project Coordinator and the partner or partners if it is the case).

The Science Communicator will draft the press release to be approved by the Coordinator and will collect the different statements.

The final version of the press release with some images will be sent to the rest of the partners in order to distribute it among the media of their influence. Messages for different social networks will be also distributed to the partners.
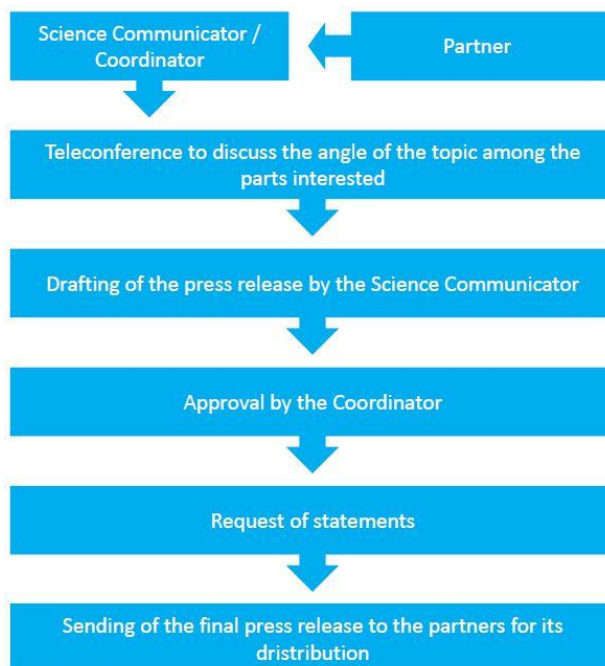
Every partner can adapt the information of the press release as long as the message is not altered and other confidential information is not given without the consent of the Project Coordinator.

B.3.2. Structure of the press release: important elements

The press releases sent by BigMedilytics **must** mention in the text **that it has received funding from the EU's Horizon 2020 program** and include a link to BigMedilytics website. It must also contain the following elements on the bottom:

- **Big Data Value PPP logo**
- **EU emblem**
- **EU disclaimer**

B.3.3. Press releases sent by partners' communication departments

Partners are encouraged to send communications about their activity related to BigMedilytics. However, any press release launched must be sent before to the Science Communicator in order to review its content.