



DIGITAL TECHNOLOGIES ACTING
AS A GATEKEEPER TO INFORMATION
AND DATA FLOWS

D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan

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Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	2 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

Table of Contents

Document Information	2
Table of Contents	3
List of Tables.....	5
List of Figures	6
List of Acronyms.....	7
Executive Summary	9
1 Introduction	10
1.1 Purpose of the document.....	10
1.2 Relation to other project work.....	10
1.3 Structure of the document	10
2 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	11
2.1 Objectives.....	11
2.2 Monitoring and key performance indicators	12
2.3 Consortium roles	13
2.4 Stakeholders	15
2.5 Personas	17
2.6 Communication funnel.....	19
2.7 Briefing for communication and dissemination	20
2.7.1 External communication and dissemination.....	20
2.8 Dissemination.....	20
2.8.1 Plans for dissemination.....	21
2.8.2 Scientific and technical dissemination.....	22
2.8.3 Dissemination to policymakers.....	22
2.8.4 Private sector dissemination	23
2.8.5 TANGO use cases result in dissemination campaign	23
2.8.6 Synergies with other initiatives and projects	23
2.9 Communication.....	24
2.9.1 Plans for communication	24
2.9.2 TANGO Community	25
2.9.3 TANGO social media strategy.....	26
2.9.4 Videos to communicate certain sophisticated components of TANGO	31
2.10 Proactive exploitation planning	31
2.10.1 Challenges and opportunities.....	31
2.10.2 Preliminary plan	32
2.10.3 Exploitation planning actions for the first year	35

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	3 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

3	TANGO branding.....	37
3.1	TANGO logo design	37
3.2	TANGO website	37
3.2.1	TANGO website structure	38
4	Communication and dissemination tools and channels	39
4.1	Templates.....	39
4.1.1	TANGO digital documents templates.....	39
4.2	Newsletters.....	40
4.3	TANGO blog in the project’s website	42
4.4	Articles, scientific publications, special issues, and policy briefs.....	42
4.5	Press releases.....	42
4.6	Third-party events.....	42
4.7	Project presentation.....	43
5	Dissemination and communication monitoring.....	45
5.1	Dissemination and communication timeline for the first year	45
5.2	Risks and mitigating actions	46
5.3	Immediate next steps.....	47
6	Conclusions	48
7	References	49
	Annex A – Initial List of Stakeholders.....	50
	Annex B – Initial List of Avenues for Publications	51
	Annex C – Initial List of Potential Events to Participate	52

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	4 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

List of Tables

<i>Table 1 - KPIs for dissemination and communication identified in the GA</i>	13
<i>Table 2 - Consortium roles in the dissemination and communication of TANGO</i>	13
<i>Table 3 - Stakeholders groups</i>	16
<i>Table 4 - Personas identified for the dissemination and communication activities</i>	18
<i>Table 5 - Plans for dissemination for each persona for the project's duration</i>	21
<i>Table 6 - Preliminary list of potential synergies identified in the GA</i>	23
<i>Table 7 - Plans for communication for each communication mechanism for the project's duration</i>	24
<i>Table 8 - Preliminary exploitation planning activities with timeline</i>	35
<i>Table 9 - Timeline of activities for the first year</i>	45
<i>Table 10 - Risks and mitigating actions</i>	46
<i>Table 11 - Immediate next steps</i>	47

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	5 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

List of Figures

<i>Figure 1 - Twitter account</i>	28
<i>Figure 2 - Mastodon account</i>	29
<i>Figure 3 - LinkedIn account</i>	30
<i>Figure 4 - YouTube account</i>	31
<i>Figure 5 - TANGO Innovation Management and Exploitation Strategy</i>	33
<i>Figure 6 - TANGO roadmap to commercialisation</i>	35
<i>Figure 7 - TANGO logo</i>	37
<i>Figure 8 - A view of the Home page of the website</i>	37
<i>Figure 9 - Footer of the website</i>	38
<i>Figure 10 - Example of a slide of the PowerPoint template</i>	39
<i>Figure 11 - TANGO A4 document template</i>	40
<i>Figure 12 - TANGO newsletter template</i>	41
<i>Figure 13 - First slide of the deck</i>	43
<i>Figure 14 - Slide on the main objective of TANGO</i>	44

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	6 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

List of Acronyms

Abbreviation / Acronym	Description
AI	Artificial Intelligence
AIOps	Artificial Intelligence Operations
BDVA	Big Data Value Association
BG	Background
CEO	Chief Executive Officer
CTA	Call to action
CTO	Chief Technology Officer
DAIRO	Data AI and Robotics
DCE	Dissemination, Communication, Exploitation
DCP	Dissemination and Communication Plan
DevSecOps	Development Security Operations
DoA	Description of action
Dx.y	Deliverable number y belonging to WP x
EBSI	European Blockchain Services Infrastructure
EC	European Commission
eIDAS	Electronic Identification and Trust Services
ENISA	European Union Agency for Cybersecurity
EOSC	European Open Science Cloud
ER	Exploitable results
FG	Foreground
GDPR	General Data Protection Regulation
HW	Hardware
IaC	Infrastructure as a code
ICT	Information and communication technologies
IoT	Internet of Things
IP	Intellectual property
IPR	Intellectual property rights
KER	Key Exploitable Result
MBA	Master of Business Administration
Mxy	Month xy of the project's timeline
PEST	Political-Economic-Social-Technological
PhD	Doctorate degree
R&I	Research and innovation
RoI	Return of investments
SECaaS	Security as a service
STEEP	Socio-Technological-Economic-Enviornmental-Political
SW	Software
SWOT	Strengths-Weaknesses-Opportunities-Threats
TANGO	Digital Technologies ActiNg as Gatekeepers to information floWs

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	7 of 52				
Reference:	D8.1	Dissemination:	PU	Version:	1.0	Status:	Final

Abbreviation / Acronym	Description
TO	Technology offering
TRL	Technology readiness level
UNESCE	United Nations Economic Commission for Europe
WP	Work Package

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	8 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

Executive Summary

The Dissemination, Communication, Exploitation and Stakeholders Engagement Plan is a crucial part of project TANGO. The deliverable provides a strategic approach to communication and dissemination to engage stakeholders, ensure effective stakeholder management, build a community, and facilitate the project's exploitation and sustainability. The end goal is to support the impact of TANGO on society. The deliverable includes an analysis of stakeholder groups and the development of personas to better understand the needs and motivations of each group. This analysis will guide the communication and dissemination efforts of the project. The plan outlines a comprehensive strategy for dissemination and communication, including the use of various tools and channels, tailored to the specific needs of different personas and phases of the project. The document devotes particular attention to the development of the brand identity and the website. The deliverable offers preliminary insights into the exploitation of the TANGO solution, including the timeline for further activities. Finally, the document includes a timeline of activities and a glimpse of risk management, ensuring the successful implementation of the communication and dissemination efforts. The Dissemination, Communication, Exploitation and Stakeholders Engagement Plan is a critical component of project TANGO that will play a key role in ensuring the project's success through effective communication and stakeholders engagement. For this reason, it will undergo two revisions, resulting in other two deliverables that will finetune the plan as the consortium sees fit, and accurately report on the activities conducted between each update.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	9 of 52		
Reference:	D8.1	Dissemination:	PU	Version:	1.0	Status:	Final

1 Introduction

1.1 Purpose of the document

This document constitutes the dissemination, communication, and exploitation plan for the Horizon Europe project TANGO (Digital Technologies ActiNg as Gatekeepers to information fLOws). The dissemination, communication and exploitation plan are a strategic and practical document in the context of TANGO, as well as any other project. This document outlines the vision behind TANGO dissemination, communication and exploitation and the objectives against different time horizons thereby fulfilling the strategic component. Additionally, this document provides resources, tools, and guidance on how to achieve said objectives thereby fulfilling the practical component.

1.2 Relation to other project work

This deliverable is the backbone of communication and dissemination for Project TANGO. Effective communication and dissemination are essential processes that ensure awareness of the project, create interest among stakeholders, and generate societal impact. The Plan will facilitate these processes by providing the TANGO consortium with a comprehensive overview of the objectives of communication and dissemination activities, the performance indicators, the target audience of TANGO and the tools and channels made available to the consortium. The preminent goal of dissemination and communication is to enhance the project's impact on society. With regards to this, the Grant Agreement sets objectives and indicators that are subsequently translated into Key Performance Indicators for dissemination and communication activities. The indicators are presented in Section 2.2, here it suffices to report that they refer to TANGO's performance in outreach and both scientific and non-scientific output and dissemination to stakeholders. With this regard, this deliverable presents the tools and channels at disposal to the consortium for effectively communicating project's developments and disseminating its results to different audiences. Additionally, it outlines a strategy to meaningfully address different target audiences at different stages of the project.

By leveraging the resources provided in and with this deliverable, TANGO consortium members have access to the processes set in place for the communication and dissemination of TANGO results, as well as for their exploitation. Hence, they can meaningfully contribute to these activities.

1.3 Structure of the document

This document is structured in 5 major sections. Following this introduction, section 2 dives deep in the matter at hand (i.e., dissemination, communication, and exploitation) and the objectives related to the project TANGO, it defines the roles in the consortium, analyses stakeholders and develops personas, presents the dissemination and communication plan, and outlines exploitation activities. Section 3 shows the brand created for TANGO. Section 4 presents communication tools and channels with a focus on communication. Section 5 lays down the next steps and takes account of the potential risks related to the activities foreseen. Finally, the conclusions summarise the report.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	10 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

2 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan

This project deliverable is focused on the development of a Dissemination, Communication, Exploitation and Stakeholders Engagement Plan of the project TANGO. The Plan is the result of the work carried out by the Work Package leader and Task Leaders in collaboration with the rest of the partners in the first six months of the project timeline. Since the dissemination and communication activities demand effort from the entire consortium, the Plan is developed thanks to the collaboration with the partners, especially with regards to the list of potential stakeholders, events and avenues for publication.

The main goal of this plan is to ensure the effective communication and dissemination of the project's developments and results through various means and to set forth the approach to the exploitation of the results. For this reason, the contribution of the TANGO consortium is essential to a comprehensive consideration and thorough analysis of the stakeholders as well as tools and channels of communication and dissemination. The Plan is designed to ensure that the project's results and development are communicated and disseminated in a way that is consistent with the project's objectives and goals, and that the exploitation activities are aligned to the impact that TANGO aims to have.

The success of the Plan depends on its ability to effectively reach target audiences through a wide range of channels thereby creating the basis for increasing the user base, attracting partners and investors, advance the state-of-the-art knowledge and technologies, and positively improve society in line with the goals of the European Union. Publications, exhibitions, conferences/workshops/seminars, press releases and promotional materials all provide different methods for the dissemination of information. It is also important to consider web presence as part of any plan to maximise its reachability across various touchpoints. Specific activities that are necessary for this include preparation for communication materials such as logos and style formats which can be applied to flyers, brochures etc. A project website shall be regularly updated throughout the course of the project. A core function of this document is to emphasise the complementarity between the abovementioned elements and activities. In this way overlaps are minimised while one action reinforces another's effectiveness in communication and dissemination activity within TANGO's objectives. The online presence and networks held by consortium members are another aspect of complementarity as for their relevance and efficiency with regards to the resources used during this process.

For the Plan to reach its objectives, it must be carefully crafted and all internal and external stakeholders as well as their respective characteristics and roles within the field of action of TANGO shall be considered in its development. The success of communication and sharing information relies on an analysis of these stakeholders and target audiences to determine which channels and tools are most effective for delivering the key messages. Knowing who is involved, what they want, how they interact with each other, as well as their needs will help ensure successful reception of those messages.

Finally, significant to the effective execution of any plan is the development of a timeline for action. The Plan jointly considers the action plan and the potential obstacles that might arise during implementation which could limit its effectiveness if not addressed properly from early stages onwards.

2.1 Objectives

The objectives of the Dissemination, Communication, Exploitation, and Stakeholders Engagement Plan are based on the key objectives of the project, in particular those regarding the expected impact of TANGO. Overall, TANGO aims to:

“improve the efficiency and the use of trustworthy digital technologies to address the requirements of citizens, companies and administrations/public organisations on privacy and commercial and

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	11 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

administrative confidentiality as well as responsible, fair and environmentally [...] [sustainable] data operations in data spaces, across the data life cycle.”¹

The TANGO project’s Grant Agreement defines the objectives of the dissemination and communication strategy of TANGO as follows.²

Define a clear and distinctive brand identity
Ensure broad visibility and promotion of TANGO
Ensure broad visibility of TANGO’s work
Facilitate the exploitation of TANGO outcomes
Support the sustainability of TANGO beyond its lifetime.

For their fulfilment, the Grant Agreement also defines some basic principles for communication and the approach to and engagement of stakeholders.³

Personalised, multi-channel communication
Participation to and organisation of events
Long-term relationship building and earning trust
Empowerment

Which, as the Grant Agreement illustrates,⁴ ultimately aims to:

Support the community and capacity building
Establish and manage of liaisons and synergies

In other words: the dissemination and communication strategy of TANGO aims to ensure that a clear and distinctive identity for TANGO project is developed and used coherently to broaden the visibility of the project among potential stakeholders. This, in turn, is expected to facilitate the exploitation of TANGO’s outcomes by the members of its consortium and the sustainability of TANGO as a whole. To secure this, the Grant Agreement outlines few clear principles: personalised and multi-channel communication directed to target audiences, participation to and organisation of events to share TANGO’s achievements and attract stakeholders. The latter shall be empowered and engaged in long term relationships. This, in the view of the Grant Agreement as it has been re-elaborated here, ensures the support to the TANGO community, and facilitates the establishment and management of liaison and synergies. In order to achieve these objectives, the consortium can rely on an array of tools and channels presented in Section 4. It suffices to mention here that both traditional and new communication channels are used (e.g., press releases, website, and social networks) and they are complemented by audience specific channels (e.g., scientific journals and conferences, high-level policy roundtables, etc.).

2.2 Monitoring and key performance indicators

In order to reach specific objectives, a continuous monitoring scheme is put in place. This consists of tools to collect data regarding dissemination and communication activities and performance indicators and targets against which to measure said data. Table 1 presents this list of key performance indicators together with the respective measure and target objective as identified in the Grant Agreement.⁵

¹ Grant Agreement, Part B, p. 24

² Grant Agreement, Part B, p. 28

³ Grant Agreement, Part B, p. 28

⁴ Grant Agreement, Part B, p. 28

⁵ Grant Agreement, Part B, pp. 29-30

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	12 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

Table 1 - KPIs for dissemination and communication identified in the GA

Measure	KPI	Target	Means of verification
TANGO Brochures	No. Of brochures distributed	600	Dissemination reporting activities
Posters	No. Of posters produced	2	Dissemination reporting activities
High-level materials for policy makers	Number of sets (mission statement, slide-deck, brochure)	3	Dissemination reporting activities
TANGO Website	Number of unique visitors	3000	Analytics
Social Networks	Number of followers on Twitter	500	Active profiles on such networks via regular posting & monitoring
	No. of followers on LinkedIn	2000	Active profiles on such networks via regular posting & monitoring
	No. of followers on YouTube	100	Active profiles on such networks via regular posting & monitoring
TANGO Workshops	No. of workshops	3	Attendance proofs (e.g., photos, presentations, videos, interviews)
	No. of participants	300	Attendance proofs (e.g., photos, presentations, videos, interviews)
Videos	Number of videos published on the project's YouTube channel	2	Videos published via the YouTube channel of the project
	Avg. no. of views	1000	Videos published via the YouTube channel of the project
Scientific Publications	Number of peer-reviewed papers/articles	25	Papers/articles published in proceedings & online in premium quality conferences and journals

2.3 Consortium roles

TANGO consortium is best defined with the words used in the Grant Agreement: “The TANGO consortium members have been carefully selected to cover all the required research and development areas of the project in a well-balanced way [...] The partnership structure is based on excellence, complementarity, trans-nationality and multidisciplinary.”⁶ TANGO consortium counts organisations providing expertise along the entire value chain proper to the foreseen solution and approaches. Table 2 provides an overview of the consortium members’ role as far as it concerns the dissemination and communication. Given the high number of the members their role is described for each organisation’s type and for each organisation only for those who are task leaders in the Dissemination, Communication and Exploitation Work Package (i.e., WP8). This is in line with the provisions of the Grant Agreement which are reported directly in the table below when applicable.

Table 2 - Consortium roles in the dissemination and communication of TANGO

Organisation’s type/Organisation	Role in DCE	Activity in WP8
LIC	The Lisbon Council is the leader of the WP and thus coordinates the activities thereof. Besides the role already defined by the GA, The Lisbon Council takes on an important role in ensuring that the communication and dissemination with public bodies proceeds in an effective manner and that TANGO consortium sits at relevant high-level roundtables and participates in equally high-level panels. Additionally, it ensures that the scientific dissemination of TANGO includes a	WP Leader

⁶ Grant Agreement, Part B, p. 34

Organisation's type/Organisation	Role in DCE	Activity in WP8
	fair share of information and data relevant for policymakers. The provisions included in this description do not intend to supersede the responsibilities and roles defined in the GA hence the contribution of other partners with regards to the aforementioned stakeholders.	
FN	Future Needs is leader in the creation of TANGO business model and related activities. This puts the organisation in the first line with regards to the communication with potential customers, competitors, and every stakeholder that could be part of the digital ecosystem surrounding TANGO.	Task Leader
DBC	DBC Europe leads the activity related to IPR and innovation thereby engaging in communication with the relevant bodies and authorities and reaching out to relevant stakeholders in carrying out appropriate analysis.	Task Leader
INTRA	Netcompany-Intrasoft's role as innovation manager puts the organisation at the forefront of the communication and dissemination with both potential users and potential partners. In this sense INTRA will ensure that the project's innovative potential finds early adopters and engages in promising discussions with relevant stakeholders that have interest in developing equally innovative ideas on the bases of TANGO proposed solution. This moves in parallel to the engagement with contexts where capacity building activities should be conducted.	Task Leader
FSDE	Fujitsu, appointed as the standardisation manager and leader of the related task, will lead the communication between the consortium (first and foremost technology providers and technical committee) and standardisation bodies. Fujitsu will ensure close communication and collaboration in this area within the scope of TANGO's impact on standardisation.	Task Leader
EGI	As leader of the endeavours towards TANGO's contribution to policymaking, Stichting EGI will focus on the dissemination and communication aimed at engaging public bodies in fruitful discussions and two ways communication to ensure that the recommendations that TANGO will offer are aligned with the European Union strategic direction and have the highest impact on policy.	Task Leader
Academia	"Dissemination activities will include networking, workshops and presence in high-profile conferences. Publication of project's results in prestigious international security conferences (Euro S&P, ESORICS and ACM CCS) highlighting the research outputs. Submit workshop proposals based on TANGO objectives	-

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	14 of 52
Reference:	D8.1 Dissemination: PU	Version:	1.0
		Status:	Final

Organisation's type/Organisation	Role in DCE	Activity in WP8
	and key technologies to be aligned with the main conferences. Training sessions / lectures in various academic institutions around the world.” ⁷	
Technology providers	“Reach potential stakeholders through their existing portfolio of thousands of customers in several countries worldwide via their marketing tools and in the companies’ websites, social media accounts and newsletters. Dissemination of project’s results in several national, European outlets and participation to workshops, symposia, related events, conferences, exhibitions, trade fairs, workshops, fora, start-up meetups, etc. such as Blockchain Expo, FIWARE summit, IoT week, AI and Big Data Expo, etc.” ⁸	-
Demonstrators	“Reach potential stakeholders through their existing portfolio of thousands of customers in several countries worldwide via their marketing tools and in the companies’ websites, social media accounts and newsletters. Dissemination of project’s results in several national, European outlets and participation to workshops, symposia, related events, conferences, exhibitions, trade fairs, workshops, fora, start-up meetups, etc. such as Blockchain Expo, FIWARE summit, IoT week, AI and Big Data Expo, etc.” ⁹	-
Associations and think-tanks	“Presentation of project’s updates and outcomes in relevant events and annual fora. Publish its scientific results in international scientific and academic journals and actively participate in conferences. Keynote speeches in related workshops/conferences/symposia. Organisations of workshops and hackathons focusing on the topics of trustworthiness.” ¹⁰	-

2.4 Stakeholders

All partners are committed throughout the project to mobilise the appropriate stakeholders to multiply the effects of dissemination and exploitation activities. Considering the inter-relation between the diverse activities to maximise the project’s impact, it is important to identify the potential targeted audiences of TANGO along with their specific interest in the project early on. TANGO aims to reflect on a broad and inclusive range of stakeholders and aims to actively engage them in the project activities. Consequently, the project’s communication activities need to find ways to address each of these stakeholders explicitly, based on their respective needs, characteristics, and possible motivation, in order to involve and engage them in the project, specifically in the project use cases. To maximise the probability of sustained engagement in TANGO activities, each of the stakeholder groups and actors requires:

- Personalised, multichannel communication

⁷ Grant Agreement, Part B, p. 32

⁸ Grant Agreement, Part B, p. 32

⁹ Grant Agreement, Part B, p. 32

¹⁰ Grant Agreement, Part B, p. 32

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	15 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

- Empowerment

Table 3 introduces the stakeholders identified for the Horizon Europe project TANGO.

Table 3 - Stakeholders groups

ID	Members	Description	Interest in TANGO
A	Scientific community (academia and research organisations)	Individuals involved in research activities with a prominence of scientific research in academia. Focusing on scientific advancements in topics ranging from artificial intelligence to identity management and privacy, through digital economy.	Utilisation of project's results Contribute with barriers/framework conditions Participate in project events Inspiration for new ideas, research, and applications Develop new value adding services and projects Study the project's insights and results
B	Regulators (policy makers and standardisation organisations)	Policymakers, officers, councils and others at EU and National levels. Regional and local authorities. Regulatory Agencies, Standardisation Organisations	Evaluation of the project's Social-Technological-Economic-Environmental-Political (STEEP) aspects Definition of future research and innovation directions based on project's acquired knowledge Inputs for standardisation activities
C	Sister Projects and Initiatives	Participants, project partners and relevant stakeholders active in the Horizon Europe projects, pertinent projects and initiatives.	Identification of common topics Synergies and collaborations for results promotion Enhancing innovation through results' combination Definition of future research and innovation directions based on project's acquired knowledge Inputs for standardisation activities
D	General public	Civil society representatives, youth, general public and anyone interested in the project	Utilise the project's results in their daily lives Understand the benefits offered by TANGO project Take part in the activities of the project
E	Industry	Technology developers, data analytics company, digital identity providers, blockchain protocols providers, manufacturers, retailers, tourism industry, public or private organisations providing public services, autonomous vehicles ecosystem, finance sector, ideally any industry from the private sector.	Contribute with barriers/framework conditions Inspiration for new ideas, services, and applications Develop new value adding services Monitor the project's code in GitHub Participate in project events

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	16 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

ID	Members	Description	Interest in TANGO
F	Users	Industry 4.0, smart retailers and e-commerce platforms, smart hospitality, public or private organisations providing public services, autonomous vehicles ecosystem, fintech.	<ul style="list-style-type: none"> Utilisation of project's results in everyday operations Enhance assets' recognisability Inspiration for new ideas, services, and applications Use/Building of shared or interoperable infrastructures and applications Getting financial support for innovation

2.5 Personas

Personas are an invaluable tool for marketing teams and product development teams alike, providing a comprehensive understanding of the target audience and their needs. In the fields of marketing and communication, a persona is a fictive character used to symbolise a certain group of consumers for which a good or service is designed. This character reflects the typical wants, requirements, and behaviours of the target audience, allowing teams to create content that resonates with them. Personas are also useful in product development, providing specific traits that help teams work quicker under agile methodologies.

For the TANGO project, personas are a major tool for understanding target audiences and tailoring messaging to them. By creating personas to represent the different target audiences, the consortium can better gauge which information is relevant and important to them. Personas serve as reliable references throughout the different phases of the communication, dissemination, and exploitation of TANGO. This reference is available to all the consortium members. Personas' characteristics provide an extremely valuable tool on how people are likely to interact with project outputs. In addition to the information gathered through a stakeholder analysis, developing personas makes an effort at creating a humanised portrait of a specific audience. Furthermore, utilising personas provides a resource when disseminating information about the project's progress or outcomes since it allows TANGO consortium to build on the previous phases.


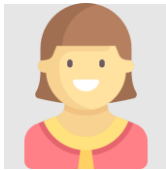
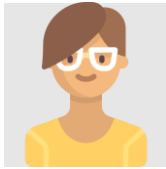
Personas are also integral to the exploitation phase of a project, turning target audiences into leads, investors, and partners. The communication and dissemination phases can also offer vital knowledge for making any needed fine-tuning to the TANGO personas that support the exploitation phase. Ultimately, personas provide an effective way for projects like TANGO to understand their target audiences, communicate with them throughout all stages of their work, and ensure that their message resonates with those who need it most.


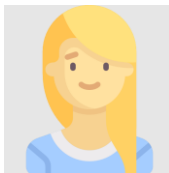
The scope of the TANGO project ought to be kept central to this analysis. TANGO encompasses six demonstrators whereby it aims to reach six different industries, in as many Countries across Europe. In this context the use of personas bears the promise of being highly beneficial to identify differences and commonalities in needs and interests across many profiles. With this regard, a final consideration on the use of personas appears necessary. The use of these descriptions of ideal profiles is meant to orient action and not to constrain. In this sense these hypothetical profiles are meant to provide guidance and to be finetuned as the consortium sees fit. For instance, keywords may be added in light of exchanges with potential stakeholders. Personas may be further refined in future updates of this deliverable. Perhaps the most likely is Persona 1, the User, who may be further divided into different user personas. In contrast, more than one persona may be defined by similar goals and pain points in the very early stages of the project. This may well be the case of Persona 1, the User, and Persona 3, the Industry. It is expected that in the early stages of TANGO, stakeholders from the private sector correspond to individuals interested in innovation, digital transformation, data exchange and perhaps certain specific

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	17 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

technologies and techniques. However, the definition of specific goals or pain points in certain services or products is likely to result from further developments in the definition of the project’s use-cases and the stakeholders engagement at large. Table 4 provides an overview of the profiles of said personas.

Table 4 - Personas identified for the dissemination and communication activities

PERSONAS		
Persona 1: Target Groups F – Users		
	Name	Tim Parker
	Age	50
	Job title	CTO of a smart retail company
	Level of education	MBA with a minor in business information systems
	Social networks	LinkedIn, Twitter
	Keywords	Privacy-by-design, AI use cases, GDPR compliance, Data Market Act, EU data spaces, GAIA-X, digital transformation
	<p>Tim Parker is the CTO of a successful smart retail company that is always looking for new ways to improve their operations and better serve their customers. He values innovation and is always on the lookout for new technologies that can help his company stay ahead of the competition. He is especially interested in projects that follow privacy-by-design and other advanced approaches to ensure compliance with EU regulations on data privacy and security. The development of a data governance framework by TANGO is also of great interest to Tim, as he is aware of the importance of proper data management for the success of his company. He is active on Twitter and LinkedIn, where he can connect with peers and stay up to date with the latest developments in his field.</p>	
	Persona 2: Target Groups A & C – Public or private researcher	
	Name	Laura Mueller
	Age	40
	Job title	Professor
	Level of education	Ph.D. in Computer Science
	Social networks	LinkedIn
	Keywords	Blockchain, self-sovereign identity, privacy, security, digital wallet, eIDAS, data ownership, data sovereignty, AIOps, data provenance
<p>Laura Mueller is a well-respected member of the European scientific community with a strong background in computer science research. As an associate professor, she is actively involved in advancing knowledge in various fields, from artificial intelligence to digital economy. She is particularly interested in the potential of blockchain and self-sovereign identity to improve privacy and security. TANGO's focus on developing digital technology for data flows, while also advancing knowledge in these areas, makes it a valuable resource for Mueller. She is an active user of LinkedIn, where she can stay connected with her peers and collaborate on new research projects.</p>		
Persona 3: Target Group E – Industry		
	Name	Maria Hernandez
	Age	27
	Job title	CEO/Founder of a technology development company/startup
	Level of education	Master’s Degree in Computer Engineering
	Social networks	LinkedIn, Twitter, Mastodon
	Keywords	AIOps, digital services, R&I, data economy
	<p>Maria Hernandez is the CEO of a successful technology development company based in Europe. She is constantly looking for ways to improve her company's competitiveness and stay ahead of the competition. She values innovation and is always on the lookout for new technologies that can help her company succeed. The privacy-by-design approach of the TANGO project is of great interest to Maria, as she is aware of the importance of ensuring compliance with EU regulations on data privacy and security for her company's success. The development of a data governance framework by TANGO is also of great interest, as Maria recognizes the significance of proper data management for the success of her company. She is</p>	

	active on LinkedIn, where she can connect with peers and stay up to date with the latest developments in her field.	
Persona 4: Target Group G – Regulators		
	Name	Eléonore Dupont
	Age	55
	Job title	Policy maker/advisor
	Level of education	Master’s Degree in Public Administration/Law/Economics
	Social networks	Twitter, LinkedIn
	Keywords	Digital Market Act, EU Data Strategy, EU Data Spaces, EOSC, GAIA-X, data sovereignty, AI risks, AI Act, AI standards, blockchain, EBSI
	<p>Eléonore Dupont is a policy advisor working for the European Commission, where she is responsible for providing guidance on the development of EU-wide policies related to digital transformation. With a background in public administration, she is knowledgeable about the social, technological, economic, environmental and political (STEEP) aspects of TANGO's technology and its impact on the digital market. Eléonore is interested in using TANGO's results to evaluate future research and innovation directions and contribute to standardisation activities in the EU. She is active on LinkedIn and Twitter and regularly networks with other policy makers and standardisation organisations.</p>	
Persona 5: Target Group D – General public		
	Name	Sara Rossi
	Age	32
	Job title	Marketing manager
	Level of education	Master’s Degree in Marketing
	Social networks	LinkedIn, Twitter, YouTube
	Keywords	Data analytics, privacy, personal data, AI, digital transformation
<p>Sara Rossi is a 32-year-old marketing manager with a Master's degree in Marketing. She is interested in the TANGO project as she believes it could benefit her in her daily life. She uses LinkedIn and Twitter to stay connected with her network and YouTube to understand how some technologies work, and she is always looking for new and innovative technologies that can help make her life easier and more convenient. Sarah is keen to understand the benefits offered by the TANGO project and to take part in its activities.</p>		

2.6 Communication funnel

The communication funnel is a useful representation of the process that begins when a wide target audience receives a message and goes through its journey towards the retention of a customer or an advocate. It is often used in marketing and communication strategies, as it allows for a more targeted approach to reaching specific audiences and helps visualising the different phases. The funnel begins with the broadest audience at the top and narrows down as it progresses through each stage of the funnel.

At the top of the funnel, we have awareness, which involves creating an understanding of what TANGO is and why people should care about it. This can be done through various channels such as social media, advertising campaigns, press releases, etc. Once awareness has been created, we move on to consideration where potential customers are identified and targeted with more detailed information about TANGO's features and benefits.

The next step in the communication funnel is conversion where customers are encouraged to take action by signing up for a free trial or making a purchase. This stage requires more personalized messaging that speaks directly to customer needs and interests to motivate them into taking action.

Finally, at the bottom of the funnel there is advocacy which involves keeping existing customers engaged with TANGO and having them as advocates. This stems from providing them with ongoing support or additional services that will help them get even more value out of their experience with TANGO over time.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan		Page:	19 of 52
Reference:	D8.1	Dissemination:	PU	Version: 1.0
			Status:	Final

When combined with personas, the communication funnel can be used effectively for communicating about TANGO project TANGO different channels such as email campaigns or social media posts TANGO specifically towards each persona's interests and needs so that they become aware of what TANGO has to offer them before being encouraged to take action (conversion). By using personas along with this communication strategy, the consortium can ensure that the message is well suited to its intended audience, and it reaches it in an effective way.

Each persona will have its own tag. To organise all the leads, a platform such as MailChimp is used. When a new stakeholder is identified for TANGO, leads are able to tag their profile according to pre-defined characteristics, and the platform will organise contacts accordingly. The communication funnel will be revised constantly so improvements on the journey can be made. Organising leads internally according to their profile will make the communication of the project more efficient, as each time project coordinators need to get in touch with stakeholders, they can address them with tailored messages or according to the persona's preferences. More in-depth actions are explained in section 2.8 and 2.9, which are devoted to the dissemination and communication plan.

2.7 Briefing for communication and dissemination

The TANGO project recognises the importance of effectively disseminating information about its design studies, concepts, technologies, and future results. With this in mind, the project has set a clear and well-structured dissemination, communication, and community building plan to reach and engage as many potential stakeholders as possible. This plan will be implemented in phases, allowing TANGO to carefully evaluate the impact and effectiveness of its activities and instruments before moving forward.

The public outreach, community building, and engagement strategy is designed to foster meaningful interactions and relationships with different target groups. This is accomplished by delivering relevant and personalized messages through various communication channels and touchpoints, creating an environment that is mutually beneficial for both TANGO and its target audience. To ensure long-term sustainability, TANGO has adopted several key principles, including building research, academia, and industry respect and recognition, earning trust in its ecosystem, and empowering its target audience to overcome obstacles in their digital transformation journey.

TANGO's approach to dissemination and communication is designed to establish a strong and lasting presence in its community. Through its comprehensive and well-structured plan, TANGO aims to build trust, create meaningful interactions, and empower its target audience, ultimately helping to achieve its goals and drive positive change.

2.7.1 External communication and dissemination

The TANGO project is committed to ensuring the successful dissemination and impact creation of its approach and initiatives. To achieve this, a comprehensive and far-reaching communication plan must be implemented. This plan will include a variety of innovative communication tools and targeted campaigns to present TANGO's results in a clear and understandable manner to a diverse audience. The reach of TANGO will be amplified using each partner's communication channels and contacts, proper promotion through existing European Commission media services and channels, and the creation of an active TANGO user base. By setting up a well-tailored and effective communication strategy, TANGO will be able to achieve its ambitious goals and drive positive change.

2.8 Dissemination

Dissemination aims to share scientific results, contribute to the advancement of the state-of-the-art knowledge and technology, maximise the results' impact on society. For this reason, a plan for dissemination is outlined and more detailed guidelines on specific types of dissemination are proposed.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	20 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

2.8.1 Plans for dissemination

The dissemination activities will deal with the diffusion of research, scientific and technological knowledge generated within the context of the project, aiming to ensure both a mid- and long-term impact by informing the European target audiences. Dissemination activities are characterised by active, a priori awareness and validation by the targeted audiences. They will be collectively performed by all partners, according to each partner's profile and expertise. The for-profit partners will approach relevant industries, as well as their distributors and client networks, while the academic and research partners will focus on disseminating the project results towards research institutes, the technical community, and universities across Europe, which constitute key target audiences. A plan is devised to ensure that the suitable interactive and/ or non-interactive dissemination activity is chosen based on the target audience and presents different intensities depending on the phase and the evolution of the project. This plan will be updated and evaluated at the end of each phase.

Table 5 - Plans for dissemination for each persona for the project's duration

Persona	I – Engage (M01-M12)	II – Promote (M12-M30)	III – Exploit (M30-M36)
User	LinkedIn posts, on-page SEO, blog posts, landing pages, events, newsletters	CTA on LinkedIn, website and landing pages	Tailored newsletter and marketing automation, training
Public or private researcher	Research articles, LinkedIn articles, LinkedIn posts, social media posts, events, newsletters	CTA on research articles and LinkedIn articles/posts, special issue(s)	Tailored newsletter and marketing automation, special issue(s), workshops
Industry	LinkedIn and Twitter posts, on-page SEO, blog posts, landing pages, events, newsletters	CTA on LinkedIn and Twitter, website and landing pages	Tailored newsletter and marketing automation
Regulator	Social media posts, on-page SEO, press releases, blog posts, events	CTA links on social media and website	Tailored newsletter and marketing automation
General public	Social media posts, on-page SEO, traditional media, blog posts, landing pages, workshops	CTA on the website, links on social media and landing pages	Tailored newsletter and marketing automation, social media campaigns

The first phase is defined by raising awareness and engaging with a wide audience, focusing on the key targets and potential stakeholders but truly communicating about the problems that TANGO aims to solve and the innovative solution envisioned. This is an important step in getting the message out to the public. This phase involves creating and distributing content that informs people about the context of the project and the problem it aims to solve. The content created and distributed can be in the form of articles, videos, social media posts, and other forms of media. The key point is to create material that can spark interest and vehiculate a message that resonates with each persona's needs. By following this approach common ground between the TANGO consortium and its potential stakeholders is built. The goal is to create an understanding among people about the issue or cause so that they can make informed decisions about joining the TANGO community. This phase should also be used to measure success by tracking metrics such as website visits, social media engagement levels, or other indicators that can help gauge how well-received the promotion was. During the first phase is also important to engage with stakeholders to understand their needs and iteratively tailor the communication accordingly. This phase should provide stakeholders with information that will help them better understand why this project is necessary and especially why it is so for the target audience. Additionally, this phase should focus on building relationships between stakeholders and creating a sense of trust so that they are more likely to support the project in later stages. By providing clear information about the project's purpose and

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	21 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

engaging with stakeholders, this phase helps ensure that everyone involved understands what is being proposed before moving forward.

The second phase consists of promoting TANGO’s scientific and technological developments, its results in addressing the original requirements of its users and its different stakeholders in general or its potential to do so in the long run. This phase is designed to ensure that all stakeholders are kept up to date on the progress of the project. This phase involves providing regular updates to stakeholders about the status of the project, as well as engaging them in meaningful dialogue about any issues or feedback they may have about TANGO’s developments. Call To Action (CTA) will be used for this purpose. During this phase, it is important to keep stakeholders informed about any changes or developments that may affect their involvement in the project. Additionally, it is important to provide opportunities for stakeholders to give feedback and ask questions so that they can be involved in decision making processes related to the project. The goal is to keep an effective two ways communication with stakeholders and nurture a community around TANGO.

The third phase, (the acceleration to) the exploitation phase. This phase aims to increase the visibility and reach of a project’s results with a glance at the outcomes and long-term impact. This phase typically involves activities such as publicising the project's successes, creating promotional materials, and further engaging with stakeholders. The goal is to yield interest about the project's achievements and potential for exploitation. However, the main objective is to build on existing interest and collaborate with stakeholders to encourage further investment in its development. Promotional activities can also help to share successful experiences from the project that can be used as models for other projects or initiatives. This helps to ensure that best practices are shared widely so that others may benefit from them.

2.8.2 Scientific and technical dissemination

The TANGO project is committed to disseminating its scientific and technical advancements to both the academic and non-academic community. The project team will utilise at least one special issue in scientific journals, workshops, scientific papers, and conference proceedings to exchange knowledge and engage with key stakeholders in academia. Additionally, the project will be involved in standardisation activities. The scientific and technical developments of TANGO include environmentally sustainable use of blockchain, self-sovereign identity management, continuous behavioural authentication, explainable AI, privacy-by-design, AI-based customer onboarding, and a governance framework. The main goals of these dissemination activities are to enable academia and other research organisations to build on TANGO's developments for further research, provide key insights on technology offerings, and lay the groundwork for future innovative projects.

2.8.3 Dissemination to policymakers

The TANGO project aims to disseminate its innovative developments in the use of digital technology for data flows across Europe to various stakeholders, including policymakers at various levels in Europe. To reach this target audience, the project team will utilize policy briefs, high-level panels and roundtables, and other events that bring together industry representatives and researchers to engage with policy makers. The project will also make use of targeted events that are of specific interest to public affairs consultants and policymakers in the field of digital, industry, and innovation policies. The short-term goal of these dissemination activities is to raise awareness and promote understanding of TANGO's privacy preserving solution for environmentally sustainable data governance. The long-term goal of the dissemination to policymakers is highlighting TANGO’s contribution to a European Single Market for data. Given the premises of TANGO’s key results, it is reasonable to foresee a message that underlines TANGO’s provision of a governance framework and a technological solution for policy compliant data exchange. This is in line with the expected impact on strengthening competitiveness and improving growth potential of European businesses while safeguarding privacy related concerns of European citizens.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	22 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

2.8.4 Private sector dissemination

TANGO project is geared towards supporting the digital economy through a cutting-edge digital technology solution for privacy preserving and environmentally sustainable data exchange. To this end, the dissemination to the private sector leverages co-creation workshops, training sessions, conferences, events, publications and other tools and channels suitable for the industry, should they become available. The objective is to foster and sustain a vibrant community of interest with private sector stakeholders, where businesses can voice their needs, provide valuable feedback, and learn about the solution developed by TANGO. The solution, aimed at data exchange, is poised to bolster the growth of a data economy in Europe. It guarantees policy compliance and allows businesses to operate within the reference architecture for the European data market. The private sector dissemination activities aim to bring to light the competitiveness and innovation advantages that TANGO offers to businesses, providing them with a competitive edge in the marketplace.

2.8.5 TANGO use cases result in dissemination campaign

Use cases are a useful tool to show a project's value to its stakeholders as they provide an organised and structured approach for documenting the requirements of a system from the perspective of its users. This provides stakeholders with tangible evidence that their investment into the project will result in tangible outcomes. The use cases' results can be used to create effective communication and dissemination campaigns. By using the use cases' results, stakeholders will understand how their investment into the project will contribute towards meeting specific objectives and goals set out by their organisations. TANGO will carry out demonstrations, training, workshops, and social media campaigns primarily but not exclusively targeting the contexts of the six pilot cases.

2.8.6 Synergies with other initiatives and projects

TANGO aims to establish synergies with other similar initiatives. To find and nurture these collaborations, the consortium will actively seek out and engage with other projects and campaigns that share a similar goal or complement TANGO's efforts. Utilising a variety of communication channels, including online forums, social media platforms, project collaboration networks, and industry events, the team will actively reach out to potential partners to explore opportunities for collaboration and exchange. These opportunities could include joint knowledge exchange, joint data exchange, lessons learned from each other, and the production of policy briefs or other common activities. By fostering these relationships, TANGO will gain a wider exposure and increase its impact, while also supporting the broader goal of advancing the data economy in Europe. Furthermore, this collaboration will also enhance the quality and efficiency of the project's outcomes and increase its potential for success. Ultimately, this dissemination effort will position TANGO as a key player in the European data economy, contributing to its growth and sustainability. A more comprehensive list of potential synergies and stakeholders is included in Annex A.

Table 6 - Preliminary list of potential synergies identified in the GA¹¹

Programme	Name of the initiative	Description
Horizon 2020	SecureIoT	This project has developed predictive security services in-line with leading reference architectures for IoT applications, serving as a basis for specifying security building blocks at the edge core of IoT systems. These SECaaS will be used to provide input to the components of trustworthy data sharing.
Horizon 2020	Eratosthenes	This project aims to define Trust and Identity Management Framework to manage the lifecycle of IoT devices, providing new privacy preserving approach for

¹¹ Grant Agreement, Part. B, p. 22

		IoT/Edge solutions. The solution provided by the project will be possible input for privacy preserving identity management in TANGO.
Horizon 2020	CyberSec4Europe	This is one of the four pilots of Competence Centres for Cybersecurity and UMU is leading WP3 where several technologies on privacy and SSI are being developed and can be related to the work in TANGO.
Horizon 2020	PIACERE	PIACERE is an integrated DevSecOps framework to develop, verify, release, configure, provision, and monitor infrastructure as code (IaC). Activities related to trustworthiness and security of IaC such as the log-based anomaly detection research from PIACERE will continue in TANGO.
Horizon 2020	TRUSTS	The project aims to ensure trust in the concept of data markets developing a platform allowing the integration and adoption of future platforms by means of interoperability. The architecture, the validated secure data exchange protocols and business models of TRUSTS will be used as baseline in TANGO.

With regards to the outreach and exploration of avenues for collaboration, the TANGO consortium is already engaged in a promising communication with the project TRUSTEE.¹² This channel of communication was opened in M02 and is bearing its fruits at the moment of writing this deliverable. The two projects have engaged in meetings and outlined goals and approaches to each other and are seeking further collaboration regarding the user research and user requirements.

2.9 Communication

Communication aims to raise awareness on the project, spark interest and attract potential users, investors, contributors, generate demand, engage with stakeholders, and show the successes of TANGO and the European research and innovation at large. For this reason, a plan for communication is set forth together with guidance on the creation of a community of interest and more specific overview of the social media strategy.

2.9.1 Plans for communication

The view that TANGO's consortium adopts for communication is made sufficiently clear in the Grant Agreement: "TANGO will engage in a comprehensive and well-structured dissemination, communication, and community building plan to ensure a broad promotion of the design studies conducted, the developed concepts, technologies and future implementation potential results. The consortium will follow a phased approach to defining, planning, organising, and exploiting a rich set of activities and instruments in the most effective way."¹³

Table 7 - Plans for communication for each communication mechanism for the project's duration

Communication mechanism	I – Engage (M01-M12)	II – Promote (M12-M30)	III – Exploit (M30-M36)
Social Media	Establishment of presence in social media	Promote project's outcomes and events	Promote project's outcomes and events; interact with followers to get feedback answer

¹² <https://horizon-trustee.eu/>

¹³ Grant Agreement, Part B, p. 28

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	24 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

Communication mechanism	I – Engage (M01-M12)	II – Promote (M12-M30)	III – Exploit (M30-M36)
	Reproduce relevant content and monitor relevant hashtags; upload public material; follow influencers of the domain engage with other projects and initiatives	interact with followers to get feedback answer on comments and private messages on the various channels; upload public material; reproduce relevant content and monitor relevant hashtags	on comments and private messages on the various channels; upload public material; reproduce relevant content (more sporadically)
Project's website	Website completed, search engine optimisation	Regular update Web analytics monitoring Provide content of impact	Regular update Web analytics monitoring Provide content of impact
Project's blog	Deploy project's blog provide blog posts related to project's positioning and technologies	Provide frequent blog posts to initiate discussions on specific issues relevant to the project to receive feedback	Publish frequent blog posts to demonstrate and promote project's results and/or to promote and attract partnerships and growing user base
Communication material	Project branding and visual identity, communications starter pack	Prepare revised communications pack and frequent releases of e-Newsletter publish blogs/news in EU instruments (e.g. Cordis News, research EU magazines etc.)	Prepare final communications starter pack and frequent releases of e-Newsletters and video demonstrators; publish blogs/news in EU dissemination instruments
Traditional communication	Press release to announce the project's launch, presentations at events and conferences	Press releases to announce the significant events/results Press releases to promote the business case of the project's results	Promote (new) partnerships Acknowledge successful collaborations Promote growing user base

As per the Grant Agreement suggestion, alternative tools and techniques are considered. Whereas the Grant Agreement exemplifies these as, for instance, photography, the consortium follows a more comprehensive interpretation of this suggestion. With this regard, the consortium considers on the one hand a creative use of visual communication, whose use is further explained in this chapter. On the other hand, the consortium foresees a creative combination of communication and community building techniques like co-creation and co-design activities as well as the use of art. As the use of alternative tools or a creative combination of existing ones shall be justified by their effectiveness for the purposes of the project's dissemination and communication activities, the first phases of the project will offer the opportunity to further define the profiles of the stakeholders thereby allowing to tailor such choice of communication tools.

2.9.2 TANGO Community

The TANGO consortium relies on a communication plan in order to achieve the strategic objective of developing a community of interest, the TANGO community. The development of a community of

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	25 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

interest surrounding the project is a strategic objective for several reasons. First, it translates as a pool of stakeholders. Second, it consists of a community that seeks to engage with the project in various ways. This constitutes a pool of potential partners, users, or other entities that may benefit from exploiting TANGO’s developments in science or policy. Third, it is functional for the project’s success as it provides a resource for the consortium to gather preliminary feedbacks, understand needs and interests of potential users or collect insights on the market readiness of the solution. Finally, upon successful engagement and dissemination, it ensures that the project achieves its outcomes.

For said reasons the development of a community of interest is central to the success of TANGO’s endeavours. To increase understanding and recognition of the project's findings and their implications, outreach efforts as those described above through the engagement channels will be directed towards the project’s target groups.

TANGO operates in a field characterized by strong push and strategic incentives balanced out by severe concerns and limitations. The Grant Agreement provides an overview of risks preventing TANGO from reaching its intended impact. Among these are a certain resistance to data sharing that comes from privacy concerns and from the idea that the risks of giving a competitive advantage to others outweigh the benefit of innovative services¹⁴. In this sense the creation and nurturement of a community of interest appears a necessary step to create an open dialogue on standing issues and potential solutions.

2.9.3 TANGO social media strategy

The main objective of TANGO project’s social media presence is to disseminate, inform and engage people interested in the proposed topics. The social media pages will mainly be used to drive traffic to the website, where in-depth content will be provided in the blog pages.

The idea is that social channels will help pushing people who are not familiar with the project, but work in the relevant sector, to become promoters of the initiative. The construction of navigation paths from the site to the social networks through the social bar (bar that summarises the entire social presence of the project) and vice versa, i.e. from the posts to the site through the specific link will be central.

A multi-channel strategy allows to reach different target clusters on the different platforms. In fact, social media is chosen for its strategic function, specific functionality, and target audience. In this way. The choice of these channels relates to their nature as tools for public debate. The use of specific hashtags will support the dissemination of information towards influential people in the sector.

Therefore, it is crucial to activate synergies between social media accounts of all project partners and the project channels. Each official social channel of TANGO PROJECT has to be followed by all project partners. Posts may contain specific mentions/hashtags consistent with the project objectives.

Actions such as following among other profiles involved in the project, sharing, or retweeting specific and consistent content, tagging, and mentioning the TANGO PROJECT page are the basis of dissemination throughout the life of the project.

To create continuity and recognisability on the different dissemination platforms, The aesthetic identity of the social channels has to be in continuity with the brand identity of the website. All channels have to contain the official logo and make a clear reference to the home page of the site by means of a button.

Four pages on different social media were opened to disseminate the project:

TWITTER: https://twitter.com/tangoproject_eu

MASTODON: https://mastodon.uno/@tangoproject_eu

LINKEDIN: <https://www.linkedin.com/company/tango-project-eu/>

YOUTUBE: <https://www.youtube.com/@tango-project>

- Official hashtag: #tangoprojectEU #HorizonEU

¹⁴ Grant Agreement, Part B, p.27

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	26 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

- Topic area hashtags: #Crosssectordatasharing #privacybydesign #ssi #blockchain #decentralisedidentitymanagement #ethicalAI #securedata #trustworthyAI #secureandtrustworthy #compliantdatamanagement #fairdatamanagement #transparentdatamanagement #environmentallysustainabledatamanagement #accountabledatamanagement #machinelearning #artificialintelligence
- For mentions:
 - Twitter: @tangoproject_eu
 - Mastodon: @tangoproject_eu
 - LinkedIn: @tango-project-eu
 - YouTube: @tango-project

Each post published by the TANGO profile will contain thematic hashtags and links to the website where necessary for the user's in-depth study. This will also help social media users discover the website, improving its ranking in search engines and contributing to the growth of the project's overall brand awareness.

Finally, thanks to the repost, each partner of the TANGO will be able to post the published content on the official social networks, mentioning and using the official hashtag. This way of working internally will generate views and allow the social profiles to increase the number of followers.

TWITTER

Twitter is then characterised as one of the social networks adopted by 'insiders' and opinion leaders in various sectors. This seems to respond very well to the needs of the project, which at a strategic level aims at engaging precisely that type of audience that works with information, knowledge, and news.

The choice of this channel relates to its nature as a tool for public debate, revolving around certain themes and topics, through specific hashtags, favouring the dissemination of information to influential people in each sector. Twitter is populated by people with specific and recognisable interests. It is the social way to reach experts in a field, gatekeepers and decision makers who will consequently favour dissemination to their followers. Information flows are then better organised, thanks to the generalised use of hashtags, which allow the potential interception of new audiences.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	27 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

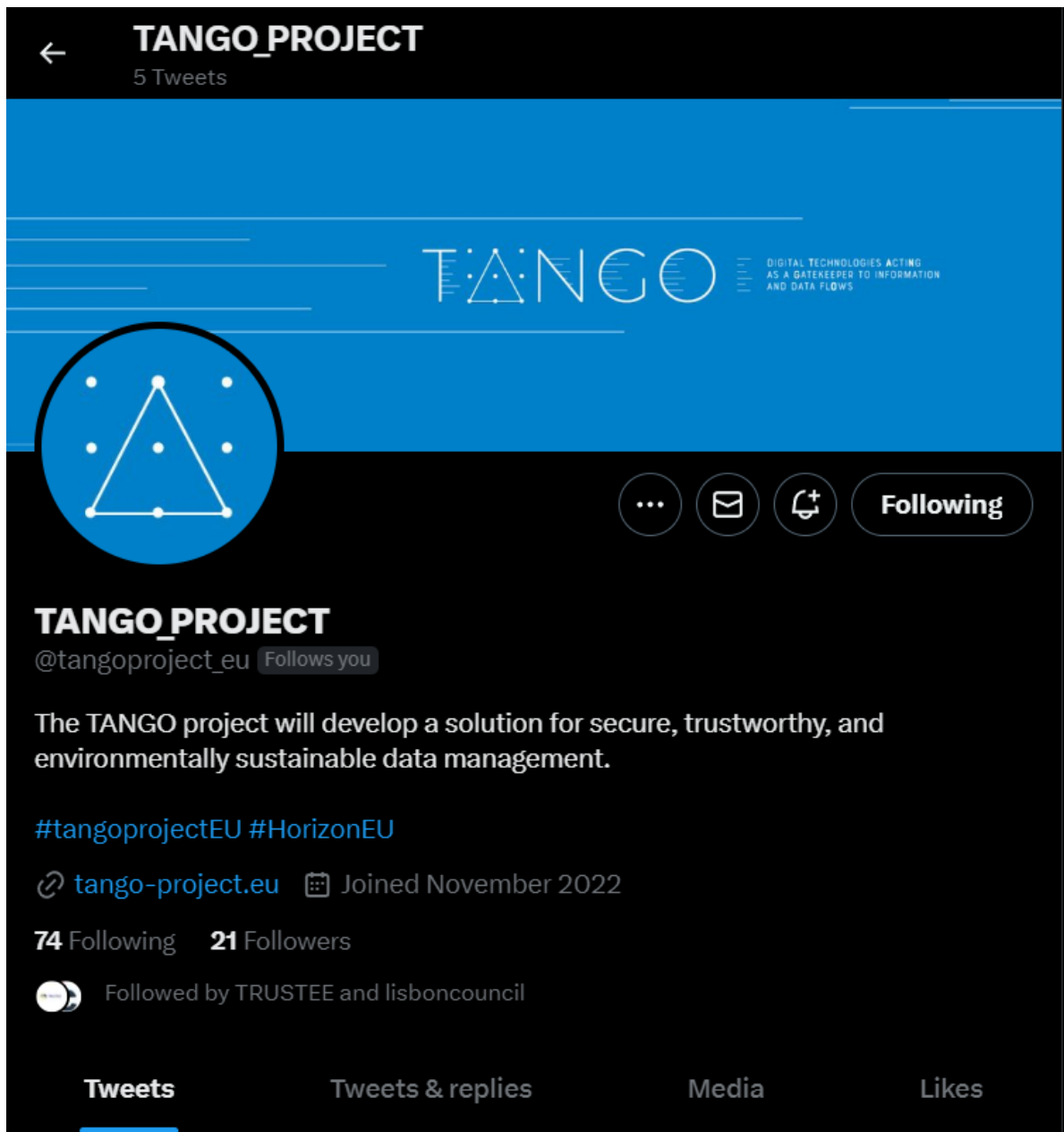


Figure 1 - Twitter account

The posts, or rather tweets will take the form of short messages containing data, official information, or links to the project website <https://tango-project.eu/> and partners.

The official hashtag of the page is #tangoprojectEU which will be included in every content posted and accompanied by thematic and sectoral hashtags in line with the context and topic of the post. This will allow the audience browsing by hashtags to receive targeted updates on specific areas of interest, appropriately spelled out.

Each post will therefore include specific hashtags related to the keywords or topics of the project.

In addition, each of the partners involved in the project will follow the TANGO PROJECT account and vice versa, thus building a network of relations; finally, by tagging and retweeting the posts reciprocally, it will be possible to disseminate the content in a widespread and institutional way.

Tweets will include tags or @mention according to topic or partner involved.

MASTODON

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	28 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

Mastodon has two million users but will grow, as many users are preferring this platform to Twitter. Unlike the most popular social networks, Mastodon does not have a centralised structure but is made up of various servers managed by private users, groups, and organisations. Moreover, the software is open source and based on the logic of “rooms”, where each has its own moderation rules.

By its nature, it is populated by a well-defined target group. In fact, Mastodon is mainly used by insiders and early adopters.

This is precisely the category of media consumers that we want to reach through the content strategy. Their contribution is crucial in the diffusion process of innovations: as they are among the first adopters of products and services that have just been launched on the market, they create the necessary conditions for the majority of consumers (early and late adopters) who will arrive later, to feel safe in consuming the novelty.

Currently, it is the largest open source, free and decentralised microblogging network on the planet on which there are no algorithms or advertisements.

For the aforementioned reasons, the dissemination of content on this channel could foster public debate on the topics of this project.

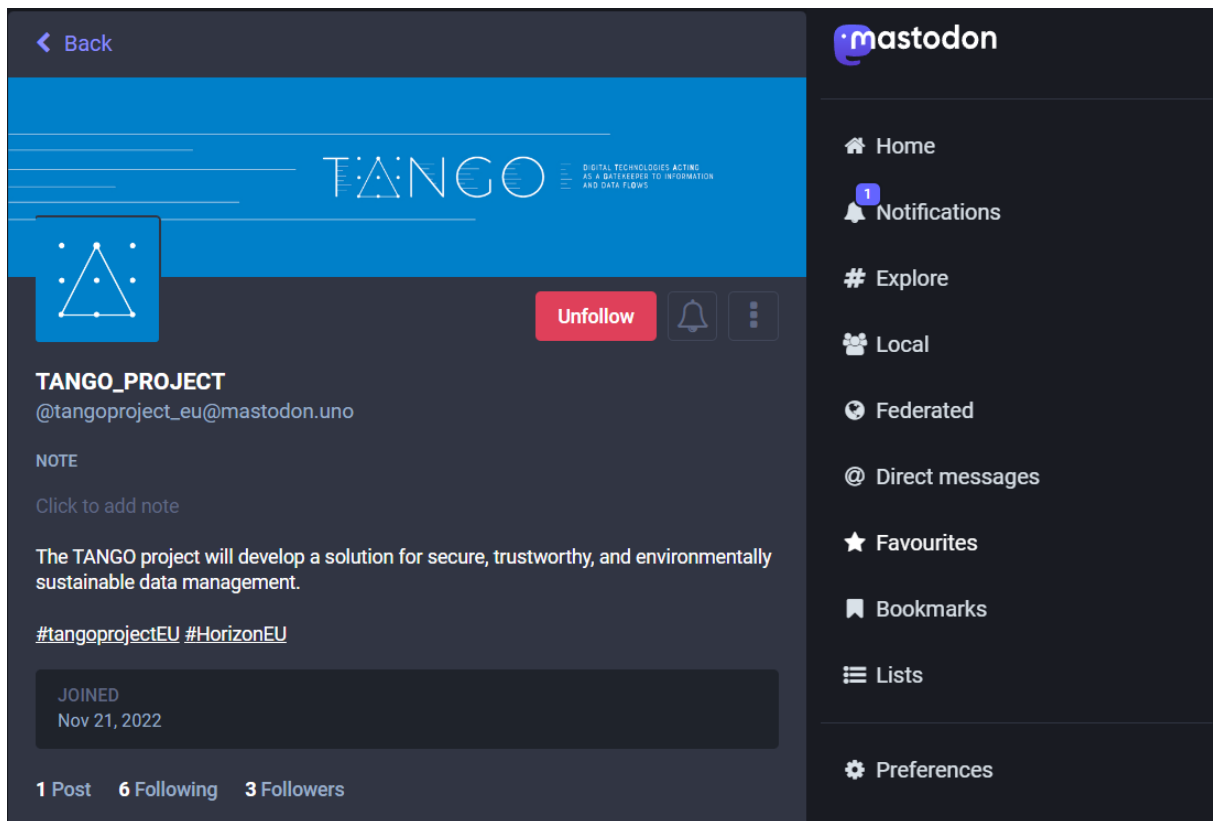


Figure 2 - Mastodon account

Like on Twitter, TANGO project account’s posts on Mastodon will contain the project and context hashtags, links to the website and where possible @mentions to partners on the platform.

LINKEDIN

LinkedIn has a professional nature, this makes it easy to reach specific job niches and professions, through the search and use of thematic and sectoral hashtags. On this platform, everyone indicates their professional job title, thus making the identification of Key Opinion Leaders and stakeholders easier than on other social channels, also thanks to the collaboration of the partners involved.

Content here can have a longer textual form compared to the limits imposed by the previous channels analysed, supported by the platform's native function called articles.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	29 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

LinkedIn attaches a lot of importance to the relational sphere in the dissemination of content, another central aspect that will help to achieve the set objectives.

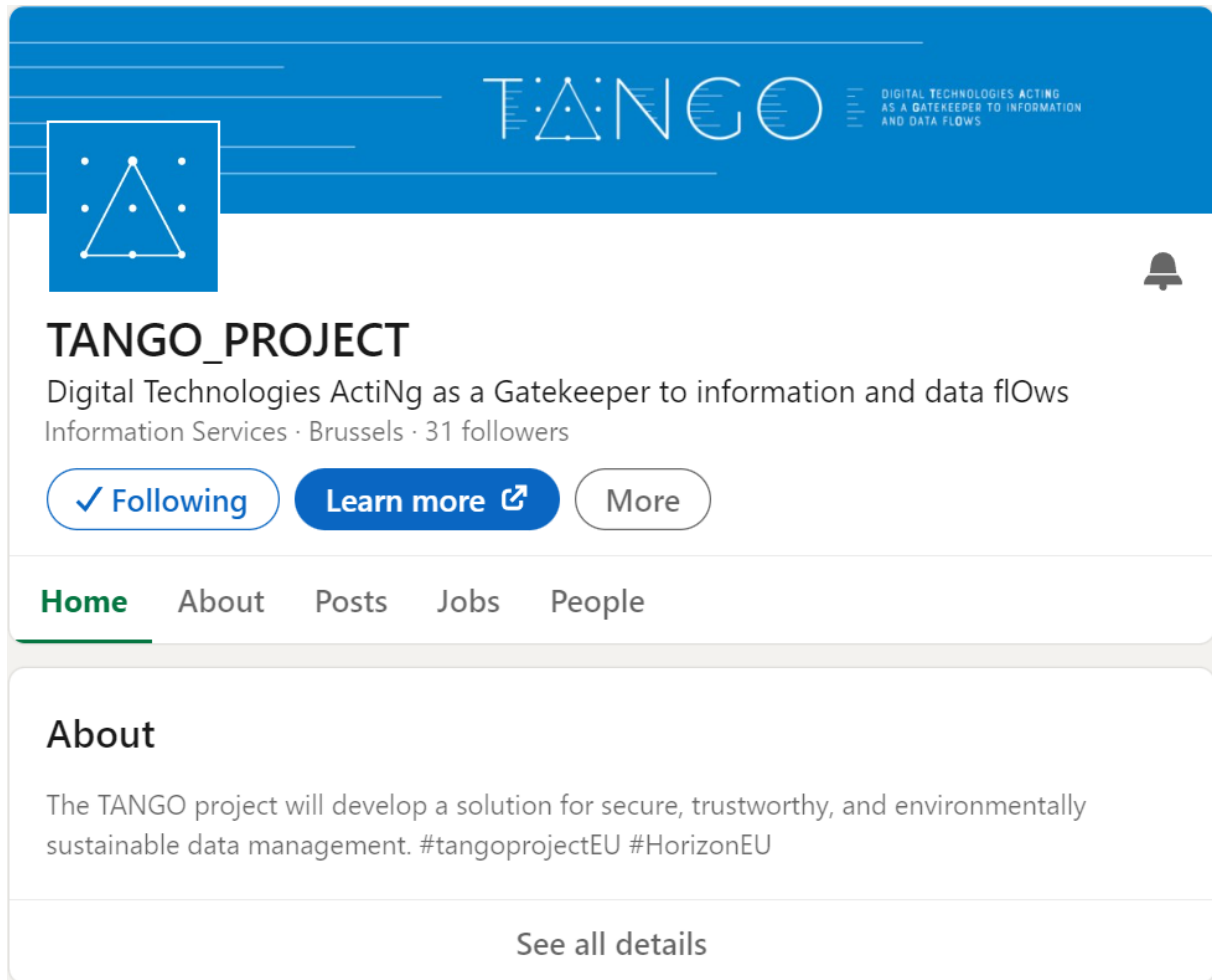


Figure 3 - LinkedIn account

Each project partner will follow the LinkedIn page of TANGO project and vice versa, thus widening the circles for dissemination. These internal connections via @mention allow for targeted sectoral dissemination, giving authority and recognition to those who come into contact with the project page for the first time.

Instead, by using the hashtag #horizoneu the published content will flow into the stream of posts related to the Horizon Europe programme and will be suggested to interested users.

Each project partner will be able to republish the contents of the LinkedIn page, mentioning the page, inserting the official hashtag #tangoprojectEU and pointing to the possibility of further investigation on the official website <https://tango-project.eu/>.

The chosen logo, description and graphics are always in continuity with each other. As is the reference to the website to create ad hoc navigation paths.

YOUTUBE

The YouTube channel, due to its nature, prefers dissemination through video content, uploaded to the channel complete with caption, references and in-depth links to the project website.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	30 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

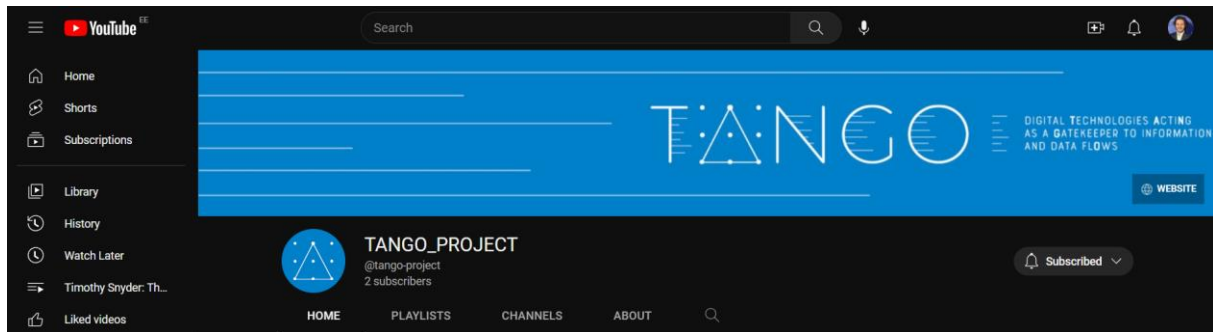


Figure 4 - YouTube account

Here below a glimpse at the communication strategy applied to the YouTube social channel:

Recordings of conferences and any other relevant event are published in a timely manner, the description includes appropriate tags and links to relevant material and always to the project website <https://tango-project.eu/>.

YouTube is used to publish videos that explain certain aspects of the project, however given the “trending” logic behind videos and accounts visibility on YouTube it is reasonable to envisage the use of this platform as a repository.

2.9.4 Videos to communicate certain sophisticated components of TANGO

Videos are an effective communication tool that can help bring complex ideas and concepts to life, making them more easily understood by a wider audience. The TANGO project will benefit greatly from utilising videos as a key component of its communication plan. This approach will help to convey the critical role that TANGO is playing in supporting the development of a data economy in Europe, while also demonstrating its commitment to policy compliance. By leveraging the power of visual storytelling, TANGO can effectively communicate the benefits of its work to stakeholders and ultimately contribute to the success of the project.

The approach to communication adopted for TANGO project envisions the use of videos in a way akin to that described above.

2.10 Proactive exploitation planning

This section aims to outline preliminary considerations, actions, and activities that fall under the scope of the exploitation of results of TANGO. The complexity of the technological and policy landscape surrounding TANGO demands for proactive actions with regard to the exploitation strategy. Therefore proactivity is of great importance.

2.10.1 Challenges and opportunities

Whenever considering policy recommendations on distributed data, it is necessary to overview and align with the European Union Commission strategy plan: “The strategy for data focuses on putting people first in developing technology and defending and promoting European values and rights in the digital world.”¹⁵ In a few words, the aim is to enable a single market for data which becomes available for society and companies, in a data-centric way, provided by data driven applications. Project TANGO, has to comply with EU guidelines in a manner that EU policies can be followed, also ensuring its primary objective, in a summarized way, on providing a portal to information data Flow. TANGO has as key elements distributed and privacy preserving data collection. Therefore, some system requirements must be considered. TANGO Information security roadmap must comply with the EU strategy for Data

¹⁵ European Union, *A European Strategy for Data*, (2020), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0066>

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	31 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

pillars, such as the Governance Act¹⁶ and GDPR¹⁷, outlining the efficient and proper way of protecting natural persons and the rules relating to the free movement of personal data.

An important bridge to bringing solutions to the market is standardization. Especially in research and innovation activities it plays a mandatory role, as it guides the way for the deployment of new and strategic technologies.

TANGO's outcome is going to be a digital technology and a governance framework that enables trustworthy cross-sector data sharing. Therefore, the standardisation activities are initiated in an early stage of the project.

The first key tasks are identifying TANGO's standardisation strategy by analysing the standardisation potential of the key innovations and to prepare a concrete plan to submit it to relevant forums and bodies (indicatively UNESCO, ENISA, BDVA, DAIRO, etc.)

By having identified several significant standardization bodies, the project aims the following steps:

- Complete list of standardization bodies (besides the ones TANGO's partners are members of)
- Follow existing standards throughout the project
- Contact standardization bodies and collect considerations by verifying outcomes
- Register TANGO's activities if and where necessary to be included in related activities (e.g. European Union Blockchain Observatory and Forum)
- Eventually make use of the Horizon Standardization Booster

2.10.2 Preliminary plan

This specific section constitutes a tentative outline of exploitation planning activities focusing on the intersection between innovation management, IPR management and business modelling.

To facilitate the proper exploitation and uptake of the project results by relevant stakeholders after the end of the project, TANGO implements a dynamic innovation management and exploitation strategy. From its early stages, the project aims to identify innovative solutions, architectures, software and hardware components developed and analyse them for use in further research and commercial activities. To achieve this, the Innovation Manager (namely Netcompany-Intrasoft S.A.) has already defined dedicated processes, which will yield a solid innovation management framework for the Background, the Foreground Intellectual Property and the identified Exploitable Results of TANGO.

The project's innovation management and exploitation strategy aim to support the creation of value of the exploitable results and facilitate successful innovation; the main objectives are the following:

- Describe the exploitation plan and how project partners will identify the Exploitable Results and the Key Exploitable Results and communicate their benefits and added value to relevant stakeholder groups.
- Identify and analyse the innovation potential of the TANGO key exploitable results and create a strategic roadmap for sustainability (marketing and pricing strategy) via business modelling and planning activities.
- Perform dedicated market research and techno-economic analysis for the key exploitable results of the project.
- Describe the IPR management methodology to be followed within the context of the project to ensure the efficient management the BG and FG IP knowledge created.

The preliminary innovation management and exploitation strategy of TANGO comprises five different phases as illustrated in Figure 5 below. Various tools will be employed in each phase, including market

¹⁶ European Union, *Data Governance Act*, (2020), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32022R0868>

¹⁷ European Union, *General Data Protection Regulation*, (2016), <https://gdpr-info.eu/>

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	32 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

research online surveys, exploitation workshops and creation business models based on the methodologies of the Business Model Canvas and the Platform Innovation Kit.

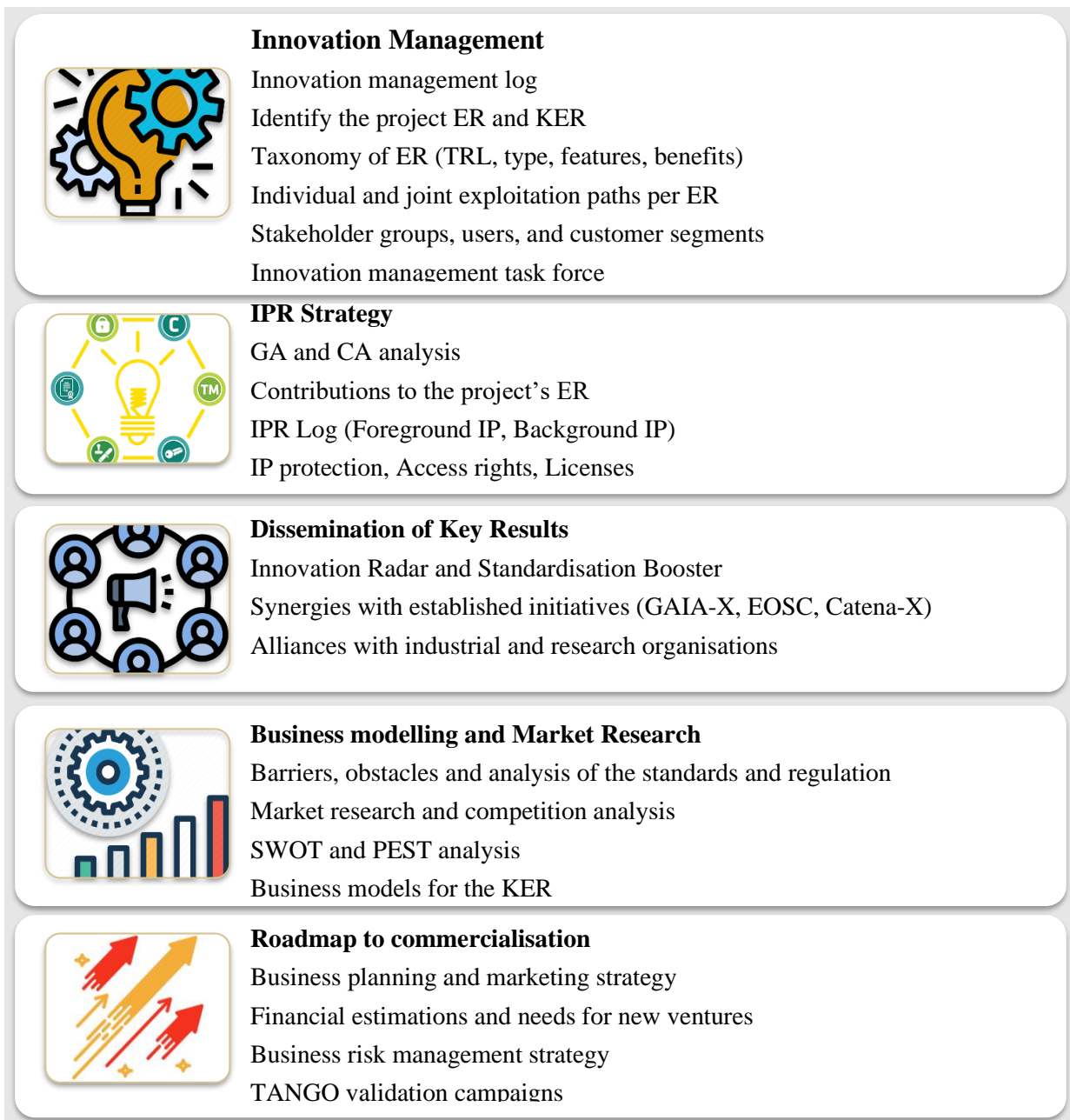


Figure 5 - TANGO Innovation Management and Exploitation Strategy

As an initial step, the consortium will focus on updating the project's exploitable results (compared to the ones already identified in the DoA), as well as work towards identifying new ones that are expected to emerge from the advances in technical work packages. This process will be mainly performed at a Task level, where each Task Leader will analyse the technical activities and propose modules/ software components/ datasets/ guidelines or intangible results that have academic or commercial potential for exploitation. The exploitable results will be classified (per type, TRL level, value proposition and features) and the core contributing partners to the development of each asset will be identified. This will lead to two main types of exploitation per ER:

- Individual Exploitation: Refers to the commercial and/or academic exploitation of an ER/KER by a single partner after the end of the project.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	33 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

- **Joint Exploitation:** Typical for collaborative R&I projects, it constitutes the case where more than one partners are involved in the development of an ER/KER and subsequently, to its commercial and/or academic exploitation.

As a next step, each partner will devise its exploitation path while FN and INTRA will coordinate partners to the activity of updating their business views per exploitable result. The underlying innovation management activities will be facilitated by an Innovation Management Log (jointly managed by INTRA, FN and DBC), which will have the form of a dedicated Excel template that will help partners to (i) identify the project’s ER and distil the KER, (ii) classify the ER, (iii) design the individual and joint exploitation paths per ER, and (iv) define the contributors per ER. In parallel, IPR Management processes will be designed and implemented by DBC to ensure that all the BG and FG IP stemming from the project is meticulously identified and managed by the consortium.

To manage efficiently the project’s exploitation activities, an internal project team (comprising 1-2 members per partner) will be formed in order to deal with the exploitation activities of TANGO, the so-called TANGO Exploitation Task Force. The role of this dedicated team will be to (i) deal with the exploitation contributions and activities needed throughout the project, (ii) align via ad-hoc meetings on the business and exploitation aspects of the project, and (iii) discuss ideas and potential exploitation routes that are relevant for the project. Contributions and feedback from all project partners will be needed to ensure the effective exploitation of the project’s ERs.

The joint exploitation of the project results involves a diverse set of partners with different expertise, strategic goals, networks, customer base and geographical coverage. There are four main groups of partners in the consortium, which could have different exploitation scope for the project’s ER/KER:

- **Technology providers:** Including technology providers in ICT, Big Data, Blockchain, Cyber Security, Artificial Intelligence, Cloud Computing, IoT, Data Analytics, who could be interested in participating in new ventures to commercially exploit the developed KER.
- **Use case owners:** Organisations who could use the ER and KER during the project implementation and potential exploit the project results by incorporating them in their internal operations.
- **Universities/ research organisations:** Including universities, engineering schools, public/private training providers, research centres, which could be interested in the utilisation of the research know-how acquired in future research activities.
- **Associations:** Including technology associations, policy makers, public organisations, which could exploit the project outcomes and best practices identified to design national or regional policies for data sharing.

Upon identification of the ER, the dissemination phase will be launched where the key activity will be to upload the key project results that hold the most exploitation potential (as they will be identified by project partners) to the EC-backed Innovation Radar platform and/ or the Horizon Results Platform (most probably towards the mid of the project). A core component of the exploitation strategy is the creation of synergies with relevant initiatives, as well as the networking with associations in order to communicate the benefits of the project innovations to a wider stakeholder based and attract potential first adopters for the TANGO KER.

For each of the KER a business model will be designed collaboratively by the project partners involved in its development. These business models will rely on the analysis of the current market and the competitive landscape, and at the same time, it will carefully examine potential business barriers and regulatory frameworks that need to be considered in each business case. Finally, a dedicated business plan will include concrete market analysis, SWOT and PEST analysis, marketing plans, financial estimation, operational processes, and potential business-related risks for new ventures that will be based on the project’s KER.

The TANGO roadmap to commercialisation follows three core stages, separating the short-term, mid-term, and long-term exploitation strategy of the project (Figure 6).

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	34 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

- Short-term stage: Design go-to-market strategies for the TANGO KER (via dedicated business plans) and validate the innovations via real-life operational scenarios and demonstrators in order to build viable business cases for each KER. Timeframe: during the implementation of the project.
- Mid-term stage: Design of semi-commercial products and services based on the TANGO KER, search for early adopters and potential expansion of the customer base. Utilisation of the KER in further research activities. Timeframe: 1 – 3 years after the completion of the project.
- Long-term stage: Commercialisation of the KER that have been validated and identified to possess significant business exploitation potential by the project partners, pending on partners’ business objectives, resources, and funding available. Timeframe: >3 after the completion of the project.

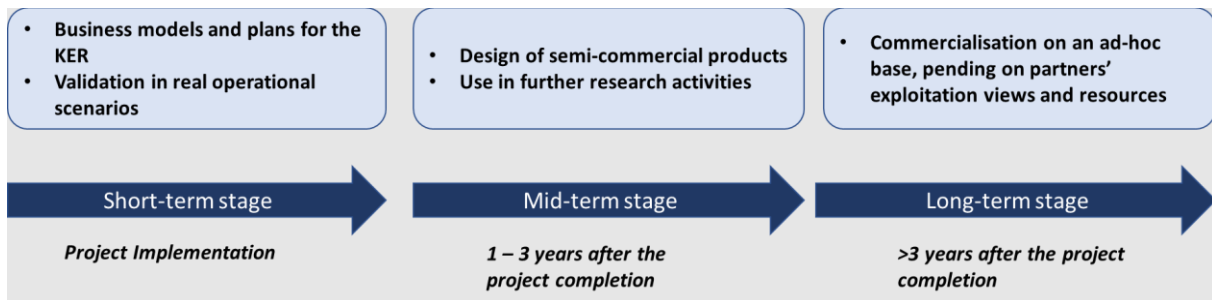


Figure 6 - TANGO roadmap to commercialisation

The consortium will also take advantage of the TANGO validation campaigns to communicate the project innovations, attract potential new adopters, and gather feedback for its business and exploitation activities.

Central to the exploitation is the intellectual property created throughout the project. The Intellectual Property Assets of TANGO as initially described in the DoA, and the ways they will be protected, when applicable, are presented below. At the time of the drafting of this report, no modifications had been reported. The Intellectual Property Assets included in the table comprise background assets brought into the project, and foreground results that will be developed during the project. In principle, each partner will own the foreground (results of the project such as inventions, software models, databases etc., and attached rights) it generates. During the Grant Agreement preparation phase, this table has been further analysed and a legally binding agreement in the form of the Consortium Agreement has been signed between consortium partners [21] to ensure that Intellectual Property will be exploited in an optimal way and without conflicts during the project. All IP-related aspects of TANGO are managed horizontally during the lifetime of the project, as part of the exploitation activities and in correlation of the project's KERs. As set in DoA, the IP strategy for project results is going to be updated every 6 months, to account for changing market and competition trends. To support the successful exploitation of project results, partners will seek protection as justified and appropriate.

2.10.3 Exploitation planning actions for the first year

The Work Package task leaders have proactively embarked on the exploitation path, with a preliminary definition of activities that, in combination with the dissemination and communication plan, aims to orient both internal and external stakeholders engagement. Table 8 provides said timeline.

Table 8 - Preliminary exploitation planning activities with timeline

Activity	Task leader	Start Date	Due Date
Create an Innovation Management Task Force for the project (internal, 1-2 members per partner) to deal with the exploitation activities	All	M06	M07

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	35 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

Identification of project exploitable results and innovations - Innovation Management Log	FN & INTRA	M01	M09
Competition analysis	FN	M01	M10
Market research and analysis (Total available market, Share of Market)	FN	M01	M13
Value Proposition analysis	FN	M01	M14
Barriers, obstacles and analysis of the standards and regulation	FN	M01	M17
Business models for the Key Project Results (Business Model Canvas)	FN	M01	M19
Technology and market watch	FN	M01	M036
Business Plan for the Key Project Results (Cost benefit analysis, Key partners , Internal team requirements (Key resources), Customer segments, Customer channels and relations)	FN	M01	M27
SWOT and PEST analysis	DBC	M01	
IPR Management & IPR Strategy	DBC	M01	
Set up an IPR Log	DBC	M01	
Mapping of regulatory constraints and opportunities	DBC	M01	
Identify TANGO stakeholders who could adopt our solutions via workshops	DBC	M01	
Internal plan for the dissemination of knowledge updated every 6 months	DBC	M01	
Create synergies with other relevant EU and international activities (H2020 topic ICT-13-2018-19 & Cluster 3 of the Horizon Europe)	INTRA	M14	
Create a roadmap to commercialisation (Infrastructure costs, Costs of reaching the market, Sales Forecast and RoI)	INTRA	M14	
Updated business models	INTRA	M14	
Partners' individual Exploitation Plans	FN & INTRA	M01	M32

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	36 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

3 TANGO branding

Branding is essential in the communication of a project because it helps to create a unified and consistent message that can be easily recognized by stakeholders. Together with the project's visual identity it provides an easy way for people to identify the project, as well as its values and goals. Branding also helps to differentiate the project from its competitors, while visual identity helps to convey key messages about the project in an attractive and memorable way. Branding also helps to build trust with stakeholders, as they will recognize the brand and associate it with quality work.

3.1 TANGO logo design

The design of the logo for the project TANGO moved from the abstract of the project, developed in the project proposal and available in the Grant Agreement as well. Keywords were extracted to identify key concepts underlying the project and to define design elements thereof. The choice was to highlight the *movement* (of data) and the *security* (of the technology, hence of the data stored and exchanged). This choice informed the design of a first set of proposals that was then narrowed down after consultation with the project consortium. Eventually, the combination of multiple elements resulted in the selected logo. The logo is available in the figure below.



Figure 7 - TANGO logo

3.2 TANGO website

The website is the first step in establishing TANGO's online presence. The website serves as the primary source of information about the project. The website includes a home page as well as a more detailed page that provides an overview of the project and its goals. It also includes pages for each of the project's components or phases, as well as a page for any related resources or documents. Finally, it includes a page with any relevant contact information.

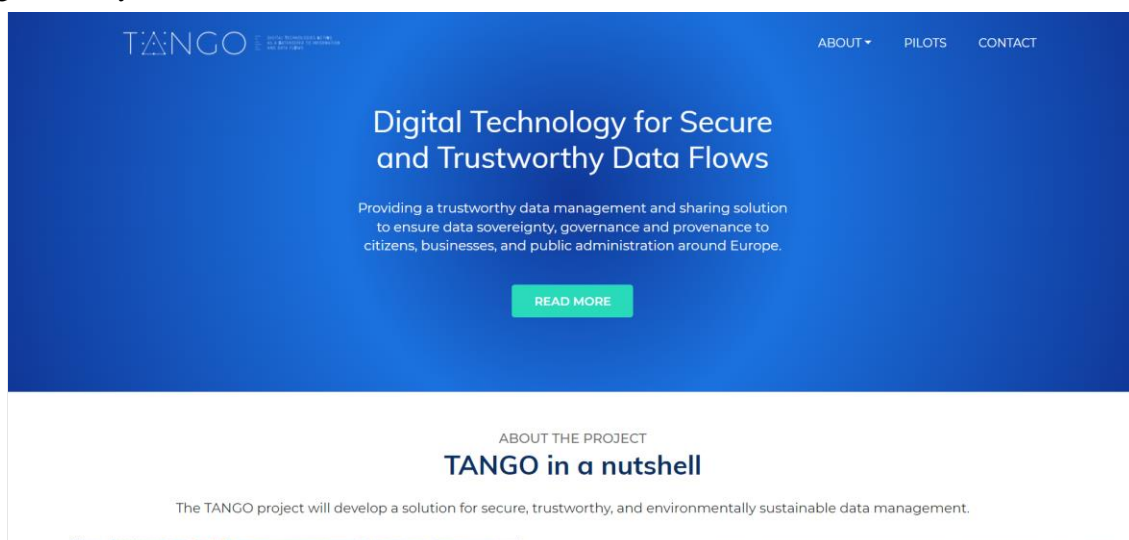


Figure 8 - A view of the Home page of the website

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	37 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

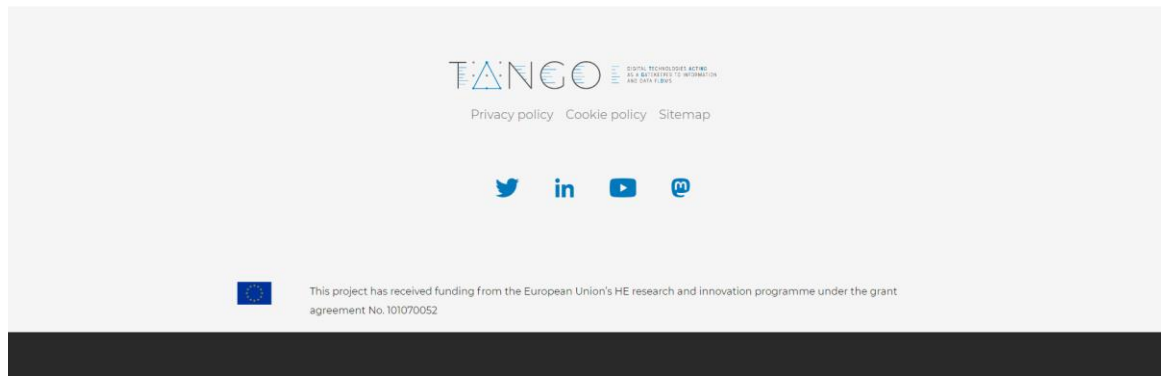


Figure 9 - Footer of the website

As per the Grant Agreement, communication and dissemination activities are monitored throughout a number of key performance indicators. The website constitutes a tool to collect a good portion of them since it gives access to downloadable material (to be tracked) and it is a source of information in itself (to be tracked through the numbers of visitors, etc.). Matomo is an open-source web analytics platform. First and foremost, among its strengths, Matomo is GDPR compliant and provides data security measures such as data anonymisation and user opt-out options. Additionally, Matomo can be customised according to the website owner needs and it provides detailed reports that are easy to understand and interpret.

3.2.1 TANGO website structure

The first version of the website structure includes:

- Home page
- About
 - Description of the project
 - Partners
 - Governance
- Pilots
- Contact

Whereas the Home page provides an overview of the project and, naturally, functions as a link to the other sections of the website, the other sections dive deeper into the project.

The About section includes a page that describes the project's context, the issue addressed, the solution advanced and more specific objectives of TANGO. Additionally, it includes a page about the consortium partners, these are presented and briefly described. Finally, it includes a page on the governance of the project, hence a description of the work packages and the leadership team (i.e., project's coordinator, dissemination manager, quality manager, etc.).

The section about the Pilots gives access to the three pilot cases of TANGO. The pilots are currently object of hard work by the consortium which is striving to define the needs and metrics of the different pilot cases. Thus, the current version of the website offers a high-level overview of the pilots. However, this section is likely to be the object of the first website update.

Finally, the Contact page. This page evidently includes the contact information of key roles within TANGO.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	38 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

4 Communication and dissemination tools and channels

This chapter provides an overview of the communication tools and channels selected for TANGO. Overall tools and channels encompass both traditional and newer forms of communication.

4.1 Templates

The use of templates is necessary to standardise certain communication material so as to ensure a consistent outlook and, ultimately, the visual identity of the project. Due to this reason, both physical and digital documents templates are made available to the TANGO consortium.

4.1.1 TANGO digital documents templates

A Power Point presentation template is provided for the consortium members to develop a presentation as they prefer and in the most suitable way for their event while complying with the brand developed for TANGO.

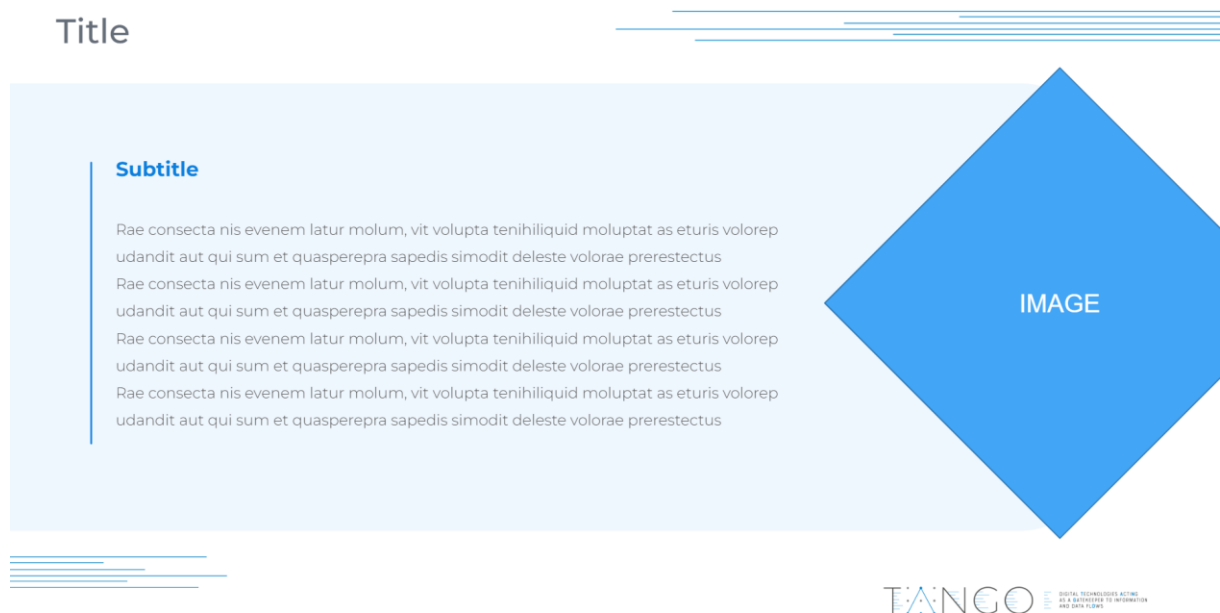


Figure 10 - Example of a slide of the PowerPoint template

A template for A4 documents (and Word documents) was developed. This can be seen in Figure 11.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	39 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final



Figure 11 - TANGO A4 document template

The A4 document is also used as a template for deliverables with the inclusion of the proper information (i.e., tables with references to the WP, deliverable name, due dates, contributors, type of dissemination, etc.).

4.2 Newsletters

The following figure represents the template for a newsletter structure and design.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	40 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final



Figure 12 - TANGO newsletter template

The newsletter is a central tool in the communication with external stakeholders. It provides timely updates on the progress of the project. Additionally, it is used to inform about any successes or challenges encountered during the course of the project, as well as to showcase key milestones that have been achieved. With this regard, the newsletter is used to promote upcoming events related to the project or share success stories. This will help build a TANGO community and strengthen its relationships afterwards. The content is tailored to each stakeholder persona so that they receive relevant information in an easily digestible format. Its structure should be clear and concise so that readers can quickly understand what is being communicated. When a stakeholder is tagged into a certain stakeholder persona, they will receive a newsletter tailored to that group. This process begins with the project team creating the newsletter content according to the interests and needs of the different personas. The stakeholders themselves can specifically opt to receive a certain type of content when registering. The content is divided as follows: publication and articles, summits and events, materials and videos, or no

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	41 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

preferences. The content is adapted to each persona so that they receive information that resonates with their experience and field of interest, and in an easily digestible language and format.

4.3 TANGO blog in the project’s website

TANGO leverages blog posts to offer useful information to the public and boost its visibility. The blog is a great way of increasing the project's online presence. It is used to spread news about relevant events and project’s successes and interact with potential customers or partners by providing them with insights associated with the project’s results. Generally speaking, it is an excellent way to provide detailed explanations about TANGO’s objectives, build trustworthiness by exhibiting accomplishments and strengths, as well as draw in new visitors who may be curious about the project or want to get involved.

The TANGO blog will be hosted on the project’s website (<https://tango-project.eu/>). This is a natural consequence of the role played by the website within the whole communication and dissemination of TANGO, which should facilitate the effort to meet the above-mentioned KPIs concerning the project’s online presence. In a few words, the website is the first tool that establishes the online presence of the project and functions as a channel akin to a one-stop-shop for other communication channels and for the dissemination of all relevant material. In this way, it is also an excellent point of contact for all the stakeholders who can access meaningful information and for potential stakeholders that may decide to become such on the basis of the content provided to them. This last interaction can certainly be mediated by the blog.

4.4 Articles, scientific publications, special issues, and policy briefs

The TANGO project leverages the expertise and experience of its consortium members to deliver top-notch scientific publications and policy briefs. The TANGO project will count on an array of tools and channels. Both scientific and non-scientific articles will be used to disseminate findings and technological developments. Special issues in scientific journals will allow to publish as well as receive contributions and present TANGO as a pool of knowledge on defined topics. Finally, policy briefs are an excellent tool to convey concise but comprehensive insights for policymaking. Building on its assets, it utilises the high-level profiles within the consortium to ensure that the quality of output is of the highest standard and that the most appropriate channels are selected for dissemination. Through these efforts, TANGO advances its mission to promote and raise awareness of the innovations and breakthroughs made in the fields of big data, AI, identity management, privacy, and blockchain.

A preliminary list of avenues for publication was compiled and is available in the Annex B.

4.5 Press releases

Press releases are a great way of communicating milestones or any other proceedings that can be assigned to a “checkpoint”. Naturally, they are also a great way of communicating about an event or some development that has a direct impact outside the project, hence that is worth of a broader exposure, including being shared with the general public. The social media channels of the TANGO project will not share this type of content to avoid auto referencing. However, the TANGO social media channels will share press releases published by media outlets or TANGO consortium partners.

4.6 Third-party events

The TANGO consortium members can use third party events as a powerful tool for the dissemination and communication of the TANGO project. Attending and participating in relevant events, such as conferences, workshops, and trade fairs, can help the consortium members to reach a wider audience and raise awareness about the project. By presenting the results of the TANGO project at such events, the consortium members can demonstrate the project's impact and value and provide insights into the innovations and solutions developed through TANGO. Additionally, by networking with other participants and stakeholders at these events, the consortium members can establish new partnerships and explore opportunities for collaboration. The consortium members can also engage with the media,

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	42 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

both through interviews and press releases, to further increase the visibility of the TANGO project and its results. It is important to choose events that are relevant to the TANGO project and that attract the right target audience, such as policy makers, industry leaders, researchers, and other relevant stakeholders. These events present an opportunity for the consortium members to engage with industry leaders, researchers, and the general public on the topic of big data, AI, identity management, privacy, blockchain and the industries of the six pilots that are relevant to the TANGO project. By using third party events effectively, the TANGO consortium members can maximise the impact and reach of the project's communication and dissemination efforts.

A list of potential events to attend is available in the Annex C.

4.7 Project presentation

The communication and dissemination plan presented in chapter 2 outlines the main rationale of first phase as to raise awareness on TANGO to spark interest and elicit interactions with the target audiences. Raising awareness on the project by developing a fairly comprehensive and generic overview is the logic underlying the introductory presentation of TANGO.



Figure 13 - First slide of the deck

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	43 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

Main objective

TANGO will establish a stronger cross-sector data sharing, in a citizen-centric, secure and trustworthy manner, by developing innovative solutions while addressing environmental degradation and climate change challenges.

The overall outcome is a novel platform exhibiting the following capabilities: user-friendly, secure, trustworthy, compliant, fair, transparent, accountable and environmentally sustainable data management, having at its core technology components for distributed, privacy preserving and environmentally sustainable data collection, processing, analysis, sharing and storage.

TANGO will unlock the innovation potential of digital technologies for decentralised, privacy-preserving applications, while making accessible and demonstrating this potential within the Gaia-X and EOSC ecosystem.



Figure 14 - Slide on the main objective of TANGO

The presentation consists of a thorough overview of the context surrounding TANGO, the main reasons that led to its proposal, the vision that underpins its goals, its objectives and the approach envisioned to achieve them, and the expected outcomes and impact. Naturally, it also acknowledges the TANGO consortium members albeit it does not offer a detailed description of them.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	44 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

5 Dissemination and communication monitoring

This chapter deals with activities timing, management and monitoring. More specifically, activities timing is planned by displaying a dissemination and communication timeline referring to each year of the project. Since the update of the DCP is scheduled for every 12 months, the timeline reported in the next section refers to the first year of the project. As far as the monitoring of dissemination and communication activities is concerned, this chapter deepens monitoring procedures and points out related KPIs of this communication strategy. A closely related activity to monitoring, covered by this chapter, is the identification of risks and the foresight of related mitigation actions, which is provided for in section 5.2.

5.1 Dissemination and communication timeline for the first year

The purpose of creating the timeline of activities as outlined in the table below (M1-M12) is to map the results and match the outreach activities as indicated within the timeline itself. The timeline will be added on the project repository so everyone inside the consortium is updated regularly about deadlines and deliverables that are necessary for this DCP. The months highlighted in the table constitute the months of activity.

Table 9 - Timeline of activities for the first year

Main activities	Sub-activities	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
TANGO KoM	Publication of first press release												
	Publication through partner's channels												
WP8 KoM	Organisation												
	Follow up												
DPC plan drafting	Partners' input												
	Drafting												
	Feedback collection and finalisation												
Definition of visual identity	First elaboration												
	Finalization												
Website set-up	Mock-up definition												
	Finalization												
Social media account set up													
Shared dissemination log													
Mapping of stakeholders	Partners' input												
	Mapping and engaging												
Mapping of events	Partners' input												
	Mapping												
Mapping of publication outlets	Partners' input												
	Mapping												

Main activities	Sub-activities	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12
Drafting and submission of scientific articles													
Launch of website	Launch												
	Content update												
Publication through social media													
YouTube video													
TANGO overall project presentation													
Newsletter													
Workshops, webinars	Design and organisation												
	Announcement												
Publication of the first scientific article													
Publication of a scientific poster													
Participation in EU and national events													
Press release													

5.2 Risks and mitigating actions

An updated (with respect to the proposal) list of risks and mitigation actions is provided in the table below.

Table 10 - Risks and mitigating actions

Risk	Rating	Mitigation
Partners do not agree with the licensing model for the final results of TANGO. The project will not achieve the planned impact and subsequent exploitation	Medium	Detailed licensing indications has been included in the Consortium Agreement before the beginning of the project. Initial version of the licensing model has already been addressed in Section 2, where freemium licensing schema for TANGO results is presented.
The project results do not achieve sufficient relevance in the software, cloud and IT sector in general. The project will not achieve the planned impact and subsequent exploitation	High	All partners are interested in gaining new business based on the results and thus direct the project to impact creation. To achieve that, several actions are planned, which range from scientific dissemination to more industrial, more driven one, organization of workshops and training sessions with the industry, as well as setting up informal focus groups for discussion and to gather feedback on TANGO's measurable outputs.
The dissemination of the project results is not sufficient to create an impact. The project will not achieve the planned impact and subsequent exploitation	Low	The dissemination plan will catch users as project sentinels in order to contribute to the dissemination of the results, emphasising the planned impact.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	46 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

5.3 Immediate next steps

A list of immediate next steps for the communication and dissemination of TANGO is provided in the table below.

Table 11 - Immediate next steps

What	Responsible Partner	Planning
News on banner exposition at Data for Policy to be posted in the website and social media	the Lisbon Council	M6
Validation of editorial calendar	Coordinator, the Lisbon Council	M7
Application to the first conference (probably Egov-CEDEM-ePart)	Coordinator, the Lisbon Council	M7
Planning, draft and publication of the first scientific paper	All partners	M12

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	47 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

6 Conclusions

The deliverable at hand represents a significant asset in project TANGO as it provides a comprehensive and effective approach to stakeholder engagement and communication. The following are the three main highlights of the deliverable. The deliverable defines and profiles stakeholders through personas, providing a deep understanding of potential stakeholders and enabling the consortium to engage with them in a targeted and impactful manner. The deliverable offers a comprehensive and well-structured plan for communication and dissemination, including a range of resources to effectively communicate with and engage stakeholders. By distinguishing communication and dissemination activities based on the phase of the project, the deliverable guides the consortium to achieve their goals. The deliverable sets the stage for the consortium to take the next steps towards success. This includes a full roll-out of the social media strategy, a well-defined schedule for communication and dissemination activities, and a solid foundation for dissemination efforts. In conclusion, the deliverable provides the consortium with a clear and effective path to stakeholder engagement and communication, supporting the project's impact on society and its long-term success.

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan			Page:	48 of 52
Reference:	D8.1	Dissemination:	PU	Version:	1.0
				Status:	Final

7 References

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- [2] European Union, *A European Strategy for Data*, (Brussels, 2020), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0066>
- [3] European Union, *Data Governance Act*, (Brussels, 2020), <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32022R0868>
- [4] European Union, *General Data Protection Regulation*, (Brussels, 2016), <https://gdpr-info.eu/>

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	49 of 52				
Reference:	D8.1	Dissemination:	PU	Version:	1.0	Status:	Final

Annex A – Initial List of Stakeholders

Stakeholder's name	Stakeholder's type
International Data Corporation (IDC)	Initiative
GAIA-X	Regulators
European Big Data Value Association	Initiative
EHTEL	Industry
Digital Europe	Industry
MarineTraffic	Industry
Ericsson	Industry
Epsilon Italia	Industry
NTT Data	Industry
APCO Worldwide	Industry
AIOTI	Initiative
MobiSpaces	Initiative
EUH4D	Initiative
DATAMITE	Initiative
ENCRYPT	Initiative
PISTIS	Initiative
TRUSTEE	Initiative
ETAPAS	Initiative
DECIDO	Initiative
ACROSS	Initiative
GLACIATION	Initiative
SARMENTI	Initiative
IDROMEL	Initiative
FAME	Initiative
TOP DNS	Initiative
Manufacturing-X	Initiative
ENTRUST	Initiative
EVENFLOW	Initiative
SUNRISE	Initiative
IRIS	Initiative
TENSOR	Initiative
ODYSSEUS	Initiative

Annex B – Initial List of Avenues for Publications

Avenue for publication	Type
ESORICS 2023	Scientific Conference
ICIS 2023	Scientific Conference
IEEE Euro S&P 2023	Scientific Conference
NATURE	Scientific Journal
IEEE Transactions on Industrial Informatics	Scientific Journal
IEEE Security & Privacy Journal	Scientific Journal
IEEE Transactions on Information Forensics and Security	Scientific Conference
IEEE Transactions on Dependable and Secure Computing	Scientific Conference
ACM	Scientific Journal
Spring	Scientific Journal
Elsevier	Scientific Journal
arXiv	Scientific Journal
MIS Quarterly	Scientific Journal
ECO blog	Company's Blog
Flanders Make blog	Company's Blog
Gemengen Luxembourg	Online Magazine
Computer & Security	Scientific Journal
PETS 2023	Scientific Conference
International Conference on the Art, Science, and Engineering of Programming	Scientific Conference
Proceedings of the VLDB Endowment	Scientific Conference
SPOUDAI - Journal of Economics and Business	Scientific Journal

Document name:	D8.1 Dissemination, Communication, Exploitation and Stakeholders Engagement Plan	Page:	51 of 52
Reference:	D8.1	Dissemination:	PU
	Version:	1.0	Status: Final

Annex C – Initial List of Potential Events to Participate

Name of the event	Type of the event	Audience
Data 4 Policy	Conference	Polymakers and Scientific Audience
SEMIC	Conference	Polymakers and Scientific Audience
Cloud Computing and Digital Single Market Roundtable	High-level roundtable	Industry and Polymakers
Data Week	Conference	Industry and Polymakers
EBDVF	Conference	Industry and Polymakers
EGI 2023	Conference	Industry and Scientific Audience
Data Spaces Symposium	Conference	Industry and Polymakers
Fujitsu Activate Now	Conference	Industry and Polymakers
Fujitsu Activate Now Technology Summit	Summit	Industry and Polymakers
Market-X Expo	Exhibition	Industry
GAIA-X Hackathon	Hackathon	Industry
HMI	Fair	Industry
SCS Summit	Summit	Industry
CEE	Fair	Industry
GXFS Connect	Conference	Industry
Cloud Fest	Conference	Industry
ICANN78 Companion Program	Workshop	Industry
It-sa 2023	Fair	Industry
Internet Security Days 2023	Conference	Industry
ICANN Readout Highlights & Take Aways from the Policy	Forum	Industry
Workshop – Cloud Services	Workshop	Industry
IoT in practice	Workshop	Industry
Mobile World Congress Barcelona 2023	Fair	Industry
Data Spaces Symposium & Deep-Dive Day	Conference	Industry
Flanders Make Symposium	Conference	Industry and Scientific Audience
Conference on Data Security	Conference	Scientific Audience, Industry, Polymakers
IoT Week 2023	Conference	Scientific Audience, Industry, Polymakers
FOSDEM	Conference	Industry