



## Robust Automated Driving in Extreme Weather

Project No. 101069576

### Deliverable 9.2

# Plan for the Dissemination and Communication activities

WP9 – Communication, Dissemination and Exploitation

Authors	Mario Ceccarelli (accelCH), Andreia Cruz (accelCH), Ilona Cieslik (accelCH), Eren Erdal Aksoy (HH)
Lead participant	accelCH
Delivery date	22-02-2023
Dissemination level	Public
Type	Report

Version 1



Funded by the European Union (grant no.101069576) Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them. UK and Swiss participants in this project are supported by Innovate UK (contract no. 10045139) and the Swiss State Secretariat for Education, Research and Innovation (contract no. 22.00123) respectively.

## Revision history

Author(s)	Description	Date
Mario Ceccarelli (accelCH)	Draft deliverable (version 1)	03/02/2023
Andreia Cruz (accelCH)	Revision 1	03/02/2023
Ilona Cieslik (accelCH)	Revision 2	06/02/2023
Mario Ceccarelli (accelCH)	Draft version 2	13/02/2023
Eren Erdal Aksoy (HH)	Revision 3	14/02/2023
Mario Ceccarelli (accelCH)	Draft version 3	20/02/2023
Eren Erdal Aksoy (HH)	Revision 4	20/03/2023
Mario Ceccarelli, Andreia Cruz (accelCH)	Final version	22/03/2023

## Contents

<b>Partner short names</b> .....	<b>5</b>
<b>Abbreviations</b> .....	<b>6</b>
<b>Executive summary</b> .....	<b>7</b>
<b>1 Introduction</b> .....	<b>8</b>
1.1 The purpose of the plan.....	9
1.1.1 Methodology.....	9
1.1.2 Communication and Dissemination objectives.....	10
<b>2 Implementation framework</b> .....	<b>12</b>
2.1 Stakeholders.....	12
2.1.1 Stakeholders' identification.....	12
2.1.2 Terminology and messages.....	14
2.2 Funding institutions' requirements.....	14
2.2.1 Funding acknowledgement.....	14
2.2.2 Dissemination rules.....	15
2.2.3 Communication principles.....	16
2.3 Dissemination principles.....	18
2.3.1 Open science strategy.....	18
2.3.2 Fair principles.....	18
2.3.3 Dissemination repositories.....	19
2.4 Availability of data.....	19
<b>3 Methods</b> .....	<b>19</b>
3.1 Multi-channel and multi-media approach.....	20
3.2 Project-specific tools.....	21
<b>4 Activities</b> .....	<b>23</b>
4.1 Communication.....	23
4.1.1 Project website.....	24
4.1.2 Social media channels.....	25
4.1.3 Content materials.....	27
4.1.4 Print material.....	28
4.1.5 Audio-visual materials.....	29
4.1.6 Open science events.....	31
4.1.7 Gadgets.....	31
4.2 Dissemination.....	32
4.2.1 Published results in scientific journals.....	32
4.2.2 Conference presentations.....	32
4.2.3 Industry focus groups.....	33
4.2.4 White paper.....	34
4.2.5 CCAM cluster event.....	35

4.2.6	The ROADVIEW webinar series .....	35
4.2.7	Event participation .....	35
<b>5</b>	<b>Summary of Communication and Dissemination activities .....</b>	<b>37</b>
<b>6</b>	<b>Monitoring and evaluation .....</b>	<b>38</b>
6.1	Assessment methods .....	38
6.1.1	Quantitative assessment .....	38
6.1.2	Qualitative assessment.....	39
6.2	Dissemination and Communication Cockpit .....	40
6.3	Reports and adjustments of planned activities .....	40
<b>7</b>	<b>References.....</b>	<b>41</b>

## List of figures

Figure 1	Cars in winter traffic.....	8
Figure 2	Tasks highlighted in the WP9.....	10
Figure 3	Categorisation of ROADVIEW stakeholders .....	13
Figure 4	EU funding logos .....	14
Figure 5	Innovate UK logo (left) and SERI logo (right) .....	15
Figure 6	Approval process .....	17
Figure 7	PCM Comments section.....	17
Figure 8	ROADVIEW logo in colour (on the left) and in the grey scale (on the right) .....	22
Figure 9	ROADVIEW insights from Google Analytics .....	25
Figure 10	ROADVIEW Twitter (left) and LinkedIn (right) homepages.....	25
Figure 11	ROADVIEW Communication and Dissemination timeline.....	37

## List of tables

Table 1	Definition of communication and dissemination objectives .....	11
Table 2	Project stakeholders .....	12
Table 3	funding acknowledgement for consortium-wide partners .....	15
Table 4	Dissemination rules .....	16
Table 5	Dissemination repositories.....	19
Table 6	Communication channels and tools.....	19
Table 7	ROADVIEW communication channels .....	20
Table 8	ROADVIEW communication tools .....	21
Table 9	ROADVIEW typography .....	23
Table 10	List of conferences.....	32
Table 11	ROADVIEW events.....	36
Table 12	ROADVIEW assessment strategy .....	38
Table 13	ROADVIEW Net promoter system according to Brian & Company (modified) .....	40
Table 14	Guiding questions for qualitative assessment .....	40

## Partner short names

HH	Hogskolan Halmstad
LUA	Lapin Ammattikorkeakoulu OY
THI	Technische Hochschule Ingolstadt
VTI	Statens Vag- och Transportforskningsinstitut
CE	Centre d'études et d'expertise sur les risques, l'environnement, la mobilité et l'aménagement
RISE	RISE Research Institutes of Sweden AB
FGI	Maanmittauslaitos – Finnish Geospatial Research Institute
Repli5	Repli5 AB
S4	Sensible 4 OY
KO	Konrad GmbH
FORD	Ford Otomotiv Sanayi Anonim Sirketi
CRF	Canon Research Centre France
ZF	ZF Friedrichshafen AG
accelCH	accelopment Schweiz AG
WMG	The University of Warwick

## Abbreviations

AI	Artificial Intelligence
AV	Automated Vehicles
CA	Consortium Agreement
CC	Creative Commons
CCAM	Connected Cooperative and Automated Mobility
CINEA	European Climate, Infrastructure and Environment Executive Agency
D	Deliverable
DISCOcockpit®	Dissemination and Communication cockpit
DMP	Data Management Plan
DoA	Description of Action
EC	European Commission
EU	European Union
GA	Grant Agreement
HEU	Horizon Europe
IAB	Innovation Advisory Board
KPI	Key Performance Indicator
M	Month
MS	Milestone
NPS	Net Promoter Score
OEM	Original Equipment Manufacturer
PCM	Public Communication Material
PDC	Plan for the Dissemination and Communication activities
R&I	Research and Innovation
SME	Small and Medium-sized Enterprise
WP	Work Package

## Executive summary

The Deliverable 9.2 presents the ROADVIEW Plan for the Dissemination and Communication activities (PDC) to maximise the impact of the project. Section 1 outlines the key objectives for dissemination and communication, while in sections 2 and 3 we elaborate on the implementation framework and methods to achieve those objectives. These include the EC requirements, dissemination principles, identification of the target groups and the ROADVIEW key messages, as well as the tools and channels for the consortium to reach those stakeholders. Next, section 4 describes the specific communication and dissemination activities which will be implemented at various stages of the project. All activities are tailored to relevant stakeholders and include Key Performance Indicators (KPIs) to measure their impact through time. Section 5 provides a summary of these activities, together with the respective partners' responsibilities. Finally, section 6 describes how the planned activities will be monitored and evaluated.

Note that the ROADVIEW Dissemination and Communication Strategy and activities are subject to update throughout the project's duration.

## 1 Introduction

Thanks to the evolution of robotics, communication infrastructures, and sensor technologies, the Automated Vehicle (AV) industry has grown exponentially in the past decade. AVs, often referred to as self-driving vehicles, have the potential to revolutionise the mobility industry, making it safer, cleaner, more efficient, and user-friendly. However, although giant steps have been made in this regard, most of AVs have been trained and tested under optimal weather conditions and with clear visibility. Thus, embracing the global momentum, the AV industry needs to develop self-driving vehicles that are equally reliable and accurate under harsh weather conditions. This will enable wide acceptance and adoption of AVs, as well as full exploitation of the associated benefits.

Funded through the Horizon Europe (HEU) programme of the European Union (EU), the ROADVIEW project aims to develop a complex in-vehicle system able to perform advanced traffic recognition and prediction under severe weather conditions, such as snow, fog, and rain (Figure 1). Based on a cost-efficient multisensory setup, the revolutionary ROADVIEW system will independently perceive the environment conditions and make decisions based on its enhanced sensing, localisation, and improved object and person classification. Thereafter, due to its high societal and economic relevance and potential for exploitation, the ROADVIEW project must be accompanied by a clear communication and dissemination strategy to ensure that the knowledge and outcomes produced within the project have the highest impact and are fully exploited.

This deliverable encompasses all the communication and dissemination activities planned throughout the lifespan of the project, with the aim to inform society at large about the project and its results (Communication), and to ensure relevant stakeholders' uptake and reuse of the project resources (Dissemination). This deliverable is produced based on the project's Description of Action (DoA), best practices collected and analysed across Europe and beyond, as well as partners' input in connection to their experience in the field. Under the guidance of accelCH, all partners will contribute to the implementation of the activities described in this plan. Additionally, to ensure the quality and effectiveness of the proposed measures, the plan will be revised and updated periodically throughout the project. Together with other WP9 deliverables, such as the 'Stakeholder report and strategy' (D9.4.), and the 'Roadmap for exploitation including lessons learned' (D9.9.), the plan will support the progress of the technical Work Packages and facilitate the introduction of the ROADVIEW systems to the AV market.



Figure 1 Cars in winter traffic



## 1.1 The purpose of the plan

The overarching purpose of this plan is to provide a detailed strategy for ROADVIEW's public communication and dissemination activities. Through this deliverable, the ROADVIEW consortium aims to:

- ✓ Define the project stakeholders, including their needs, expectations, and influence on the project.
- ✓ Define a strategy for the communication and dissemination activities, including objectives, target groups, key messages and measures.
- ✓ Define the tools to be used for communication and dissemination activities.
- ✓ Establish the channels for external stakeholders' communication, following a multi-media approach to ensure Europe-and worldwide stakeholder outreach.
- ✓ Plan and define responsibilities for all the communication and dissemination activities targeted at ROADVIEW stakeholders.
- ✓ Establish a benchmark for the evaluation of the communication and dissemination activities.

### 1.1.1 Methodology

Communication and Dissemination are crucial elements in the ROADVIEW project that ensure that the knowledge produced within the project is shared with society at large, and relevant automotive and transportation industry stakeholders. Thereafter, the Plan for the Dissemination and Communication activities (PDC) is meant as a tool to support the project Research and Innovation journey and should involve all project partners on the same level as the research.

Thus, since its outset, the project partners were equally invested in the definition of a communication and dissemination strategy. The ROADVIEW consortium has highlighted the importance of using different approaches to maximise project activities and results (outreach). In the DoA, the project partners outlined three key strategies as a foundation of the PDC: (i) multi-media and multi-channel communication, (ii) stakeholder-oriented approach, (iii) commercial and non-commercial exploitation. The consortium has also identified stakeholders and discussed the primary areas of interest for the upcoming activities that will take place. These actions helped to understand better the needs of both the project and the various stakeholder groups as well as served as a basis for the PDC.

The following four-step approach was used:

- ✓ The analysis of the European Commission (EC) materials which highlight the core requirements under the new Horizon Europe framework, such as the Horizon Europe Model GA<sup>1</sup>, Horizon Europe factsheet on open science<sup>2</sup>, online manual on the EC funding & tender opportunities portal<sup>3</sup>, webinar presentations and recordings shared after the EC webinar session "Dissemination & Exploitation in Horizon Europe"<sup>4</sup>, ROADVIEW Consortium Agreement (CA) and others.
- ✓ A broad communication and marketing literature search gave a better overview of modern communication strategies, marketing theories, stakeholder management approaches, communication and dissemination tools and channels as well as their application in research projects. For instance, we considered the works of such communication and marketing scholars: P. Kotler<sup>5</sup>, S. Whitaker<sup>6</sup>, G. Armstrong and H. Meffert<sup>7</sup>.
- ✓ Application of the best practices acquired in the EU-funded Research & Innovation projects, in which accelCH previously developed the communication, dissemination and exploitation plans. The structure covers all the main aspects of the efficient communication, dissemination and exploitation process. Specifically, it outlines the key EC requirements which guide the project consortium throughout the project timeline, analysis of the target groups and messages delivered to them, multi-channel approach and tools, an activity plan, and the evaluation stage for further improvements.
- ✓ Communication and cooperation with the project consortium to ensure that all discussed points and ideas are met and included in the PDC. More specifically, consultations with partners allow an in-depth definition of the project target groups and relevant stakeholders, national and international events, national and international relevant communication and dissemination channels, and support materials (e.g. flyers, brochures, newsletter, roll-up banners, etc.).

## 1.1.2 Communication and Dissemination objectives

Communication and dissemination are crucial activities to inform the scientific community, policymakers, media representatives, potential new collaborators from industry, and society at large, thus must be enshrined throughout the implementation phase of the project and beyond. As Communication and Dissemination contribute to increase the impact of the project results, they are aligned with the project objectives and coordinated by a dedicated Work Package (WP9). Figure 2 represents the main Communication, Dissemination, and Exploitation tasks designed for the ROADVIEW project within WP9.

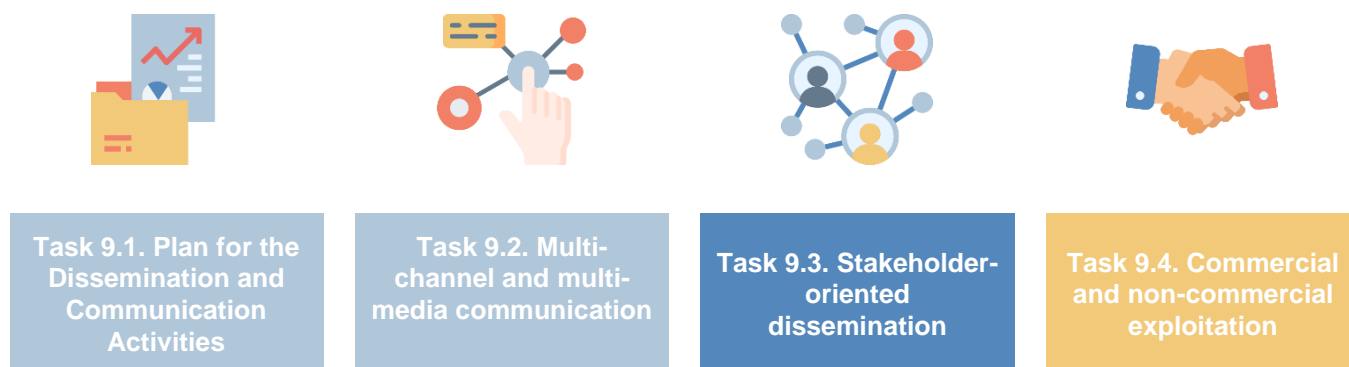


Figure 2 Tasks highlighted in WP9

Understanding the concepts behind communication, and dissemination is the first step towards creating a successful and targeted action plan. Definitions highlighted in Table 1 (see below) are described in the context of the ROADVIEW project and in line with the EC definition<sup>8</sup> of such terms and concepts.

**Communication** consists of a process that aims to promote the action and its results throughout the project lifespan by reaching out to society at large to highlight the need and benefits of the action and how the EU funding contributes to tackling societal challenges.

**Dissemination** refers to the public disclosure of the project results by appropriate means other than resulting from protecting or exploiting the results, including by scientific publications in any medium. More specifically, dissemination aims to transfer and circulate knowledge with potential users and maximise the research impact.

Communication and dissemination activities take place at different stages of the project lifespan. While communication starts at the very beginning of the project and promotes the project and its findings throughout its full life cycle, dissemination occurs when the first results are available. This means that some activities are more relevant at certain stages of the project and should be planned and implemented accordingly.

Hence, ROADVIEW communication and dissemination objectives are defined in the following page in Table 1.

**Table 1 Definition of communication and dissemination objectives**



### Communication

- ✓ Increase the visibility of the ROADVIEW project
- ✓ Reach various target groups and explain the rationale of the project
- ✓ Convey knowledge about Autonomous Vehicles and the risks connected to harsh weather conditions.
- ✓ Inform key actors about the project activities and results throughout the whole project lifespan
- ✓ Generate interest towards the project objectives and main goals



### Dissemination

- ✓ Transfer knowledge and results to enable others to use and take up results
- ✓ Share knowledge on the importance of intelligent transport systems for connected automated mobility with the scientific community, policymakers, industry, and relevant market sectors
- ✓ Contribute to strengthening European R&I capacity
- ✓ Enhance partners' reputation at the local, national, and international levels
- ✓ Ensure collaboration and follow-up R&I initiatives

## 2 Implementation framework




### 2.1 Stakeholders



Within the ROADVIEW project framework, stakeholders are defined as individuals or groups who have an interest in the research project or are affected by its outcomes<sup>9</sup>. Stakeholder engagement is essential as it not only raises awareness about the project activities, but it also brings knowledge and expertise to the project from different perspectives to the research.

#### 2.1.1 Stakeholders' identification

The ROADVIEW consortium agreed on the stakeholder-driven approach as one of the core strategies in the communication and dissemination activities. Thus, the plan presents the outcome of ROADVIEW stakeholders' analysis used to determine each stakeholder's interest, influence, and participation in the project. The analysis identified five key stakeholder groups based on their field of expertise and relationship with the ROADVIEW project as illustrated in Table 2.

Table 2 Project stakeholders

Group	Key actors	Interest
Scientific community 	Universities, research institutes and organisations	Scientific collaboration, new knowledge, improved reputation, and innovation.
	Researchers and students with expertise in artificial intelligence, autonomous vehicles, Information & Communication Technology	Achieve substantial scientific goals; Make the most use of their knowledge and expertise; Expand their research community and collaborate towards a common goal.
	Researchers working on Connected Cooperative & Automated Mobility (CCAM) projects	Exploit synergies between projects; Establish a European wide scientific network; Further exploitation of project findings.
Automotive industry 	Original Equipment Manufacturers (OEM) and tier 1 suppliers	Potential new business opportunities; Innovation brought to the market.
	Autonomous technology SMEs	Exploitation opportunities in their interest area; Information about project results; Know-how and knowledge sharing.
End users 	Industries with transport needs	Exploitation benefits and implementation requirements; Project results and events.
	Infrastructure and automated shuttle operators	Knowledge sharing, know-how, training needs, and implementation requirements.
	Drivers, passengers	Information about project results, activities and events; Impact on their day-to-day lives (e.g. efficiency, safety, etc.).

	<p>Policy makers</p> <p>EU &amp; national regulators/lawmakers</p>	<p>Recommendations, guidelines, and potential political and societal exploitation opportunities</p>
	<p>Standardisation bodies</p>	<p>Recommendations, guidelines, and specific requirements for European/global standardisation.</p>
	<p>General public</p> <p>Road users (pedestrians and cyclists)</p>	<p>Information about the project results, activities, and the impact on the societal level and on their day-to-day lives.</p>
	<p>Media</p>	<p>Information about the project, updates about activities, events, and the role of the partners; News which can catch the attention of a wide audience.</p>

Once the stakeholders are identified, it is essential to manage them strategically. Thus, the strategy proposes different amounts of attention and frequency of communication, depending on their levels of interest and power to influence the project. To do so, we created the stakeholder map proposed in Figure 3 to categorise ROADVIEW stakeholders in terms of their interests and influence in the project. Stakeholder mapping allows us to efficiently engage with stakeholders over the course of the project by meeting their specific needs.

In consultation with project partners, accelCH will compile a list of contacts and relevant stakeholders at the local level. This will be uploaded on SharePoint and constantly updated to support a more effective outreach of the target groups from project partners.

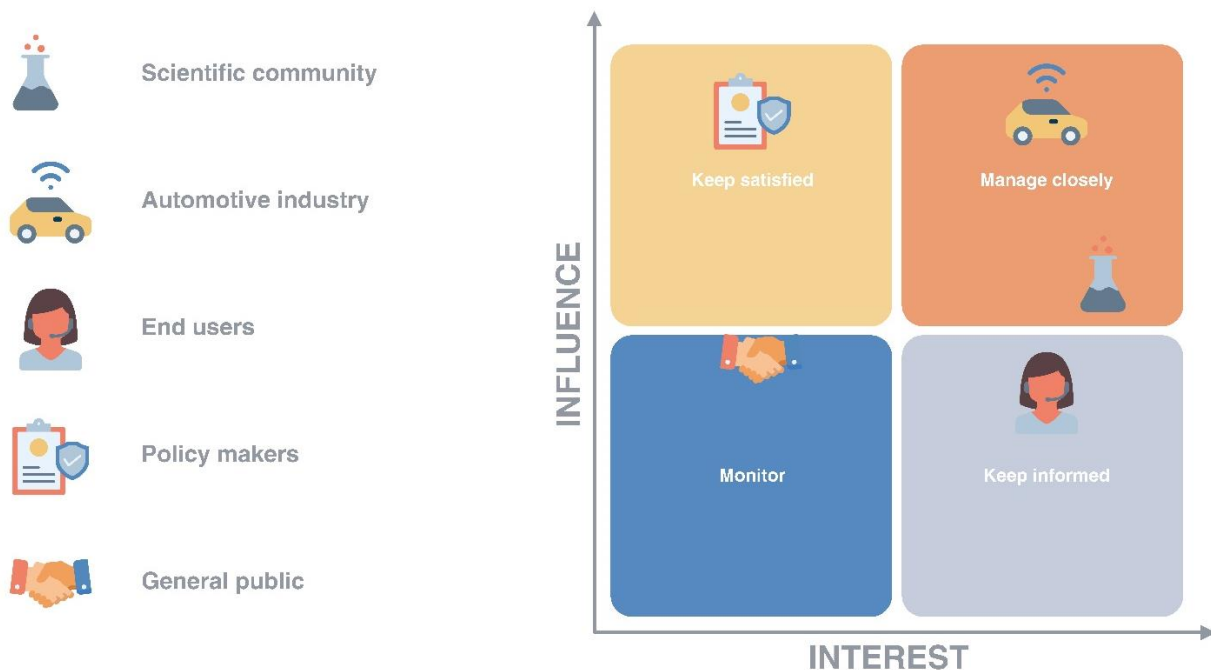


Figure 3 Categorisation of ROADVIEW stakeholders

## 2.1.2 Terminology and messages

Providing clear and consistent communication while working on a complex project with varied stakeholders is crucial<sup>10</sup>. Key messages of ROADVIEW are the main points to achieve common understanding and clarity among different target groups. Considering the various interests that stakeholders have towards the project, we defined the common language and messages that are tailored to the needs and expectations of the ROADVIEW main actors. All communication and dissemination activities within the ROADVIEW project will be developed around these five key messages:

- ROADVIEW main goal is to develop a reliable, in-vehicle system for autonomous driving capable to perform under harsh weather conditions such as snow, rain, and fog.
- To date, complex environmental and traffic conditions, as well as road infrastructures, have a major impact on the safety and operations of Automated Vehicles (AVs).
- The science-to-technology breakthrough of ROADVIEW is the creation of a cost-effective system that incorporates a set of sensors for improved perception of the surroundings and decision-making under extreme weather conditions.
- ROADVIEW brings together a highly interdisciplinary team and world-leading expertise in software, hardware, and control engineering, remote sensing, mobile laser scanning, automation, robotics, computer vision, geographic information sciences, and artificial intelligence.
- ROADVIEW is Horizon Europe research and innovation action funded by the European Union with the support of [Innovate UK](#) and [Swiss State Secretariat for Education, Research and Innovation \(SERI\)](#).

## 2.2 Funding institutions' requirements

As described above, communication and dissemination activities cover different aspects and objectives in PDC. Nevertheless, they all focus on circulating knowledge and innovation to create value within the target groups in the EU and partner countries. Importantly, all activities are formed based on the legal requirements defined by the EC in the GA; some of them are described in the following subsections.

### 2.2.1 Funding acknowledgement

ROADVIEW is a project funded under the EC's European Climate, Infrastructure and Environment Agency (CINEA) and must comply with the rules defined in the Grant Agreement (GA). Article 17 "Communication, Dissemination, and Visibility", section "**Visibility – European flag and funding statement**", states that communication and dissemination activities as well as infrastructure, equipment, vehicles, supplies, or major results funded by the grant must acknowledge the EU support and display one of the logos illustrated in Figure 4.



Figure 4 EU funding logos

Article 17, section 17.3 "Quality of information — Disclaimer" says that any communication or dissemination activity related to the action must use factually accurate information. All project-related public information, be it printed or electronic (presentations, films, posters, flyers, articles, books, and all other forms of publications) as well as content

on websites should – as far as possible – include the ROADVIEW logo as well as the EU logo in a prominent and appropriate position and always acknowledge the funding:

*“Funded by the European Union (grant no. 101069576). Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them.”*

Additionally, the funding bodies of the associated partners from the UK and Switzerland, namely the University of Warwick (WMG) and accelompment Schweiz AG (accelCH), must follow the subsidy contract signed with Innovate UK, and the Swiss State Secretariat for Education, Research and Innovation (SERI) respectively. Hence, in addition to the EU logo, **the UK Innovate and SERI logos** in Figure 5 **must be displayed** when accelCH and WMG are involved in ROADVIEW research results or other scientific findings:



Figure 5 Innovate UK logo (left) and SERI logo (right)

Thereafter, on top of the EU disclaimer, WMG and accelCH must add the following disclaimer to comply with the requirements from the respective funding agencies:

*“UK and Swiss participants in this project are supported by Innovate UK (contract no. 10045139) and the Swiss State Secretariat for Education, Research and Innovation (contract no. 22.00123) respectively.”*

Table 3 is an example of how a final acknowledgement involving all partners should look like.

Table 3 funding acknowledgement for consortium-wide partners

	 Innovate UK		<p>Funded by the European Union (grant no. 101069576). Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Climate, Infrastructure and Environment Executive Agency (CINEA). Neither the European Union nor the granting authority can be held responsible for them.</p> <p>UK and Swiss participants in this project are supported by Innovate UK (contract no. 10045139) and the Swiss State Secretariat for Education, Research and Innovation (contract no. 22.00123) respectively.</p>
---	---	---	---

Importantly, before engaging in a communication or dissemination activity **expected to have a major media impact**, **the beneficiaries must inform the EU granting authority** (Article 17, section 17.1 “Communication — Dissemination — Promoting the action”).

## 2.2.2 Dissemination rules

There are several key EC requirements associated with communication and dissemination within the EU projects under the Horizon Europe programme. These are based on the GA, and in particular on Article 17 – “Communication, Dissemination and Visibility”, as well as on Annex 5 “Specific Rules” and CA. Dissemination rules are given in Table 4.



Table 4 Dissemination rules

Dissemination rules
<ul style="list-style-type: none"><li>✓ The beneficiaries <b>must disseminate their results as soon as feasible</b>, in a publicly available format, subject to any restrictions due to the protection of intellectual property, security rules or legitimate interests.</li><li>✓ A beneficiary that intends to disseminate its results <b>must give at least 15 days advance notice</b> to the other beneficiaries, together with sufficient information on the results it will disseminate.</li><li>✓ Any <b>other beneficiary may object within (unless agreed otherwise) 15 days of receiving notification</b>, if it can show that its legitimate interests in relation to the results or background would be significantly harmed. In such cases, the results may not be disseminated unless appropriate steps are taken to safeguard those interests.</li></ul>

Annex 5 expands the information described in Article 17 and states the following in terms of the PDC: “(...) **beneficiaries must provide and regularly update** a plan for the [...] dissemination of results including communication activities.”

### 2.2.3 Communication principles

Within the SharePoint folder Communication and Dissemination, an area for Public Communication Material (PCM) will be created to serve as the repository for various publicly usable materials, such as photos, diagrams, graphics, visuals, and video materials.

All the materials in the repository should meet the following criteria:

- ✓ Released by the author(s)
- ✓ Approved by partners according to the approval process outlined below
- ✓ Include a Creative Commons (CC) license

No material should be uploaded to the PCM if the above-mentioned criteria are not fulfilled.

#### Approval process

To ensure that information within public material is correct and can be made public, an approval process for documents is essential. Different partners will be involved in the approval process depending on the input and feedback needed. Members who should always be involved include:

- a. The Coordinator, Eren Erdal Aksoy
- b. The Administrative project manager, Andreia Cruz
- c. The Communication project manager, Mario Ceccarelli

Figure 6 below represents the approval process to follow before making new material public.



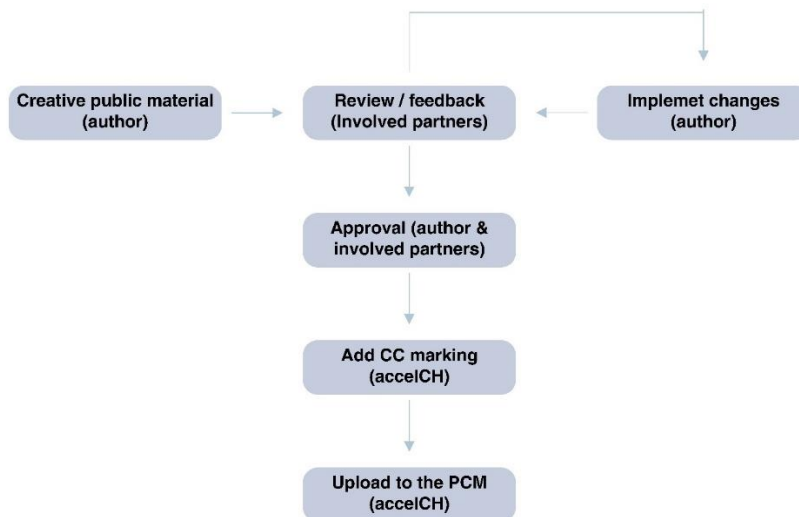


Figure 6 Approval process

### Copyright

In accordance with the ROADVIEW Grant Agreement Article 16, Section 16.2 'Ownership of results', the granting authority does not obtain ownership of the results produced under the action. The copyright of material created for ROADVIEW belongs to the beneficiary who created the material.

### Consent to use as-is

By uploading any material into the PCM, the author states that the material is intended for public communication activities and can be used by all other consortium members as long as the content is not changed without the prior consent of the respective author.

### Consent to modify content

By default, the author does not authorise modifications to their material. However, members may change, modify, and adapt certain materials within the PCM. For example, to make adaptations to a poster to fit a user group's interest.

Consent can be given within the PCM in the 'Comments' section (See Figure 7) of each document. If no consent information is given in the description, it needs to be assumed that the author does not want changes without their prior consent.

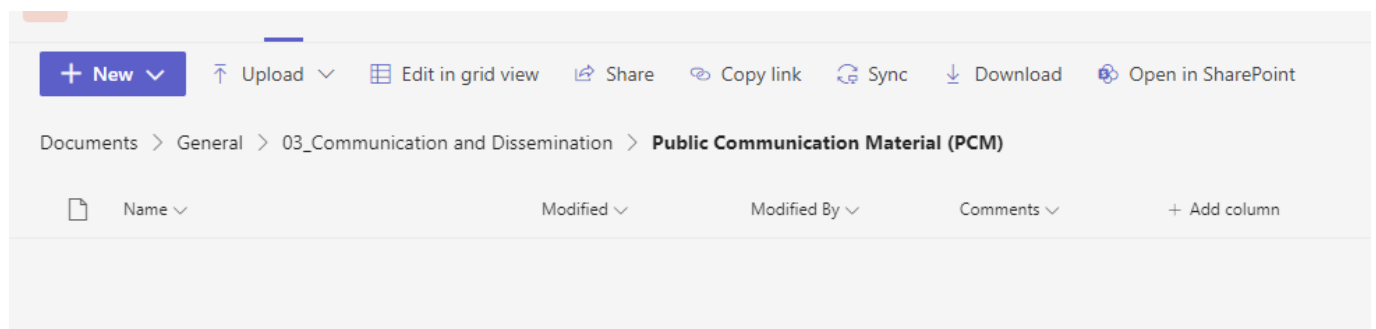





Figure 7 PCM Comments section

### Protection rules – Creative Commons

The ROADVIEW consortium allows the usage of material under the [Creative Commons license](#) BY-NC-ND 4.0<sup>11</sup>. CC BY-NC-ND includes the following elements:

- BY  – Credit must be given to the creator
- NC  – Only non-commercial uses of the work are permitted
- ND  – No derivatives or adaptations of the work are permitted

A CC license needs to be added to all images, printed or web-based publications before uploading to the PCM.

## 2.3 Dissemination principles

The aim of the dissemination activities is to promote research results as widely as possible amongst those people who can make the best use of them. accelCH will provide the list of resources and opportunities for project partners to disseminate their results and ensure Open Access to scientific publications, according to the EC requirements.

### 2.3.1 Open science strategy

According to the [EU's Open Science policy](#)<sup>12</sup>, open science practices are implemented as an integral part of the proposed methodology. As defined, “open science is an approach based on open cooperative work and systematic sharing of knowledge and tools as early and widely as possible in the process.” Thus, the ROADVIEW consortium is committed to share knowledge and data as early as possible in the research process with all relevant actors to diffuse the latest knowledge and maximise the impact of the project. Our practices will include:

- Open data sharing:** supporting the [8 ambitions of the EU's open science policy](#) and align with the EC data management rules, all efforts will be made to ensure open sharing of research data, following provisions set in the Data Management Plan (DMP) due in M6 (D1.5).
- Open-source and open methodology:** the consortium is committed to an open-source and open methodology to maximise the impact of the ROADVIEW project. Such approach allows the effective sharing of research results as widely as possible. More specifically, the open methodology will focus on producing research that is comprehensible and reproducible for researchers that are external to the project, while the open-source methodology refers to the production of AV knowledge that can be easily distributed and adapted according to the users' needs via Open Access platforms such as GitHub.
- Open Access to publications:** in line with the Horizon Europe guidelines, all efforts will be made to ensure the sharing of results via Open Access peer-reviewed publications, preferentially following the gold Open Access route. All publications will be deposited in a trusted repository, such as [Zenodo](#) and other approved repositories based on the Open Research Europe article<sup>13</sup>, and will be shared via the project website and through the partners' networks.

### 2.3.2 Fair principles

[Open Research Europe](#) endorses the FAIR Data Principles<sup>14</sup>, alongside an Open Data policy<sup>15</sup>, as a framework to promote the broadest reuse of research data, following the respective Horizon Europe policy.

According to the FAIR principles, data must be:

- ✓ **Findable** specifies that data must be hosted by a stable and recognised open repository and assigned a globally unique persistent identifier, such as DOI;
- ✓ **Accessible** applies to data defined by the presence of a user license, such as Creative Commons Attribution International Public License ([CC BY](#)) or Creative Commons Public Domain Dedication ([CC0 license](#));
- ✓ **Interoperable** – allows data exchange and reuse between researchers and institutions by using standardised metadata and methodologies; and
- ✓ **Reusable** – should be clear to humans and machines alike as well as come with a clear and accessible licence to regulate reuse<sup>16</sup>.

FAIR data principles will be followed by all consortium members, as much as possible.

### 2.3.3 Dissemination repositories

By leveraging FAIR data, ROADVIEW partners will benefit all the stakeholders, increase the visibility of the project and the number of citations, as well as boost collaboration between different research groups and universities. The list of the approved and certified repositories from the Open Data policy article was selected and evaluated to meet the consortium needs and the GA requirements:

**Table 5 Dissemination repositories**

Repository name	Data type	Used by
<b>General data, research materials and supporting documents</b>		
<a href="#">Zenodo</a>	Any type	All partners
<b>Software &amp; hardware</b>		
<a href="#">GitHub</a>	Latest source code	All partners
<a href="#">Zenodo</a>	Archived source code	All partners
<b>Sensing, mobile laser scanning, automation, robotics, and AI</b>		
<a href="#">OpenAIRE</a>	Any type	All partners

The Data Management Plan (DMP, D1.5) will include further descriptions of datasets and standards applied to data and metadata, as well as details of planned curation and preservation. The list of repositories will be updated throughout the course of the project, based on partners' input and the repositories described in the DMP.

## 2.4 Availability of data

Dissemination and Communication data (e.g. photos, videos, blog posts, media kits, press releases, etc.) will be made progressively available on the ROADVIEW website and maintained available for at least four years after the project completion.

## 3 Methods

The next step in the PDC is to identify the methods, which refer to tools and channels used as a part of the communication and dissemination strategies to get a message across. To enhance the project's publicity, ROADVIEW's approach includes the visual identity, communication tools for both direct and indirect communication channels as well as content, print, gadgets, and audio-visual materials prepared for and distributed to all project partners. Table 6 summarises the communication channels and tools of the current PDC.

**Table 6 Communication channels and tools**



### Channels

- ✓ Indirect channels
- ✓ Direct channels



### Tools

- ✓ Project identity design
- ✓ Content material
- ✓ Print material
- ✓ Audio-visual material
- ✓ Gadgets

### 3.1 Multi-channel and multi-media approach

There are many ways to establish communication with the audience. Communication channels enhance the experience between the defined stakeholder groups and the project, increase its visibility, generate interest, and boost cooperation. They create a so-called bridge between the project and the target audience.

The ROADVIEW consortium will employ different communication channels shown below in Table 7 depending on the message sent and its purpose.

**Table 7 ROADVIEW communication channels**

Channel	Medium	Use
Websites	✓ <a href="http://roadview-project.eu">roadview-project.eu</a>	✓ Publish news/articles, provide key information about the project, disseminate project results
	✓ <a href="#">CCAM</a>	✓ Disseminate project results, reach an audience outside of the ROADVIEW communication channels
	✓ <a href="#">RISE</a> ✓ <a href="#">S4</a> ✓ <a href="#">HH</a>	✓ Increase the outreach, publish press releases and key information about the project
Social Media	✓ <a href="#">Twitter*</a> ✓ <a href="#">LinkedIn*</a>	✓ The ROADVIEW Twitter and LinkedIn accounts are used to inform the general public and researchers about project-related news. LinkedIn posts and tweets are also used to additionally attract the attention of younger users, the general public and media. Besides, the ROADVIEW consortium will retweet/reshare relevant information and events from other accounts
	✓ YouTube*	✓ YouTube will increase the visibility of the research teams and scientific results. Additionally, it will be used to share interactive, easy-to-use material that generates interest in the project
	✓ Selected partners social media TBD	✓ Project partners Twitter/LinkedIn accounts are tagged in the posts to increase the outreach and visibility of the project ✓ Share information about the activities implemented by project partners institutions
	✓ <a href="#">@HorizonEurope</a> ✓ <a href="#">@CCAM EU</a>	✓ Information relevant to the ROADVIEW partners and target groups is retweeted and shared from Horizon Europe and Connected, Cooperative and Automated Mobility (CCAM) Twitter accounts
Conferences presentations	✓ Table 10 (Section 4.2.2.) List of conferences	✓ Participation at external events such as conferences, exhibitions, symposiums etc. will be used as a platform to facilitate knowledge sharing and personal interaction with the target groups, especially the scientific community to benefit from the knowledge of others and to disseminate on behalf of the ROADVIEW project
Internal meetings*	✓ Consortium meetings (2 General Assembly meetings per year),	✓ Internal communication is central to ensure meaningful teamwork and exchange of the information between all project partners. In addition to the meetings, other internal

	WP leader meetings, teleconference communication	communication channels are applied, such as emails, documents, calls, internal presentations, webinars, etc.
Event participation	✓ Defined in section 4.2.7.	✓ The focus of participation in events and webinars is to spread knowledge to young generations but also to engage with various stakeholder groups, such as – but not limited to – scientists and policymakers.
Scientific journals	✓ Defined in section 4.2.1.	✓ Scientific knowledge and research findings will be distributed through the scientific peer-reviewed journals, focused on scientific community, automotive industry, and policymakers

\*ROADVIEW project channels

## 3.2 Project-specific tools

The consortium will make use of various tools, including articles in scientific journals, news items, presentations, press releases, and gadgets. These are considered the more traditional and commonly used tools to maximise the project’s publicity, in particular within the research community. To generate a greater impact on different audiences, the ROADVIEW consortium will produce a variety of different materials to influence its target groups, which are exemplified in Table 8.

**Table 8 ROADVIEW communication tools**

Project identity	Print material	Content material	Audio-visual material	Gadgets
✓ Logo	✓ Brochures	✓ Website content	✓ Videos	✓ Small items
✓ Project templates	✓ Flyers	✓ Social media	✓ Infographics	
	✓ Roll-up banners	✓ Press releases		
	✓ Posters	✓ News items & articles		
See section 3.2.	See section 4.1.4	See Section 4.1.3.	See section 4.1.5.	See section 4.1.7.

The communication and dissemination tools follow the ROADVIEW DoA and the needs and expectations expressed by the consortium and target audiences.

Most tools are suitable for all target groups, however, the decision of choosing one instead of the other depends on the conveyed message, stakeholder group, and the desired outcome of the activity. For example, the demonstration videos (WP8), which target the scientific community, the automotive industry, and policymakers, will use a more technical and scientific language tailored to their expected knowledge on the subject. Differently, the video interviews, which target the general public, will use a simpler language that is understandable by everyone.

In addition, different communication and dissemination materials are developed following the visual guidelines set by the project’s corporate identity outlined below. All materials will be created in English, the official working language of the project. However, to address specific partners’ needs, materials can be adapted and translated to the local language. accelCH supports ROADVIEW consortium at all the stages of the project and ensures complete understanding and the highest possible impact of the created materials.

As the ROADVIEW project progresses, the focus of the communication activities will change from general project information, especially targeting the scientific audience, towards wider dissemination and material facilitating potential future exploitation, especially targeting the ROADVIEW automotive industry and end users’ target groups.

## Project identity

Coherent and consistent communication is essential for effective dissemination and public engagement activities. All partners are expected to follow the design guidelines, which include the ROADVIEW logo, visual identity colours, typography, templates, and the above-mentioned funding acknowledgment.

## ROADVIEW Logo




The ROADVIEW logo is one of the core elements to promote a coherent and consistent visual identity of the project. The ROADVIEW logo presents one variant in colour and one in black and white (see Figure 8).








Figure 8 ROADVIEW logo in colour (on the left) and in the grey scale (on the right)

## Visual identity colours

Colours are derived from the ROADVIEW logo:

	RGB R0 B0 G0 HEX #000000 CMYK 75,68,67,90
	RGB R84 G136 B188 HEX #5488BC CMYK 70,39,7,0
	RGB R181 G203 B225 HEX #B5CBE1 CMYK 28,13,4,0

Additional colours for use:

	RGB R100 G121 B140 HEX #64798C CMYK 65,46,34,6		RGB R242 G128 B102 HEX #F28066 CMYK 1,62,59,0
	RGB R176 G198 B217 HEX #B0C6D9 CMYK 30,14,8,0		RGB R242 G200 B121 HEX: #F2C879 CMYK 4,21,61,0
	RGB R232 G244 B255 HEX #E8F4FF CMYK 7,1,0,0		

## Typography

For all communication material and documents, the font “Helvetica” and “Bahnschrift Light” will be used. The font sizes are predetermined and defined below in Table 9.

**Table 9 ROADVIEW typography**

In Word Documents:	In PowerPoint Documents:
✓ Document header (cover): 18 pt	✓ Presentation header (cover): 36 pt
✓ Sub-header (cover): 22 pt	✓ Sub-header (cover): 24 pt
✓ General header: 16 pt	✓ General header: 24 pt
✓ Sub header: 14pt	✓ Text: 20 pt
✓ Text: 10 pt	
✓ Table text: 10pt	
✓ Footer: 8pt	

## Templates

Communication and dissemination materials for ROADVIEW are created by accelCH and reviewed by all project partners to support the official communication of the project and keep it in a consistent and recognisable way. Based on the project's visual identity, some key templates for the most common types of documents were developed:

- ✓ Deliverable template
- ✓ Meeting minutes template
- ✓ Meeting agenda template
- ✓ PowerPoint presentation template

As stated before, SharePoint serves as the main platform to store and share documentation within the project. If there is a need for further templates, accelCH will provide solutions suitable for the ROADVIEW consortium.

## 4 Activities

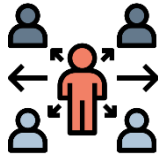
### 4.1 Communication

To support the project communication and address the needs and expectations of all the stakeholder groups, various activities will take place throughout the project duration. The activities described below address the main aims of communication within the context of EU funded projects, which are: a) to reach out to society as a whole and in particular to some specific audiences; and b) to demonstrate how EU funding contributes to tackling societal challenges.



### 4.1.1 Project website

The ROADVIEW website (<https://roadview-project.eu/>) was launched in 2022 and is a key communication channel to raise awareness of the project’s achievements. It works as the central online portal to disseminate the project results to the scientific community and communicate outcomes to the general public and wider non-expert audiences.



#### Project website

Target audience	Key objectives	KPI
<ul style="list-style-type: none"> <li>✓ General public</li> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> <li>✓ End users</li> <li>✓ Policymakers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increase awareness of the ROADVIEW project and its research areas</li> <li>✓ Document the progress of the project</li> <li>✓ Support the visual identity of the project</li> <li>✓ Increase the project’s impact and support the open science policy by making public reports and publications largely accessible</li> <li>✓ Highlight the work of the consortium partners</li> </ul>	<ul style="list-style-type: none"> <li>✓ 6.000+ visitors a year</li> </ul>

As the hub for the ROADVIEW project, the website provides information for all stakeholder groups such as a detailed project description, a work plan, and updates on the project status and the partners’ activities. Additionally, the project website will include a section pooling together all the project resources. More information about the ROADVIEW website can be found in Deliverable 9.1. “ROADVIEW website”.

A review of the project website performance was run on January 26<sup>th</sup>, 2023, 4 months since the website launch (See Figure 9). Within that time, ROADVIEW website was visited by 295 “New users” (visitors who have never been to the website before). 271 is the number representing ‘Direct searchers’ (a person who types or pastes in ROADVIEW URL to visit the website directly). The top three visitors are based in Sweden (58 unique visitors), Germany (50 unique visitors), and Finland (46 unique visitors).

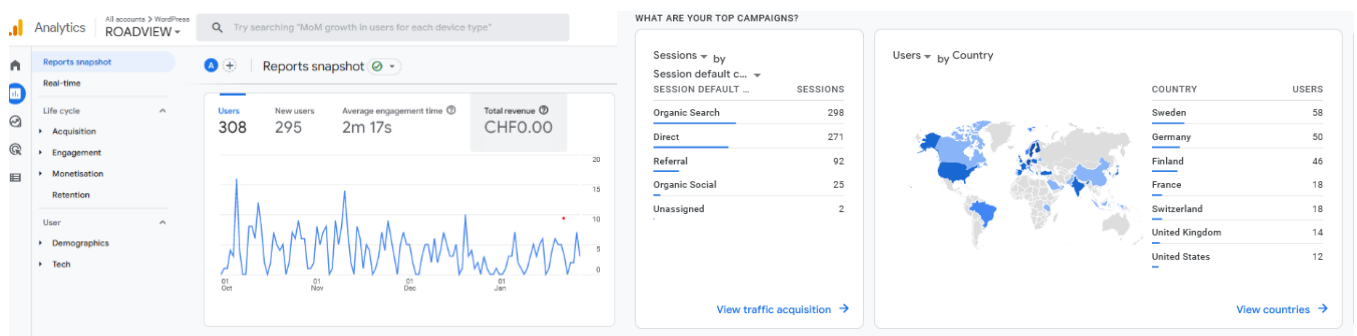




Figure 9 ROADVIEW insights from Google Analytics

## 4.1.2 Social media channels

Via social media channels, ROADVIEW aims to create a community to enhance the visibility and the achieved results in the project.

### [LinkedIn](#) & [Twitter](#)

LinkedIn and Twitter are both used to share information about recent updates and news as well as establish meaningful connections with target audiences.

LinkedIn helps the ROADVIEW project to promote its results, especially amongst the professional community, including the automotive industry and end users, while Twitter is especially useful for reaching out to the general public, policymakers, the scientific community, civil society, media representatives, and researchers.

Partners are encouraged to use the LinkedIn and Twitter handler @ROADVIEW\_EU and hashtags, such as #ROADVIEW, #CCAM and #HorizonEU to increase the outreach of the project and raise awareness of how EU funding contributes to respond to current challenges and boost innovations. For specific social media campaigns, hashtags would be created and shared among the partners.

To maximise the impact of the project on LinkedIn and Twitter, images are created and added to posts to make them more appealing, informative, and user-friendly.

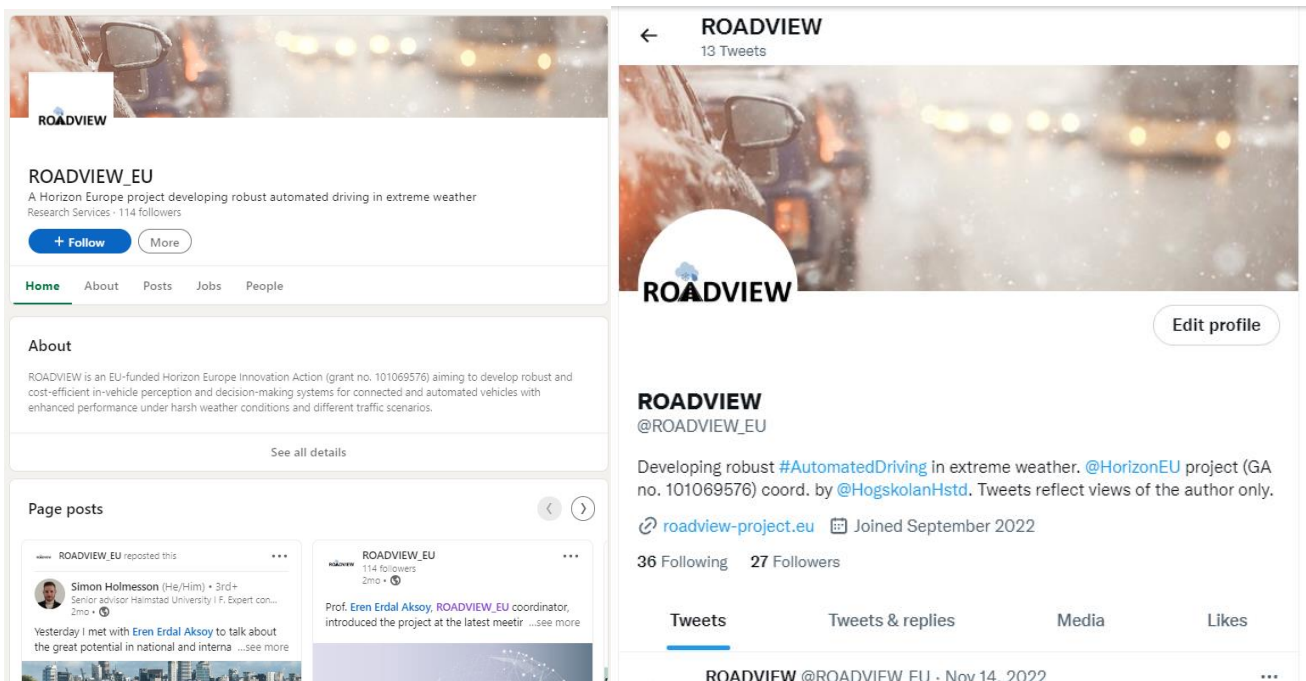
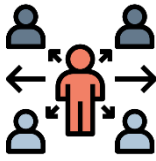


Figure 10 ROADVIEW Twitter (left) and LinkedIn (right) homepages

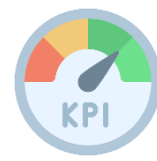
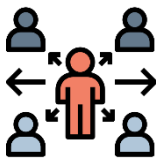


### Twitter & LinkedIn

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ General public</li> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> <li>✓ End users</li> <li>✓ Policymakers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Engage periodically with the project stakeholders</li> <li>✓ Create a community of individuals and organisations interested in the safer, and more efficient AV</li> <li>✓ Provide the target audience with news/updates from the ROADVIEW project and the AV field</li> <li>✓ Promote the project and the main updates on the events, research activities and results</li> <li>✓ Increase the outreach of the ROADVIEW website and broaden the reach of communication activities</li> <li>✓ Support the project visual identity.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 200+ followers (Cumulative)</li> <li>✓ 2 posts per month</li> </ul>

### YouTube

accelCH will launch the YouTube channel to share interviews, promotional and demo videos. The channel will support the ROADVIEW consortium to enhance visibility of the project in an interactive and user-friendly way. The channel will use simple yet informative language to reach end users and society as a whole.



### YouTube

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ General public</li> <li>✓ Scientific community</li> <li>✓ End users</li> </ul>	<ul style="list-style-type: none"> <li>✓ Knowledge sharing</li> <li>✓ Promotion of interviews with the project partners</li> <li>✓ Promotion of Demo videos (WP8)</li> <li>✓ Webinars streaming</li> </ul>	<ul style="list-style-type: none"> <li>✓ 3.000 views (all YouTube videos)</li> </ul>

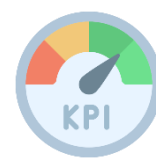
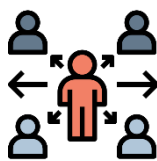
### 4.1.3 Content materials

Content materials are part of the content marketing which is focused on creating, publishing, and distributing content for a target audience online. To transmit the message as wide as possible, various content materials such as press releases, new items/articles, infographics, and others are developed throughout the project:

#### Press releases and articles

Press releases are short informative statements about the ROADVIEW project issued for newspapers, journals, etc. It can be used directly by partners on their websites or serve as a basis for online articles and journals.

Short news articles on the events, project activities and findings are published periodically on the project website in its [news section](#).

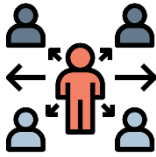


#### Press releases and news articles

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ General public (including media representatives)</li> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> <li>✓ End users</li> <li>✓ Policy makers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Deploy vital information to key stakeholders</li> <li>✓ Convey information about key events to the project</li> <li>✓ Contribution to the communication, dissemination, and exploitation activities</li> <li>✓ Knowledge sharing</li> <li>✓ Increase engagement with the audience</li> </ul>	<ul style="list-style-type: none"> <li>✓ 150+ downloads of each individual material</li> <li>✓ 2+ press releases</li> <li>✓ 16+ articles in total</li> </ul>

### Interactive digital materials

Interactive digital materials refer to infographics on key statistics, visualisations on the ROADVIEW system, etc. to be distributed online via the project and partners' channels.



#### Interactive digital materials

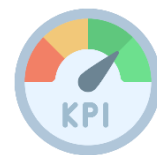
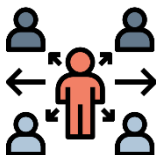
Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ General public</li> <li>✓ Automotive industry</li> <li>✓ End users</li> <li>✓ Policy makers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Convey key information about the ROADVIEW system in a more user-friendly way</li> <li>✓ Knowledge sharing</li> <li>✓ Increase engagement with the audience</li> </ul>	<ul style="list-style-type: none"> <li>✓ 150+ downloads of each individual material</li> </ul>

### 4.1.4 Print material

Throughout the project duration, accelCH will create various materials based on the project's visual identity. In such a way, partners can distribute these in print and online. A poster and brochure could be used during the consortium meetings and external events by partners to better convey the information about the project and boost its visibility. Consequently, the consortium will engage with various target groups and bring their attention to other ROADVIEW communication and dissemination channels, such as website and social media platforms.

#### Brochures, flyers, and factsheets

accelCH will create several multi-page brochures, flyers and factsheets to offer the partners a tool they can distribute manually during events, conferences, or meetings. Moreover, partners will make use of them during future dissemination events, such as ["IEEE ICRA"](#) and ["IROS Conferences"](#).



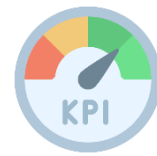
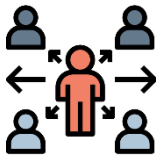
#### Brochures, flyers, and factsheets

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ General public</li> <li>✓ Scientific community</li> <li>✓ End users</li> </ul>	<ul style="list-style-type: none"> <li>✓ Knowledge sharing in an explicit way</li> <li>✓ Engage with audiences during offline events</li> <li>✓ Reach an audience outside the online channels</li> </ul>	<ul style="list-style-type: none"> <li>✓ 50+ printed copies of the brochure(s) distributed to the stakeholders</li> <li>✓ 50+ printed copies of the flyer(s) distributed to the stakeholders</li> <li>✓ 50+ printed copies of the factsheet(s) distributed to the stakeholders</li> </ul>

- ✓ 150+ downloads of each brochure, flyer, and factsheet uploaded on the website

### Posters and roll-up banners

Posters and roll-up banners will be produced and displayed during conferences and other external events. These tools will summarise information about ROADVIEW research in a concise and attractive manner to generate interest in the project and discussion.



### Posters and roll-up banners

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ General public</li> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> <li>✓ Policymakers</li> <li>✓ End users (including media representatives)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Knowledge sharing in an explicit way</li> <li>✓ Engage with audiences during offline events</li> <li>✓ Reach an audience outside the online channels</li> <li>✓ Informing target groups about the ROADVIEW objectives and impact</li> <li>✓ Raise awareness on the current issues and about the project</li> </ul>	<ul style="list-style-type: none"> <li>✓ Minimum 1 poster and 1 roll-up banner created and displayed at project-related events (incl. General Assembly meetings)</li> </ul>

### 4.1.5 Audio-visual materials

With the participation of all partners, accelCH and FORD (WP8 leader in charge of integration and demonstration activities) will coordinate the production of various audio-visual materials following the project visual identity. Audio-visual materials will support the awareness raising efforts of the ROADVIEW systems, their relevance, and benefits, as well as support the further outreach of project results to target groups. Several series of videos will be developed:

#### Video interviews

During in-person meetings, accelCH will coordinate the recording of videos with project partners to feature researchers involved in the project and will be made available on the ROADVIEW YouTube channel, LinkedIn and Twitter accounts, as well as the ROADVIEW website. These videos have the ambition to bring ROADVIEW closer to the people by informing the target groups about the different involvement of partners in the project.

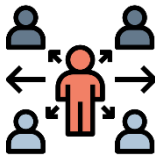
#### Demonstration videos

Under the lead of FORD and within the WP8, partners will develop a series of demonstration recordings showing the testing under harsh conditions to showcase how harsh weather conditions can impact AV systems and the benefits of using ROADVIEW systems. These videos will be made available on the ROADVIEW YouTube channel, LinkedIn and Twitter accounts, as well as the ROADVIEW website.

### Additional video materials

The production of additional video materials will be further discussed and defined with partners during in-person meetings throughout the course of the project. Some suggestions from the partners included:

- ✓ A short promotional video to support partners' presentations at events, conferences, etc.
- ✓ A video presenting the work packages, their objectives and expected outcomes.

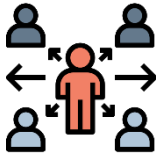


### Video interviews and demonstration videos

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ General public</li> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> <li>✓ Policymakers</li> <li>✓ End users (including media representatives)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Broaden the reach of the communication activities</li> <li>✓ Provide the opportunity for researchers in the consortium to gain visibility</li> <li>✓ Increase dissemination of results</li> <li>✓ Reach an audience outside the online channels</li> <li>✓ Testing the ROADVIEW system under harsh weather conditions</li> </ul>	<ul style="list-style-type: none"> <li>✓ 5 video interviews produced</li> <li>✓ 4 demo videos produced</li> <li>✓ 5.000 views on ROADVIEW YouTube page</li> </ul>

### 4.1.6 Open science events

In addition to the conferences (as defined in 4.2.2.) and various events (as defined in 4.2.7.), project partners will engage with the younger and aspiring scientific community, and the general public at local event such as [the European Researchers' Night](#). Presentations will be held annually throughout the duration of the project. A list of relevant events for young researchers will be discussed amongst partners and proposed at a later stage in the project.



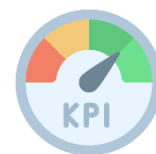
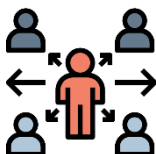
#### Gadgets

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ Scientific community</li> <li>✓ General public</li> </ul>	<ul style="list-style-type: none"> <li>✓ Promote the ROADVIEW project</li> <li>✓ Engage with younger researchers</li> <li>✓ Reach audiences outside of online channels.</li> <li>✓ Enhance the visual identity and branding of the project</li> </ul>	<ul style="list-style-type: none"> <li>✓ 1-2 events/year</li> <li>✓ 50-100 participants</li> </ul>

### 4.1.7 Gadgets

All partners may support the production of gadgets to enhance the visual identity and branding of the project with external audiences at events, conferences, partners' presentation and demonstrations with industry.

Polo shirts and any additional gadgets, such as mugs, pens, stickers, and notepads might be created and distributed according to partners' requests and budget available, promoting the visual identity of the project either at speakers or conference, event, or workshop participants to promote the visual identity and branding of the project, as well as creating awareness and loyalty towards ROADVIEW.



#### Gadgets

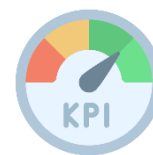
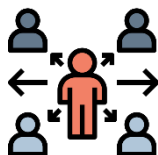
Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ General public</li> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> <li>✓ Policymakers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Raise awareness about the ROADVIEW project</li> <li>✓ Enhance the visual identity and branding of the project</li> </ul>	<ul style="list-style-type: none"> <li>✓ n/a</li> </ul>

## 4.2 Dissemination

### 4.2.1 Published results in scientific journals

All academic project partners will disseminate their specific scientific findings through publications in peer-reviewed journals depending on the domain of their expertise. The majority of these publications will be in the English language in order to ensure broad usability dissemination potential.

A minimum of 10 publications will be generated from the ROADVIEW project in international, peer-reviewed journals. These publications will be prepared by the WPs leaders and partners. All peer-reviewed publications will be Open Access in line with the Horizon Europe rules.



#### Gadgets

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> </ul>	<ul style="list-style-type: none"> <li>✓ New knowledge</li> <li>✓ Advancement in science</li> <li>✓ Use of the project's results, recommendations and guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Minimum 10 Open Access publications</li> </ul>

A provisional list of peer-reviewed academic journals identified includes the following:

- ✓ [IEEE Sensor Journal](#)
- ✓ [IEEE Transaction on IV](#)
- ✓ [IEEE Transaction on ITS](#)
- ✓ [IEEE Robotics and Automated Letters](#)
- ✓ [Robotics and Autonomous Systems](#)
- ✓ [International Journal of Computer Vision](#)

### 4.2.2 Conference presentations

Participation to academic and industry-relevant conferences and special sessions will constitute a key action in the project dissemination strategy to make an impact on the scientific and industrial communities. The ROADVIEW consortium will promote the project and related research results during their participation as well as contacting relevant industries, end-users, and similar project leaders.

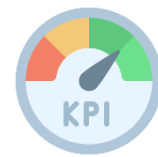
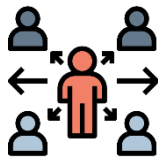
A list of the most important and relevant conferences/sessions ROADVIEW project will be continuously updated and shared among the project partners through the internal accelCLOUD platform:

Table 10 List of conferences

Conference title	Audience reached
<b>Annual frequency</b>	
<a href="#">IEEE International Conference on Robotics and Automation Society</a>	Scientific community
<a href="#">IROS Conference</a>	Scientific community



<a href="#">IEEE Intelligent Vehicles Symposium</a>	Scientific community
<a href="#">IEEE International Conference on Intelligent Transportation Systems</a>	Scientific community
<a href="#">FAST-Zero</a>	Automotive industry
<a href="#">ITS Europe congress</a>	Automotive industry
<a href="#">4<sup>th</sup> European Conference on Connected and Automated Driving (EUCAD)</a>	Automotive industry, scientific community, policymakers
<a href="#">SaferRoads International Conference</a>	Automotive industry
<a href="#">ADAS &amp; Autonomous Vehicle Technology Expo &amp; Conference in Stuttgart</a>	Automotive industry
<a href="#">AESIN</a>	Automotive industry, scientific community, policymakers
<a href="#">DSC EUROPE</a>	Automotive industry, scientific community, policymakers
<b>Bi-annual frequency</b>	
<a href="#">ITS World congress</a>	Automotive industry
<a href="#">Transport Research Arena (TRA)</a>	Automotive industry

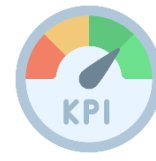
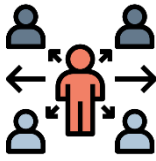


**Conferences and special sessions**

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> <li>✓ Policymakers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Use of the project's result by a large and specialised audience</li> <li>✓ Peer scrutiny and validation</li> <li>✓ Detailed information and clear feedback on results</li> <li>✓ Network-building with relevant stakeholders</li> <li>✓ Knowledge transfer</li> </ul>	<ul style="list-style-type: none"> <li>✓ Minimum 15 presentations at project-relevant conferences</li> </ul>

### 4.2.3 Industry focus groups

Under the lead of THI, the organisation of industry focus groups will support the development of a market-driven system that meets the needs of industry and thus it will facilitate the effective use of the ROADVIEW project results amongst relevant stakeholders. The focus groups will involve 15 to 30 industry stakeholders with different levels of expertise, interests and stakes.



**Target audience**

- ✓ Automotive industry
- ✓ End users

**Industry focus group**

**Key objectives**

- ✓ Ensure market-driven research and innovation
- ✓ Gain expert user insights and feedback
- ✓ Knowledge sharing
- ✓ Ensure the effective dissemination of the project results

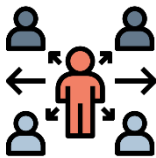
**KPIs**

- ✓ 15-30 participants from relevant industries

**4.2.4 White paper**

Under the lead of HH, project partners will develop a white paper on ‘Cooperative Intelligent Transport System – connected automated mobility’ will support the dissemination efforts of the ROADVIEW project. Involving CCAM partners, and policymakers at the EU and international level, the white paper will provide recommendations and general considerations for future guidelines and regulations on AVs.

Members of the CCAM partnership and policymakers will be encouraged to comment on the draft paper and discuss eventual improvements. The paper will be presented in the final exploitation workshop, aiming to reach at least 200 relevant stakeholders.



**Target audience**

- ✓ Policymakers (EU, National and standardisation bodies)
- ✓ Scientific community (especially CCAM partnership)

**White paper**

**Key objectives**

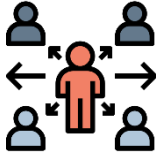
- ✓ Influence regulations and standardisation
- ✓ Uptake of the ROADVIEW solution

**KPIs**

- ✓ Minimum 200 downloads from the project website

### 4.2.5 CCAM cluster event

Under the lead of accelCH, project partners will organise a cluster event at the end of the first year of the project with the objective to exchange knowledge with other CCAM members, relevant EU projects, related research groups, and the project international partners. The event will gather at least 40 participants from across the globe.

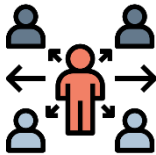


#### CCAM cluster event

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ Scientific community (especially researchers and the CCAM partnership)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Knowledge sharing</li> <li>✓ Wide uptake of the project results</li> <li>✓ Stimulating future research and future collaboration</li> </ul>	<ul style="list-style-type: none"> <li>✓ 40 participants taking part to the event</li> </ul>

### 4.2.6 The ROADVIEW webinar series

Under the guide of HH and with the support of accelCH, project partners will organise recurring interactive webinars named the ROADVIEW webinar series with the participation of experts on the topic of AV together with project partners. The objective is to present the project results and their impact on the end users, automotive industry, policymakers, and other relevant stakeholders, as well as gather feedback from experts and target groups.



#### The ROADVIEW showroom

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ Automotive industry</li> <li>✓ End users</li> <li>✓ Policymakers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Knowledge sharing</li> <li>✓ Wide uptake of the project results</li> <li>✓ Gathering qualitative and quantitative feedback on project results</li> </ul>	<ul style="list-style-type: none"> <li>✓ 1+ external speakers taking part to each webinar</li> <li>✓ 20+ participants per each webinar</li> <li>✓ 5+ webinars organised</li> </ul>

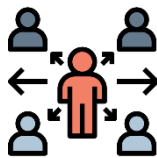
### 4.2.7 Event participation

Under the lead of HH, the project partners are committed to enhance the usability of project results through the participations of events, trade fairs, and workshops. The participation at strategic events will involve international collaborators, and the Innovation Advisory Board (IAB) and CCAM members.

A list of the most important and relevant events for the ROADVIEW project will be continuously updated and shared among the project partners:

**Table 11 ROADVIEW events**

Event title	Audience reached	Frequency
<a href="#">IAA Mobility</a>	Automotive industry	Annual
<a href="#">Wissenschaftsgalerie</a>	Automotive industry, industry, policymakers	Permanent exhibition
<a href="#">Drive Sweden</a>	Scientific community, automotive industry, policymakers	Annual
<a href="#">AutoSens</a>	Automotive industry, policymakers	Several events per year
<a href="#">DSC – Driving Simulation Association</a>	Automotive industry, policymakers	Several events per year



**Events**

Target audience	Key objectives	KPIs
<ul style="list-style-type: none"> <li>✓ Scientific community</li> <li>✓ Automotive industry</li> <li>✓ Policymakers</li> <li>✓ End users</li> <li>✓ General public</li> </ul>	<ul style="list-style-type: none"> <li>✓ Use of the project's result by a large and specialised audience</li> <li>✓ Peer scrutiny and validation</li> <li>✓ Detailed information and clear feedback on results</li> <li>✓ Network-building with relevant stakeholders</li> <li>✓ Knowledge transfer</li> </ul>	<ul style="list-style-type: none"> <li>✓ 5-10 presentations at project-relevant events</li> </ul>

# 5 Summary of Communication and Dissemination activities

Figure 11 is a summary encompassing all the Communication and Dissemination activities planned as part of the PDC.

Activities	Lead	Target Audience	2022				2023												2024												2025												2026							
			S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48
<b>Communication</b>	accelCH		HH Open ▼ NIGHT ▼ NIGHT ▼ NIGHT ▼																																															
Corporate design including templates	accelCH	Internal partners	[Implementation]																																															
Website	accelCH	All stakeholders	[Ongoing/Monitoring]																																															
Blog, every 2-3 months	accelCH	All stakeholders	[Ongoing/Monitoring]																																															
Social media (Twitter, LinkedIn)	accelCH	General public, media	[Ongoing/Monitoring]																																															
Press releases	HH	All stakeholders	[Ongoing/Monitoring]																																															
Print material (factsheets, posters, brochures, roll-ups)	accelCH	Various audiences	[Ongoing/Monitoring]																																															
Visual material (video, infographic & graphics)	accelCH	Various audiences	[Ongoing/Monitoring]																																															
Open science events	Academics	Genral public, researchers, students	[Ongoing/Monitoring]																																															
<b>Dissemination</b>	HH		[Ongoing/Monitoring]																																															
Stakeholder analysis & community building	S4	All stakeholders	[Preparation]																																															
International cooperation	WMG	Scientific community, researchers, industry	[Ongoing/Monitoring]																																															
Industry focus groups (WP2)	THI	Industry, car manufacturers	[Ongoing/Monitoring]																																															
White paper	HH	CCAM partnership, decision and policymakers	[Preparation]																																															
Scientific publications	HH	Scientific community, researchers	[Ongoing/Monitoring]																																															
Conference presentations	HH	Scientific community, industry	[Ongoing/Monitoring]																																															
EU events (tradeshows, workshops etc.)	TBD	Industry, future collaborators	[Ongoing/Monitoring]																																															
CCAM Cluster event	accelCH/HH	CCAM partnerships, scietific community	[Preparation]																																															
The EOADVIEW webinar series	HH/accelCH	End users, Idustry, Policymakers	[Ongoing/Monitoring]																																															
Event participations	accelCH/HH	All stakeholders	[Ongoing/Monitoring]																																															

**Preparation** [Yellow box]

**Implementation** [Dark blue box]

**Ongoing/Monitoring** [Light blue box]

**Deliverables** [Diamond]

**Meeting** [Diamond]

**Event** [Down arrow]

**Events**

- AutoSens
- DS Drive Sweten
- IAA IAA mobility
- NIGHT European Researchers' Night
- Open Partners' open days

**Conferences**

- ADAS ADAS & Autonomous Vehicle Technology Expo
- AESIN Automotive Electronics Systems Innovation Network
- DSC Driving Simulation Conference and Exhibition
- EUCAD European Conference on Connected and Automated Driving
- FAST Future Fast Safety Techonology Towards zero Traffic Accidents
- ICRA IEEE International Conference on Robotics and Automation
- IROS International Conference on Intelligent Robots and Systems
- IST IEEE International Conference on Intelligent Transportation Systems
- ITS ITS Congress Europe
- IVS IEEE Intelligent Vehicles Symposium

Figure 11 ROADVIEW Communication and Dissemination timeline

## 6 Monitoring and evaluation

All activities will be monitored and evaluated to measure their overall implementation success and plan possible improvements. Key performance indicators (KPIs) are extremely important to assess the performance of those activities over time compared to defined targets. It is important that they are regularly reviewed and altered to ensure their relevance. By combining a quantitative and qualitative assessment, we provide continuous feedback and ensure that corrective measures are applied, if needed.

### 6.1 Assessment methods

#### 6.1.1 Quantitative assessment

Table 12 provides an overview of the quantitative assessment strategy, specifying the type of activity, KPIs, method of assessment, the target to achieve, and the periodical verification time.

Table 12 ROADVIEW assessment strategy

Activity	KPI	Method	Target	Timing
<b>Project website</b>	Number of visitors Average session duration	Website metrics (Google analytics)	6.000+ visitors per year, increased number of visitors over time, increased duration of each session	Every 6 months
<b>LinkedIn &amp; Twitter</b>	Number of followers Number of posts/tweets Number of comments Number of shares	LinkedIn and Twitter account metrics	200 followers (cumulative)	Every 6 months
<b>YouTube</b>	Number of videos Number of views	YouTube account metrics	3.000 views (cumulative)	Every 6 months
<b>Press Releases</b>	Numbers of articles created Uptake by the media	News entries on the website	2+ Press releases	2 months after release
<b>Website news/ articles</b>	Number of news articles published / Traffic on the news page	News entries on the website	At least 1 article every 2/3 months (16+ in total)	Every month
<b>Roll-up banner &amp; poster</b>	Use of a poster and roll-up banner at presentations and events	Partner feedback Number of prints	1 roll-up banner 1 poster Materials used in min. 3 events	Evaluation after each event
<b>Brochure, flyer, and factsheet</b>	Number of distributions	Partner feedback Number of prints Downloads from website	150+ distributed copies of each material 150+ copies download from the website	Evaluation after each event
<b>Open Science and Innovation Days</b>	Number of participants Number of events where the ROADVIEW project is presented	Number of participants and their feedback	1-2 events/year 50-100 visitors	Evaluation after each event

<b>Publications in Journals</b>	Number of publications Impact factor and h-index	Journals Feedback	10 peer reviewed publications min. 1 contribution to popular science journals/year	Every 3 months
<b>Conference Participation</b>	Audience Feedback Number of conference contributions	Feedback Number of participations	Minimum 15 presentations at project relevant events	Evaluation after each event
<b>The ROADVIEW Showroom</b>	Audience Feedback Number of webinars Number of registrations Number of participants	Feedback SurveyMonkey/ google form metrics	Minimum 5 webinars	Evaluation after each webinar
<b>Event participation</b>	Number of registrations Number of participants Number of events Participants' feedback	Feedback SurveyMonkey/ google form metrics	5 to 10 event participations throughout the project 50/100 participants	Evaluation after each event

## 6.1.2 Qualitative assessment




Qualitative assessment focuses on attitudes (views, opinions, experience, feelings, perception) of the project stakeholders and target groups. Understanding stakeholders' needs and issues is crucial to produce relevant project results to the stakeholders and enhance their societal and economic impact. Hence, the ROADVIEW consortium, during a number of activities such as "Conference participation", "the ROADVIEW webinar series", "Open Science and Innovation Days", "IAA Mobility", etc, will engage with project stakeholders to understand their attitudes towards the project.

For instance, participants in the webinar series will be asked to complete the survey after the event to share their experiences, thoughts, and feelings. ROADVIEW will gather qualitative input of the project stakeholders in different areas, such as:

- **Relevance:** stakeholders' attitudes on project relevance and benefit for society.
- **Impact:** stakeholders' attitudes on project impact on their day-to-day lives.
- **Active interest:** stakeholders' active interest in project news and updates.
- **Uptake:** stakeholders' usage of the project results in the short, medium, and long term.

Based on the Net Promoter Score (NPS)<sup>17</sup>, which uses a scale from 1 to 10, the project will inquire stakeholders on their views, opinions, experience, feelings, and perception of the project to assess attitudes of different aspects of the project. Table 13 exemplifies the NPS used to measure stakeholders' attitudes towards the project.

**Table 13 ROADVIEW Net promoter system according to Brian & Company (modified)**

		
Promoters (9 to 10)	Passives (7 to 8)	Detractors (0 to 6)
Promoters are loyal, enthusiastic about the project. They are far more likely than others to talk about the project to colleagues and friends and to uptake the project resources if they are in the position to do so.	This group is "passively satisfied" about the project. They might see the relevance of it. Nonetheless, they are less likely to uptake the project resources if they are in the position to do so.	Detractors are unhappy project stakeholders. They are responsible for negative word of mouth, and they do not see relevance in the project activities.

The higher percentage of promoters the greater the satisfaction and positive attitude towards the project. The lower the percentage, the more negative the attitudes towards the project.

Table 14, presents a list with relevant qualitative questions, which will be updated according to the evolving needs of the project:

**Table 14 Guiding questions for qualitative assessment**

Guiding questions
<p>On a scale from 1 to 10...</p> <ul style="list-style-type: none"> <li>✓ How relevant do you think the project is for society at large?</li> <li>✓ What is the impact of the project on your day-to-day life?</li> <li>✓ How likely are you to share/talk about project results with a friend and/or a colleague?</li> <li>✓ How actively do you follow project news and updates?</li> <li>✓ How likely are you to use the project resources in next two to five years?</li> <li>✓ How likely are you to use the project resources in next five to ten years?</li> </ul>

## 6.2 Dissemination and Communication Cockpit

Based on the Dissemination and Communication continuous monitoring on the EC Portal, accelCH will share with partners a Dissemination and Communication cockpit (DISCOcockpit®). The tool will serve multiple purposes of tracking, measuring progress, and assessing impact of all the Dissemination and Communication activities. The DISCOcockpit® will be shared in the Communication and Dissemination folder of the project SharePoint and will be updated by all partners when engaging in Communication and/or Dissemination activities.

## 6.3 Reports and adjustments of planned activities

For each periodic report, the PDC will be updated with finalised activities and complemented with their evaluation. Based on the qualitative and quantitative assessment, the strategy for communication and dissemination will be adjusted and improved.

All communication and dissemination activities will be routinely monitored and documented in the DISCOcockpit®, which is shared with partners on the SharePoint. Furthermore, key achievements and the assessment of implemented activities will be presented during the consortium meetings to ensure that all partners are aware of their performance and could propose ways to maximise the results.



## 7 References

- <sup>1</sup> European Commission. 'Horizon Europe Model Grant Agreement'. Accessed 21 July 2022. [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga\\_horizon-auratom\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/common/agr-contr/general-mga_horizon-auratom_en.pdf).
- <sup>2</sup> European Commission, Directorate-General for Research and Innovation. 'Horizon Europe, open science: early knowledge and data sharing, and open collaboration.' Publications Office of the European Union, 2021. <https://data.europa.eu/doi/10.2777/18252>
- <sup>3</sup> European Commission. 'Dissemination & Exploitation of Project Results - Online Manual - Funding Tenders Opportunities'. Accessed 21 July 2022. <https://webgate.ec.europa.eu/funding-tenders-opportunities/pages/viewpage.action?pagelId=1867974>.
- <sup>4</sup> European Commission. 'Webinar Session: Dissemination & Exploitation in Horizon Europe'. Accessed 21 July 2022. <https://ec.europa.eu/research/participants/docs/h2020-funding-guide/other/event210609.htm>.
- <sup>5</sup> Kotler, P., & Armstrong, G. (2004). 'Principles of marketing'. Upper Saddle River, New Jersey: Pearson Education Inc.
- <sup>6</sup> Whitaker, S. (2016). 'Stakeholder Management'. In: Pass the PMP® Exam. Apress, Berkeley, CA. [https://doi.org/10.1007/978-1-4842-2074-0\\_11](https://doi.org/10.1007/978-1-4842-2074-0_11)
- <sup>7</sup> Meffert, H., Burmann, C., & Kirchgeorg, M. (2009). Marketing Arbeitsbuch. Wiesbaden: Gabler.
- <sup>8</sup> European Commission. 'Dissemination & Exploitation of Project Results - Online Manual - Funding Tenders Opportunities'. Accessed 21 July 2022. <https://webgate.ec.europa.eu/funding-tenders-opportunities/pages/viewpage.action?pagelId=1867974>.
- <sup>9</sup> American Institutes for Research. 'Engaging Stakeholders for Research Impac'. Accessed 3 February 2023. <https://ktdrr.org/products/KTDRR-Stakeholder-Engagement-Brief-508.pdf>.
- <sup>10</sup> Whitaker, S. (2016) 'Stakeholder Management'. In Pass the PMP® Exam: Tools, Tips and Tricks to Succeed, 445–74. Berkeley, CA: Apress. [https://doi.org/10.1007/978-1-4842-2074-0\\_11](https://doi.org/10.1007/978-1-4842-2074-0_11).
- <sup>11</sup> Creative Commons. 'About CC Licenses'. Accessed 08 February 2023. <https://creativecommons.org/about/cclicenses/>.
- <sup>12</sup> European Commission. 'Open Science | European Commission'. Accessed 3 February 2023. [https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024/our-digital-future/open-science\\_en](https://ec.europa.eu/info/research-and-innovation/strategy/strategy-2020-2024/our-digital-future/open-science_en).
- <sup>13</sup> European Commission. 'Data Guidelines | Open Research Europe'. Accessed 12 July 2022. <https://open-research-europe.ec.europa.eu/for-authors/data-guidelines>.
- <sup>14</sup> European Commission. 'Data Guidelines | Open Research Europe'. Accessed 3 February 2023. <https://open-research-europe.ec.europa.eu/for-authors/data-guidelines>.
- <sup>15</sup> European Commission. 'Policies | Open Research Europe'. Accessed 3 February 2023. <https://open-research-europe.ec.europa.eu/about/policies#dataavail>.
- <sup>16</sup> Jisc. 'FAIR Principles in Research Data Management'. Accessed 3 February 2023. <https://www.jisc.ac.uk/guides/rdm-toolkit/fair-principles-in-research-data-management>.
- <sup>17</sup> Brain & Company. (n.d.). Measuring your net promoter score. Bain. Retrieved February 13, 2023, from [https://www.netpromotersystem.com/about/measuring-your-net-promoter-score/#:~:text=Promoters%20\(9%20to%2010\),of%20referrals%20in%20most%20businesses](https://www.netpromotersystem.com/about/measuring-your-net-promoter-score/#:~:text=Promoters%20(9%20to%2010),of%20referrals%20in%20most%20businesses).