

Deliverable D59 (D7.10)

Dissemination, exploitation, and
communication plan (updated)



RI-URBANS

**Research Infrastructures Services Reinforcing Air
Quality Monitoring Capacities in European Urban &
Industrial AreaS (GA n. 101036245)**

By

FMI



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Deliverable D59 (D7.10): Dissemination, exploitation and communication plan (updated)

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1. About this document

The RI-URBANS project aims to develop an enhanced toolbox of services and solutions to improve the analysis of air quality (AQ) in three main areas: i) identifying new pollutant sources and tailoring metrics; ii) evaluating the health effects on citizens, and iii) creating models and emission inventories. RI-URBANS takes advantage of existing AQ monitoring systems and ACTRIS (Aerosol, Clouds and Trace Gases Research Infrastructure) and IAGOS (In-service Aircraft for a Global Observing System) Research Infrastructures (RIs) services and complement these with innovative tools to reinforce AQ monitoring capacities in European urban and industrial hotspots, enabling European health administrations and agencies to effectively mitigate the impact of poor AQ on human health.

This deliverable - D59 (D7.10) - considers the needs, successes and pitfalls of the first 17 months of the RI-URBANS communications and revises the first preliminary strategy of RI-URBANS ([D50 \(D7.1\)](#)) by updating the plan for the implementation of Dissemination, Exploitation and Communication (DEC) activities of the project. Overall, the goal of the DEC plan is to set out the objectives, tools, materials, and channels to be exploited to effectively inform and promote about RI-URBANS activities, achievements and tangible results to targeted audiences, also becoming the cornerstone for the successful commercialization and market uptake of RI-URBANS solutions.

This document provides updates on dissemination, exploitation and communication activities already undertaken in the context of the DEC, such as in the form of scientific articles and peer-reviewed publications and the consolidation and upgrading of the RI-URBANS communication strategy. It also lays out plans for future activities aimed at supporting the RI-URBANS consortium in achieving its near- and longer-term ambitions for the dissemination and exploitation of research results, as these have been outlined in the Grant Agreement, as well as providing information on the evaluation and reporting measures.

The updated DEC plan builds upon [D50 \(D7.1\)](#) and thus, the content of the former DEC is still withstanding. Compared to [D50 \(D7.1\)](#), the content enclosed in this report adds on:

- Improving the strategy for social media engagement.
- Strengthening the relationships with other projects (notably, PAUL (Pilot Application in Urban Landscapes - Towards integrated city observatories for greenhouse gases) / ICOS (Integrated Carbon Observation System) cities).
- giving more visibility to the RIs of involved ACTRIS and IAGOS.

This is a public document that will be distributed to all RI-URBANS partners for their use and submitted to European Commission as a RI-URBANS deliverable D59 (D7.10). This document can be downloaded at <https://riurbans.eu/work-package-7/#deliverables-wp7>

2. Further formulation and revision of the Dissemination, Exploitation and Communication (DEC) plan

The purpose of the DEC is to provide a roadmap for the RI-URBANS consortium, notably WPs 6-7, to take coordinated action for the propagation and promotion of RI-URBANS research results, in two distinct, though intertwined areas:

- The communication and dissemination of specialised scientific results and outcomes from RI-URBANS research activities, mainly carried out by WPs 6-7.
- The exploitation of research results, primarily through the activities carried out within WPs 1-5.

As a strategic document, the DEC is also intended to support RI-URBANS Partners (Beneficiaries of the Consortium) by establishing the bases for the project's Intellectual Property Strategy ([D56 \(D7.7\)](#)).

Ultimately, the DEC, is a means of enabling key objectives of the RI-URBANS project, more specifically in relation to augmenting the recognition and impact of RI-URBANS research within the international scientific community and contributing to the longer-term uptake of RI-URBANS outcomes.

The DEC is intended to be a living document that is continuously adapted in line with the evolution of the project - from the preliminary draft submitted at the proposal stage over to the project's conclusion and in the context of the final evaluation of the project and its impacts. Within this context, this document presents version 2 of the DEC. Further, the DEC will continue to be updated in the context of the periodic evaluation reports produced for the RI-URBANS project.

The RI-URBANS is funded in the context of the Horizon 2020 Research and Innovation Programme, and as such, the methodologies, processes and approaches followed in further formulating and refining the DEC plan outlined in this document, have incorporated the guidelines and suggestions noted in Participant Portal Horizon 2020 Online Manual for the Dissemination and Exploitation of Results ([link](#)). In further formulating, adapting, and refining its DEC plan, we will leverage the wide breadth of know-how found within RI-URBANS Partners, specifically in relation to their extensive links with relevant national and regional stakeholder networks, their intellectual property rights (IPR) management knowledge, particularly in the context of exploitation activities, as well as their extensive experience of setting up and managing highly visible and reputable communications channels. Further, the DEC plan outlined in this document has also built on institutional knowledge and experience within the project Partners CSIC and FMI in areas of dissemination and exploitation of research results, as these have been acquired through past and other active research projects as well as various business development initiatives.

Finally, the DEC plan will be informed by the RI-URBANS' Data Management Plan (DMP) as this has been outlined in [D43 \(D5.9\) "RI-URBANS Data Management Plan \(update\)"](#). The DMP provides information on the type of data that are produced or gathered as part of the RI-URBANS project, as well as how this data is managed, including details on whether and how this data will be made accessible for re-use or might be leveraged for exploitation purposes.

3. RI-URBANS Dissemination Strategy

As defined by Horizon 2020's "Rules for Participation" ([link](#)), "Dissemination" is "the public disclosure of the results by any appropriate means (other than those resulting from protecting or exploiting the results), including by scientific publications in any medium".

The objective of the RI-URBANS dissemination strategy is to identify and organize the activities to be performed to maximize the influence/impact of the RI-URBANS project and to promote commercial and exploitation applications of the project results. To ensure the widest dissemination of the project and to increase its impact and outreach, the following four specific objectives have been defined:

- Raise awareness and openly demonstrate clear economic, social, and environmental benefits of utilizing/adopting RI-URBANS solutions.
- Reach out and build a sustainable stakeholder network for future promotion, sharing and expansion of RI-URBANS solutions outside the RI-URBANS pilot cities.

- Demonstrate the significance and business opportunities deriving from utilizing RI-URBANS service tools (STs) in new products and services within new sectors/markets.
- Disseminate the respective project outcomes to the widest possible community of potential stakeholders.

As already outlined in earlier version of the DEC ([D50 \(D7.1\)](#)), the focus of the RI-URBANS dissemination agenda is to advertise high-level scientific and research outcomes to specialized audiences of the fields and disciplines that are relevant to RI-URBANS. More specifically, these relate to pertinent scientific challenges in three interlinked areas of inquiry that when observed in sequence create a “chain of knowledge” to:

- Study atmospheric composition (emissions, distributions, and trends) in urban hotspots.
- Develop STs and test such tools in the RI-URBANS pilot cities, and finally.
- Examine regional impacts, that are on environmental health, various economic sectors and societal resilience for European cities.

Accordingly, through the synergetic work of relevant Work Packages (WPs), RI-URBANS produces relevant research results and outcomes in each of these three interlinked areas, more specifically in:

- Characterization and analysis of regional atmospheric composition change, establishment of measurement, source apportionment and emission inventories for air pollution (i.e., ground-based in-situ/remote sensing observations, unmanned aerial vehicles, etc).
- Improvement of our understanding of urban mapping and exposure health effects, which is translated into advancement of mathematical models.
- Testing the performance of RI-URBANS’s STs on the selected pilot cities, socio-economic and related policy, and governance assessments to address the various above-mentioned local and regional impacts, primarily channelled through the WP6 work.

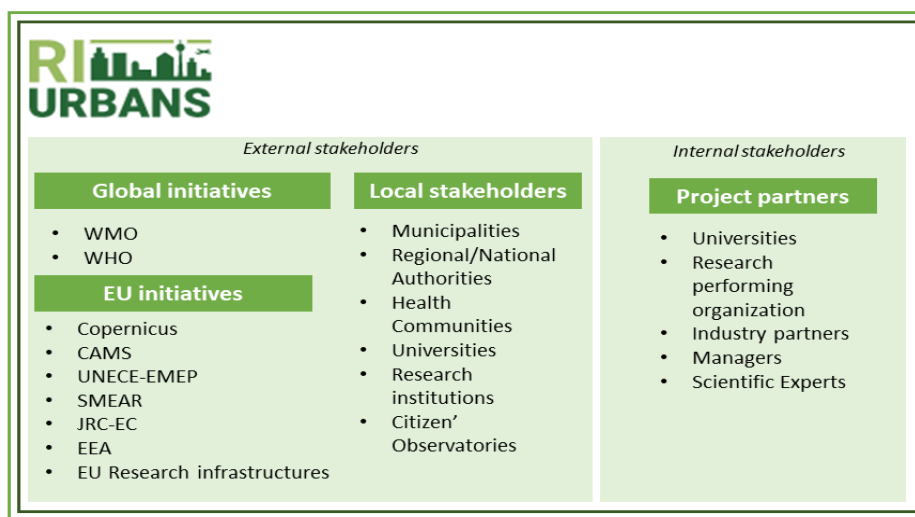


Figure 1. RI-URBANS ecosystem of stakeholders.

In line with the above and building on what has already been stated in the Grant Agreement, RI-URBANS dissemination activities are geared towards building a greater ecosystem of stakeholders (Figure 1) all along the value chain of AQ monitoring, and sectors/technologies linked to the development of the RI-URBANS toolbox. This ecosystem is at first stage consisting of the primary end-users and other expected beneficiaries of RI-URBANS

outcomes within the AQ, health, Earth Observation (EO), and industrial sectors. It further integrates broader segments of stakeholders – Global, European & International initiatives; Scientific community; Policy makers; General public – that are expected to benefit (both directly and indirectly) from the RI-URBANS outcomes, enhancing the uptake of RI-URBANS solutions and outcomes and creating spill overs to other sectors.

3.1 Dissemination of results

The dissemination strategy and activities follow principles and best practices successfully tested by the project partners and in line with the EC Guidelines for successful dissemination. The focal point of the RI-URBANS overall dissemination strategy is to follow RI-URBANS stakeholder map ([link](#)) and, based on their needs, tailor clear and concise messages (what to disseminate) to the different target audiences. This also comes to ensure the use of the most appropriate and efficient dissemination channels and communication tools and drive the development of proper material per target stakeholders (how to disseminate). It further defines a time-line plan (when to disseminate), on the basis of the project developments and outcomes, with specific objectives and targets, assisting all project partners in implementing communication activities and reaching the dissemination and exploitation objectives throughout the project implementation. Focusing on reaching a wider audience beyond the main targeted stakeholders of the project the DEC will outline liaison and networking activities with other EC projects, initiatives and networks that will further enhance the dissemination range and impact ([link](#)).

Dissemination of activities to key target audience groups as these have been outlined above, are disseminated through the following key communications channels, means and tools:

- Scientific articles and publications in scientific journals and other relevant publications.
- Conferences, workshops, trainings and meetings (either through participation, or organisation and hosting events).
- Brochures, factsheets, leaflets, and videos.
- RI-URBANS public website, which acts as the virtual “shopfront” of the project.

Dissemination activities have begun since the official beginning (September 2021) of the project, and in line with the DEC plan, and these include scientific articles and publications (detailed references for said publications in Annex III), the upgrading and consolidation of the RI-URBANS website (as per [D51 \(D7.2\)](#)), and the creation and dissemination in relevant settings and events of the RI-URBANS outreach material (as per [D52 \(D7.3\)](#)).

3.2 Dissemination through tangible results

We will build on top of RI-URBANS pilot activities, turning outcomes into success stories. Adopting a funnelled approach, pilot activities and experiences, case studies, interviews with partners, customers and other involved actors, will be transformed into success stories that will be feeding the communications to RI-URBANS’ target audiences, aiming to ensure that project progress and pilot results reach the AQ sector actors. The RI-URBANS success stories will be formed either as written or video testimonials, aiming at showcasing the value of the RI-URBANS toolbox and services and become a proof of experience for additional target audiences.

4. Exploitation of the results

As defined by Horizon 2020’s “Rules for Participation” ([link](#)), “Exploitation” means “the use of results in further research activities other than those covered by the action concerned; or in developing, creating and marketing a product or process; or in creating and providing a service; or using results in standardization activities”.

In the context of RI-URBANS, the ambition for exploitation activities is to leverage the project results and outcomes both in the context of public policymaking as relevant to societal challenges and the alleviation of the effects of poor AQ in urban and industrial hotspots, and for commercial purposes. Exploitation activities within the context of WP7 will be further enabled by the work produced by WPs 1-5, with support from WP6. Further, exploitation activities will be informed by in-house and partners' know-how, as well as Horizon 2020 available resources on IPR, such as the European IPR Helpdesk and the fact sheet on managing IPR in Horizon 2020 ([link](#)), and the RI-URBANS relevant strategy and policies (e.g., [D56 \(D7.7\)](#)) as they relate to Task 7.3 "Exploitation and intellectual property rights (IPR) management" led by NOA.

In line with the above RI-URBANS' exploitation activities will be aimed at the following target audience groups:

- Policymakers, government bodies and other civil society stakeholders and communities, primarily at national and regional levels: in terms of leveraging the findings, results, and outcomes of RI-URBANS to inform governmental action plans, policies, and procedures in areas of air pollution and its regional impacts.
- Specialist industry and AQ monitoring networks: who could leverage RI-URBANS results for further development or enhancement of their activities. Pre-existing contacts would be leveraged as an obvious starting point, but with the intention to further expand the RI-URBANS' networks and reach much further and wider.
- Other groups of stakeholders in industry and the private sector: for relevant opportunities relating to the development of new products or services with wider or even mass commercial appeal, with the expectation that this might come further down the line in the RI-URBANS' development.
- Researchers, academics, research networks, relevant associations and clusters: these will primarily be engaged in the context of exploitation techniques relevant to the promotion of internal research, i.e., to be applied in further research in its original field of study and beyond, collaborative research, i.e., for contribution in existing projects and creation of new ones, and standardisation activities, contributing to ongoing work, at national, regional and European levels.

We recognize that successful implementation of exploitation activities takes concentrated effort and advanced planning. Therefore, to offer support for the realization of future exploitation activities RI-URBANS invests time and resources in exploring the market potential and at-scale provision feasibility of potential products and services, and in assessing options for their associated legal structures (e.g., spin-offs, etc.) and go-to-market models, within the context of those RI-URBANS activities that could be carried on after the project lifetime. As part of this process, RI-URBANS shall also begin to methodically identify and plan for the capabilities and resources required to develop, acquire, or outsource (e.g., in manufacturing, IPR management, etc.), and their respective resourcing, operational and other relevant implications to bring these exploitation activities to life (as per [D56 \(D7.7\)](#)).

To proceed with the above, RI-URBANS will take the following actions for which will be provided in the context of DEC periodical reviews as applicable:

- Market research on key areas of interest, initially for the opportunities identified above, to determine the opportunities' approximate market size, through researching and determining approximations of the likely market penetration rate (for volume) and competitive pricing models (for value) for each opportunity.
- Research on the requirements and motivations of potential users, through consumer-testing when appropriate, as well as research on key (direct and indirect) competitors, and the definition of the RI-URBANS segments within that context.
- Definition of RI-URBANS positioning in the market and leveraging this in the development and/or marketing of new products and services (e.g., via conducting a SWOT and/or PESTLE analysis).
- Further research to identify new areas of opportunity.

4.1 Linking RI-URBANS DEC with commercialization

The RI-URBANS project is steered towards the market and the policy covering the provision STs for AQ monitoring. Starting from a complementary consortium consisting of experienced multi-sector partners (academic, technical, business, and institutional actors) and with a strong industry participation RI-URBANS is continuously in the look out to further engage, directly and indirectly, municipalities and monitoring networks actors to its activities. The DEC is playing a key role in this process, formulating the starting point of every communication-dissemination and early engagement activity, ensuring a quick pass from communication to involvement.

Thus, the DEC approach starts at the very beginning, by raising awareness, linking, and promoting uptake of data and technologies by industry through focused materials targeting to generate lead and support this aim (insights, videos, graphic elements, etc.). Furthermore, it moves towards more "attractive and engaging activities" such as presentation and experience-based activities, where practical examples, pilot success stories and business generated cases are used to force understanding and further establish the added value of RI-URBANS.

The overall aim remains throughout this process, to reach, to communicate and disseminate generated value, to grow the reach of the project, attract and involve more end-users, improve project results, and facilitate end-user uptake after completion of the project. The DEC and commercialization go hand in hand throughout the RI-URBANS project, and complement one another, on a step-by-step basis following the frameworks and processes for IPR management established in Task 7.3. Such joining of forces represents a special marketing strategy, which will emphasize performances of both teams, DEC and growth of stakeholder engagement (WP6).

5. RI-URBANS Communication

5.1. RI-URBANS Communication strategy

RI-URBANS has adopted a funnelled approach, similar to a marketing funnel (Fig. 2), to assure a wide but also targeted communication within the RI-URBANS stakeholder ecosystem, enable active engagement and achieve efficient communication of the project outcomes. This approach primarily focuses on generating awareness by conveying key aspects and benefits of the RI-URBANS toolbox and STs to the RI-URBANS target audiences.

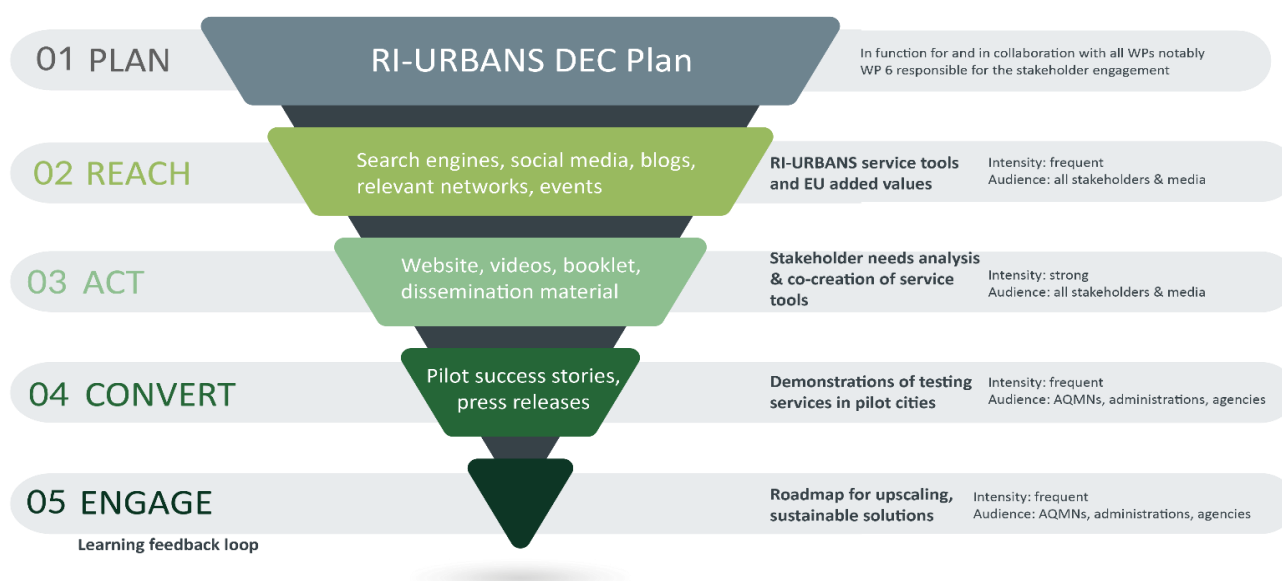


Figure 2. RI-URBANS communication funnel.

Easy to understand visual material is used to make concepts and benefits instantly recognizable for a wide audience. This aims at cultivating further interest in potential end-users who will be directed to more detailed information and material about the tools and services. Working together with WP6, customized content will be communicated towards specific target audiences, aiming at creating and maintaining an active stakeholders' ecosystem. Similarly, relevant information will be extracted from project deliverables; interviews with partners, as well as other target audiences; pilot city case studies; industry reports; and will be relayed through the RI-URBANS communication channels to further support active user engagement.

The plan for external communication and dissemination aims at setting the framework to promote the outcomes of RI-URBANS and to support WPs actions for stakeholder involvement. The plan is synergistically co-created with other WPs, notably for:

- The organization of workshops and other similar events aimed at engaging stakeholders (WPs 6-7).
- The realization of relevant engagement materials, with contents produced by WPs 1-6 and WP7 tending to the suitable communication style and tool and channel for delivery.

The success of the DEC plan depends on the close interaction, collaboration, and communication within the RI-URBANS consortium. The organized internal flow of information represents an indispensable step before any message is shared to external target groups via suitable assets and communication channels. The CSIC Coordination Office coordinates all the communication and dissemination initiatives in close collaboration with the partners involved in WP7.

5.1.1 About giving more visibility to the research infrastructures involved

We acknowledge that more visibility should be given to RIs involved in the project, ACTRIS and IAGOS: indeed, the concept of RI-URBANS states that "The overall design of RI-URBANS recognizes that reinforcing cooperation between RIs and AQ monitoring networks is key to improving tools for better AQ assessment and management in European cities.". Hence, the key role of ACTRIS and IAGOS should be made clearer in communication and dissemination activities. We consider editing the current promotional material to include ACTRIS and IAGOS logos to leverage the established branding of the RIs at European level.

5.2 RI-URBANS strategy for social media

We expect that the activities of ACTRIS, IAGOS and RI-URBANS are of interested to each single audience. Internally, we have agreed that ACTRIS and IAGOS will tag RI-URBANS in any content that is relevant to RI-URBANS objectives and re-post RI-URBANS content highlighting how ACTRIS or IAGOS contributes to the project. Vice versa, ACTRIS and IAGOS will internally communicate with RI-URBANS when important ACTRIS- or IAGOS-related content is to be promoted via RI-URBANS channels.

5.3. Communication channels, tools and means

RI-URBANS creates and makes use of various communication channels/tools, including online, offline, hybrid as well as interactive (face-to-face) to achieve an efficient and effective interaction with the different stakeholders. Leveraging the experience and the dynamic interaction of RI-URBANS partners with their audiences/engaged stakeholders and customers, RI-URBANS focuses on using specific communications channels that project partners efficiently use for their regular communications with different stakeholders.

5.3.1. RI-URBANS visual identity

RI-URBANS branding elements are described in details in Milestone [M39 \(M7.1+7.2+7.4+7.5\)](#). Its key elements are reported below.

Logo

The project logo will be included in all the project dissemination materials, documents and communication tools throughout the project lifetime.

Presentation templates

RI-URBANS will be presented in several events, conferences, workshops, meetings as well as other occasions to disseminate project developments and results, enhancing the overall dissemination efforts. A presentation template (ppt) has been designed in line with RI-URBANS graphic identity in order to promote the recognition of RI-URBANS.

Additionally, as required by the Grant Agreement, all material used for communication and dissemination purposes of RI-URBANS, will demonstrate the EU emblem along with the statement that the project has received funding from the H2020 Research and Innovation programme.

Deliverable templates

The RI-URBANS deliverable and milestone templates were produced in line with the overall communication and dissemination material graphic identity and will be used by the consortium partners for the preparation of all project deliverables and milestones. The templates have a cover page that displays the project's logo in a prominent position, its acronym, deliverable/milestone information (number, full title, the WP number and its title) as well as the writers' information.

5.3.2. RI-URBANS social media channels

RI-URBANS social media presence is described in detail in Milestone [M39 \(M7.1+7.2+7.4+7.5\)](#). The project social media approach is presented in Section 4.2.

5.3.3. RI-URBANS promotional material

RI-URBANS has produced a set of promotional materials, which is consisting of flyer, infographics, and a brochure (see Figure 3) available for online dissemination and for printing. More details can be found in Deliverable [D52 \(D7.3\)](#) "RI-URBANS brochure/flyer/roll up and teaser". These files are publicly available at RI-URBANS website: <https://riurbans.eu/outreach/#brochures>



Figure 3. RI-URBANS project brochure.

RI-URBANS has delivered the first video introducing the scientific relevance of the project (Figure 4). The video-teaser is publicly available on RI-URBANS project website (<https://riurbans.eu/outreach/#videos>).



Figure 4. RI-URBANS project video-teaser.

5.4 Stakeholder engagement

WP7 aims at maximizing the uptake of the outcomes by identifying and implementing strategic and efficient practices of communication with the use of tailored tools and material essential for ensuring the success of stakeholder engagement strategy as defined in WP6 ([link](#)). This will be done by enabling smooth internal communication, designing a strategy of actions for the communication, dissemination, and exploitation of the project outcomes, developing and managing communication tools for both internal and external communication, providing support and tailored material for the interaction with key user and stakeholder groups, identifying higher level liaison targets and defining the strategic frame of the approach and targets.

RI-URBANS and ICOS-lead response to Part B of LC-GD-1-9-2020 have identified clear synergy potential when it comes out to reaching out to European policy makers, to cities interested in utilizing air quality or greenhouse gas information, as well as to citizens and other wider audiences. Gearing up towards a fruitful cooperation, representatives of RI-URBANS and PAUL/ICOS Cities have been meeting regularly to exchange on the respective dissemination activities. During suitable events, the project spokespersons were invited to give talks. RI-URBANS was presented online (on January 25, 2023) in the “ICOS Cities Talks” event on “Urban emission monitoring - general overview of current options”. The talk was given by Dr. Jeroen Kuenen regarding the ultrafine aerosol emission inventory that was released through RI-URBANS work. The links to the video and slides are available through <https://www.icos-cp.eu/event/1264>. The second “ICOS Cities Talks” online event had a contribution from Prof. Tuukka Petäjä on the pilot cities work in RI-URBANS. The presentation was organized on March 1, 2023. The video and slides are available through <https://www.icos-cp.eu/event/1270>.

The “ICOS Cities Talks”-series is co-produced with the COINS (Copernicus Observations In Situ Networking and Sustainability; 2020-2023; <https://insitu.copernicus.eu/>), RI-URBANS and CoCO2 (Prototype system for a

Copernicus CO2 service; 2021-2023; <https://coco2-project.eu>) projects. We foresee continuing such a bidirectional interaction throughout the project.

6. Monitoring impacts of the RI-URBANS DEC plan

An assessment framework is a necessary and integral part of a well-managed project implementation, notably for:

- evaluating the efficacy of the DEC plan (WP7) and the strategy for stakeholder management (WP6);
- identify and address any cavity or issues in communication and engagement activities and actions;
- implementing additional tasks to close any gaps.

In this section, the key performing indicators (KPIs), used to assess the project communication and dissemination strategy, are presented in Table 1. We evaluate progresses of the collected in the intermediate results with those established in the proposal and defined at M09. We will use this analysis to calibrate the forthcoming communication activities and finalize (by M36) the DEC plan towards the last year of the project lifecycle (note, duration of the project is 48 months).

Table 1. RI-URBANS Communication and dissemination monitoring strategy.

Communication tool	KPI	Target value in the proposal*	Target value defined by M9*	Target value defined by M17*	Target value defined by M36*	Means of verifications
Website	No. unique IPs No. click rates No. download of attached material			4052 995 128		Google Analytics metrics
Social media - Twitter	No. of posts per month Engagements			5.8 2361		Search metrics
Social media - LinkedIn	No. of posts per month Engagements			5.8 621		Search metrics
General project brochure	No. of brochure printed	1		150		Printed copies
General project flyer	No. of flyers printed	1		0		Printed copies
Brochure for local, regional and national AQ administrations	No. of brochure printed	1		0		Printed copies
Booklet	No. of booklet printed	1		0		Printed copies
Roll-up	No. of roll-up printed	1		1		Printed copies
Videos	No. views	3		113		Video online

Press releases	No. of press releases			2		Copies of press releases
Media reports	No. of media reports (articles in printed and electronic media, TV and radio interviews, etc.)		15	12		Records of media appearances
Policy briefs & papers	No. of briefs and papers published			0		List of briefs and papers
Scientific publications	No. of publications			15		Records of publications
Presentations at academic conferences	No. contributions			25		Records of attendance, presentations
Project workshops and internal meetings	No. events	10		56		Minutes
	No. of registered participants			1010		Registration lists, photos

* All target values above are for the consortium for the whole of the project's duration unless indicated otherwise.

7. Conclusions

In conclusion, this deliverable - D59 (D7.10) - dives into the key aspects of the communication, dissemination and exploitation planning of the RI-URBANS project. It aims to be of guidance for the consortium partners' communications. This document is periodically evaluated and will be reviewed at M36.

The tools and channels selected for the RI-URBANS objectives provide a comprehensive target audience and offer a concrete roadmap to achieve the RI-URBANS project goals and, particularly, related activities.

The experiences collated from the first twenty months of project activities have already provided insights on how to achieve communications impacts and how to further develop and enhance the initial communication goals. The established goals have been linked and tailored to the needs of each activity, providing RI-URBANS partners with a wide array of tools, channels, aims and timescales linked to the targeted or potential audience. These arrangements serve to facilitate consortium partners' work on communications and ensure a successful implementation of communication matters.